



The University of the West Indies
Cave Hill Campus



THE FACULTY OF SOCIAL SCIENCES
Graduate Information Guide



The Faculty of Social Sciences
Graduate Information Guide
2011-2012



2011-2012

THE UNIVERSITY OF THE WEST INDIES

CAVE HILL CAMPUS



FACULTY OF SOCIAL SCIENCES REGULATIONS & SYLLABUSES

GRADUATE INFORMATION GUIDE

2011-2012

WWW.CAVEHILL.UWI.EDU/GRADSTUDIES

Every attempt has been made to ensure that the information in this booklet is accurate at the time of printing. Students should consult their programme coordinator where clarification is required.

It is intended for students entering programmes in academic year 2011 – 2012. Continuing students must refer to their programme coordinator for guidance.

Please note that any semester information given should be used as a guide as it is subject to change.

MISSION STATEMENT

The enduring mission of The University of the West Indies is to propel the economic, social, political and cultural development of West Indian society through teaching, research, innovation, advisory and community services and intellectual leadership.

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Dean's Message

Welcome all

This guide will serve you well in navigating your programmes and courses for your degree. To all graduate students we now say welcome to the Faculty of Social Sciences. Please be aware that the faculty office, the office of the Dean, and the department officers are all there to serve you. The entire academic staff housed in the faculty, including Heads of Departments, Deputy Deans and the Dean are there to assist you. Feel free to come and see us.

George A. V. Belle PhD
Dean, Faculty of Social Sciences
The University of the West Indies

About the Faculty of Social Sciences

The U.W.I. Faculties of Social Sciences are centres of excellence on the study of Caribbean Societies. They further provide our students with rigorous technical competence and a range of knowledge which makes them competitive graduates anywhere in the world.

The Faculty comprises the CLR James Centre for Cricket Research, the departments of Economics, Government, Sociology & Social Work, and Management Studies; the Shridath Ramphal Centre For International Trade Law Policy & Services; Sir Arthur Lewis Institute of Social and Economic Studies and is affiliated to the Cave Hill School of Business which offers the MIEM, MBA and DBA degrees. The Faculty also offers interdisciplinary programmes which are coordinated by the Office of the Dean as given academic oversight by the faculty.

Social Science graduates may register for the research degrees of MPhil and PhD under the supervision of a member of the Academic Staff.

DEAN AND HEADS OF DEPARTMENTS OF SOCIAL SCIENCES

Faculty Office

Tel: (246) 417-4265/66/67
Fax: (246) 417-4270
Website: <http://www.cavehill.uwi.edu/fss/facultyprogrammes.htm>
E-Mail: socsci@cavehill.uwi.edu

DEAN: **Belle, George**
BSc, MSc (UWI), PhD (Manc)

DEPUTY DEAN: **Mahon, Sonia**
BSc (UWI), MSc (Boston)

DEPUTY DEAN: **Bernard, April**
(Outreach): BA (Ohio), MA (U of Illinois),
PhD (Northwestern)

Department of Economics

Tel: (246) 417-4279/83
Fax: (246) 417-4270
E-Mail: economics@cavehill.uwi.edu

Head of Department **Iyare, Osaretin Sunday**
& Professor of BA (Minnesota), MA (Sangamon),
Financial Economics PhD (Durham)

Coordinator **Persaud, Wilberne**
of Graduate BSc (UWI), MA (Manc)

Department of Government, Sociology and Social Work

Tel: (246) 417-4288/89/93
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E-Mail: gsswork@cavehill.uwi.edu

Head and Lecturer in **Rock, Letnie**
Social Work BA (UWI), BSW (Windsor),
MSHA (Antioch), PhD (Fordham)

Coordinators of Graduate Programmes

MSc eGovernance **Broome, Pearson**
for Developing States BA (UWI), MSc (LSE),
PhD (Cambridge)

MSc Applied **Cadogan-McClean, Cheryl**
Psychology, BSc (UWI), MA (Columbia Univ.)
MSc Counselling
Psychology

MSc Integration **Hinds-Harrison, Kristina**
Studies BA (St. Mary's), MA (Kent), PhD (LSE)

MSc Sociology **Karch Brathwaite, Cecilia**
BA, MSc (U.C. Davis), PhD (Rutgers)

Master of Social Work **Rock, Letnie**
BA (UWI), BSW (Windsor),
MSHA(Antioch), PhD (Fordham)

Department of Management Studies

Tel: (246) 417-4295/4296/7
Fax: (246) 438-9167
E-Mail: management@cavehill.uwi.edu

Head of Department **Robinson, Justin**
Management Studies BSc (UWI), MSc (FIU), PhD (Manc)

Coordinators of Graduate Programmes

MSc Investments and Wealth Management
MSc. Transport Economics & MSc. Logistics and Supply Chain Management

Carrington, Donley
BSc (UWI), MBA (Iowa), CMA, PhD

MSc Management (Human Resources Management) and MSc Management (Marketing)

Charles-Soverall, Wayne
Cert. in Management, BA (Pace)
MA (Brooklyn College), PhD (UWI)

MSc Construction Management

Glidden, Priscilla
BA (Mass), PhD (MIT)

MSc Project Management and Evaluation

Persaud, Nadini
BSc, MSc (UWI), PhD (Western Michigan), CGA

MSc International Management

Punnett, Professor Betty Jane
BA (McGill) MBA (Marist), PhD (NYU)

MSc Tourism & Hospitality Management

Roberts, Sherma
BBA, Grad Dip IR, MSc (Surrey)
PhD (Brunel)

MSc Management (Financial Management)

Robinson, Justin
BSc (UWI), MSc (FIU), PhD (Manc)

MSc Management

Small, Joseann
BSc, (UWI), MBA (Florida)

Cave Hill School of Business

Tel: (246)424-7731/7/7652
Fax: (246) 425-1670
Website: <http://www.uwichsb.org>

Chief Executive Officer
Comma, Jeannine L
BBA (UWI) MA PhD (George Wash)

Coordinator of Graduate Programmes
Wallace, Ann
MBA (UWI), Adv Dip (IAM)

CLR James Centre for Cricket Research

Coordinator of Graduate Programme
Corbin, Akhentoolove
BSc (UWI), MSc (LSE), PhD (UWI)

Sir Arthur Lewis Institute of Social & Economic Studies

Tel: (246) 417-4476
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E-Mail: salises@cavehill.uwi.edu

University Director, Professor of Economics and Coordinator of Graduate Programmes
Downes, Professor Andrew
BSc, MSc (UWI), PhD (Manc)

Shridath Ramphal Centre for International Trade Law Policy & Services

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Website: www.shridathramphalcentre.org
E-Mail: mitp@cavehill.uwi.ed

Director
Nurse, Keith
BA (Western Ont), Dip IR, PhD (UWI)

Coordinator of Graduate Programme
Paul, Neil C.A.
BS (Illinois), Dip Mass Comm, Dip Agric, MPhil (UWI)

GENERAL REGULATIONS FOR GRADUATE STUDIES

Admission

1. An applicant for graduate study must go before the Board for Graduate Studies and Research, through the Faculty Sub-Committee.
2. An applicant may be:
 - (i) Admitted without a qualifying Examination,
 - (ii) Required to pass a qualifying Examination before being fully registered for graduate studies, or;
 - (iii) Refused admission.
3. The nature of the qualifying examination shall be determined by the Department to which the candidate is seeking admission but shall be subject to the approval of the Faculty Subcommittee on Graduate Studies. A candidate who fails a required qualifying examination will not normally be permitted to re-sit the examination.
4. All graduate students seeking a research degree are normally required to register first for the MPhil degree.
5. Later transfer to the PhD may be made if the student's supervisor and the departmental Graduate Supervision Committee recommend it, and if the recommendation is supported by the Faculty's Sub-Committee on Graduate Studies and approved by the Board for Graduate Studies and Research.
6. Students may be registered for full-time or part-time studies. No research student may be registered for full-time studies if he/she spends an average of twelve or more hours a week in paid employment.
7. Regulations concerning the length of periods of study for the award of graduate research degrees to part-time students are given in the relevant sections below. In every other respect, e.g. qualifications for admission, attendance at seminars, conditions of award of the degree etc., Part-time students are subject to the same regulations as full-time students.

8. Wherever possible each Department or appropriate unit within a Department shall have a Graduate Supervision committee.
9. The Graduate Supervision Committee shall propose to the Faculty Sub-Committee for Graduate Studies a Supervisor or Supervisors of experience appropriate to the proposed field of study of each candidate.
10. Research students are required to consult with their supervisor(s) in person, at intervals to be specified by the Supervisor(s) but normally not less than once a semester. However, a candidate not resident the same territory as his supervisor(s) may be permitted to report in writing, except that a candidate who does not already hold a degree from the University is required to reside in one of the territories for the first year of registration.
11. Dissertation and theses presented for a graduate degree in this Faculty must be written according to the stylistic conventions as set out in the University Thesis Guide.

Oral Examination

12. The oral examination of the candidate presenting a thesis will be chaired by the Chairman of the Faculty Sub-Committee for Graduate Studies, or nominee who will also be responsible for seeing that a report on the examination is drawn up. The report shall be signed by all the Examiners present and by the Chairman of the Examination and forwarded to the Board for Graduate Studies and Research.

Qualifying Candidates

13. Candidates for admission to the degree programmes may be required by the Board for Graduate Studies and Research (BGSR) to take qualifying courses and to write examinations in these courses. Such candidates shall be registered as qualifying students and not as candidates for the degree. The qualifying courses shall be recommended by the Institute's Entrance Committee for approval by the Campus Committee.
14. Students cannot proceed to register for a degree programme unless they have successfully completed the required qualifying courses at a prescribed level of performance.

THE MASTER OF PHILOSOPHY (MPhil) DEGREE

1. The MPhil Degree is a research degree and shall be awarded on the basis of a thesis:
2. It is open to students with at least an Upper Second Class Honours Degree.
3. A candidate who does not satisfy this requirement may be admitted in the first instance as a qualifying student, and must satisfy specified requirements before being finally admitted to the MPhil Degree.
4. A candidate will be required to undertake a minimum of six (6) credits of course work and register for and present two (2) seminars. The candidate will be required to pass specified departmental examinations. Such requirements for each candidate shall be determined by the department and must be approved by the Faculty Sub-Committee at the time of registration of the student.
5. A candidate registered for full-time studies shall be required to present a dissertation on an approved subject within 3 years of initial registration.
6. Part-time candidates shall be required to present their dissertation within 5 years of initial registration.
7. The length of the dissertation shall be in accordance with specifications laid down by the departments of the Faculty but should not normally exceed 50,000 words excluding footnotes and appendices.
8. A candidate, after consideration of his dissertation by the Board of Examiners and, where relevant, the oral examination, may be:
 - a) Recommended to Senate for the award of the degree;
 - b) Required to re-submit the dissertation and repeat the oral examination on one subsequent occasion within 18 months from the decision of University Board for Graduate Studies and Research; or
 - c) Failed outright.

THE DOCTOR OF PHILOSOPHY (PhD) DEGREE

1. The PhD Degree is a research degree and shall be awarded on the basis of a thesis.
2. It is normally open to students with at least an Upper Second Class honours degree who have completed appropriate Graduate qualification or who are on transfer from the MPhil research degree.
3. A candidate will be required to undertake a minimum of nine (9) credits of courses during the period of registration. He/she may be required to write examinations. Such requirements must be approved by the Faculty Sub-Committee at the time of registration of the student.
4. A candidate will be required to register for and present three (3) seminars during the period of registration.
5. A candidate registered for full-time studies will be required to present a thesis on an approved subject not less than 6 semesters, and not more than six calendar years after full registration.
6. Part-time candidates shall be required to present their thesis not less than 8 semesters and not more than eight calendar years after full registration.
7. The length of the thesis shall be in accordance with specifications laid down by the Departments of the Faculty in which the student is registered, but shall not exceed 80,000 words excluding footnotes and appendices. The Board for Graduate Studies and Research may in special circumstances give permission for its limit to be exceeded.
8. A thesis will not be deemed adequate unless:
 - (i) It is judged to be a new contribution to knowledge,
 - (ii) It shows clear evidence of original research, and
 - (iii) It is worthy of publication.

9. A candidate for the PhD will be required to take an oral examination on a general field of study and on the thesis submitted. Wherever possible, the External Examiner should be present at the oral examination. In his absence, his written report shall be made available to the examiners present.
10. A candidate, after consideration of his thesis by the Examiners and after oral examination may be:
 - a. Recommended to Senate for the award of the degree,
 - b. Required to re-submit the thesis within 18 months,
 - c. Required to re-submit his thesis and repeat the oral examination on one subsequent occasion within eighteen (18) months from the decision of the Board for Graduate Studies,
 - d. Required to make corrections to thesis within six (6) months from the decision of the Board for Graduate Studies and Research, or
 - e. Failed outright.

GENERAL FACULTY REGULATION

Requirement to withdraw

Candidates in any programme who fail two or more courses in any semester will normally be required to withdraw from that programme.

MPhil/PhD Upgrade Seminar

Candidates for the MPhil degree who have:

- Successfully defended a Thesis Proposal of a scope and depth deemed worth of an upgrade, and
- Consistently produced work of a standard, in the opinion of their Supervisor, to merit an upgrade,

may be allowed to transfer to the PhD programme. Procedures governing this are contained in the Manual of Procedures available from the School for Graduate Studies and Research.

THE DEPARTMENT OF ECONOMICS

MSc BANKING AND FINANCE

Introduction

The MSc Banking and Finance degree programme is specifically geared towards banking and finance industry professions, who desire formal academic qualifications to bolster their work experience and advance their technical competencies. However, interested persons in related fields who meet matriculation standards can be accommodated.

Objectives

1. To develop well-rounded professionals who have a sound and comprehensive knowledge of critical issues important in the banking and financial services sector, but also business environment in general.
2. To enable students to develop knowledge and skills in specialist areas, such as Real Estate and Corporate Finance.
3. To develop advanced capacity for critical analysis and research, and
4. To enhance the technological culture of the financial community.

Entry Requirements

To qualify for entry candidates should normally possess at least a Second Class honours degree in Banking and Finance, Accounting or Economics from an internationally accredited university. All successful entrants will be subject to the relevant regulations of the Board for Graduate Studies and Research.

Duration

The MSc Banking and Finance will be taught over fifteen months of full-time study, including the courses, the practicum and the research paper.

Course of Study

Students have to gain forty-five (45) overall credits - 10 courses (3 credits per course), a practicum (9 credits) and a research paper (6 credits). The teaching of the ten courses will span two semesters, inclusive of coursework assignments and end of semester examinations.

The three-month practicum component will commence after participants have completed the courses, therefore allowing for the application of the knowledge and skills acquired from the courses.

Following the practicum, students will be allowed a further three months to complete a 12,000 – 20,000 word research paper, which should be contribute to the stimulation of novel ideas in the field. The research paper commences in semester two therefore enables participants to incorporate their educational and practical experiences into their research papers.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper.

LIST OF COURSES

Core

FINA 6000	Financial Analysis
FINA 6010	Corporate Finance and Capital Markets
FINA 6020	Caribbean Business Environment
FINA 6040	Research Methods
FINA 6030	Quantitative Methods
FINA 6900	Research Project
FINA 6990	Practicum

Electives (five (5) to be selected) Note that all courses are not offered each year.

FINA 6050	Treasury, Foreign Exchange and Trade Finance
FINA 6060	Theory of Risk and Insurance
FINA 6070	Insurance Markets and Strategy
FINA 6080	Risk Management of Financial Institutions
FINA 6090	Derivatives

FINA 6100	Advanced Financial Engineering
FINA 6110	Investment Analysis & Portfolio Management in the Caribbean
FINA 6130	Advanced Corporate Finance
FINA 6140	Entrepreneurial and Small Business Finance
FINA 6150	Statutory Valuations
FINA 6160	Land Economics and Planning
FINA 6170	Bank Financial Management
FINA 6180	Information Technology Management
FINA 6190	Insurance Law
FINA 6200	Property Law - Landlord and Tenant
FINA 6210	Project Management
FINA 6690	Independent Study

MSc FINANCIAL AND BUSINESS

ECONOMICS

Introduction

The MSc Financial and Business Economics programme is designed to produce Economists who can function effectively in both the public and private sectors. The programme is a blend of economic theory and financial and business issues. The Department also sees this degree as an opportunity to provide students with the incentive to further their studies at the PhD level.

Objectives

The MSc Degree in Financial and Business Economics is designed to:

- Enable students to develop analytical and practical skills in economics useful to work in institutions such as financial institutions or to undertake a career in industry or businesses which require advanced analytical skills;
- Provide an understanding of economic theory and its applications to finance and business; economic theory and its applications to finance and business;
- Position students not only to effectively compete internationally but also to understand the dynamics of globalization;
- Develop research skill in quantitative techniques necessary to undertake policy analysis and forecasting, particularly as applied to financial and business issues.

Entry Requirements

To be admitted to the program, a candidate must normally have completed a bachelor's degree or equivalent with at least Lower Second Class Honours in Economics or related subjects. You should have completed ECON 3049 Econometrics I or its equivalent at the undergraduate level. Students without this course who are accepted to the programme will be required to take it in the first semester. Candidates with insufficient economics background will be required to pass a qualifying examination in courses specified by the Department before final admission is made. Applicants will be selected on the basis of their capability to undertake the course of study leading to the award of the MSc degree.

Duration

The degree programme extends over one year for full-time and two years for part-time students. It runs from September to August with the period of April to August devoted to the writing up of the Research Paper.

Course of Study

The MSc in Financial and Business Economics shall be awarded by the completion of six (6) compulsory courses, two (2) approved electives, and a Research Paper. Each course carries three (3) credits and the research paper will account for twelve (12) credits.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper.

LIST OF COURSES

Core

ECON 6030	Microeconomic Theory
ECON 6031	Macroeconomic Theory
ECON 6033	Econometric Methods
ECON 6036	International Business Economics
ECON 6043	Financial Economics
ECON 6044	Financial Markets and Institutions
ECON 6046	Research Paper

Electives (Two (2) to be selected). Note that all courses are not offered each year.

ECON 6032	Economic Development
ECON 6034	Operations Research
ECON 6035	Monetary Economics
ECON 6037	International Finance
ECON 6038	Bank Financial Management
ECON 6039	Public Finance
ECON 6040	Economics of Personnel
ECON 6041	Industrial Organization
ECON 6042	Environmental Economics
ECON 6045	Corporate Finance

MSc TRANSPORT ECONOMICS

Introduction

The aim of this programme is to allow students with the necessary background in economics to further develop their knowledge of the various aspects of the economic methodology relevant to the analysis of the transport sector. The programme will also allow students to acquire a general understanding of the transport sector and to learn how to apply the necessary economic methodology to resolve practical transport problems.

Entry Requirement

To qualify for entry to this programme, applicants should satisfy the general University Regulations governing admission to a higher degree and should normally have at least a Second Class Honours degree or its equivalent. Non-degreed candidates, or candidates with Pass degrees who have other relevant qualifications and substantial experience, will be considered for entry on a case by case basis. Two letters of reference are also required.

Duration

The programme can be completed in 12-15 months; Part-time maximum of 24 months (including research project)

Course of Study

The following describes the course of study which consists of seven (7) compulsory courses, two (2) electives (to be determined by the department) and a research paper. The programme can be completed in twelve to fifteen (12-15) months of full time study or twenty-four (24) months on a part-time basis and will consist of 36 Credit Hours. Special skills workshops (not for credit mandatory) will be offered throughout the programme.

Programme Structure

The programme will consist of a core set of courses, covering the basic transport functions. Nine core Courses (3 credits each) and a research paper.

LIST OF COURSES

All compulsory

- Transport Modelling
- Transport Data Analysis

- Principles of Transport Economics
- Welfare Economics and Cost-Benefit Analysis
- Transport Econometrics
- Economics of Transport Regulation
- Social Research Methods for Transport

Electives (based upon availability and Resources)

- Economics of Transport Appraisal
- Freight Transport Planning and Management
- Transport and the Environment
- Public Transport Planning and Management
- Transport in Development.
- Stated Preference Analysis Transport for Tourism
- Transport Project Financing
- Any other approved course form the faculty
- City and Regional Planning and Administration

Research Paper (9 credits)

The Research Paper, which carries nine (9) credits, should not contain more than 15,000 words inclusive of footnotes/endnotes, bibliography/references, tables and appendices. A supervisor will be appointed to guide the candidate's research paper.

**MSc Logistics and Supply Chain
Management**

Introduction

The programme will emphasize the practical and analytical aspects of logistics problems as well as the fundamentals of management science and supply chain management. It will give students, with the necessary quantitative background, the skills to apply their analytical abilities to solve problems in the areas of logistics and supply chain management. Students will learn how to implement a supply chain strategy within an organization and they will, at the same time, develop skills in forecasting, production planning, and service planning and scheduling.

Emphasis will be given to analytical tools, information technology systems and computer programs because these are an integral part of a successful supply chain strategy. Students will gain a good appreciation of the role of client or customer buying behaviours in designing an efficient and effective logistics operation.

Entry Requirements

Admission to the programme will be open to persons with training in microeconomics and the requisite quantitative skills in mathematics and statistics, and who satisfy one of the following:

I. Entry Requirements for Degree Applicants:

Applicants under this category should have:

- a. A bachelor's degree or equivalent, in a relevant discipline, from a university or college acceptable to the University of The West Indies, with at least a second class honours.

Student with pass degrees will be considered if:

- They have at least (3) years managerial experience
- They are successful at an interview conducted by a selected panel determined by the Department of Economics.

- b. Two letters of reference

II. Entry Requirements for Non-Degree Applicants:

The Department will limit entry to the programme under this option to no more than twenty five percent of a cohort.

The Department is mindful that a number of managers in the Caribbean are holders of either technical certificates or diplomas, or have significant years of management experience. It is proposed that

such persons should be allowed entry into the programme under the following conditions:

- i. They hold technical certificates or diplomas that can be assessed by the University of the West Indies;
- ii. They have at least (5) years of managerial experience in the appropriate sector:
- iii. They are successful at an interview to be conducted by a selected panel to be determined by the Campus Committee on Graduate Studies and the Department of Economics;
- iv. They provide two acceptable letters of reference.

Duration

Full-time 15-18 months; Part-time maximum of 36 months (including research project).

Course of Study

The following describes the course of study which consists of ten (10) compulsory courses, two (2) electives (to be determined by the department) and a research paper. The programme can be completed in fifteen to eighteen (15-18) months of full time study or maximum of (36) months on a part-time basis and will consist of 48 Credit Hours. Special skills workshops will be offered throughout the programme.

LIST OF COURSES

Core

- Logistics 1
- Strategic marketing
- Transportation Administration
- Operations Research I
- Logistics information systems
- Logistics 11
- Strategic supply chain management
- Operations Research II
- Production management
- International trade and exchange

Electives (Two (2) to be selected). Note that all courses are not offered each year.

- Forecasting

- Transport econometrics
- Computer simulation
- Pricing and revenue management
- Public sector Analysis
- Project management
- Any approved elective

Research Paper (12 credits)

The Research Paper, which carries twelve (12) credits, should not contain more than 15,000 words inclusive of footnotes/endnotes, bibliography/references, tables

MPhil/PHD ECONOMICS

Entry Requirements

MPhil Candidates require at least an Upper Second Class Honours degree with a strong background in Economics. PhD candidates require at least an MPhil degree in Economics or its equivalent.

Availability of Expertise and Resources

Admission is contingent upon whether candidates have a thesis proposal compatible with the expertise and resources available in the Department of Economics.

Course of Study

Students in the MPhil and PhD degree programme are required to successfully:

1. Complete a minimum of six (6) credits of coursework for MPhil/ nine (9) credits of coursework for PhD,
2. Present seminars (2 for MPhil/3 for PhD), and
3. Submit a thesis.

Courses

Students in the MPhil and PhD degree programme should discuss with their supervisor suitable courses which would satisfy the credit requirements. Courses should be completed in the first year.

Compulsory Seminar Presentations

For each seminar, candidates are required to write and present a paper to be photocopied and distributed before hand on a topic arising out of their research as well as to field questions put to them afterwards. Seminars should be completed within the first year of the programme.

Thesis Proposal

Candidates are required to present and defend a Thesis Proposal of acceptable scope and quality for the degree. The Thesis must follow the guidelines set out in the documentation provided by the School for Graduate Studies and Research.

Candidates should also determine whether the materials for the thesis, or a substantial part thereof, are available either in the Main Library here at Cave Hill or elsewhere locally or regionally. The

candidate should also determine whether it may be necessary to travel abroad in pursuit of these objectives and how the necessary financial support to accomplish this might be obtained.

The Proposal, a minimum of five pages (double-spaced, excluding bibliography) should include the following information:

- The working title of the thesis which may be subject to further revision or exact specification as your research proceeds. However, even at this stage, the goal should be to describe your project as clearly and as accurately as possible.
- A definition of the subject agreed upon by both the candidate and the potential Supervisor. This should include a statement of the specific issue or 'thesis' to be investigated.
- An account of the existing state of scholarship on the subject, a justification of the undertaking of such a project, as well as an indication of its potential contribution to knowledge in this area.
- A tentative list of the divisions, phases or chapters into which the thesis will fall so far as the candidate can see them at this stage of his/her work.
- A selective bibliography which should follow the guidelines prescribed by the latest edition of the Chicago Manual of Style. The bibliography should adumbrate the primary sources (authors, texts, editions etc) and the chief secondary sources which bear most closely upon the subject.

The Proposal should be formally sent to the Department's Coordinator of Graduate Studies for review. Candidates will be informed in due course of the date of their defence after which candidates will be informed whether the Proposal has been accepted as is.

All requested revisions should be made promptly and the finished Proposal formally resubmitted to the Department's Coordinator of Graduate Studies.

Award of the Degree

The successful completion of the compulsory coursework, Seminar presentations and the Thesis will lead to the award of the Degree.

LIST OF COURSES

Core for all students depending on their programme

GRSM 7001	MPhil Research Sem 1
GRSM 7002	MPhil Research Sem 2
ECON 7000	MPhil Economics Thesis
GRSM 8001	PhD Research Seminar 1
GRSM 8002	PhD Research Seminar 2
GRSM 8003	PhD Research Seminar 3
ECON 8000	PhD Economics Thesis

THE DEPARTMENT OF GOVERNMENT, SOCIOLOGY AND SOCIAL WORK

MSc APPLIED PSYCHOLOGY

Introduction

The MSc Applied Psychology degree programme was developed to meet the growing number of graduates in psychology in Barbados and the Eastern Caribbean. The programme is an attractive offering to recent university graduates and practitioners who require analytical skills to address psychological issues within organisations and society.

Objectives

To produce practitioners who will:

- Have a working knowledge and appreciation of the discipline of psychology and psychological research;
- Be able to analyse organizational and society problems by applying contemporary psychological theory;
- Conduct social psychological research to address organisational and societal problems;
- Contribute to the body of knowledge of psychology by furthering Caribbean psychological research;
- Be adequately skilled to pursue further graduate study in social psychology and related disciplines.

Entry Requirements

To qualify for entry applicants should have a bachelor's degree in Psychology, Social Work or a related field.

Students without a bachelor's degree in Psychology or Social Work will be considered but the department will require these students to complete specific pre-requisite courses. Most applicants will be interviewed. All relevant general regulations of the UWI Board for Graduate Studies and Research shall apply.

Duration

This programme will be delivered on a full-time basis over fifteen (15) months of study including course work, practicum and research paper. The taught component of the programme (eight courses) will span two semesters. Students will engage in coursework and examinations will be held at the end of each semester. The 500-hour practicum component will take place after completion of the courses.

Evaluation of Courses and Coursework

Each course will be assessed on the basis of coursework and written examination. Students will be expected to complete 500 hours of practicum placement. At the end of the placement, students will be expected to make a formal presentation on their practicum experience. Students will be expected to complete a 20,000 word research paper.

Course of Study

A total of thirty-nine (39) credits are required to complete the programme: eight (8) courses worth three (3) credits each; a practicum of 500 hours worth (9) credits; and a research paper worth six (6) credits.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper.

LIST OF COURSES

All Compulsory

APSY 6000	Themes in Applied Psychology
APSY 6010	Themes in Advanced Social Psychology
APSY 6020	Psychopathology
APSY 6990	Practicum
APSY 6999	Research Paper
PSYC 6100	Advanced Developmental Psychology
PSYC 6110	Applied Research Design and Statistics
PSYC 6120	Psychometrics
PSYC 6130	Ethical and Legal Issues in Psychology
PSYC 6140	Cross Cultural Psychology

MSc COUNSELLING PSYCHOLOGY

Introduction

The MSc Counselling Psychology degree programme was developed to meet the growing need for qualified counsellors in Barbados and the Eastern Caribbean. The programme is an attractive offering to recent university graduates and practitioners who require counselling analytical skills to address psychological issues within organisations and society.

Objectives

To produce practitioners who will:

- Have a working knowledge and appreciation of the discipline of counselling psychology;
- Be able to analyse society problems by applying contemporary counselling psychological theory;
- Conduct psychological research on the counselling needs of individuals in society
- Contribute to the body of knowledge of psychology by furthering Caribbean psychological research;
- Be adequately skilled to pursue further graduate study in counselling psychology and related disciplines;
- Provide adequate psychological counselling services to individuals and groups in society.

Entry Requirements

To qualify for entry applicants should have a bachelor's degree in Psychology, Social Work or a related field. Students without a bachelor's degree in Psychology or Social Work will be considered but the department will require these students to complete specific pre-requisite courses. Most applicants will be interviewed. All relevant general regulations of the UWI Board for Graduate Studies and Research shall apply.

Duration

This programme will be delivered on a full-time basis over twenty-one (21) months of study.

Evaluation of Courses and Coursework

Each course will be assessed on the basis of coursework and written examination. Students will be expected to complete a not for credit pre-practicum workshop and 700 hours of practicum placement. At the end of the placement, students will be expected to make a formal presentation on their practicum experience. Students will be expected to complete a 20,000 word research paper.

Course of Study

A total of forty-eight (48) credits are required to complete the programme: ten (10) courses worth three (3) credits each; a compulsory not for credit pre-practicum workshop, a practicum of 700 hours worth twelve (12) credits; and a research paper worth six (6) credits.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper.

LIST OF COURSES

All Compulsory

APSY 6020	Psychopathology
COSY 6000	Foundations/Principles of Counselling Psychology
COSY 6010	Introduction to Counselling Practices and Methods
COSY 6020	Ethical and Legal Issues in Counselling
COSY 6030	Methods in Group Counselling
COSY 6040	Family and Couples Therapy
PSYC 6090	Pre-Practicum workshop
COSY 6990	Practicum
COSY 6999	Research Paper
PSYC 6100	Advanced Developmental Psychology
PSYC 6110	Applied Research Design and Statistics
PSYC 6120	Psychometrics
PSYC 6220	Advanced Psychometrics

MSc E-GOVERNANCE IN DEVELOPING STATES

Introduction

The MSc e-Governance in Developing States degree programme is about the use of information and communication technology (ICTs) to better deliver services and democracy. The programme also seeks to analyse and describe the linkages between government, the business world and civil society and their use of the internet and other digital devices to facilitate effective decision making.

The programme will fundamentally examine the very nature of the transformative changes occurring in public life and how they are redefined, managed and negotiated for citizens and the way they live, communicate and work. The MSc in eGovernance in Developing States will present the historical, institutional, legal, organizational, functional, policy, and theoretical background that are critical for assisting in the preparation and career-readiness of public administration scholars and practitioners of information and communication technologies (ICTS).

Objectives

Core questions to be addressed by this programme will include inter alia: what government functions and practices are changed by e-Governance initiatives; what are the socio-political implications of e-Governance; how are e-Governance initiatives designed and evaluated; how are public administrators challenged by such initiatives; and what are the consequences for the relationships between public and private institutions as well as citizens. The programme also has as its objectives: an examination of the evolution of information policy in the Caribbean and other developing states such as, India, Brazil, South Africa, Singapore; a look at industrial countries such as North America, the United Kingdom, and Australia and the search for best practice.

Entry Requirements

To qualify for entry applicants should satisfy the general University Regulations governing admission to a higher degree and should normally have at least a Second Class Honours degree or equivalent.

Applicants with substantial experience in middle to senior executive managerial capacity, would be considered, but would be required to audit the undergraduate courses GOVT 2057 and GOVT 3058: e-Governance for Small Island Developing States I and II.

Duration

This programme will be delivered on a full-time basis of 15 months and part-time study of 21 months of study including course work, practicum and research paper.

The taught component of the programme (eight courses) will span two semesters. Students will engage in coursework and project preparation and examinations will be held at the end of each semester. There is an internship which takes place after completion of the taught courses.

Course of Study

A total of thirty-nine (39) credits are required to complete the programme, which is based on a structure of: eight (8) courses worth three (3) credits each; a practicum worth six (6) credits; and a research paper worth nine (9) credits.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper.

LIST OF COURSES

Core

EGOV 6010	Investigative Methods for e-Governance
EGOV 6020	e-Governance for Development
EGOV 6030	Legal and Ethical Issues in E-Governance
EGOV 6040	Managing Organization Change in the New Economy
EGOV 6990	Practicum
EGOV 6999	Research Paper

Electives (four (4) to be selected). Note that all courses are not offered each year.

EGOV 6050	Developing Leadership for e-Governance
EGOV 6060	Analysis and Management of e-Governance Systems
EGOV 6070	Strategic Aspects of Information Technologies
EGOV 6080	e-Democracy & Access to e-Government
EGOV 6090	Project Management
EGOV 6100	Electronic Marketing: Doing

	Business Electronically
EGOV 6120	Internet Business Strategies
EGOV 6130	Information Technology and Systems in Organizations
EGOV 6140	Professional Issues in IT

MSc INTEGRATION STUDIES

Introduction

This programme is a response to the development of the Caribbean as a regional bloc. It is a response as well to the need to understand globalisation and its implications for Caribbean development. The programme seeks to create a cadre of graduates with advanced technical competence in specialized areas of knowledge, as well as to establish the foundation needed for related programmes to address the many consequences of integration for small regions like the Caribbean, covering issues such as the implications of regional integration movements for development processes, as well as the implications for related requirements of governance associated with evolving integration.

Objectives

The MSc Integration Studies degree is designed for the production of graduates to be:

- Fully seized of the integration experience particularly of the commonwealth Caribbean as well as wide-ranging global comparative exposure to the development processes linked to integration and its socio-political consequences.
- Equipped with detailed understanding of the most up to date developments in the Regional Integration process and equipped to interact in the explanation of these developments or the furtherance of policy to enhance this development.
- Appreciative of International Relations policy and the nature of the international economy as well as relationships to business, government and policy.

Entry Requirements

To qualify for entry candidates should normally possess a least a Second Class honours degree in Political Science/ International Relations and or other Social Sciences, Law, History or related fields from an internationally accredited university. All successful entrants will be subject to the relevant regulations of the UWI Board for Graduate Studies and Research.

Duration

The MSc Integration Studies spans twelve months of full-time study, including courses, the practicum and the research paper.

The teaching of nine courses will span two semesters, inclusive of

coursework assignments and end of semester examinations.

The three-month practicum component will commence after participants have completed the first semester's courses, therefore allowing for the application of the knowledge and skills acquired from the courses.

Course of Study

Students are expected to gain forty-two (42) overall credits- 9 courses (3 credits per course), the practicum (9 credits) and the research paper (6 credits).

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper.

LIST OF COURSES

All Compulsory

INGR 6010	Caribbean Governance
INGR 6020	Comparative Government
INGR 6030	CARICOM and the CARICOM Single Market and Single Economy
INGR 6040	The European Union and the African Union
INGR 6990	Research Paper
INGR 6999	Practicum
INTR 6005	Globalisation and Global Governance
INTR 6002	International Trade theory and Policy
INTR 6111	Business Government and International Political Economy
INTR 6113	Regional Integration and Development
SALI 6052	Specialized Research Methods

MSc SOCIOLOGY

Introduction

The goal of the programme is to produce highly skilled sociologists that can contribute to the development of research, policy and programmes at local, regional and international levels. Ultimately the overarching aim of the programme is to prepare students for careers in teaching at the tertiary or secondary school levels, or to work in local, regional or international research, policy, or advocacy organizations. Qualifying graduates of the programme may also be eligible to matriculate into our doctorate in philosophy programme.

Objectives

The specific objectives of the programme are to provide students with the following:

- Knowledge of the range of “classic” and “contemporary” sociological theory, which includes an emphasis on Caribbean scholars and theorists;
- The skills necessary to analyze, construct, and explicate theories as explanatory systems;
- The skills necessary to collect, analyze, and interpret data, including basic and intermediate statistics and regression models, and correctly apply social science methods in their own research;
- Basic computer software skills in statistical packages for the social sciences;
- The skills necessary to conduct sociological research and organize their results competently in writing.
- Increased expertise in a particular area of concentration, such as (but not limited to) social stratification, race and ethnicity, development, health, education, or religion.
- Experience in teaching, research and/or programme design through masters’ internships, seminars, tutoring or research assistantships.
- Exposure to practitioners and researchers through guest lectures, site visits, and attendance at conferences in the Caribbean and the Americas.

Entry Requirements

To qualify for entry candidates should normally possess a least a Second Class honours degree and at least one undergraduate course in each of the following areas: Sociology, Research Methods, Caribbean Social Problems, and Caribbean History. All relevant general regulations of the UWI Board for Graduate Studies and Research shall apply.

Duration

This programme will be delivered on either a full-time basis over eighteen months or on a part-time basis over a maximum of four years

Course of Study

The course of study comprises six components consisting of 39 credit hours comprised of 9 courses, two-semester research seminar and a research paper or internship.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper or Internship Report.

LIST OF COURSES

Core

SOCI 6021	Advanced Sociological Theory
SOCI 6022	Social Construction of Reality
SOCI 6023	Social Development, Policy & Planning
SOCI 6026	Introduction to Social Data Analysis
SOCI 6027	Advanced Qualitative Research Design
SOCI 6028	Advanced Quantitative Research Design
SOCI 6900	Research Seminar
SOCI 6990	Research Paper
SOCI 6999	Internship

Core for Concentration

RACE AND ETHNICITY STUDIES

SOCI 6024	Construction of Race in the Caribbean & Americas
SOCI 6029	Race, Colonialism, & Culture

Elective

The elective can be selected from relevant graduate courses offered on any UWI Campus, provided they are related to the student's research paper topic or internship.

MASTER OF SOCIAL WORK

(Administration and Management)

Introduction

The Master of Social Work degree programme has been developed to train social work professionals to respond effectively and efficiently to the changing social work climate in the Caribbean by providing leadership and management in social service agencies; additionally, to equip these professionals with skills in the planning and evaluation of programmes.

Objectives

- Critically analyze social policy and evaluate the impact of social policies on client groups;
- Prepare recommendations for policy changes;
- Employ skills for the effective management of an agency's human resources with emphasis on areas such as recruitment and retention of staff, supervision and staff development;
- Formulate procedures for ensuring quality and equality in service provision to clients;
- Work with subordinates in identifying the need for change, implementing change strategies and effectively managing change;
- Build theory in relation to social work administration in the Caribbean context;
- Utilize a range of qualitative and quantitative research methods in the practice of management within social work settings;
- Plan, implement and evaluate social work programmes;
- Prepare, justify and defend the annual budget of a social service agency and manage its overall financial aspects;
- Demonstrate leadership behavior in the social work profession; and
- Effectively and efficiently undertake the total management of a social service agency.

Entry Requirements

To qualify for entry applicants should have a bachelor's degree in Social Work or a bachelor's degree in a related field plus a diploma in Social Work and at least two years work experience in a social agency. All relevant general regulations of the UWI Board for Graduate Studies and Research shall apply.

Duration

The programme will be delivered over one calendar year, using a model of evening lectures, weekend workshops, web-based courses, and weeklong seminars for the delivery of courses. The taught component of the programme will span two semesters. Examinations will be held at the end of each semester.

Course of Study

The degree is structured around 8 courses (3 credits per course), a practicum component worth 9 credits, an advanced field instruction integrative seminar worth 3 credits and a one-semester research report worth 3 credits. Total credits for the programme are 39.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper.

LIST OF COURSES

Core

SOWK 6020	Professional Development and Ethical Issues in Human Services
SOWK 6030	Social Welfare Policy and Administration
SOWK 6040	Social Work Management and Administration
SOWK 6050	Methods of Strategic Management in Human Services
SOWK 6060	Programme Planning Management and Evaluation
SOWK 6070	Research Methods for Social Workers
SOWK 6900	Advanced Field Instruction Practicum
SOWK 6920	Advanced Field Instruction Integrative Seminar
SOWK 6990	Social Work Research Report

Electives (Two (2) to be selected). Note that all courses are not offered each year.

GEMA 6030	Managerial Finance
GEMA 6310	Behavioural Sciences
HRNM 6030	Human Resource Management
SOWK 6080	Methods of Policy Practice
SOWK 6090	Social Work Supervision

MPhil/PHD POLITICAL SCIENCE/SOCIAL WORK/SOCIOLOGY

Entry Requirements

MPhil Candidates require at least an Upper Second Class Honours degree with a strong background in the discipline into which entry is being sought. PhD candidates require at least an MPhil degree or its equivalent.

Availability of Expertise and Resources

Admission is contingent upon whether candidates have a thesis proposal compatible with the expertise and resources available in the Department of Government, Sociology and Social Work.

Course of study

Students in the MPhil and PhD degree programme are required to successfully:

1. Complete a minimum of six (6) credits of coursework for MPhil/ nine (9) credits of coursework for PhD,
2. Present seminars (2 for MPhil/3 for PhD), and
3. Submit a thesis.

Courses

Students in the MPhil and PhD degree programme should discuss with their supervisor suitable courses which would satisfy the credit requirements. Courses should be completed in the first year.

Compulsory Seminar Presentations

For each seminar, candidates are required to write and present a paper to be photocopied and distributed before hand on a topic arising out of their research, as well as to field questions put to them afterwards.

Thesis Proposal

Candidates are required to present and defend a Thesis Proposal of acceptable scope and quality for the degree. The Thesis must follow the guidelines set out in the documentation provided by the School for Graduate Studies and Research. Candidates should also determine whether the materials for the thesis, or a substantial part thereof, are available either in the Main Library at Cave Hill or

elsewhere locally or regionally. The candidate should also determine whether it may be necessary to travel abroad in pursuit of these

objectives and how the necessary financial support to accomplish this might be obtained.

The Proposal, a minimum of five pages (double-spaced, excluding bibliography) should include the following information:

- The working title of the thesis which may be subject to further revision or exact specification as your research proceeds. Note that, even at this stage, the goal should be to describe your project as clearly and as accurately as possible.
- A definition of the subject agreed upon by both the candidate and the potential Supervisor. This should include a statement of the specific issue or 'thesis' to be investigated.
- An account of the existing state of scholarship on the subject, a justification of the undertaking of such a project, as well as an indication of its potential contribution to knowledge in this area.
- A tentative list of the divisions, phases or chapters into which the thesis will fall so far as the candidate can see them at this stage of his/her work.
- A selective bibliography which should follow the guidelines prescribed by the latest edition of the Chicago Manual of Style. The bibliography should adumbrate the primary sources (authors, texts, editions etc) and the chief secondary sources which bear most closely upon the subject.

The Proposal should be formally sent to the Department's Coordinator of Graduate Studies for review. Candidates will be informed in due course of the date of their defense after which candidates will be informed whether the Proposal has been accepted as is.

All requested revisions should be made promptly and the finished Proposal formally resubmitted to the Department's Coordinator of Graduate Studies.

Award of the Degree

The successful completion of the required coursework, the compulsory Seminar presentations and the Thesis will lead to the award of the Degree.

LIST OF COURSES

Core for all students depending on their programme

GRSM 7001	MPhil Research Sem 1
GRSM 7002	MPhil Research Sem 2
GOVT 7000	MPhil Pol Science Thesis
SOWK 7000	MPhil Social Wk Thesis
SOCI 7000	MPhil Sociology Thesis
GRSM 8001	PhD Research Seminar 1
GRSM 8002	PhD Research Seminar 2
GRSM 8003	PhD Research Seminar 3
GOVT 8000	PhD Pol Science Thesis
SOWK 8000	PhD Social Wk Thesis
SOCI 8000	PhD Sociology Thesis

THE DEPARTMENT OF MANAGEMENT STUDIES

MSc CONSTRUCTION MANAGEMENT

Introduction

The aim of this programme is to develop a cadre of Construction Managers in Barbados and the Eastern Caribbean. The programme is a strategic response to the demands of the Construction Sector for a pool of qualified Construction Managers. The programme will integrate international perspectives with the specifics of the Caribbean context, engaging participants in intensive and participative class seminars and projects, requiring both conceptual and practical thinking.

The specific objectives of the new programme are to:

- Extend the breadth and depth of management education in the Caribbean;
- Develop critical thinking and decision making skills, in the context of Construction Management;
- Prepare participants as experts in the area of Construction Management;
- Challenge participants through immersion in demanding, rigorous, rewarding learning experiences, both individual and team based;
- Ensure that participants can communicate well, both orally and in writing.

Entry Requirement

To qualify for entry to this programme, applicants should satisfy the general University Regulations governing admission to a higher degree and should normally have at least a Second Class Honours degree or its equivalent. Non-degreed candidates, or candidates with Pass degrees who have other relevant qualifications and substantial experience, will be considered for entry on a case by case basis.

Duration

The programme can be completed in eighteen hours on a full time basis and twenty-four months on a part-time basis and will consist of a total of 42 Credit Hours.

Course of Study

The programme consists of twelve (12) courses and a practicum.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Practicum.

LIST OF COURSES

All compulsory

COEM 6000	Structure and Operation of the Construction Sector
COEM 6001	Infrastructure Planning and Construction
COEM 6004	Construction Equipment
COEM 6006	Construction Accounting and Finance
COEM 6008	Strategic Land Use Policy and Development
COEM 6009	Contracts Management and Construction Law
COEM 6011	Construction Economics
COEM 6013	Materials Technology
COEM 6015	Maintenance and Facilities Management
HRNM 6104	Contemporary Industrial Relations Practices
MGMT 6132	Strategic Planning and Management
PTMT 6001	Project Analysis/Appraisal
COEM 6900	Practicum (6 Credits)

MSc INTERNATIONAL MANAGEMENT

Introduction

The MSc International Management programme is designed to develop international managers who can comfortably and confidently move from country to country and deal effectively with counterparts from around the world. A special focus of the programme is on the Caribbean and Latin America; incorporating workshops on issues of special interest in the region and invited guest speakers drawn from the region.

Entry Requirement

To qualify for entry to the MSc degree in International Management programme, applicants should satisfy the general University Regulations governing admission to a higher degree and should normally have at least a Second Class Honours degree or its equivalent. Candidates with pass degrees, who have other relevant qualifications and substantial experience, will be considered for entry on a case by case basis.

Duration

The programme will be delivered full-time over one calendar year using a model of evening lectures, weekend workshops, and week-long seminars for the delivery of courses. Examinations will be held at the end of each module.

Course of Study

The Programme consists of a core set of international management courses, language courses, (all worth 3 credits each) workshops and a final international project. The language courses are closely linked to the international management courses, so that each reinforces the other. The final project gives students the opportunity to put into practice what they have learned in the courses. Pre-programme modules in management and language will be offered prior to the core programme for students without previous language/management education. The total credits for this programme are 42.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper/Project Report.

LIST OF COURSES

Pre-programme – Intensive modules: (August and September depending on demand and student's academic background)

Management Module

- Management
- Accounting and Finance
- Marketing
- Quantitative Methods
- Strategy
- Production and Operations Management Spanish Module
- Beginners Spanish

All compulsory

IMGT 6000	International Finance
IMGT 6010	International Marketing
IMGT 6020	Cross-Cultural Communications
IMGT 6030	International Trade and Investment
IMGT 6040	Government Business and Society
IMGT 6050	International and Comparative Labour Relations
IMGT 6060	International Organisational Behaviour
IMGT 6070	International Strategy
IMGT 6080	Contemporary Issues
IMGT 6090	Spanish I
IMGT 6100	Spanish II
IMGT 6110	Spanish III
IMGT 6120	Internship/Practicum/Research Paper

Required Workshops (not for credit)

IMGT 6200	Cross-Cultural Skills Team Building
IMGT 6205	Caribbean and Latin American Experiences
IMGT 6210	Research Methods

MSc INVESTMENTS AND WEALTH MANAGEMENT

Introduction

The aim of this programme is to develop a cadre of Tax Planners and Wealth managers in Barbados and the Eastern Caribbean. The programme is a strategic response to the demands of the International Business Sector for a pool of qualified Tax Planners and Wealth Managers. The programme will integrate international perspectives with the specifics of the Caribbean context, engaging participants in intensive and participative class seminars and projects, requiring both conceptual and practical thinking.

The specific objectives of the new programme are to:

- Extend the breadth and depth of management education in the Caribbean;
- Develop critical thinking and decision making skills, in the context of Tax Planning and Wealth Management;
- Prepare participants as experts in the area of Tax Planning and Wealth Management;
- Challenge participants through immersion in demanding, rigorous, rewarding learning experiences, both individual and team based;
- Ensure that participants can communicate well, both orally and in writing.

Entry Requirement

To qualify for entry to this programme, applicants should satisfy the general University Regulations governing admission to a higher degree and should normally have at least a Second Class Honours degree or its equivalent. Candidates with pass degrees, who have other relevant qualifications and substantial experience will be considered for entry on a case by case basis.

Duration

The programme can be completed in fifteen months full-time or eighteen on a part-time basis and will consist of a total of 42 Credit Hours

Course of Study

The programme consists of twelve courses and a research project or a practicum for a total of 42 credit hours. Over your course of study, you will be required to take three (3) mandatory not-for-credit

Special Skills workshops listed below. In addition, you are required to take a Managerial Communications workshop and two (2) foreign language workshops.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper/Project Report.

LIST OF COURSES

Core

TOUR 6000	Research Methods
ACCT 6010	Accounting for Managerial Decision Making
ACCT 6011	Corporate Finance
ACCT 6012	Principles of Taxation for Business & Investment Planning
ACCT 6013	Individual Tax Planning & Management
ACCT 6014	Corporate Tax Planning & Management
ACCT 6015	Equity & Fixed Income Securities
ACCT 6016	Alternative Investments
ACCT 6017	Quantitative Methods for Management
ACCT 6018	Legal & Ethical Environment for Wealth Management
ACCT 6019	Multi Jurisdictional Tax Planning & Management
ACCT 6020	Corporate Restructuring
	Research Paper

2-3 day intensive workshops (mandatory, not-for-credit)

ACCT 6022	Portfolio Analysis & Management Using the Bloomberg Platform I
ACCT 6023	Portfolio Analysis & Management Using the Bloomberg Platform II
ACCT 6024	Use of InvestX – Standard Portfolio Management Software

MSc MANAGEMENT

with optional specialisations

Introduction

The goal of this MSc programme is to develop managers with the skills to compete effectively. The programme will integrate international perspectives with the specifics of the Caribbean context, engaging participants in intensive and interactive class seminars and projects, requiring both conceptual and practical thinking.

The specific objectives of the new programme are to:

- Extend the breadth and depth of management education in the Caribbean,
- Develop critical thinking and decision making skills, in the context of management and business situations,
- Prepare participants, both as generalists with an understanding of the general business environment, and as specialists with in-depth understanding of a particular aspect of management,
- Challenge participants through immersion in demanding, rigorous, rewarding learning experiences, both individual and team-based,
- Ensure that participants can communicate well, both orally and in writing.

Entry Requirement

To qualify for entry to this programme, applicants should satisfy the general University Regulations governing admission to a higher degree and should normally have at least a Second Class Honours degree or its equivalent. Non-degreed candidates and candidates with pass degrees, who have other relevant qualifications and substantial experience, will be considered for entry on a case by case basis.

Duration

The programme will be completed in eighteen months full time or twenty-four months part-time and will consist of a total of 45 Credit Hours.

Course of Study

The MSc Management is offered in 4 specialisations - Financial Management, Human Resource Management, International Management and Marketing. A student may also opt to not follow a Specialisation.

The following describes the course of study which consists of eight core modules, five modules in the area of specialisation, and a research paper or an internship. Three 2-3 day Special skills workshops in Information Technology, Foreign Languages for Business and Corporate Etiquette will be offered. These workshops will be mandatory but do not carry any credits.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper/Project Report.

LIST OF COURSES

Core for all students

ACCT 6010	Accounting for Managerial Decision Making
ACCT 6011	Corporate Finance
MGMT 6139	Leadership and Organizational Behaviour
ACCT 6017	Quantitative Methods for Management
MGMT 6132	Strategic Planning and Management
TOUR 6000	Research Methods
MKTG 6000	Principles of Marketing
MGMT 6001	Human Resource Management
MGMT 6990	Applied Research Paper or Internship

ADDITIONAL COURSES FOR EACH SPECIALISATION

Core for Financial Management Specialisation

ACCT 6021	Corporate Financial Policy
ACCT 6020	Corporate Restructuring
ACCT 6014	Corporate Tax Planning & Management
IMGT 6000:	International Finance
PTMT 6004:	Project Financing

Core for Human Resource Management Specialisation

MGMT 6140	Compensation Management
MGMT 6137	Contemporary Industrial Relations Practices
MGMT 6138	Human Resource Development
MGMT 6142	Legal and Ethical Environment of Human Resource Management
MGMT 6141	Strategic Human Resources Management

Core for Marketing Specialisation

MKTG 6010	Consumer Behaviour
MKTG 6070	Integrated Marketing Communications
MKTG 6030	Marketing Research
MKTG 6050	Product Planning and Distribution
MKTG 6040	Services Marketing

Core for International Management Specialisation

IMGT 6000	International Finance
IMGT 6010	International Marketing
IMGT 6060	International Organizational Behaviour
IMGT 6070	International Strategy
IMGT 6030	International Trade and Investment

MSc Management without specialisation

(Students may choose not to have a Specialisation and opt for a MSc Management)

- One (1) Human Resource Management option
- One (1) Financial Management option
- One (1) Marketing option
- One (1) International Management option

One course from the MSc Tourism and Hospitality Management programme selected from:

TOUR 6030	Tourism Destination Management
TOUR 6040	Sustainable Tourism Development
TOUR 6050	Strategic Marketing for Tourism and Hospitality
TOUR 6060	Service Quality in Hospitality and Tourism
TOUR 6140	Financial Management
TOUR 6070	Information Technology and Management for Tourism and Hospitality

MSc PROJECT MANAGEMENT AND EVALUATION

Introduction

The graduate programme in Project Management and Evaluation provides management education and training in a much needed area in the Commonwealth Caribbean. The Programme seeks to respond to the expressed need by Governments, the Private Sector and Development Agencies in the region for a cadre of persons with advanced training in Project Management and Evaluation.

Objectives

The objectives of the programme are:

- Enhance the institutional capacity of both private and public sector organizations in the developing States of the Caribbean to select and implement projects that represent the best choices for social and economic impact, and for return on stakeholder investment;
- Raise awareness as to why good project management practices are just as relevant and beneficial to service-based organizations—ranging from government, hotels, insurance, telecommunications and consulting—as they are to product-based entities like construction and crafts;
- Increase the capability of graduates to develop and implement projects that contain clear criteria for success, and ways to measure whether project performance has met its objectives, even when projects are driven by quasi-intangible goals such as social welfare and/or sustainable development
- Develop in participants the capability to plan, execute, monitor and control their projects through the use of multiple, integrated, quantitative and qualitative project management knowledge, skills, tools and techniques, and through the application of this knowledge, skill-set and tools to real projects embedded throughout the programme.
- Prepare programme participants to set up and appraise projects for possible financing by IFI's, and to carry out evaluation of such projects for IFI's, the government, and other funding sources.
- Create an evangelistic perspective in programme graduates so they will apply what they have learned to advance the competitive position of the Caribbean sub-region in global product and services markets through showing others how to increase organizational effectiveness with appropriately tailored project management practices

Entry Requirements

To qualify for entry to the MSc Degree in Project Management and Evaluation Programme, applicants should have a good honours degree from an approved University. Preference will be given in the first instance to persons with work experience in the field of Project Management and/or Project Evaluation. Competence in undergraduate level Statistics course(s) would be a distinct advantage.

Duration

The Programme will normally last one year of full-time study or two years of part-time study. The maximum time allowed to complete all the requirements for the degree will normally be 2 years for full-time study or 4 years for part-time study. The Practicum shall normally be completed within 6 months. Candidates will be required to submit the written report on the Practicum by June 30 of the year they expect to graduate.

Course of Study

The Programme consists of a core of subjects for all students. Taught courses are worth either 3 or 4 credits each and the Practicum is worth 6 credits for a total of 43 credits.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Practicum.

LIST OF COURSES

All compulsory

PTMT 6000	Management of Negotiations
PTMT 6001	Project Analysis/Appraisal
PTMT 6002	Information Management for Projects
PTMT 6003	Project Implementation
PTMT 6004	Project Financing
PTMT 6005	Monitoring and Evaluation
PTMT 6006	Contract Management & Procurement
PTMT 6007	Essentials of Management
PTMT 6008	Practicum
PTMT 6009	Social, & Environmental Impact Assessment
PTMT 6010	Project Development
PTMT 6011	Project Evaluation

MSc TOURISM PROGRAMMES

Introduction

The postgraduate tourism programmes began with the MS. Tourism and Hospitality Management in 2006. This programme was made possible through seed funding by Almond Resorts Ltd, under the chairmanship of Mr. Ralph Taylor. The programme has graduated students from around the region and internationally and continues to be attractive to practitioners and persons wishing to bring innovation and problem-solving to this complex regional industry.

As the programme grew and rapid changes were occurring in the regional and global environments the department of management studies and its stakeholders saw the need to increase and improve our programme offerings so that the regional tourism industry can be competitive participants in these global transformations. Sports and events in particular are the new modes of creating competitive advantage and meeting national socio-economic objectives. Many of these sporting and other cultural events need to be strategically managed and marketed if the region's people are to gain the greatest benefits. In response to these needs, we have developed four dynamic new programmes which will provide the new student with the skills and knowledge needed to transform and transition the national and regional tourism and related industries. These programmes will also work to position the Cave Hill Campus and the University as a centre of excellence for tourism teaching and research.

Action Learning

A unique component of these programmes is Action Learning which provides students with the opportunity to interface with industry practitioners and present management solutions which are relevant to the organisation's developmental needs. As part of the Action Learning exercise students are required to work on a specific problem area, explore alternatives for action and find solutions to real problems facing businesses/institutions. In this situation, learning not only focuses on the problem being tackled but also on what is being learnt about oneself and about teamwork. This reflective process is essential to turn understanding into learning that can be transferred to other situations, as well as to bring about change at the organisational and individual level.

In each semester, there would be modules in which Action Learning would form part of the assessment. Almond resorts Limited, our industry partner will be used as the training and facilitation institution for the Action Learning components of the programme.

Duration

The programmes are spread across three semesters with each semester comprising a mixture of core (compulsory) and elective courses. Some courses are offered throughout the semester while other courses are conducted in intensive two to three weeks' period.

Full-time registration

The duration of the programmes will normally be eighteen months of full-time study. The first fifteen months of the programme will be used for the teaching of content areas and the last three months will be used for the Applied Research and Project or Thesis. **A full-time registrant will be allowed a maximum of two years to complete the programme.**

Part-time registration

The duration of the programmes will normally be two years of part-time study. **The maximum time allowed to complete all the requirements for the degree will normally be 4 years.** Students will select the appropriate courses offered in the relevant semesters and complete their final project at the end of the taught courses

Entry Requirements

Applicants should have at least a Lower Second Class HOnours degree or its equivalent

Candidates with Pass Degrees who have other relevant qualifications and substantial experience will be considered for entry on a case-by case basis.

Objectives of action learning in the MSc Tourism & Hospitality Management

- To work on a specific problem domain identified by the facilitator.
- To find viable solutions to the problem identified through reflection, understanding of theory and understanding of the real world environment.
- To take action in the light of new insight and begin to change the situation.
- To be aware of group processes and develop effective ways of working together.
- To focus on learning, not only about the issue being tackled but

also on what is being learned about oneself.

- To provide the balance of support and challenge that enables each person to manage themselves and others more effectively.

Final Project

Students selecting the Applied Research and Project will be required to undertake a three-month internship and submit a paper documenting their experience and relating it to material covered throughout the core programme. The report must be underpinned by sound theoretical and conceptual ideas taught throughout the course and must therefore demonstrate strong and relevant links between theory and industry practice(s). Students with little work experience in the industry should be encouraged to take this option. Students selecting the Research Paper will independently study an area of their interest in tourism or hospitality management.

Students will be given guidance throughout the stages of the research process and produce a research paper presentation of their topic. The student will develop an appropriate research programme incorporating empirical data gathering as well as a literature review highlighting the development of theory/conceptual frameworks. The final research paper must include a literature review, methodology, results, discussion, conclusions, bibliographies and appendices.

Internship

The period of the proposed internship is three months. Various sites, including Almond Resorts, will be identified for these internships.

Distinction:

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper or Project Report.

MSc TOURISM & HOSPITALITY

MANAGEMENT

Introduction

The MSc Tourism and Hospitality Management degree programme has been developed to fill a gap in the tourism and tourism-related industries in the Caribbean. The curriculum is designed to expose participants to the application of modern management concepts, theories, methods and skills needed to face the challenges in the tourism and hospitality industry. An essential part of the programme is the focus upon Action Learning which is a method of learning that allows students resolve issues facing tourism/hospitality organizations. Participants completing this programme will be able to function effectively as leaders in this dynamic industry.

Objectives

1. To generate the level of intellectual and academic qualities required to expand the boundaries of knowledge in the chosen specialist field;
2. To enable students to plan and implement tourism and hospitality related strategies confidently within both domestic, regional and international contexts;
3. To provide a sound understanding and critical awareness of contemporary tourism and hospitality issues;
4. To stimulate a high degree of self direction and originality in solving problems;
5. To fully develop the qualities and transferable skills, including initiative, strategic focus and decision-making and independent learning ability, necessary for today's complex global tourism and hospitality industry; and
6. To position students to function in senior management roles in any tourism and hospitality related organization.

Course of Study

The programme consists of a core of eight (8) courses, four electives and a final project. Some courses will have an Action Learning component, which will enable the student to link theories and concepts to industry practices. At the end of the taught component of the programme, students may choose to do a research only paper or an internship with an applied research project.

LIST OF COURSES

Core

MGMT 6001/ TOUR 6150	Human Resource Management
MGMT 6132	Strategic Planning and Management
ACCT 6010/ TOUR 6140	Accounting for Managerial Decision-making
TOUR 6000	Research Methods
TOUR 6030	Tourism Destination Management
TOUR 6050	Strategic Marketing for Tourism and Hospitality
TOUR 6040	Sustainable Tourism
TOUR 6060	Service Quality in Hospitality and Tourism

Electives: A choice of four (4) electives. Any three (3) from Tourism (listed below) and one (1) from any of the M.Sc. Management with Specialisations.

HIST 6711	Caribbean History and Heritage
PTMT 6001	Project Analysis and Appraisal (Analysis and Appraisal Methods for Managing Tourism Projects)
TOUR 6080	Contemporary Issues in Tourism and Hospitality
TOUR 6090	Risk, Crisis & Disaster Management
TOUR 6100	Cruise Tourism
TOUR 6110	Hospitality Consultancy
TOUR 6120	Resort Hotel Development and Operations
TOUR 6130	Sports and Events Management
TOUR 6155	Sport Tourism

Required Workshop (not for credit)

TOUR 6020	Caribbean Tourism Business Environment
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Language Workshops:

Spanish, French, Portuguese, Mandarin

Final Project:

Internship with Applied Research & Project **OR** Thesis

The period of the internship is three months. Appropriate organizations will be identified for these internships

MSc TOURISM & SPORT MANAGEMENT

Introduction

The aim of this programme is to provide conceptual, theoretical, managerial and practical understanding and knowledge in the area of tourism and sport management and to develop a graduate who has the tools and competencies to leverage sporting events to deliver the socio-economic benefits of tourism. The programme recognizes that there is a thrust in many Caribbean destinations to diversify their product beyond sun, sea and sand and many destinations have identified sport tourism as a mechanism by which to do so. Conversely, it has been recognized in a recent sport tourism workshop hosted by CARICOM in December 2009, that national and regional sporting organizations have not grasped the tourism potential and comparative socio-economic advantage that sports present. This programme therefore integrates an understanding of the broader tourism context within which sports will operate with the specialist skills that are required to formulate policy and plan and manage sporting events, which will provide optimal benefits for the destination. The programme will provide the prospective student with a strong skills and knowledge set that would allow them to function effectively within local, regional or international organizations, bringing creativity and innovation to problem solving.

Objectives

1. To generate the level of intellectual and academic qualities required to expand the boundaries of knowledge in tourism and sport management;
2. To extend the breadth of tourism-related education and knowledge in the Caribbean;
3. To develop the qualities and transferable skills including initiative, strategic focus, decision-making and independent learning ability necessary for today's complex tourism environment
4. To provide a sound understanding and critical awareness of contemporary tourism and sports issues.
5. To position students to assume leadership roles in any tourism and/or sport related organization.

Course of Study

The programme consists of a core of eight (8) courses, four electives and a final project. Some courses will have an Action Learning component, which will enable the student to link theories and concepts to industry practices. At the end of the taught component of the programme, students may choose to do a research only paper

or an internship with an applied research project.

LIST OF COURSES

Core

MGMT 6001/	
TOUR 6150	Human Resource Management
MGMT 6132	Strategic Planning and Management
ACCT 6010/	
TOUR 6140	Accounting for Managerial Decision-making
TOUR 6000	Research Methods
TOUR 6030	Tourism Destination Management
TOUR 6050	Strategic Marketing for Tourism and Hospitality
TOUR 6130	Sport and Events Management
TOUR 6160	Sport Policy and Development

Electives: A choice of four (4) electives. Any three (3) from Tourism (listed below) and one (1) from any of the M.Sc. Management with Specialisations.

TOUR 6040	Sustainable Tourism
TOUR 6120	Resort Hotel Development and Operations
TOUR 6100	Cruise Tourism
TOUR 6080	Contemporary Issues in Tourism and Hospitality
TOUR 6090	Risk, Crisis & Disaster Management
TOUR 6110	Hospitality Consultancy
TOUR 6155	Sport Tourism

Required Workshop (not for credit)

TOUR 6020	Caribbean Tourism Business Environment
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Language Workshops:

Spanish, French, Portuguese, Mandarin

Final Project:

Internship with Applied Research & Project **OR** Thesis

The period of the internship is three months. Appropriate organizations will be identified for these internships

MSC. TOURISM AND EVENTS MANAGEMENT

Introduction

The aim of this programme is to provide conceptual, theoretical, managerial and practical understanding and knowledge in the area of tourism and events management and to develop a graduate who has the tools and competencies to leverage various types of events to deliver the socio-economic benefits of tourism. The programme recognizes that there is a thrust in many Caribbean destinations to diversify their product beyond sun, sea and sand and many destinations have identified a number of events including conferences, sporting, culinary, beauty pageants, epicurean, heritage, etc as a mechanism by which to do so. While events management is still a relatively new field of study that draws upon a wide range of established disciplines, the growing conceptual frameworks and academic treatment of the phenomenon provide the graduate with robust conceptual and practical tools to competently plan, develop and manage a wide array of events, which will provide optimal benefits for the destination. In addition, event management is an important component in the overall thrust towards events tourism in the Anglophone Caribbean. In this way, the training of a cadre of professionals who are cognizant of the global trends in the event industry, with the capacity to apply these to the Caribbean context in ways that resonate with the region's sustainable development framework is extremely propitious.

On completion of this programme, students can elect to be entrepreneurs or choose from a range of employment opportunities in event and festival management operations, conference and exhibition centres, the events departments of hotels, visitor attractions, national tourist boards, local government and other organisations where knowledge of event management is important.

Objectives

1. To generate the level of intellectual and academic qualities required to expand the boundaries of knowledge in tourism and sport management;
2. To extend the breadth of tourism-related education and knowledge in the Caribbean;
3. To develop the qualities and transferable skills including initiative, strategic focus, decision-making and independent learning ability necessary for today's complex tourism environment
4. To enable students to go beyond 'how to do events' and to think strategically about these activities.
5. To provide a sound understanding and critical awareness of contemporary tourism and events issues.
6. To position students to assume leadership roles in any tourism and/or sport related organization.

Course of Study

The programme consists of a core of eight (8) courses, four electives and a final project. Some courses will have an Action Learning component, which will enable the student to link theories and concepts to industry practices. At the end of the taught component of the programme, students may choose to do a research only paper or an internship with an applied research project.

LIST OF COURSES

Core

MGMT 6001/ TOUR 6150	Human Resource Management
MGMT 6132	Strategic Planning and Management
ACCT 6010/ TOUR 6140	Accounting for Managerial Decision-making
TOUR 6000	Research Methods
TOUR 6030	Tourism Destination Management
TOUR 6050	Strategic Marketing for Tourism and Hospitality
TOUR 6130	Sport and Events Management
TOUR 6135	Events Operations Management

Electives: AA choice of four (4) electives. Any three (3) from Tourism (listed below) and one (1) from any of the M.Sc. Management with Specialisations.

TOUR 6040	Sustainable Tourism
TOUR 6120	Resort Hotel Development and Operations
TOUR 6100	Cruise Tourism
TOUR 6080	Contemporary Issues in Tourism and Hospitality
TOUR 6090	Risk, Crisis & Disaster Management
TOUR 6110	Hospitality Consultancy

Required Workshop (not for credit)

TOUR 6020	Caribbean Tourism Business Environment
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Language Workshops:

Spanish, French, Portuguese, Mandarin

Final Project:

Internship with Applied Research & Project **OR** Thesis

The period of the internship is three months. Appropriate organizations will be identified for these internships

MSC. TOURISM WITH PROJECT MANAGEMENT

Introduction

The aim of this programme is to develop a graduate that has sound knowledge of tourism and project management so that tourism projects can be well-managed and meet the intended project outcomes using sophisticated modeling rather than archaic mechanisms that are costly. The global tourism industry is becoming increasingly competitive and sophisticated and as such the tourism practitioner needs to acquire a new and different skills set so that his/her organization could respond quickly and knowledgeably to the rapidly changing external environment. Planning, developing, implementing, evaluating and monitoring tourism policies and actions require both a sound knowledge of the constituent parts of tourism and effective project management skills. This programme therefore aims at enhancing institutional capacity of public and private sector organizations by integrating an understanding of the broader tourism context with the acquisition of scientific project management competencies.

Objectives

1. To generate the level of intellectual and academic qualities required to expand the boundaries of knowledge in the chosen specialist field;
2. To extend the breadth of tourism-related education, knowledge and competencies in the Caribbean;
3. To develop the qualities and transferable skills including initiative, strategic focus, decision-making and independent learning ability necessary for today's complex tourism environment
4. To develop the capability to plan, monitor and control the implementation of projects through the use of effective project management tools and techniques
5. To enhance the institutional capacity of both private and public sectors in the English-speaking Caribbean to manage projects efficiently

Course of Study

The programme consists of a core of eight (8) courses, four electives and a final project. Some courses will have an Action Learning component, which will enable the student to link theories and concepts to industry practices. At the end of the taught component of the programme, students may choose to do a research only paper or an internship with an applied research project.

LIST OF COURSES

Core

MGMT 6001/ TOUR 6150	Human Resource Management
MGMT 6132	Strategic Planning and Management
ACCT 6010/ TOUR 6140	Accounting for Managerial Decision-making
TOUR 6000	Research Methods
TOUR 6030	Tourism Destination Management
PTMT 6001	Project Analysis and Appraisal
PTMY 6003- TOUR 61040	Project Implementation Sustainable Tourism

Electives: choice of four (4) electives. Any two (2) from Tourism (listed below) and any two from any MSc

Project Management

TOUR 6050	Strategic Marketing for Tourism and Hospitality
TOUR 6130	Sport and Events Management
TOUR 6120	Resort Hotel Development and Operations
TOUR 6100	Cruise Tourism
TOUR 6080	Contemporary Issues in Tourism and Hospitality
TOUR 6090	Risk, Crisis & Disaster Management
TOUR 6110	Hospitality Consultancy

Required Workshop (not for credit)

TOUR 6020	Caribbean Tourism Business Environment
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Language Workshops:

Spanish, French, Portuguese, Mandarin

Final Project:

Internship with Applied Research & Project **OR** Thesis

The period of the internship is three months. Appropriate organizations will be identified for these internships

MSC. TOURISM MARKETING

Introduction

The programme aims to provide conceptual, theoretical, managerial and practical understanding and knowledge in the area of tourism marketing. The programme recognizes that the post-global financial crisis period, will require a new genre of tourism marketing that extends beyond traditional views of marketing as mainly involving promotions and sales, to a more holistic approach to marketing that seeks to coordinate resources, to set targets, to minimise risk through analysis of the internal and external environment and to examine the various ways of targeting different market segments. In this regard, this programme provides the focus and framework for organisations to develop a comprehensive and integrated plan to meet long-term objectives, and to ensure that destinations on the whole achieve greater sustainable competitive advantage.

Objectives

1. To generate the level of intellectual and academic qualities required to expand the boundaries of knowledge in tourism marketing;
2. To extend the breadth of tourism-related education and knowledge in the Caribbean;
3. To develop the qualities and transferable skills including initiative, strategic focus, decision-making and independent learning ability necessary for today's complex tourism environment
4. To provide a sound understanding and critical awareness of contemporary tourism marketing issues.
5. To position students to assume leadership roles in destination or organizational tourism or services marketing.

Course of Study

The programme consists of a core of eight (8) courses, four electives and a final project. Some courses will have an Action Learning component, which will enable the student to link theories and concepts to industry practices. At the end of the taught component of the programme, students may choose to do a research only paper or an internship with an applied research project.

LIST OF COURSES

Core

MGMT 6001/ TOUR 6150	Human Resource Management
MKTG 6000	Principles of Marketing
ACCT 6010/ TOUR 6140	Accounting for Managerial Decision-making
TOUR 6000	Research Methods
TOUR 6030	Tourism Destination Management
TOUR 6050	Strategic Marketing for Tourism and Hospitality
MKTG 6030	Marketing Research
MKTG 6010	Consumer Behaviour
MKTG 6039	Integrated Marketing Communications

ELECTIVES: A choice of three (3) electives. Any two (2) from Tourism (listed below) and one (1) from any of the M.Sc. Management with Specialisations.

TOUR 6130	Sport and Events Management
TOUR 6040	Sustainable Tourism
TOUR 6120	Resort Hotel Development and Operations
TOUR 6100	Cruise Tourism
TOUR 6080	Contemporary Issues in Tourism and Hospitality
TOUR 6090	Risk, Crisis & Disaster Management
TOUR 6110	Hospitality Consultancy
TOUR 6060	Service Quality in Hospitality and Tourism

Required Workshop (not for credit)

TOUR 6020	Caribbean Tourism Business Environment
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Language Workshops:

Spanish, French, Portuguese, Mandarin

Final Project:

Internship with Applied Research & Project **OR** Thesis

The period of the internship is three months. Appropriate organizations will be identified for these internships

MPhil/PhD MANAGEMENT STUDIES

Entry Requirements

MPhil Candidates require at least an Upper Second Class Honours degree with a strong background in any Management Studies area.

Availability of Expertise and Resources

Admission is contingent upon whether candidates have a thesis proposal compatible with the expertise and resources available in the Department of Management Studies.

Course of study

Students in the MPhil and PhD degree programme are required to successfully:

1. Complete a minimum of six (6) credits of coursework for MPhil/nine (9) credits of coursework for PhD,
2. Present seminars (2 for MPhil/3 for PhD), and
3. Submit a thesis.

Courses

Students in the MPhil and PhD degree programme should discuss with their supervisor suitable courses which would satisfy the credit requirements. Courses should be completed in the first year.

Compulsory Seminar Presentations

For each seminar, candidates are required to write and present a paper to be photocopied and distributed before hand on a topic arising out of their research as well as to field questions put to them afterwards. Seminars should be completed within the first year of the programme.

Thesis Proposal

Candidates are required to present and defend a Thesis Proposal of acceptable scope and quality for the degree. The Thesis must follow the guidelines set out in the documentation provided by the School for Graduate Studies and Research.

Candidates should also determine whether the materials for the thesis, or a substantial part thereof, are available either in the Main Library here at Cave Hill or elsewhere locally or regionally. The candidate should also determine whether it may be necessary to travel abroad in pursuit of these objectives and how the necessary financial support to accomplish this might be obtained.

The Proposal, a minimum of five pages (double-spaced, excluding bibliography) should include the following information:

- The working title of the thesis which may be subject to further revision or exact specification as your research proceeds. However, even at this stage, the goal should be to describe your project as clearly and as accurately as possible.
- A definition of the subject agreed upon by both the candidate and the potential Supervisor. This should include a statement of the specific issue or 'thesis' to be investigated.
- An account of the existing state of scholarship on the subject, a justification of the undertaking of such a project, as well as an indication of its potential contribution to knowledge in this area.
- A tentative list of the divisions, phases or chapters into which the thesis will fall so far as the candidate can see them at this stage of his/her work.
- A selective bibliography which should follow the guidelines prescribed by the latest edition of the Chicago Manual of Style. The bibliography should adumbrate the primary sources (authors, texts, editions etc) and the chief secondary sources which bear most closely upon the subject.

The Proposal should be formally sent to the Department's Coordinator of Graduate Studies for review. Candidates will be informed in due course of the date of their defense after which candidates will be informed whether the Proposal has been accepted as is.

All requested revisions should be made promptly and the finished Proposal formally resubmitted to the Department's Coordinator of Graduate Studies.

Award of the Degree

The successful completion of the compulsory coursework, Seminar presentations and the Thesis will lead to the award of the Degree.

LIST OF COURSES

Core for all students depending on their programme

GRSM 7001	MPhil Research Seminar 1
GRSM 7002	MPhil Research Seminar 2
MGMT 7000	MPhil Management Studies Thesis
GRSM 8001	PhD Research Seminar 1
GRSM 8002	PhD Research Seminar 2
GRSM 8003	PhD Research Seminar 3
MGMT 8000	PhD Management Studies Thesis

THE CAVE HILL SCHOOL OF BUSINESS

EMBA/IMBA/MASTERS IN INTERNATIONAL EVENT MANAGEMENT/DBA

Introduction

As the region's leading provider of executive level academic education, The Cave Hill School of Business is in the business of developing leaders. The programmes intended for experienced executives who have the determination and focus to succeed, and who want to maximise their development opportunities.

The Format of the programme allows participants to study while continuing their careers wherever they are based in the world.

Entry Requirements

The programme therefore seeks candidates who:

- Are graduates of an approved university or have, in the opinion of the UWI, an equivalent professional qualification;
- Normally have at least five years' relevant management experience;
- Are senior managers or are headed for senior management and can commit themselves to a rigorous and flexible two-year programme for their personal development as managers; or
- Are Permanent Secretaries, deputy Permanent Secretaries, Heads of Department/ organisation/institution and/or are deputy Heads of Department.

Applicants being considered for acceptance may be interviewed.

Persons who do not meet academic or work experience requirements may be admitted by the UWI's Board of Graduate Studies on the recommendation of a selection panel comprising a sub-committee of Graduate Studies and a representative of the Cave Hill School of Business. This panel, in evaluating an application, takes into account the applicant's academic record, the results of the interview with the applicant, referees' reports and other aspects of the applicant's work history

Duration

The MBA, IMBA and MIEM can be completed in two years part time. The DBA can be completed full time in four years. Participants are able to retain their full-time positions while earning these degrees.

Course of Study

The EMBA programme offers three concentrations or Streams that allow participants to choose the area of study that is most relevant to their needs.

In the General Management stream students must complete one (1) compulsory, not for credit workshop, eleven (11) compulsory, 3-credit core courses, and nine credit hours from elective courses.

In the Human Resource Management stream students must complete one (1) compulsory, not for credit workshop, eleven (11) compulsory core courses, and a nine (9) credit Action Learning Component and Project.

In the Public Sector Management stream students must complete two (2) compulsory, not for credit workshops, nine (9) compulsory core courses, and a nine (9) credit Action Learning Component and Project.

The IMBA requires fourteen (14) 3-credit core courses, two (2) not for credit compulsory workshops and a Practicum. The MIEM requires nine (9) courses, one (1) not for credit compulsory workshop and a project worth 18 credits.

The DBA requires thirteen (13) courses and a thesis.

Evaluation

Evaluation in all courses will be through a combination of course work and assessment methods including examinations, approved by the UWI's Board of Graduate Studies. Assessment may include class participation, formal presentations in the class, group work, reports, individual assignments, written analysis of cases, take-home examinations, sit-down examinations and so on. All final examinations will be conducted after the end of the relevant module. Participants must submit their project assignments prior to taking the examination

Distinction

For the award of the degree with distinction in the MBA and IMBA programmes the candidate must pass all courses at first sitting, obtain a grade of "A" in at least 70% of the courses, the average mark of all courses should not be less than 70%, and the student must attain a grade A in the Research Project where applicable.

For the award of the degree with distinction in the MIEM, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Project Report.

**EXECUTIVE MASTERS IN BUSINESS
ADMINISTRATION – GENERAL
MANAGEMENT**

LIST OF COURSES

Core

GEMA 6035	Managerial Finance
GEMA 6103	Legal Framework of Business, Government and Society
GEMA 6104	Accounting for Decision Making
GEMA 6300	Group Dynamics and Corporate Communication (NOT FOR CREDIT)
GEMA 6315	Quantitative Business Applications
GEMA 6320	Managerial Economics
GEMA 6340	Marketing Management
GEMA 6350	Management Information Systems
GEMA 6360	Production and Operations Management
GEMA 6365	Strategic Planning and Strategic Management
GEMA6102	Leading Organisations through People
INBA 6110	Negotiating Skills

Electives (Three (3) to be selected)

GEMA 6005	Project Management (equivalent to 3 courses)
GEMA 6075	International Business Management
GEMA 6085	Tourism Management
GEMA 6095	Managing Technology
GEMA 6120	Joint Ventures & other interCorporate Linkages
GEMA 6125	Small Business & Entrepreneurship
HRNM 6001	Organisation Development & Transformation
HRNM 6010	Contemporary Human Resource Issues

**EXECUTIVE MASTERS IN BUSINESS
ADMINISTRATION – PUBLIC SECTOR
MANAGEMENT**

LIST OF COURSES

All Compulsory

GEMA 6005	Project Management
GEMA 6103	Legal Framework of Business, Government and Society
GEMA 6105	Management Practices and Development In Public Services
GEMA 6106	Action Learning Component and Project
GEMA 6107	Professional Development and Personal Mastery (NOT FOR CREDIT)
GEMA 6315	Quantitative Business Applications
GEMA 6325	Strategic Planning and Strategic Management
GEMA6102	Leading Organisations through People
INBA 6110	Negotiating Skills
PSMA 6300	Public Sector Financial Accounting and Management
PSMA 6310	Economics for Public Sector Managers
PSMA 6320	Policy Analysis, Policy Formulation and Research Methodology (NOT FOR CREDIT)

**EXECUTIVE MASTERS IN BUSINESS
ADMINISTRATION – HUMAN RESOURCE
MANAGEMENT**

LIST OF COURSES

All Compulsory

GEMA 6102	Leading Organisations through People
GEMA 6103	Legal Framework of Business, Government and Society
GEMA 6104	Accounting for Decision Making
GEMA 6106	Action Learning Component and Project
GEMA 6107	Professional Development & Personal Mastery (NOT FOR CREDIT)
HRNM 6001	Organisation Development & Transformation
HRNM 6010	Contemporary Human Resource Issues
HRNM 6035	Industrial Relations
HRNM 6040	Compensation Management
HRNM 6050	Human Resource Development
INBA 6015	Multi-national Strategic Management
INBA 6045	Strategic Human Resource Management
INBA 6110	Negotiating Skills

**INTERNATIONAL MASTERS IN BUSINESS
ADMINISTRATION**

LIST OF COURSES

Core

GEMA 6001	Team Building and Business Communications Workshop (NOT FOR CREDIT)
GEMA 6002	Information Systems Management
GEMA 6003	Marketing Management (Domestic & International)
HRNM 6001	Organisation Development & Transformation
HRNM 6002	Financial Management & Accounting
INBA 6001	Spanish for Business I (NOT FOR CREDIT)
INBA 6002	Spanish for Business II (NOT FOR CREDIT)
INBA 6010	Quantitative Business Analysis
INBA 6011	International Business
INBA 6012	Operations Management
INBA 6013	Managing Diversity
INBA 6014	International Managerial Finance
INBA 6015	Multi-national Strategic Management
INBA 6017	Economics for International Business
INBA 6045	Strategic Human Resource Management
INBA 6900	Practicum

Electives (Three (3) to be selected)

GEMA 6120	Joint Ventures & other interCorporate Linkages
GEMA 6125	Small Business & Entrepreneurship
INBA 6110	Negotiating Skills

MASTERS IN BUSINESS ADMINISTRATION – ENTREPRENEURSHIP (MBAE)

This programme is designed to meet the needs of people of mixed generational backgrounds who have a penchant for innovation and creativity. Such people are desirous of shifting from being an employee in a salaried position to becoming an owner/operator of business and to take control of their income-earning capacity. It is for people who wish to make a difference in the status quo of Caribbean business and who wish to know how to identify gaps and how to go about filling them. It answers the call of governments in LDCs (lesser developed countries) as well as developed countries asking for the pursuit of entrepreneurial endeavours that will reduce the unemployment rate, increase productivity boost export, enhance GDP and generally increase the quality of life.

The Executive Masters in Business Administration in Entrepreneurship will be offered in both Face-to-Face (f2f) and Blended Learning formats (BL).

Compulsory Workshop: - Non-credit

GEMA 6107 Professional Development and Personal Mastery

Compulsory Pre-Courses: - Non-credit

Code New Explore Entrepreneurship; and

GEMA 6315 Quantitative Business Applications.

Core Courses – 36 Credits.

GEMA 6102 Leading Organisations Through People;

GEMA 6103 Legal Framework of Business, Government and Society;

GEMA 6320 Managerial Economics;

GEMA 6104 Accounting for Decision-Making;

Code New Entrepreneurial Finance;

GEMA 6125 Small Business & Entrepreneurship

Code New Entrepreneurial Marketing;

MKTG 6050 Product Planning and Distribution

INBA 6110 Negotiating Skills;

CodeN ew Technology and Innovative Management Information Systems;

GEMA XXX Productions & Operations Management; and

GEMA 6365 Strategic Planning and Strategic Management.

Elective Selection for the 2011 intake: 9 Credits.

CodeNew Project Management Framework

CodeNew Project Financing and Risk Management.

Code New Venture Models

Code New Entrepreneurship in Large Organisations :
Intrapreneurship and Innovation

GEMA 6120 Joint Ventures & Other Inter-corporate Linkages.

MGMT 6990 Practicum

Areas of Focus:

- Transforming Visitors into Tourists
- Agriculture
- Telecommunications
- Health Care
- Medical Services

Code New Proposal Writing for Funding Agencies

Total Credits : MBAE 45 credits

**MASTERS IN INTERNATIONAL EVENT
MANAGEMENT: SPORTS**

LIST OF COURSES

Core

GEMA 6300	Group Dynamics and Corporate Communication (NOT FOR CREDIT)
GEMA 6002	Information Systems Management
GEMA 6003	Marketing Management (Domestic & International)
GEMA 6315	Quantitative Business Applications
GEMA 6335	Financial Accounting
GEMA 6365	Strategic Planning and Strategic Management

Stream Specific

INBA 6110	Negotiating Skills
EVMG 6100	Sports Event Management
EVMG 6102	Event and Project Management
EVMG 6103	Legal Aspects of International Event Management
EVMG 6900	Action Learning Project (Non-Sports option) - 18 credits
EVMG 6901	Action Learning Project (Sports Option) - 18 credits

DOCTOR OF BUSINESS ADMINISTRATION

LIST OF COURSES

Core

BUAD 8000	Quantitative & Qualitative Research Methodologies for Managerial Decision-Making
BUAD 8001	Multivariate Statistical Analysis
BUAD 8002	Global Management Trends
BUAD 8003	Strategic Use of Information & Communication Technology
BUAD 8004	Business Development Entrepreneurship & Innovation
BUAD 8005	International Marketing
BUAD 8006	Finance
BUAD 8007	Internationalization of SME's
BUAD 8008	Global Competitiveness
BUAD 8009	Strategy Dynamic

Electives (Two (2) to be selected)

BUAD 8010	Comparative Labour Relations
BUAD 8011	Labour & Employment Law
BUAD 8012	Labour Economics
BUAD 8013	Workplace Negotiation & Conflict Management
BUAD 8014	Psychology of Motivation & Group Behaviour
BUAD 8015	Psychological Measurement, Testing Assessment
BUAD 8016	Performance Management
BUAD 8017	Complex Organizations & Change
BUAD 8018	Collaborative & Network Governance
BUAD 8019	Public Budgeting Policy & Development Performance Outcomes
BUAD 8020	International Public Policy
BUAD 8021	Harmonization of Sectoral & Regional Policy
BUAD 8022	Human Capital Development
BUAD 8023	Knowledge Management
BUAD 8024	Cross-Cultural Management

Detailed course descriptions are available from the Cave Hill School of Business

THE CLR JAMES CENTER FOR CRICKET RESEARCH

MSc CRICKET STUDIES

Introduction

The MSc Cricket Studies responds to the need for improved competencies in the management and reproduction of excellence in cricket culture in the region and beyond. The programme has been designed with a view to exposing participants who are or plan to be involved in the management/administration and leadership of cricket, to modern concepts, theories and applications in a range of disciplines that can enhance their overall competencies. The curriculum is designed to ensure that graduates develop the competencies that can facilitate the effective performance of duties and responsibilities at the social and managerial level.

The programme should be of benefit to those individuals holding administrative leadership positions in existing cricket institutions in the Caribbean, leaders in West Indies (WI) cricket at both local and regional levels, including the West Indies Cricket Board, national cricket boards, current and former players, media experts and other qualified persons, as well as coaches and physical education teachers.

Objectives

- (i) To assist in the development of managerial talent with a better understanding of issues related to West Indies cricket culture, management and leadership;
- (ii) To contribute to the regional need for more highly qualified persons in the field of cricket management and administration;
- (iii) To foster an appreciation of the role of cricket in West Indian society;
- (iv) To foster the acquisition of subject-specific knowledge and transferable skills by participants;
- (v) To prepare participants for employment, career growth or change.

Entry Requirements

Degreed Applicants

Applicants under this category should have:

- A bachelor's degree from an approved educational institution; and
- At least one (1) year's experience in a managerial position in a cricketing environment or two (2) years' experience in other sports environments.

Non-Degreed Applicants

Persons who do not hold a first degree should possess:

- An associate degree or diploma from an approved educational institution; and
- At least three (3) years' experience in a managerial position in a cricketing institution or three (3) years experience in other sports institutions. Applicants for the programme may have to undergo an interview before final selection.

Course of Study

The programme will be delivered over a twelve (12) month period.

Participants may choose to complete the programme over a two (2) year period. The degree is structured with eight (8) courses, a research project and a practicum for a total of thirty-nine (39) credits. Each course is designed in modular format.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper.

LIST OF COURSES

All Compulsory

CKST 6000	Political and Social History of WI Cricket
CKST 6010	Cricket and WI Nationalism
CKST 6020	Research Methods
CKST 6030	Contemporary Management and Financial Issues in WI Cricket I
CKST 6040	Leadership and Human Resource Management
CKST 6050	Cricketers' Texts and Testimonies
CKST 6060	Contemporary Management and Financial Issues in WI Cricket II
CKST 6070	Sports Psychology
CKST 6080	Practicum
CKST 6090	Research Paper

INTERDISCIPLINARY PROGRAMMES COORDINATED BY THE OFFICE OF THE DEAN -

MSc INTERNATIONAL TRADE POLICY

Introduction

The field of International Trade Policy combines the essentials of trade policy with irreplaceable professional skills training. The Masters in International Trade Policy degree was developed in recognition of a rapidly globalizing economy and the opportunities and challenges presented to a new group of professional practitioners.

The programme is designed to accommodate the increasing interdisciplinary requirements of practitioners who represent business or governmental interests in the negotiation of legislative policy and evolving international trade policies. A fundamental philosophy driving the creation of this curriculum is that governments, corporations, and non-governmental organizations dealing with trade policy need entry-level and mid career professional staff who are knowledgeable about the fundamental and practical aspects of trade policy and negotiations, and who possess the professional skills essential for practitioners. Because of the unique expertise of the professional training staff and faculty that has been assembled in the MITP programme, the University of the West Indies, Cave Hill Campus is well-positioned to fill a growing and indispensable niche in this rapidly evolving field.

Objectives

The Masters programme in International Trade Policy is delivered through the Shridath Ramphal Centre For International Trade Law Policy & Services and aimed at attaining a high level of human resource capacity in trade negotiations and policy. The MITP seeks as its primary objective to create a cadre of professionals specifically trained to assist in the specific areas of vulnerability unique to the region in particular and developing countries as a whole. A second and equally important objective is the creation, within the University of the West Indies, of an institutionalized capacity to address the ongoing human capacity needs of the OECS and the wider CARICOM in the area of international trade policy.

The Masters Degree in International Trade Policy is directed to international trade professionals in the public and private and NGO sectors in the field of economics, international business, law and international trade. These persons may be engaged in national trade and services departments and agencies, e.g. Ministries of International Trade or Business, Finance, Agriculture, Education, and Tourism, etc; the trade arm of regional and sub-regional agencies; private sector trade bodies and firms and NGOs relating to public policy and international relations.

The Programme covers both the theoretical foundations as well as the practical skills in trade policy. The courses offered will include basic theories relating to international trade, economics, politics, trade policy and law; regional and multilateral trade agreements and arrangements; trade in goods, services and agriculture; competition law and policy, intellectual property law and policy; technology law and policy; dispute settlement; investment and taxation; trade and labour; trade and the environment; trade and health standards; and trade statistics and analysis, etc., and training in negotiating skills and techniques.

Entry Requirements

The requirements for matriculation in this Masters programme will be slightly different given the specific objective for which the programme was designed. However, applicants to the programme must satisfy the General University Regulations governing admission to a Higher Degree. (These requirements should not be seen as rigid but as merely guidelines for attracting candidates with the most relevant background).

- Applicants should normally have at least a Lower Second Class Honours degree or its equivalent in fields such as international economics, international relations, development studies, global studies, international business and international law.
- Candidates with pass degrees, that have other relevant qualifications and substantial work experience, will be considered for entry on a case-by-case basis.

Course of Study

The requirements include 10 courses (33 credits) comprising 7 core courses and 3 electives; and a research paper (12 credits). Students are also required to complete 4 non-credit courses.

Students are required to attend ALL classes. Students who do not attend classes without a viable reason will lose a percentage of their final mark for the relevant course. Class attendance is critical to your successful completion of the course.

The structure of the programme is as unique as its content, with delivery being centred on two (2) components – academic and practical.

Academic Component

The academic component of the programme covers the period - September to April. This component is delivered in a modular format to enable participants, who are not part of the formal Masters programme, to enrol for particular courses/modules within the overall programme. The academic component also consists of a number of non-credit courses, which complement the academic skills that each student will acquire, including: -

- Effective presentation skills
- Report writing
- Research methods
- Foreign language

A critical aspect of the academic programme is the Research Paper, which all students are required to complete under supervision and guidance from SRC staff and MITP lecturers, as part of the requirements for the successful completion of the programme. Once submitted, research papers will be officially forwarded to the relevant examiners for grading. Students who wish to graduate in October of any year must complete their research paper by July 31st of the same year.

Practical Component

The Practical component of the programme involves two (2) elements:-

- (a) Study Tour
- (b) Internship

The **Study Tour**, which is an integral part of the practical component, exposes students to the multilateral trading system and the plethora of organizations involved. The other aspect of the practical component is an **Internship**, which is critical for the students' development and experience. Students are assigned to a national government department/agency, regional or International organization or NGO.

Graduates of the MITP programme are able to **expand their knowledge base, build networks** and thus **increase their effectiveness and marketability** in the global labour market.

Duration

The academic component of the programme covers an eight (8) month period - September to April. Courses are delivered in a

modular format to enable participants, who are not part of the formal Masters programme, to enroll for particular courses/modules within the overall programme.

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper.

LIST OF COURSES

Students are required to complete the following non-credit courses:-

- Spanish/French (NOT FOR CREDIT)
- Research Methods (NOT FOR CREDIT)
- Report Writing (NOT FOR CREDIT)
- Making Presentations (NOT FOR CREDIT)

Core

INTR 6001	WTO & the International Trading System
INTR 6002	International Trade Theory and Policy
INTR 6003	Quantitative Methods for Trade Policy Analysis
INTR 6005	Globalization and Global Governance
INTR 6006	Introduction to Public International Trade Law (6 credits)
INTR 6112	Trade in Goods – Market Access
INTR 6114	Trade in Services
INTR 6131	Research Paper

Electives (Four (4) to be selected) – Note that all courses are not offered each year.

INTR 6004	International Business Strategy
INTR 6007	International Negotiations and Advocacy
INTR 6111	Business, Government and International Economy
INTR 6113	Regional Integration and Development
INTR 6116	Competition Law and Policy
INTR 6118	Contemporary Caribbean Trade Policy Issues
INTR 6119	Trade & Gender
INTR 6120	Trade & Tourism
INTR 6121	Trade & Intellectual Property Rights
INTR 6122	International Environmental Trade Law
INTR 6123	Legislative Drafting & Trade Policy

MSc LABOUR AND EMPLOYMENT RELATIONS

Introduction

The MSc Labour and Employment Relations degree programme is geared towards shaping the workplace of the future. It is specifically designed to build upon and advance participant's knowledge and practical experience. It prepares them for the enhancement of their careers in human resource management, industrial and labour relations, labour economics or as trade union or labour researchers.

Objectives

The programme is designed to:

- Develop a cadre of graduate students with a high level and comprehensive understanding of labour history, labour relations, and employment issues confronted in the workplace.
- Develop advanced abilities in analysis and independent work which will equip them to deal skillfully with new circumstances and issues arising in the workplace.
- Provide graduates with the necessary tools for a greater degree of understanding and management of labour relations.

Entry Requirements

To qualify for entry candidates should normally possess at least a Second Class honours degree from an internationally accredited university. All successful entrants will be subject to the relevant regulations of the U.W.I. Board for Graduate Studies and Research.

Duration

The MSc Labour and Employment Relations spans twelve (12) months of full-time study.

Course of Study

Students are expected to gain thirty-nine (39) overall credits - 8 courses (3 credits per course), a workshop spanning 2 semesters (6 credits), a practicum (9 credits) or a research paper (9 credits)

Distinction

For the award of the degree with distinction, the candidate must pass all courses at first sitting and the average mark of all courses should not be less than **70%**. The candidate must also achieve a mark of **70%** or over in the Research Paper/Practicum Report.

LIST OF COURSES

Core

LAER 6000	Labour History
LAER 6001	Employment Relations in a Global Environment
LAER 6002	International Labour Law
LAER 6003	Collective Bargaining & Disputes Resolution
LAER 6004	Compensation and Benefits Policy
LAER 6900	Research Paper (9 credits) or
LAER 6990	Practicum (9 credits)
LAER 6901	Research Methods workshop (6 credits)

Electives (Three (3) to be selected) Note that all courses are not offered each year.

LAER 6005	Gender and Work
LAER 6006	Organizational and Industrial Psychology
LAER 6007	Occupational Safety, Health and the Environment
LAER 6008	Labour Economics
LAER 6009	Human Resources Information Systems
LAER 6010	Contemporary Issues in Employment Policy
LAER 6011	Human Resource Management
LAER 6013	Sociology of Work and Labour

THE SIR ARTHUR LEWIS INSTITUTE OF SOCIAL & ECONOMIC STUDIES (SALISES)

MPhil/PHD GOVERNANCE AND PUBLIC POLICY/ ECONOMIC DEVELOPMENT POLICY/SOCIAL POLICY

The SALISES degree programmes are research-oriented with supervision in the areas of social policy (including human resource development); governance and public policy; economic development policy and management; and integration theory and practice. The Institute also offers taught MSc degrees in Governance, Social Policy and Economic Development Policy, which are delivered at the Mona Campus.

Entry Requirements:

MPhil Degree

Admission to the MPhil programme normally requires:

1. A bachelor's degree or equivalent in the social sciences with at least Upper Second Class Honours and
2. Relevant work experience.

PhD Degree

Admission to the PhD degree programme normally requires the candidate to:

1. Have completed an appropriate graduate qualification or
2. Be upgraded from the MPhil degree programme, and
3. Have the relevant work experience.

Applicants to the MPhil and PhD degree programmes are also required to submit a short research proposal which will be considered by the Institute's Entrance Committee.

Course of study

Students in the MPhil and PhD degree programmes are required to successfully complete:

1. Three courses (three credits each),
2. Seminars (2 for MPhil; 3 for PhD), and
3. A thesis.

LIST OF COURSES

All compulsory for all students

SALI 6050	Directed Readings on Thesis Topic
-SALI 6051	Research Design and Management
SALI 6052	Specialized Research Methods

Core depending on programme

GRSM 7001	MPhil Research Sem 1
GRSM 7002	MPhil Research Sem 2
SALI 7000	MPhil Economic Development Policy Thesis
SALI 7010	MPhil Governance and Public Policy Thesis
SALI 7015	MPhil Social Policy Thesis
GRSM 8001	PhD Research Seminar 1
GRSM 8002	PhD Research Seminar 2
GRSM 8003	PhD Research Seminar 3
SALI 8000	PhD Economic Development Policy Thesis
SALI 8010	PhD Governance and Public Policy Thesis
SALI 8025	PhD Social Policy Thesis

COURSE DESCRIPTIONS

ALL COURSES ARE LISTED IN ALPHANUMERIC ORDER BY COURSE CODE

COURSE CODE: ACCT 6010

TITLE: Accounting for Managerial Decision Making

CREDITS: 3

Description

Accounting systems provide important financial information for all types of organizations across the globe. Despite their many differences, all financial accounting systems are built on a common foundation. Economic concepts, such as assets, liabilities, and income, are used to organize information into a fairly standard set of financial statements. Management accounting systems refer to the firm's internal systems of costing products or services and their interpretation. This course provides the fundamentals for understanding financial and managerial accounting information, and the application of such information to managerial decision making. A variety of manufacturing and service industries are studied to demonstrate design of flexible cost systems to match the firm's technological, competitive and/or multinational environments. Applications to budgeting, variance analysis, pricing models, performance evaluation and incentives are demonstrated. Case discussion and analytical "what if" modes of instruction are used to enhance managerial skills of students.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: ACCT 6011

TITLE: Corporate Finance

CREDITS: 3

Description

The modern corporation faces fierce competition not only in the product markets but the capital markets as well. The modern corporations must compete relentlessly with a plethora of competitors for the available pool of capital. The ability to consistently create value for investors is critical if a firm is to attract and retain the capital it needs to survive and prosper. This course describes the corporation and its operating environment, the manner in which corporate boards and management evaluate investment opportunities, arrangements for financing such investments and the development of financial risk management strategies. As such, the course provides students with an analytical framework for determining the intrinsic value of a corporation and to assess the effectiveness of corporate management in maximizing that value.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: ACCT 6012

TITLE: Principles of Taxation for Business and Investment Planning

CREDITS: 3

Description

The objective of this course is to teach participants to recognize the major tax issues inherent in business and financial transactions. The focus is on fundamental concepts, the mastery of which provides participants with a permanent frame of reference for the future study of tax topics. The course will place particular emphasis on cross country differences in taxation principles.

The course is based on three postulates:

- Postulate 1: Participants should learn the tax laws as an integrated component of a complex economic environment.
- Postulate 2: Participants should comprehend the tax laws as an organic whole rather than as a collection of rules and regulations.
- Postulate 3: Participants who learn fundamental concepts have a permanent frame of reference into which they integrate the constant changes in the technical details of the tax laws.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: ACCT 6013

TITLE: Individual Tax Planning and Management

CREDITS: 3

Description

This course focuses on the tax problems and opportunities encountered individuals across a broad range of transactions. The aim of this course is to enable participants to advise individuals clients as to the best strategies to maximize their tax savings and leverage their overall financial positions. Gain the practical knowledge you need to apply tax laws when preparing tax forms and helping your clients plan their processes. The course will examine the most current laws affecting capital gains and losses, adjustments to gross income, itemized deductions, tax credits and payments, and estimated taxes. Participants will also learn about sole proprietorship and small business taxation, as well as real property transactions, with an emphasis on issues relating to all aspects of individual taxation. Participants will also acquire the skills to more effectively prepare, or help your clients prepare, their income tax returns. The course will place particular emphasis on the cross country differences in individual taxation.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: ACCT 6014

TITLE: Corporate Tax Planning and Management

CREDITS: 3

Description

The objective of this course is to provide participants with a framework for analyzing tax planning. Adopting this approach has two important advantages. First, the framework offers an approach to tax planning and business strategy that remains useful long after the next revision of the tax code. Second, it offers an approach that can be readily employed in an international setting. After developing the framework, it will be applied to a variety of business settings that integrate topics from accounting, finance and economics in order to provide participants with a more complete understanding of the role of taxes in business strategy. Throughout, two important concepts will be applied: the concept of implicit taxes (tax induced differences in before tax rates of return) and the concept of tax clienteles (the effect of cross sectional differences in tax rates). The course will also pay particular attention to differences in corporate taxation across countries.

On completing this course, students should be able to: Understand and evaluate cross country differences in corporate tax systems; Understand and evaluate the impact of taxation on a variety of corporate decisions; and Devise business strategies that exploit value creating opportunities create by the tax code.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: ACCT 6015

TITLE: Equity and Fixed Income Securities

CREDITS: 3

Description

The objective of this course is to enable participants to be able to structure and manage a complex portfolio of equities and fixed income securities. The course aims to build on the concepts introduced in the Corporate Finance and Capital Markets course and develop advanced concepts and tools that are useful for investors, issuers, traders, and hedgers. In terms of Equities students will be exposed to asset valuations, fundamental equity analysis, financial statement analysis, technical analysis and risk management. In terms of Fixed-income securities students will be exposed to the basic analytics of fixed-income securities, forward rates, yield curve trading strategies, immunization techniques, embedded options and derivatives with fixed-income underlying securities.

This course is focused on the concepts and tools that are useful to managers who want to use these securities, whether for investing, hedging, market-making, or speculating.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: ACCT 6016

TITLE: Alternative Investments

CREDITS: 3

Description

Traditionally Wealth Management has focused on the traditional financial assets such as fixed income securities and equities. Increasing investors are increasingly turning to Alternative Investments as a means of diversifying their portfolios and building wealth. The range of Alternative Investments is large and ever expanding, however the major investments include, Real Estate Investment Trusts, Private Equity, Commodities and Hedge Funds. The objective of this course is to help participants understand and appreciate the rapidly growing field of alternative investments. The course focuses on techniques for valuing alternative investments and analyzing their role in a portfolio of assets.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: ACCT 6018

TITLE: Legal and Ethical Environment of Wealth Management

CREDITS: 3

Description

This course will provide students with a thorough exposure to the laws of finance, securities regulation, and a review of the new laws enacted to regulate the activities of corporate executives in their businesses. The course will also apprise students of the regulations surrounding being licensed as an investment advisor and/or wealth managers. This course is also designed to cover the common problems encountered by executives involved in banking, commercial transactions, and the use and regulation of commercial paper. The course will also cover aspects of laws, trade practices, and formation of capital in venture capital transactions.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: ACCT 6017

TITLE: Quantitative Methods for Management

CREDITS: 3

Description

A wide range of quantitative techniques are applied to the analysis of management problems. This course will provide students with the skills to apply a wide range of quantitative techniques to a variety of management problems in the various areas of management. A critical feature of the course is the use of managerial oriented cases to focus students on the application of quantitative techniques to management problems. Particular emphasis will be placed on computer based applications of quantitative techniques.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: ACCT 6019

TITLE: Multi-Jurisdictional Tax Planning

CREDITS: 3

Description

International taxation refers to the global tax rules that apply to transactions between two or more countries in the world. Offshore financial services have become a major plank of the economies of many Caribbean economies, and Multi-Jurisdictional Tax Planning is one of the major services offered by this sector. It will also expose participants to the various factors, which are taken into account in structuring different type of international operations and transactions, through case study materials. This course will provide participants with an in depth understanding of the role of international tax planning, the basic techniques and structures of international tax planning and how they are applied.

The course makes extensive use of case studies to provide practical insights into international tax. However, as international tax planning is an art there are no perfect answers. As they say: "it all depends" on the facts and circumstances, the tax rules and practices in the concerned jurisdictions, and the business or commercial objective and the risk-taking capacity of the taxpayer. The course uses this knowledge to plan cross-border transactions in a tax-efficient manner.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: ACCT 6020

TITLE: Corporate Restructuring

CREDITS: 3

Description

"Corporate Restructuring" generally refers to an action or series of actions which result in significant changes to the financial or operational structure of a company. While one typically associates restructuring with companies in financial distress, healthy companies also actively restructure their business in an attempt to improve financial performance, strengthen competitive position or alter ownership structure.

This course will equip students with the skills to evaluate and choose between a variety of corporate restructuring activities, with a particular emphasis on financial restructuring techniques and objectives.

On completing this course, students should be able to: Evaluate the impact of various restructuring strategies on the value of the restructured entity; Design and implement a variety of restructuring strategies; and Formulate creative financial engineering solutions to meet a variety of corporate objectives.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: ACCT 6021

TITLE: Corporate Financial Policy

CREDITS: 3

Description

The modern corporation faces fierce competition not only in the product markets but the capital markets as well. The modern corporations must compete relentlessly with a plethora of competitors for the available pool of capital. The ability to consistently create value for investors is critical if a firm is to attract and retain the capital it needs to survive and prosper. This course builds on the material introduced in Corporate Finance and focuses on how the financial policy choices of the firm impacts on shareholder value. This course will equip students with the skills to evaluate and implement a variety of corporate financial policies with a view to maximizing shareholder value.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: APSY 6010

TITLE: Themes in Advanced Social Psychology

CREDITS: 3

Description

This course will enhance students understanding of the field of social psychology. Drawing on contemporary theory, and pure and applied research, students will engage in a critical analysis of the crucial person and situational variables that influence behaviour.

Social psychological theory and research will be applied to various clinical, educational, and organizational settings.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: APSY 6000

TITLE: Themes in Applied Psychology

CREDITS: 3

Description

This course will enhance students understanding of the areas of applied psychology. Drawing on applied research, students will be exposed to the application of psychological principles to various aspects of daily life: psychological disorders, advertising, sports, law, aviation, education, health care, consumer behaviour, work organizations, and the environment. In depth exploration of several themes of applied psychology will occur each time the course is offered. This course will provide students with knowledge of how psychology is applied in addressing social problems in society.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: APSY 6020

TITLE: Psychopathology

CREDITS: 3

Description

This course will allow students to discover abnormalities in cognition and behaviour. It will introduce students to the current diagnostic schema used in the mental health professions, Diagnostic and Statistical Manual of Mental Disorders, (4th ed., Text Revision) (DSM-IV-TR), and will focus primarily on developing mastery of the diagnostic criteria. Students will learn how to apply the diagnostic criteria to case materials, understanding methodological, research, historical, and political aspects of diagnosis. The course will also prepare students for the challenge of learning how to apply the principles of psychopathology to making diagnoses in clinical and organizational settings.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: APSY 6990

TITLE: Practicum

CREDITS: 9

Description

The 500-hour practicum component will take place after completion of the courses. The practicum will last 11 weeks, typically beginning in May after Semester 2 examinations. Students will be expected to work a 40-hour workweek for the period and attend professional seminars organized during the period. Students are required to submit all necessary documentation, complete an oral presentation and submit a midterm and final evaluation from their supervisor to successfully complete the course. The practicum will allow students to apply the knowledge and skills gained during coursework to the work. It is highly anticipated that students will be placed throughout the Eastern Caribbean to undertake their field placement and some will benefit from the Caribbean Internship programme which is organised out of the Social Work Unit of the Department of Sociology, Social Work and Psychology, Mona Campus.

Assessment

Pass/Fail

COURSE CODE: APSY 6999

TITLE: Research Paper

CREDITS: 6

Description

Focused work on the research paper will follow completion of the practicum. The 20,000-word research paper will be informed by the knowledge gained from coursework and can be based on research issues arising from the specific practicum experience and will depend on the availability or interest of supervisors.

Assessment

100% Research Paper

COURSE CODE: CKST 6000

TITLE: Political and Social History of WI Cricket

CREDITS: 3

Description

This course is designed to help students understand the critical moments and scenes in West Indies cricket history during the colonial period. It will address such issues as race, ethnicity and class, identifying the social circumstance surrounding the growth and development into a team of world-class players with a distinct identity. It identifies the uniqueness of the Caribbean social experience and the various factors that contribute to this unique institution called West Indies cricket. Issues related to comparative cricket histories will be highlighted in the programme.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: CKST 6010

TITLE: Cricket and WI Nationalism

CREDITS: 3

Description

The course involves analysis of the historical evolution of the social features and ideological expressions of the region's cricket by indicating its specific colonial and anticolonial cultural imperatives. It looks at the extent to which West Indies cricket has strengthened the reproductive capacity of the former colonies and the colonial mentality, and has played a role in the liberation of and creation of Caribbean nations. It has a discourse on the suggestion that WI cricket can be perceived as a tool for rebellion, providing a mechanism for ideological warfare and a weapon for such warfare, to be used for subversion, fighting colonialism and championing nationalism.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: CKST 6020

TITLE: Research Methods

CREDITS: 3

Description

This course addresses the need for scientific research within the Hospitality and Tourism sector. It will introduce the student to the theory and practice of quantitative and qualitative research. It will also provide a balanced mixture of quantitative and qualitative techniques, while exposing the student to the generic features of the research process and the elements of research design.

Assessment

100% Coursework

COURSE CODE: CKST 6030

TITLE: Contemporary Management and Financial Issues in WI Cricket I

CREDITS: 3

Description

This course is part 1 of 2 parts dealing with contemporary issues in WI cricket. It is designed to help students understand the role of sport and cricket in particular in contemporary society, with a special emphasis on marketing and sponsorship, corporate social responsibility and sports medicine including issues related to drug use. It seeks to highlight the major challenges that sportsmen/sports women, managers and administrators are experiencing in contemporary sports, but will also address the many positive benefits of sports as a viable alternative in human development and business.

Particular emphasis will be on the role, functions and challenges of Small Island Developing States (SIDS) in the international sports field, and its link to sustainable development. It will be delivered in a modular structure in which qualified professionals in the various fields will be invited to facilitate the sessions.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: CKST 6040

TITLE: Leadership and Human Resource Management

CREDITS: 3

Description

This course will introduce participants to best practices in leadership in sports. It will look at the relationship between leadership, management, motivation, repeatable good performance and winning in sports. Participants will be introduced to transformational leadership, shared leadership and multidimensional leadership concepts. There will be particular focus on the relationship between leadership and human resource management, and how this facilitates the people functions of training, career development, career planning, creativity, industrial relations, performance planning and assessment. It will use case studies to identify examples of best practices in sports leadership and human resource management, particularly in sporting environments within and outside the Caribbean. Finally, participants' psychological type and leadership style preference will be assessed and discussed in the (HR) managerial context.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: CKST 6050

TITLE: Cricketers' Texts and Testimonies

CREDITS: 3

Description

This course provides an opportunity for students to examine and analyse the professional and personal expressions of West Indies cricketers over several decades as a special genre in Caribbean sociological and political science discourse. The analysis of this rich source of data will enable research into the economic, social and political development of Caribbean societies, and how these relate to the wider world. Issues of identity (race, class, religion) and opportunities for citizens in the arena of culture will be discussed as the region journeyed from colonialism to post nationalism.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: CKST 6060

TITLE: Contemporary Management and Financial Issues in WI Cricket II

CREDITS: 3

Description

This course is second part of the course focusing on contemporary issues in WI cricket. It will address topics such as finance and financial management, sports and the law including employment contracts and rewards management. It is designed to provide graduate students who have never had a course in finance with a general understanding of the fundamental principles of financial management and the manner in which these principles are applied to sporting organizations; it considers the sportsperson and the sports manager in terms of the possible risks, duties and responsibilities within the legal system; and finally, it addresses creative/innovative strategies for rewarding and recognizing sportspersons. It will be delivered in a modular structure in which qualified professionals in the various fields will be invited to facilitate the sessions.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: CKST 6070

TITLE: Sports Psychology

CREDITS: 3

Description

The course involves the study of human behavior in sport and exercise settings. The course will enable students to explore the effect of the interaction between individual differences and socio-environmental factors on the Caribbean sports-person. Students will be guided in the application of psychological theory to the examination of exercise and sport performance. It is designed to provide the students with the information about research in the field of sport psychology as well as practical knowledge to become a more effective fitness instructor, sport manager/administrator, physical educator or coach. It will examine theories of individual personality and explore the social phenomenon associated with sport participation.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: CKST 6080

TITLE: Practicum

CREDITS: 6

Description

The practicum will be for three (3) months during the summer (June – August). It will involve an attachment to cricketing institutions within and outside of Barbados. Students will be required to submit a paper documenting their experience and relating it to material covered throughout the core programme. The report must be underpinned by sound theoretical and conceptual ideas taught throughout the course and must therefore demonstrate strong and relevant links between theory and practice.

Assessment

100% Research paper

COURSE CODE: COEM 6000

TITLE: Structure & Operation of the Construction Sector

CREDITS: 3

Description

This course covers:

Structure of the local, regional and international construction sector, relationship to the other sectors in economic and social development; role of each of the principal actors and relationship between them; impact of government policy, legislation and national planning; development of needed materials and human resources; domestic and international funding; international contracting, tendering and dispute resolution; impact of climate, level of technological development and cultural/religious peculiarities, internal and external demand for construction.

Assessment

40% Coursework 60% Final Examination

COURSE CODE: CKST 6090

TITLE: Research Paper

CREDITS: 9

Description

Students will be assigned to a supervisor who will provide advice and guidance in the preparation and completion of the paper. Work on the research paper will begin in Semester II. The research project must be no less than 12,000 words.

Assessment

100% Research paper

COURSE CODE: COEM 6001

TITLE: Infrastructure Planning & Construction

CREDITS: 3

Description

This course covers:

Infrastructure and economic development; Factors affecting size, site and route selection; System identification; Potable water, sewerage, drainage, road and rail network, bridges, airports, sea and river ports, dams, transmission systems (pipes and lines); Government policy and legislative policy; Ownership and funding; Vulnerability to natural disasters; Construction methods and techniques, equipment and technology; Coastal protection works and land reclamation.

Assessment

40% Coursework 60% Final Examination

COURSE CODE: COEM 6004

TITLE: Construction Equipment

CREDITS: 3

Description

This course covers:

Major types and items of equipment in use in construction; their operating features, capacities, maintenance requirements, service life, limitations, etc. Cranes, conveyors, earthmoving equipment, concrete mixers and transporters, concrete finishing equipment, paving equipment, vehicles, pumps, etc. Small equipment: vibrators, power tools, manual tools, personal protective equipment; Ergonomic and safety implications for users, their implications for productivity; Pilferage, theft, off-site usability, training requirements, etc. Fixed items: scaffolding, ladders, props, jacks, walking boards, hoardings, safety nets; formwork and falsework.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: COEM 6008

TITLE: Strategic Land use Planning & Development

CREDITS: 3

Description

This course covers:

National Physical Development Plans; Town and Country Planning Act; Building Regulations, Site-Specific Plans; Renewal and Development of Urban Slums, Squatter Settlements, Rural Communities, Feasibility Studies and EIAs; Vulnerability of Satellite Residential Communities and Industrial Disasters, Natural Disasters and Disaster Management Site-Specific Plans, Special problems with development of mega-projects.

Assessment

40% Coursework 60% Final Examination

COURSE CODE: COEM 6006

TITLE: Construction Accounting & Finance

CREDITS: 3

Description

This course covers:

Introduction to accounting: the nature and purpose of financing accounting, business entity, chart of accounts, recording accounting transactions, the accounting cycle, profit and loss statement, balance sheet, accounting ratios, accounting controls. Introduction to Management Accounting: cost classification, methods of costing, job costing and contract costing, integrated accounts. Introduction to Financial Management: project financing, budgeting, financial planning and cost control. Construction claims, performance of construction contracts.

Assessment

40% Coursework 60% Final Examination

COURSE CODE: COEM 6009

TITLE: Contract Management & Construction Law

CREDITS: 3

Description

This course covers:

An introduction to the different legal systems. The impact of law on the delivery of engineering goods and services; Law and the construction sector. The making of law and the courts; litigation. The elements of contract law and relation with the construction sector. Types of contracts; Different procurement systems; Standard form building contracts (specifications code of practice; Standards, statutes and local government regulations); The elements of the Law of Tort, disputes and conflict resolution methods; Professional associations, codes of ethics; professional liability; Construction claims; Different forms of business organizations; Business law and the company act; Health and safety legislation; Environmental law; Introduction to intellectual property; Confidentiality of information; Warranties and indemnity. Introduction to International law.

Assessment

40% Coursework 60% Final Examination

COURSE CODE: COEM 6011

TITLE: Construction Economics

CREDITS: 3

Description

This course covers:

Macro vs Micro Economics and Positive vs Normative Economics. The evolution of economic thought from Adam Smith to monetarism. Development Economics. General equilibrium analysis and modern market theory. Modelling supply and demand. The use of input/output analysis. Market characteristics in a construction context. Competition, oligopoly and monopolies. The time value of money. Interest rates and discounting. Cash flows and the evaluation of cost-benefit analyses.

Assessment

40% Coursework 60% Final Examination

COURSE CODE : COEM 6015

TITLE: Maintenance and Facilities Management

CREDITS: 3

Description

This course covers:

Maintenance awareness. Planned maintenance, maintenance management systems. Maintenance of facilities. Maintenance policy – housing, offices, industries – private and public sector projects. Maintenance surveys, repairs, rehabilitation of structures. Corrosion in construction, building defects, deterioration, repair procedures. Performance audit, reliability, performance evaluation. Maintenance financing, budget. Planning considerations, upgrading, recycling, reuse. Maintenance manuals, checklists, information systems.

Assessment

40% Coursework 60% Final Examination

COURSE CODE: COEM 6013

TITLE: Materials Technology

CREDITS: 3

Description

This course covers:

Factors affecting the choice and use of materials in construction. The general properties and behaviour of the major types of construction materials. Factors affecting the production of the construction materials in major use in the Caribbean. Specifications, standards and testing of materials. Methods of improving the properties and performance of materials. Major-project patterns in the Caribbean (e.g., marine projects) and the resultant demands for materials performance. Materials procurement, handling, storage, and extraction control.

Assessment

40% Coursework 60% Final Examination

COURSE CODE: COEM 6900

TITLE: Practicum

CREDITS: 6

PREREQUISITES: All other courses in MSc Construction Management

Description

The Practicum is the Capstone course for the Masters programme. Students will work in teams of individually in a significant field-based project, which will be designed and completed under faculty guidelines and supervision. Projects must be pre-approved by the Course Coordinator. There will be a classroom component to this Practicum, which will take place in the second semester of the students' final year. During fieldwork, students are required to investigate aspects of their projects that demonstrate competence in the use of skills acquired during their prior courses and in the Practicum class sessions.

Assessment

100% Coursework

COURSE CODE: COSY 6000

TITLE: Foundations/Principles of Counselling Psychology

CREDITS: 3

Description

This course offers learners an overview of major theories of counselling and the assumptions that underlie these theories. The course will explore the specific techniques and issues associated with each theory. Students will learn how to incorporate these theories into their own counselling practice.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: COSY 6020

TITLE: Ethical and Legal Issues in Counselling

CREDITS: 3

Description

Students will learn about several ethics codes, laws, rules, and regulations that will govern their behaviour as future counsellors. This course will examine the historical origins of professional ethics, including issues affecting education, psychotherapy, law, and institutional guidelines for protecting human subjects in research. The course will review the current standards of practice for professional psychology. It will identify effective methods for addressing ethical dilemmas and discuss current ethical issues in professional psychology. The course will familiarize students with the ethical principles of psychologists and the code of conduct of the American Psychological Association. Overall, the course will address following ethical codes of conduct and the law, guidelines and standards for "best practice", reducing the likelihood of malpractice and engaging in risk management.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: COSY 6010

TITLE: Introduction to Counselling Practices and Methods

CREDITS: 3

Description

This course presents the basic skills of counselling and offers students the opportunity to advance their skills in treating real clients with real problems. Attention will be given to counselling/ therapy models, the therapeutic relationship, the function and role of counsellors/therapists, and the systematic development of counselling skills and intervention strategies.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: COSY 6030

TITLE: Methods in Group Counselling

CREDITS: 3

Description

This course explores the commonalities between individual and group counselling, and the required characteristics of a counsellor/therapist when they take the role of group leader. The course will address the theory and practice of group counselling. It will also provide an overview of group dynamics factors that influence the counselling relationship. The stages of group development, ethical and professional issues in group practice and group leadership will also be addressed.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: COSY 6040

TITLE: Family and Couples Therapy

CREDITS: 3

Description

This course will allow students to become acquainted with the historical and theoretical foundations of marriage and family therapy. The course will explore contemporary theories and practices of treating couples. Students will be introduced to systemic concepts that describe interpersonal interactions and dynamics as well as family development and Assessment. Students will learn how to work with couples and families in facilitating their communication skills, problem-solving capacities, and sexual understandings. Techniques used to conduct family and couples therapy will be explored.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: COSY 6990

TITLE: Practicum

CREDITS: 12

Description

The 700-hour practicum component will take place after completion of the courses. The practicum will last 18 weeks. Students will be expected to work a 40-hour workweek for the period and attend professional seminars organized during the period. Students are required to submit all necessary documentation, complete an oral presentation and submit a midterm and final evaluation from their supervisor to successfully complete the course. The practicum will allow students to apply the knowledge and skills gained during coursework to the work. It is highly anticipated that students will be placed throughout the Eastern Caribbean to undertake their field placement and some will benefit from the Caribbean Internship programme which is organised out of the Social Work Unit of the Department of Sociology, Social Work and Psychology, Mona Campus.

Assessment

Pass/Fail

COURSE CODE: COSY 6999

TITLE: Research Paper

CREDITS: 6

Description

Focused work on the dissertation will follow completion of the practicum. The 20,000-word research paper will be informed by the knowledge gained from coursework and can be based on research issues arising from the specific practicum experience and will depend on the availability or interest of supervisors.

Assessment

100% Research Paper

COURSE CODE: ECON 6030

TITLE: Microeconomic Theory

CREDITS: 3

Description

This course is designed for the MSc students in Financial and Business Economics as an extension to Intermediate Microeconomic Theories I and II. A good understanding of basic demand and production analysis will be presumed as we study the theory of the consumer and the firm and then delve into the economy as a whole.

In the first part of the course emphasis will be placed on utility theory, demand analysis, and production theory. The second part of the course sets up a framework for analysis, examines the properties of competitive market equilibrium, and evaluates situations that can lead to market failure (externalities, market power, and asymmetric information). The third part of the course consists of an overview of general equilibrium theory, welfare, and trade theory.

Topics include: • Preferences and Utility, • Optimization Theory, • Demand Analysis, • Cost Minimization and Duality, • Revealed Preference, • Consumer Surplus and Welfare, • Special Assumptions, • Aggregate Demand, • Production Theory, • Profit Maximization, • Markets and Market Failure, • Information Economics, • Trade Theory, • Welfare Economics, • General Equilibrium Theory, and • Applied General Equilibrium Analysis

Assessment

30% Coursework; 70% Final Examination

COURSE CODE: ECON 6031

TITLE: Macroeconomic Theory

CREDITS: 3

Description

This course aims to enhance knowledge of economic theory dealing with aggregate economic problems of inflation employment, balance of payments and growth with special reference to open economies.

Topics include: • Review of Keynesian and New Classical paradigms, • New Keynesian Macroeconomics, • Overlapping Generations Model, • Open Economy Macroeconomics, • Consumption, • Investment, and • Real Business Cycle Models : Inflation and Monetary Policy; Stabilization policy for Developing Countries; Solow Model; Endogenous Growth Theory.

Assessment

25% Coursework; 75% Final Examination

COURSE CODE: ECON 6032

TITLE: Economic Development

CREDITS: 3

Description

This course aims to develop students' critical awareness of the main lines of thinking on the development process and to introduce them to the main issues and concepts employed in development economics. It pays particular attention to the evolution of Caribbean development thought and the emergence of new paradigms such as globalization neoliberalism and structural adjustment. Students are introduced to the main policy issues emergent in the development process with a special emphasis on the role of finance foreign investment and poverty alleviation.

Topics include:

- Explaining Gaps in Economic Development: Changing theories for changing times,
- Caribbean Development Theory: Discusses the works of Lewis, Best, Girvan, McIntyre and others as well as critiques by Bernal, Best and Witter and St. Cyr,
- Newer Paradigms: Globalization and Neoliberalism,
- Structural Adjustment: Case Studies of Jamaica, Barbados and Trinidad and Tobago,
- External Private Sources for Development Financing and Multinational Firm: Alternative private external sources, Foreign Direct Investment, Multinational Corporations - role and problems,
- Trade and Investment Issues,
- Finance Sector Development in the Caribbean,
- Caribbean Single Market and Economy (CSME), The Free Trade Area of the Americas (FTAA),
- Poverty Alleviation Strategies: Detailed treatments of targeting schemes, and social security, and
- OECS economies.

Assessment

25% Coursework; 75% Final Examination

COURSE CODE: ECON 6033

TITLE: Econometric Methods

PREREQUISITE: This course assumes knowledge of undergraduate econometrics. Students will be expected to use software programmes in estimating and forecasting models.

CREDITS: 3

Description

This course provides students with a range of econometric and forecasting techniques with an emphasis on their applications to financial markets and business.

The course is divided into two parts. The first part is concerned with:

- Advanced Regression Theory,
- Maximum Likelihood Estimation and Asymptotic Theory,
- Time Series Analysis (including VAR, Cointegration and ARCH),
- Equilibrium Estimation Methods Under Rational Expectations, and
- Introduction to Bayesian Inference in Econometrics.

The second part deals with:

- The Econometrics of Real Business Cycle Models,
- Forecasting with Quantitative Methods, and
- Policy Analysis with Econometric Models.

Assessment

25% Coursework; 75% Final Examination

COURSE CODE: ECON 6034

TITLE: Operations Research

CREDITS: 3

Description

This course is intended to equip students with the ability necessary for formulating, solving, and analysing formal models of decision situations in finance and business. Students will learn how to perceive the critical issues to be resolved, and to isolate the basic phenomena that comprise the key elements of real decision situations. When faced with actual decision problems, they would have learnt, through their grasp of the analytical fundamentals, how to achieve sound and incisive evaluations of important alternatives and how to attain the crucial insight.

Topics include: • Mathematical Optimization Models: Linear programming, quadratic programming, and stochastic programming, • Stochastic Processes, • Decision Analysis, • Game Theory, and • Simulation. Use of computer for solving decision models will be emphasized throughout.

Assessment

TBA

COURSE CODE: ECON 6035

TITLE: Monetary Economics

CREDITS: 3

Description

This course examines the central ideas of monetary theory from the classical economists to the present day.

Topics include: • Overview of Classical Monetary Theory, • Review of IS-LM Model, • Barter, Commodity Money and Definitions and Functions of Money, • The Demand for money: Major theories of the demand for money; recent econometric investigations of the demand for money, • Central banking and the Supply of Money, • Inflation, • Interest rates: Determination of interest rates, interest rates and inflation, • Government Budget Constraint and Deficit Financing, • Money, Finance and Economic Growth, and • Monetary Policy.

Assessment

TBA

COURSE CODE: ECON 6036

TITLE: International Business Economics

CREDITS: 3

Description

This course provides students with an understanding of the major trends in the global economy, and their impact on developing countries.

Topics include: • Foreign Trade: Overview of theories of foreign trade, the structure of world trade, trade and development, intra industry trade, commercial policy, • Globalization: Concept and impact of globalization, the behaviour of the multinational firm, cross border mergers and acquisitions, research and development, technology transfer, • Foreign Direct Investment (FDI): Determinants of FDI, causality between FDI and growth, global trends in FDI, • International Competitiveness: Competitiveness of Caribbean industries, policies to improve competitiveness, • Regional Integration: Caribbean integration, monetary unions, CSME and European Union, FTAA, and • International Trade and Financial Institutions: IMF, World Bank and WTO - the impact and role of these institutions in the globalization process.

Assessment

25% Coursework; 75% Final Examination

COURSE CODE: ECON 6037

TITLE: International Finance

CREDITS: 3

Description

The objective of this course is to deepen students' knowledge of the behaviour of markets for foreign exchange and global financial management. Course emphasizes balance of payments policy and exchange rate issues as well as the behaviour of international financial markets.

Topics include: • The World of Economic Finance, • The International Financial System - Past, Present and Future, • Exchange Rates: Forward Exchange Rates, Expected Future Spot Rates, Forward Quotations, • Determination of Exchange Rates: Demand and Supply View, Modern Theories, • The Fundamental International Parity Conditions, • The Purchasing Power Parity Principle, Interest Parity, • Currency Futures and Options Markets, • Theories of Balance of Payments Adjustment, • International Investment and Financing, • Foreign Exposure and Risk, and • The Optimum Currency Area.

Assessment

30% Coursework; 70% Final Examination

COURSE CODE: ECON 6038

TITLE: Bank Financial Management

CREDITS: 3

Description

This course teaches students to examine how modern techniques of finance can be applied to commercial banking.

Topics include: • Classifying Commercial Banks: Banks as financial intermediaries, commercial bank's income statement and balance sheet, commercial banks as creators of money, types and classes of commercial banks, • Modelling the Banking Firm, • Innovation in Banking, • Technology in banking, electronic banking, • Theory and agencies of Bank Regulation: Principal-agent problems in bank regulation and supervision, deposit insurance and bank failures, • Asset and Liability Management: Gap management, interest rate forecasting, interest rate spreads, • Management of Bank Portfolio Risks: Overview of risk management, management of credit risk, • Nature of Bank Lending: Business lending, consumer lending and real estate lending, • Capital Adequacy, and • International Banking.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: ECON 6039

TITLE: Public Finance

CREDITS: 3

Description

This course has four (4) objectives:

1. To achieve an understanding of the broad structures, systems and process of public sector finance;
2. To review major trends in public sector finance;
3. To examine concepts and practices leading to improved government financial performance;
4. To explore some contemporary issues and innovations in public resource management.

Topics include: • Functions and Role of Government: Review of major functions of government such as allocation, distribution, stabilization, regulation, theories of regulation, • Public Goods Theory, • Public Expenditure Management: Determinants of public expenditure, public expenditure and economic growth, public expenditure controls, • Public Budgeting: Types of budgeting, incremental, programming and performance budgeting, budgeting in the Caribbean.

• Poverty Alleviation and Income Distribution, • Taxation Theory, • Structure and Management of Various Taxes: Income tax, VAT, land tax, other indirect taxes, • Tax administration: Includes scope of tax administration, tax evasion, compliance costs of taxation, administrative tax reform, and • International Tax Policies and Management: Fiscal harmonization, double taxation and tax treaties, tax incentive programmes.

Assessment

30% Coursework; 70% Final Examination

COURSE CODE: ECON 6040

TITLE: Economics of Personnel

CREDITS: 3

Description

In this course students will become acquainted with the major issues in personnel economics.

Topics include: • Structure of Labour Markets, and • Factors influencing the hiring of: -

Labour and supply of labour, Human Capital Theory, Trade Union Behaviour, Collective Bargaining, Payment Schemes, Job Evaluation, Human Resource Planning, and Productivity Issues.

Assessment

TBA

COURSE CODE: ECON 6042

TITLE: Environmental Economics

CREDITS: 3

Description

This course is intended to give students an insight in environmental and natural resources issues.

Topics include: • Market Failures in the Allocation of Environmental and Natural Resources, • Efficiency and Equity Implications of Environmental Policies, • Valuation Techniques for Non-market Goods, • Environmental Impact assessment, • Optimal Use of Natural Resources, • Acid Rain, • Air and Water Pollution, • Global Warming, • Fisheries, • Development, Poverty and the Environment, and • The Quest for Sustainable Development.

Assessment

TBA

COURSE CODE: ECON 6041

TITLE: Industrial Organization

CREDITS: 3

Description

The objective of this course is to identify and analyze the main issues in industrial organization.

Topics include: • Market structure, • Market concentration, • Pricing Theory and Strategy, • Theories of the Managerial Firm, • Multinational Firm and Transfer Pricing, • Vertical Integration, • Technology Choice, and • Structure and Performance of Industry in the Caribbean.

Assessment

TBA

COURSE CODE: ECON 6043

TITLE: Financial Economics

CREDITS: 3

Description

This course provides an insight into investment decisions for business and households involving a knowledge of security market operations and investment theory. At the end of the course students should be able to demonstrate:

1. An understanding of security pricing techniques;
2. An understanding of the analysis of the operation of financial markets using tools of economic analysis;
3. An ability to relate financial markets to the rest of the economic system.

Topics include: • Financial Markets, • Portfolio Theory, • Asset Pricing Theories, • Term Structure of Interest Rates, and • Derivatives and Interest Rate Hedging. All the topics will be covered in a rigorous way paying attention to the empirical literature and making extensive use of mathematical techniques.

Assessment

30% Coursework; 70% Final Examination

COURSE CODE: ECON 6044

TITLE: Financial Markets and Institutions

CREDITS: 3

Description

The objective of this course is to acquaint students with the operation of financial markets and institutions with special reference to the Caribbean financial system.

Topics include: • Nature and Role of Financial Intermediation: Theories of Financial Intermediation; Gurley and Shaw, Patrick, Financial Structure, • Financial Markets: Debt and equity markets, money and capital markets, primary and secondary markets, money market instruments, capital market instruments, • Special topics in Finance and Development: Financial liberalization, financial regulation, financial innovation, causality between finance and economic growth, • Financial Institutions: Asset/liability management of selected financial institutions. Special emphasis on the Caribbean financial system, • Capital Market Efficiency, • Derivative Securities, and • International Banking.

Assessment

25% Coursework; 75% Final Examination

COURSE CODE: ECON 6045

TITLE: Corporate Finance

CREDITS: 3

Description

This course brings together the relevant theory and practice of finance (investment and financing decisions particularly) appropriate to the behaviour of firms or corporations. In other words, it provides an insight in understanding the key financial management decisions confronting organizations and the analytical frame work typically applied to these decisions.

Topics include: • Corporate Financial Structure and Governance, • Financing and Capital Structure and Advanced Cost of Capital Problems, • Capital Budgeting, • Dividend Policy, • Mergers and Take-overs, • Management Buyouts, • Financial Distress, • Privatization, • Leasing and Warrants, and • Pricing of Public Offerings.

Assessment

TBA

COURSE CODE: ECON 6046

TITLE: Research Paper

CREDITS: 12

Description

The Research Paper enables students to undertake research that involves the study in depth of a specific economic problem or set of problems or issues. The Research Paper allows students to gain experience of original, independent but supervised research. In addition, the Research Paper provides the opportunity to make use of skills acquired in the MSc courses, either specific to a particular subject or field, or in the use of mathematical and econometric techniques.

A successful Research Paper will involve one or more of the following:

- Describing, analysing and demonstrating an understanding of the development and results of economic events and policies using economic ideas and methods; forming relevant hypotheses based on theory and testing them.
- Collecting and organising data in a meaningful way, making use of computer software packages, as appropriate, for estimation and testing; and assessing the results obtained.
- Developing a new analytical argument based on properly articulated economic theory or a synthesis of existing theories tailored to address one or more issues relevant for the topic of the Research Paper.

Full details on supervisors, submission, re-submission are available from the departmental office.

Assessment

100% Research Paper

COURSE CODE: ECON 7000

TITLE: MPhil Economics Thesis

Description

Students produce a thesis of approximately 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: EGOV 6010

TITLE: Investigative Methods for e-Governance

CREDITS: 3

Description

The course examines technology management and innovation studies in order to understand the emergence, success and failure of technological systems, and explore the relevance to e-Governance implementation and management. Students will learn the latest in theory and practice relating to a variety of electronic approaches for delivering specific governmental services (e.g., health services) and as well as for fostering e-Governance (e.g., citizen participation) more generally.

Topics covered include: introduction to social research, research design, data collection, historical research, observation and field research, interviews, focusgroups, writing research reports, formulating questions into research hypotheses; operational definitions; validity and reliability; ethical issues; testing variables; controlling for alternative hypotheses; correlational studies, experimental designs, field experiments; analyzing data and interpreting results. Conducting research about the Internet (using ffline/online forums), quantitative / qualitative issues, metrics and their shortcomings, methodological issues, and regional Internet studies. Technology case studies will be examined including software and information systems failures, project escalation in information systems projects; the methodology, politics and management of e-Governance projects. It will introduce different theoretical perspectives on the technological, governance and organizational issues to show how they are interwoven with the aim of making a contribution to theory building on e-Governance.

Assessment

100% Coursework

COURSE CODE: ECON 8000

TITLE: PhD Economics Thesis

Description

Students produce a thesis of approximately 80,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: EGOV 6020

TITLE: e-Governance for Development

CREDITS: 3

Description

One of the main objectives of this module is to illustrate to students that effective policy development requires that they bring to the table not only the most recent techniques be they quantitative or qualitative, but also an appreciation of the array of contextual forces which may constrain or facilitate decision-making. It is the objective of this module that once students are aware of the embeddedness of technology within their specific development context they are better able to understand what is possible or not in any policy field.

As such, students will examine the challenges of e-Governance for development.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: EGOV 6040

TITLE: Managing Organization Change in the New Economy

CREDITS: 3

Description

Students will be introduced to ICTs and organizational change in an age of digital technology as well as the application of ebusiness solutions. Core questions to be addressed are: how are public administrators challenged by such initiatives and what are the consequences for the relationships between public and private institutions and citizens. Virtual organizing will focus on the role of information systems and technology in managing how interorganizational risks are shared.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: EGOV 6030

TITLE: Legal and Ethical Issues in EGovernance

CREDITS: 3

Description

Students will study the way in which ICTS relate to legal systems and institutions and the legal aspects of e-Governance as well as the governance of the internet. This will entail a review of information policy/ies focusing on issues such as mediating the tension between information policy and information access, the role of digital government, electronic mail in the public workplace, issues of privacy and public disclosure, security, privacy and identity theft.

Students will look at the regulation of internet commerce through focusing on analyzing the legal challenges posed by the internet, to the traditional commercial legal framework.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: EGOV 6050

TITLE: Developing Leadership for e-Governance

CREDITS: 3

Description

e-Governance initiatives will encompass a wide range of innovative approaches to meeting the service demands of citizens and transforming the way they interact with their society. As such the objective of this module is to enable students to make sense of the change experience. The vision and strategies of change, communicating change tactics, implementing change, and anchoring change in the new realities of today's world.

As such, this module will introduce students to the contemporary issues in managing public sector organizational change, and will draw on current research findings from an academic as well as practitioners' experiences of changing the business strategy, structure, culture, technology and human resource policies of private and public sector organizations. The main focus is to encourage students to move beyond suggesting common sense, instrumental "quick-fixes" towards an appreciation, understanding, and a reflective management of complexity, chance, and ambiguity in organizations.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: EGOV 6060

TITLE: Analysis and Management of e-Governance Systems

CREDITS: 3

Description

Two critical objectives of this course will be to develop an informed skilled and reflexive knowledge of e-Governance systems as well as to create an awareness, knowledge and skills in thinking about ourselves and people and organizations in the context of e-Governance initiatives. In keeping with an integrated approach for the entire program, students taking this module will be able to conduct the practicum module with a very critical approach.

It introduces:

- Key public sectors (e.g., education, health, transportation),
- Key civil sectors,
- Key business sectors/industries,
- A critical and holistic approach to information systems work,
- Introduction of key concepts in thinking about organisations and people,
- Access to leading edge internationally focused research efforts,
- A focus will also be on the management and their role in influencing organisational behaviour,
- Investigates organisations and people at several levels of analysis and from different perspectives in helping to understand integrated systems,
- An investigation into the effect of advances in information technology on underlying social structures - particularly commercial and political structures will be examined,
- To engage students in understanding the practical, ethical, and theoretical dimensions of people and organizations in an effort to uncover the constituent elements understanding e-Governance systems, and
- How do national corporate governance systems differ and what are the implications of this for economic performance and sustainability? Are we seeing convergence or divergence of national systems as a consequence of globalization?

This is a core course through which these questions are explored by placing the corporate pursuit of economic objectives in a wider societal context.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: EGOV 6070

TITLE: Strategic Aspects of Information Technologies

CREDITS: 3

Description

By the end of this module, the student should be able to understand key issues for the rationale in the implementation of strategic technology policy. The module will help develop students' analytical powers by teaching them to use strategy theory to think rigorously about strategy problems and how best to solve them.

Finally, by the end of this module, the student should be able to apply theories of innovation systems, networks and social capital theories as analytical frameworks for conceptualizing innovation processes, innovation management and innovation policy.

Students will learn about these topics: Who are the major players? How does it work? What's the status of the field? What are the major hurdles and advances? In addition, it is essential that students can communicate their own knowledge and critically assess that of others. The course takes a practical and managerial approach by bringing in basic terminology, new technologies, communication networks and the Internet, and showing how these become a critical success factor in the operation of companies in the new millennium. In this module students will also learn about interesting, cutting-edge information systems technology important for MIS-related applications. Successful research in this field impacts our community, the sciences, and business.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: EGOV 6080

TITLE: e-Democracy & Access to e-Government

CREDITS: 3

Description

This module assesses the recent issues and challenges in e-Democracy and access to e-Government. At the end of this module students must be able to have an in-depth understanding of a range of phenomena affecting the realization of e-Democracy and the barriers to e-Government from various social science perspectives. Central to e-Democracy and its efficacy are the core issues of ownership, control and accountability within the state. This section raises some key issues: for example, how should the interests of directors, shareholders, employees and other stakeholders be prioritized and how can these interests be expressed, aligned and reconciled? More broadly, with the globalization of product and capital markets, how can corporate economic interests and objectives be reconciled with social and political interests in equity, distributional justice and environmental sustainability?

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: EGOV 6090

TITLE: Project Management

CREDITS: 3

Description

This course is unique in its scope of introducing a set theoretical principles and essential ingredients that provide managers, business analysts, industrialists and policy-makers with a variety of analytical tools to approach the new economy and e-business.

This module will examine the roles, responsibilities, tools, and techniques for effective project management. A blend of theory and practice, and the course will address project organization, project planning, project execution, and project control.

Other topics for study within this module are: • Business Analysis, • Managing Self and Others, • Organisational Behaviour, • Development Research Skills, • Information Systems for Accounting and Finance, • Information Systems in Business, • Managing Quality in Development, • Organisation Development, • Knowledge Management, • Problems and possibilities of measuring the impact of ebusiness and knowledge-intensive business services: The challenges for the national and corporate accounts, • Markets, firms and institutions facing the twenty-first century: From 'value chains' to 'virtual value networks' and 'virtual dynamic market configurations', and • The varieties of capitalism, business systems and national systems of innovation: The rise of dot.coms and the digital divide.

The module will be structured to provide a thorough grounding in theory before proceeding into applications of theories through case studies and empirical research articles.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: EGOV 6100

TITLE: Electronic Marketing: Doing Business Electronically

CREDITS: 3

Description

This course aims to give students an in-depth understanding of a range of phenomena affecting e-Business performance and the e-Business environment in the new economy, from various social science perspectives.

- To provide students with a full understanding of the basic concepts and practices of electronic marketing;
- To provide students with an appreciation of the electronic marketing management process; and
- To develop students' electronic marketing skills through the use of class exercises and case studies.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: EGOV 6120

TITLE: Internet Business Strategies

CREDITS: 3

Description

By the end of the module, students will have an insight into viable e-business models; be familiar with the organizational capabilities necessary to implement e-Business; have experience in analyzing the potential impacts and opportunities of e-Business in a firm or sector of the economy; be familiar with new organizational forms and alliances provided through e-business.

They will be able to: • explain how internet-based commerce differs from conventional commerce, • understand and explain patterns of pricing and the nature of competition in online markets; • understand the role of trust in E-business; • appreciate network effects and their implications for policy, • understand the role of trust in E-business; • appreciate network effects and their implications for policy, and • to evaluate business plans of new ventures and the performance of established e-business firms.

In addition, on environmental factors, such as income, education, telecommunications infrastructure and others, that might have an impact on e-commerce use. The objective is for students to identify trends and to analyze the relationship between environmental factors and use. Students will gain a perspective of the strategic issues in managing web-based ICTs as a driver and enabler of business transformation, new business forms and processes, and as an underlying infrastructure resource for all businesses.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: EGOV 6130

TITLE: Information Technology and Systems in Organizations

CREDITS: 3

Description

This module will provide students with practical knowledge in the field of information systems and teaches them to apply it effectively and confidently in organizations of all kinds. The program places information systems within their organizational context, emphasizing issues related to information, people, IT and the business environment. It also develops students' skills in keeping up-to-date with new developments in this fast-moving area.

The module will look at the various IS development methodologies in use. It will also cover project control activities and techniques including: estimation of development resources, risk management, systems quality assurance and human resource management. The module will look at the various IS development methodologies in use. It will also cover project control activities and techniques including: estimation of development resources, risk management, systems quality assurance and human resource management.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: EGOV 6140

TITLE: Professional Issues in IT

CREDITS: 3

Description

This module in professional development aims to expand the horizons of students in developing broad perspectives on the professional issues involved in IT development in across civil society.

This module will focus on how professional standards, governance and regulatory frameworks are faring across a range of professions (including law, medicine, journalism, accounting, engineering, social work) and how they may be better addressed in the context of professional practice within settings including corporations, the public sector, and non-government organizations.

This module also aims: • to understand the major theoretical approaches to contemporary management and organizations; • to appreciate the value of management research and its implication for practice; • to apply organization theory and management knowledge to diverse organizational settings; and • to demonstrate a critical perspective on organization/management theories and practices.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: EGOV 6990

TITLE: Practicum

CREDITS: 6

Description

Students will investigate a range of research topics structured around key questions such as: What causes success and failure of e-Governance projects in developing countries? They will also explore in this project: How do I know if my e-Governance project was a success or a failure? How can I learn from my e-Governance project's failure? Why did my e-Governance project fail or is it likely to fail? How can I make my e-Governance project more likely to succeed? Students will work under faculty supervision, and will undertake these projects and involve the full range of e-Governance concepts and applications.

Assessment

100% Coursework

COURSE CODE: EGOV 6999

TITLE: Research Paper (20-25,000 words)

CREDITS: 9

Description

The research paper will show in greater detail how various issues are interwoven in order to understand e-Governance and its various dimensions and the opportunity to tackle 'real-life' problems. It will provide students with a useful introduction to the problems and rewards of research. Students will be able to develop conceptual frameworks and to engage critically with a number of current issues and debates in the field of e-governance.

The research paper will also equip students with a foundation of expertise in identifying accessing, using, evaluating and presenting information of relevance to business and within other organizational context in a thought provoking and coherent format.

Assessment

100% Research Paper

COURSE CODE: FINA 6000

TITLE: Financial Analysis

CREDITS: 3

Description

The objective of this course is to provide students with a sound understanding of Financial and Management Accounting and their application in assessing organizational performance and informing managerial decision-making.

The course will cover four (4) broad areas:

1. Reporting Issues and Financial Analysis: This covers issues such as supply and demand for accurate financial data as well as accounting policy selection and the use of “creative accounting”.
2. Analysis of Financial Information: This unit deals with the mechanism for financial analysis. The focus will be on the calculation and interpretation of major financial ratios.
3. Costing and Budgetary Planning and Control: This covers job costing; service cost allocation and some joint cost methods; absorption costing and direct costing; budgeting and standard costing.
4. Costing services: Covers activity based costing and the major issues involved in costing services as opposed to tangible goods.

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6010

TITLE: Corporate Finance and Capital Markets

CREDITS: 3

Description

The objective of this module is to provide a thorough understanding of the key financial management decisions confronting organizations and the analytical frameworks typically applied to these decisions. It starts with basic discounted cash flow appraisal then moves to the capital asset pricing model and option pricing theory. The decisions reviewed include investment selection and strategy, financing and dividend policies, leasing, mergers, buyouts, and short-term financing.

Specific topics to be covered include: • Capital Budgeting, • Financial Policy and the Cost of Capital, • Valuing Financial Management Options, and • Dividend Policy and Special Topics

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6020

TITLE: Caribbean Business Environment

CREDITS: 3

Description

This module aims to provide students with a thorough understanding of the institutional framework of Caribbean economies and the contemporary issues shaping public policy in the Caribbean. Particular emphasis is placed on how the institutional framework and public policy initiatives impact on organizational decision-making, and the response of organizations to public policy and to interest group pressures.

Specific topics to be covered include: • The development of Caribbean economies, • The small open economy model, • Trade and production patterns, • Balance of payments issues, • Globalization, • The role and impact of Trade Unions, • Environmental impact of business decisions, and • Corporate Governance

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6030

TITLE: Quantitative Methods

CREDITS: 3

Description

The objective of this module is to provide students with the data handling and analytical skills to generate high quality information as a guide to managerial decision making. This course will be heavily computer based and built around a widely used software package such as SPSS.

Specific topics to be covered include: • Financial mathematics, • Descriptive and inferential statistical methods, • Probabilities and hypothesis testing, • Anova analysis, • Correlation/regression analysis, • Forecasting techniques, • Time series analysis, • Linear programming, • Simulation, • and Optimisation techniques

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6050

TITLE: Treasury, Foreign Exchange and Trade Finance

CREDITS: 3

Description

This module covers the topic of international financial management and focuses on three essential areas: treasury management in multinational companies, management of foreign exchange risk and financing international trade. The module also aims to provide students with an understanding of key concepts and techniques in assessing and managing financial risk in multinational companies.

Specific topics to be covered include: • Treasury Functions of Funding and Investment, • Management of Foreign Exchange Risk, • Treasury Risk Management in Multinationals, and • International Trade Finance

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6040

TITLE: Research Methods

CREDITS: 3

Description

The objective of this module is to provide students with the knowledge and skills to conduct research as a means of generating high quality information to guide managerial decision-making. Specific topics to be covered include: • The formulation of a research problem - reviewing the literature and other source material, • Interviewing as focused communication. Inhibitors and facilitators, • The case study approach, • Content analysis of written and non-written material., • Variables and their operationalization, • Questionnaire design, • Sampling, • Data analysis, • Writing research reports, and • Ethical issues in research

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6060

TITLE: Theory of Risk and Insurance

CREDITS: 3

Description

This module aims to provide students with a sound understanding of the basic principles of risk and insurance. The module will provide a detailed examination of the nature of risk, and techniques for analysing risk. In addition, the course focuses on the measurement of risk, the charging of insurance premiums, and the actual transactions and underlying dynamics within the insurance industry.

Specific areas to be covered include:

- The concept of risk and uncertainty,
- Perception and attitudes towards risk,
- Responses to risk by individuals and corporations,
- Methods of risk sharing, insurance markets and product design,
- Deductibles and self-insurance,
- The main classes and characteristics of insurance,
- Foundations of underwriting,
- The risk transfer mechanism of insurance,
- Probability theory and insurance (law of large numbers),
- Codes of insurance practice and claims procedure, and
- Systems of claims settlements

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6070

TITLE: Insurance Markets and Strategy

CREDITS: 3

Description

This module provides an overview of the structural changes taking place in the Caribbean and wider international insurance and reinsurance markets and analyses these changes in the light of the principles of strategic management.

Specific topics to be covered include:

- The changing structure of the Caribbean insurance market,
- An overview of the patterns of change in international insurance and reinsurance markets,
- Analysis of the North American, Japanese and selected European insurance markets,
- Introduction to the principles of corporate strategy and planning,
- Diversification policies of insurance companies and brokers, and
- Strategic issues facing Caribbean insurance companies and brokers.

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6080

TITLE: Risk Management of Financial Institutions Derivatives

CREDITS: 3

Description

The main objective of this module is to provide students with an opportunity to apply management principles to the management of financial institutions. The module offers an in depth examination of the meaning of financial intermediaries and the way they operate and the necessary theoretical knowledge and statistical tools to measure and manage the different kinds of risk that financial institutions face nowadays.

Specific topics to be covered include: • The specialness of financial intermediaries, • Depository , versus Non-depository institutions, • Identifying the risk for insurance and financial firms, • Liquidity and GAP analysis for financial institutions, • Credit risk analysis and valuation for financial institutions, • Loan portfolio management, • The FOREX exposure of financial institutions, • Interest rate mismatching and hedging, • Performance evaluation and control for financial institutions, • Risk based capital for financial institutions, and • Quantitative capital management

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6090

TITLE: Derivatives

CREDITS: 3

Description

This module is intended to provide a rigorous foundation in the study of options, futures and other derivative securities. During the past decade, the derivatives market has experienced phenomenal growth, and these products are now used by financial institutions, major companies and government and quasi- governmental agencies. The knowledge of derivative securities is therefore central to investment, trading and risk management operations. This course is intended to provide the student with a solid understanding of these products, their construction, use and valuation.

Specific topics to be covered include: • Forward and futures contracts, mechanics of trading and delivery issues, • The pricing of futures contracts, • Foreign exchange futures, commodity futures and speculative strategies, • Generic/plain vanilla interest rate swaps and the fundamentals of swap pricing, • Valuation and hedging, currency swaps, swaps and the eurobond market, • Legal and accounting considerations, • Options characteristics and trading equity options, • Currency options and futures, • Black-Scholes and binomial models of pricing, • Estimating volatility, and • Hedging portfolio risk with options and speculative strategies with options

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6100

TITLE: Advanced Financial Engineering

CREDITS: 3

Description

This module provides an in-depth analysis of several advanced topics in financial engineering. Central in the module is the problem of understanding and analysing credit risk for derivatives and swaps.

The aim is to bring together original thinking on the most important issues in credit risk, starting with quantitative and methodological problems, and moving on to managerial and structural issues.

Specific topics to be covered include: • Par Swaps, Interest Rate Swaps, • Foreign Currency Swaps, • Commodity Swaps, Equity Swaps, • Index-Amortising Swaps, • Differential Swaps, Cap-Floors, • European Swaptions, • PERKS, DECKS, FLEX, LEAPS, • Jarrow and Turnbull Approach, • The Asset Model of Merton, • The Longstaff and Schwartz Spread Model, • The Jarrow, Lando and Turnbull Transition Matrix Model, and • The Reduced-Form Model by Duffie and Singleton

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6110

TITLE: Investment Analysis & Portfolio Management in the Caribbean

CREDITS: 3

Description

This module aims to provide students with the knowledge and skills to construct optimal investment portfolios that meet the objectives of variety investors. The module also looks at issues surrounding the investment of large pools of institutional funds such as pension funds, mutual funds, endowments, and capital holdings of insurance companies. As such the module is intended to provide useful material for treasury operations, asset liability management in financial institutions and fund managers in pension funds and other collective products.

Specific topics to be covered include: • Portfolio Principles and Objectives, • Portfolio Construction, • Portfolio Management, and • Portfolio Protection

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6130

TITLE: Advanced Corporate Finance

CREDITS: 3

Description

This module focuses on advanced issues associated with the investment and financing decisions of corporations.

Specific topics to be covered include: • Mergers and take-overs, • Initial Public Offering, • Management buy-outs, • Privatizations, • Financial Engineering, • Executive compensation schemes, • Advanced capital budgeting problems, and • Advanced Cost of capital problems Complex Financing Structures

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6150

TITLE: Statutory Valuations

CREDITS: 3

Description

The aim of this module is to provide students with a thorough understanding of how legislation affects property values and enables them to take statutory factors into account when understanding valuations of different types of properties.

Specific topics to be covered include:

• Valuation of commercial property under landlord and tenant legislation, • Valuation of residential property under the Rent Acts, Housing Acts and Leasehold Reform Legislation, • Assessment of compensation for compulsory acquisition, • Assessment of compensation under Town and Country Planning and Planning and Compensation Acts, • Valuation for Capital Gains Tax and Inheritance Tax, • The law and valuation practice relevant to non-domestic rating and local taxation, and • The imposition of VAT on property

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6140

TITLE: Entrepreneurial and Small Business Finance

CREDITS: 3

Description

This module examines various aspects of financial management for small to medium sized enterprises and considers financial decisions made from start-up until the original shareholders cash out via the public offering. Theories associated with entrepreneurship and specifically small sized corporations are reviewed. In dealing with advanced issues in relation to project selection, business finance and financial management, there is a strong emphasis on encouraging students to understand how to augment traditional finance views with practical issues and problems faced by small to medium sized firms.

Other topics addressed include: • How to value new up-start firms/projects, • How to value new technology, • Venture capital, and • Equity and debt capital from the public and the private sectors.

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6160

TITLE: Land Economics and Planning

CREDITS: 3

Description

This module will enable students to analyse the factors governing land use and value in the Caribbean, as well as the workings of both the price system and the planning system and their interrelationship. Additionally, students will acquire the skills to appraise critically the role of planning and the market on the formulation of land use policies.

Specific topics to be covered include: • The property market, • Urban structure and growth, • Government intervention, • Development of planning and settlements, • Planning theory and techniques, • The planning system, • Current urban policy issues, and • Property and the environment

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6170

TITLE: Bank Financial Management

CREDITS: 3

Description

The objective of this module is to examine how modern finance techniques can be applied to the financial management of commercial banks. The wider strategic context of bank financial management is emphasized throughout the course. Banks are viewed as financial service firms operating in the wider financial services industry. Three unifying themes are emphasized: managing risk and return tradeoffs: the need to maximize banking value: and the integration of 'market thinking' into financial management.

Specific topics to be covered include: • Banks and the financial services industry, • Regulatory restrictions and financial management, • Performance analysis and strategic planning, • Asset management - liquidity, investment and loan management, • Liability and deposit management, • Capital structure and dividend decisions, and • Financial management implications of electronic banking, international banking, and other developments.

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6180

TITLE: Information Technology Management

CREDITS: 3

Description

The aim of the module is to provide students with a thorough understanding of the management issues associated with the planning, development and implementation of IT systems in organizations.

Specific topics to be covered include: • History of computer systems, • Information technology strategy, • Integrating IT into business strategy, and • IT Applications in Banking and Finance

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6200

TITLE: Property Law - Landlord and Tenant

CREDITS: 3

Description

This module aims to provide candidates with a sound knowledge of the legislation and case law affecting the leasehold, commercial and residential property markets and the reaction of practitioners to the changes in law and practice.

Specific topics to be covered include: • The law of landlord and tenant, • Creation and effect of leases in law and in equity; the different types of lease assignment and determination, • The meaning and effect of covenants and terms commonly found in leases (especially service charges, rent review, use clauses, repair clauses and covenants against assignment or subletting), • Remedies for landlord and tenant, • Statutory control of business tenancies under the relevant Rent and Housing Acts, and • Protected and statutory tenancies; rent control and grounds for possession

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6190

TITLE: Insurance Law

CREDITS: 3

Description

The objective of this module is to provide a thorough understanding of insurance law along with any special legal principles and the regulatory framework within which the insurance providers operate. International aspects of law and regulation are also addressed.

Specific topics to be covered include: • Application of the law to intermediaries in insurance, • Special principles of insurance contract law (including international aspects), • Evolution of the Caribbean regulatory system for insurance, • Consumer protection to insurance, including the Policyholders Protection legislation and other relevant legislation, and • Proposals for reform of the regulatory system

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6210

TITLE: Project Management

CREDITS: 3

Description

This course will examine the following problems of project management in developing countries.

Topics to be covered: • The project cycle, • International funding agencies and government ministries in project execution; • Project planning, preparation, appraisal and selection, • Project design, problems in start up and activation, • Project execution, operation and supervision, • External co-ordination of project activity, deficiencies in diffusion and evaluation of project results and follow up action, • Project management policy, management and control systems – methods of controlling project in implementation, cost analysis and manpower analysis; value-of-work analysis, Programming Evaluation and Review Technique (PERT), Critical Path Method (CPM), • Development and installation of project management information system, and • The relationship of the project organisation to the project environment.

Assessment

50% Coursework; 50% Final examination

COURSE CODE: FINA 6900

TITLE: Research Project

CREDITS: 6

Description

The research project is the final stage of the MSc. The project provides students with an opportunity to apply the knowledge developed over the course of the program to a practical problem. Students will be required to submit a research report of between 12,000 and 20,000 words analyzing and proposing solutions to the previously identified problem. A research proposal must be submitted to and approved by an assigned supervisor, who will also serve as first examiner.

Assessment

100% Research paper

COURSE CODE: FINA 6990

TITLE: Practicum

CREDITS: 9

Description

Students will be expected to complete a practicum component at a relevant institution, which would allow them to utilize the theoretical skills they would have acquired. The practicum covers a three-month period and students will have to prepare a report of their attachment experiences.

Assessment

100% Coursework

COURSE CODE: GEMA 6107

TITLE: Professional Development & Personal Mastery

CREDITS: Non-Credit

Course Description:

This workshop is designed to help participants to recognize their personal strengths and to build on those strengths as they pursue a professional career. It focuses on business ethics, emotional intelligence, communication and presentation skills, as well as interpersonal conduct. Participants will have an opportunity to explore their own preferences in a business environment and to recognize and respect the preferences of others. The ability to capitalize on one's personality traits and the effective use of language in a business context will also be examined. The effect of cultural diversity in a global workplace will be addressed.

Assessment

This is an interactive course. Participants will be assessed by the level and quality of their contribution to the discussions

COURSE CODE: XXXX

TITLE: Explore Entrepreneurship

CREDITS: Load Non-Credit

Description/Rationale

This course covers the personal origins for motivation for entrepreneurship and the skills, knowledge and abilities of the entrepreneur. Concentrating on the development of new ventures, this course attempts to prepare the participant to realise the pitfalls of new venture initiation, whether outside or inside of an organisation. It will give the entrepreneurial aspirant an understanding of how to engage inherent creativity, unlock reserves of tenacity and to make good use of vicarious observation of innovative experiments, both successes and failures. It will help them to make the first steps towards recognizing their abilities and transforming dreams, thoughts, ideas and observations into tangible, workable and successful revenue and profit generating enterprises.

A major deterrent to entrepreneurship is the belief that one is not capable of pursuing so lofty a dream because one does not have what it takes. A secondary deterrent is the assumption that one must be born into business to have awareness; and the third and most mythical of all deterrents is that one does not have a creative bone in one's body. This course is designed to help demystify the enterprise of entrepreneurship and help aspiring entrepreneurs to recognise their hidden talents and resources. Individuals need to be appreciative of their own entrepreneurial perspective and the importance of creativity and innovation that resides within while being mindful of the ethics and social responsibility of entering the sphere of entrepreneurship.

Course Aims

- A. Create real entrepreneurs out of would-be entrepreneurs;
- B. Teach the benefits of entrepreneurship; and
- C. Develop thinking skills to promote the identification of opportunities and their development into meaningful businesses, both in and out of larger organisations.

General Course Objectives

This course seeks to:

- Build entrepreneurial capacity in human resources; and
- Help participants to assess their skills and competencies which are required to assist them in leading a new venture or expanding an existing one.

Course Content

A. Observation of Entrepreneurs and the Entrepreneurial Mindset of the 21st Century:

- Entrepreneurship: evolutionary development-revolutionary impact;
- The entrepreneurial mind-set in individuals
- The entrepreneurial mind-set in organisations-corporate entrepreneurship;
- Social entrepreneurship and the ethical challenges of entrepreneurship;
- How is success recognised;
- Turning failure into opportunities; and
- Opening apparently closed doors.

B. Initiating Entrepreneurial Ventures:

- Innovation: the creative pursuit of ideas;
- Pathways to entrepreneurial ventures;
- Legal Challenges for entrepreneurial ventures; and
- Sources of capital for entrepreneurial ventures.

C. Developing the Entrepreneurial Plan

- Assessment of entrepreneurial opportunities;
- Marketing challenges for entrepreneurial ventures;
- Financial preparation for entrepreneurial ventures; and
- Developing an effective business plan.

D. Growth Strategies for Entrepreneurial Ventures

- Strategic entrepreneurial growth;
- Valuation of entrepreneurial ventures; and
- Harvesting the entrepreneurial venture.

E. Simulations:

- Hypothetical/ real case experiments.

F. Theories and Concepts

- study of theories and concepts of entrepreneurship; and
- Applying theories and concepts of entrepreneurship to real situations.

Learning Outcomes

By the end of this course, participants will be able to:

- Detail their strengths and areas for improvement in attempting entrepreneurial ventures;
- Address and demolish fears of entering the arena of entrepreneurship;
- Commence an entrepreneurial activity; and
- Embark on further investigation and research of entrepreneurial development.

COURSE CODE: GEMA 6315

TITLE: QUANTITATIVE BUSINESS APPLICATIONS

CREDITS: Non-Credit

Description

Quantitative Business Applications are required by business executives to assist them in making decisions on investments, project planning and implementation, optimum production levels and for securing the best alternatives given specific criteria.

This course is designed to assist you in developing an understanding of the assumptions and limitations of quantitative techniques for use in facilitating practical decision-making. The primary emphasis is to prepare you to become an intelligent user of these techniques by developing your quantitative/analytic skills needed for professional work.

The course will focus primarily on time value of money, investment ranking, leverage and breakeven analysis, linear programming, PERT/CPM techniques, forecasting and inventory management.

The vision of this course is to create a group of highly effective and committed individuals capable of meeting the needs of the new millennium's business world.

Course Content

The course will include, but not be limited to the following subject areas:

- Methods of Ranking Investment Proposals – use different methods for evaluating capital expenditure;
- Leverage and Break Even Analysis – the importance of breakeven to the enterprise;
- Forecasting – the importance of forecasting in organisations and the relevance of the different forecasting models;
- Probability distributions – the managerial perspective of these models as well as the application of various statistical distributions;
- Decision-making – using different models to arrive at decisions to be made in periods of uncertainty and risk;
- Project Scheduling – using PERT and CPM to analyse networks with deterministic and probabilistic times; and

Linear Programming – applications of linear programming to maximise profits and minimise costs.

Course Structure

The main learning methods for this course are the Units on selected topics, with PowerPoint presentations, problem solving steps and assignments. Also online class discussions will be monitored by the Facilitator. There will also be a Group Presentation and an individual project in the Final unit. **Prior preparation for each Unit of the course is vital to your ultimate success.**

Topics:

- Introduction to management science;
- Breakeven analysis;
- Investment analysis;
- PERT/CPM;
- Linear programming;
- Linear programming computer solution;
- Inventory;
- Forecasting;
- Preparation of group case! To be submitted to Facilitator; and
- Preparation of Individual Project Outline

Learning Outcomes

By the end of this course participants will be able to:

- Appreciate the relevance of quantitative methods in business;
- Analyse decisions using quantitative techniques;
- Make decisions using the results of quantitative techniques; and
- Apply the concepts learned to their individual work environment.

Course Assessment Methods

Participants will engage in moderated threaded discussions on issues raised during the delivery of the Units. Discussion topics will be identified. The quality of participation will be evaluated including the relevance of additional information, gleaned from any source not currently stated in the course material, shared in the Discussions. For example, information may be sourced from the internet and shared via hyperlinks as part of the contribution to the Discussions. Particularly relevant would be current articles in global and regional online newspapers which advance the consideration of the topics in this course.

COURSE CODE: GEMA 6102

TITLE: Leading Organisations Through People

CREDITS: 3

Description

The course focuses on building leadership skills that enhance participants' appreciation for how interpersonal and structural variables influence job and task performance, while examining the nuances of increasing productivity and quality output through the coordination, development, compensation and administration of human resources.

Course Content

A. Course Introduction, Context and Requirements

- Introduction to human behaviour, Management and leadership of organisations through people;
- Current and emerging challenges; and
- Course requirements: individual and group assignments and projects.

B. Individual, Group and Team Behaviour

- Perception, attribution;
- Personality and workforce diversity;
- Emotional intelligence;
- Learning and creativity;
- Motivating people in organisations; and
- Groups and teams.

C. Human Resource Planning

- Strategic human resource planning and Management.
- Job analysis; and
- Recruiting, selecting, assessing and socializing employees.

D. People Development and Management in Organisations

- Overview of people development in organisations;
- Appraising and managing performance;
- Training and career development;
- Stress and work-life linkages;
- Employment transitions and outplacement; and
- Labour relations and organised labour.

E. Compensation and Benefits

- Compensation systems development; and
- Benefits and rewards.

F. Leadership in Organisations

- Leaders and leadership;
- Power, conflict and negotiation; and
- Communication, decision-making and organisational learning.

G. Leading Organisations Through People – Contextual and Other Issues

- Organisational culture change and development;
- Organisational structure;
- Equal opportunity employment;
- Ethical behaviour;
- Safety and health;
- Festivals in the workplace;
- International human resource management; and
- Information **technology and performance management**.

Course Objectives

The objectives of this Course are to develop and equip managers and professionals with the theoretical underpinnings and understanding of human behaviour and the analytical tools to lead the human resources they manage to effectively achieve the organisation's goals and contribute to its overall success. This integrated Course aims to enable Participants to apply the techniques and principles of both Organisational Behaviour and Strategic Human Resource Management in attracting, motivating, developing and retaining superior human competency, thereby providing competitive advantages for their organisations. It also proposes to ground Participants in the current contextual and other issues associated with Leading Organisations through People. The selected texts will be supplemented by extensive journal articles written by current thought leaders in relevant areas

Assessment

For an individual to be successful in this course, s/he must participate in all components of the course and must achieve 50% of the mark for each component.

30% Coursework, 70% Individual project

COURSE CODE: GEMA 6103

TITLE: Legal Framework Of Business, Government And Society

CREDITS: 3

Description

This course provides an overview of the structural and behavioural relationships among business, government and society in the commonwealth Caribbean focusing on the regulatory dimensions of law and its relevance to public and private sector managerial decision-making, and the impact of the legal framework on social contracts, governance and policy making.

- Corporate Social Responsibility;
- Consumer Protection; and
- Ethics & Fair Trading.

Course Content

Framework of The Law:

- Definition of law;
- Classification of legal systems;
- Sources of law: constitutional law, Legislation/statutes, common law/case law and the doctrine of judicial precedent, equity, international law, text books;
- Hierarchy of the court system; and
- Statutory interpretation;

B. Legal Framework of Business:

- Classification of businesses: sole traders, partnerships, companies; and
- Offshore companies – international business companies, trusts.

C. Legal Framework of Government and Society:

- Definition and classification of societies;
- Definition and classification of governments and their roles;
- The Constitution;
- Administrative justice; and
- The social contract.

D. Business and Society:

E. Government and Business:

- Regulation of businesses;
- Taxation; and
- Competition policy.

F. Labour Law and Employment Relations

- The employment contract;
- Terms & conditions of employment/ Employer and employee obligations; and
- Termination of employment.

Assessment

For an individual to be successful in this course, s/he must participate in all components of the course and must achieve 50% of the mark for each component. The marks applied to each component are: 30% Coursework, 70% Final project

**G. Interplay of Business, Government, Society
and the Law on Global and Regional Levels**

- The United Nations and the World Trade Organisation;
- CARICOM, CSME, Caribbean Court of Justice; and
- Drugs, Money Laundering and Corruption.

H. Tort Law

- Introduction;
- Trespass;
- Negligence;
- Employer's liability;
- Vicarious liability;
- Occupier's liability;
- Nuisance;
- Defamation; and
- Passing off.

I. Contract Law

- Form of the contract; and
- Elements for contract formation.

J. Property Law - Basic principles.

K. Administrative/Public Law - Basic principles.

L. Criminal Law - Basic principles.

Learning Outcomes

By the end of this course participants will be able to:

- Understanding the Legal Framework within which regional governments, businesses and societies operate.
- Assist with the administration of businesses, managers, directors, employers or officials in central or local government.
- Understand the underlying legal principles surrounding social, political, technological, and global issues.
- Have online discussions, simulated Courtroom-type debates, discussions and analyses of cases will sharpen student's skills and stimulate critical and analytical legal reasoning.

COURSE CODE: GEMA 6320

TITLE: Managerial Economics

CREDITS: 3

Description

The course examines the behaviour of economic organisations which function as separate and independent entities pursuing specific goals. It draws on the principles of economics that explain the behaviour of individual units and groups of buyers (consumers) and sellers (firms) in the market and shows their application to the problems faced in managerial decision making. It centres on illustrating the crucial role the application of such knowledge can play in assisting management decision making in the short and long term for business success. Initially, the focus is on the demand decisions of consumers and their effect on the revenues of the firm. The attention then turns to the internal decisions of the firm with regard to production and costs. This is followed by a study of the operation of the firm under different market structures and the significance of these structures for the key strategic decisions of the firm. Other factors affecting business strategy will also be examined. The course concludes with a study of investment decision making, the firm in the international economy and public sector decisions.

The aim of the course is to help the participants develop a facility for applying economic principles to the process of managerial decision making. The intention is to expose the class to the basic economic theories which explain the behaviour of individuals and units of buyers and sellers in the market and to show how this knowledge may be used to enhance managerial decision making. The participants are expected to acquire a familiarity with the basic laws and principles that influence consumption, pricing, production and investment decisions and are then required to develop a facility to apply them to realistic situations that would confront managerial decision makers. Participants must show an appreciation for the significance of the application of such knowledge for enhancing the success potential of the firm as an economic entity.

Course Content

- A Introductory Concepts;
- B. Understanding Consumer Behaviour;
- C. Production and Costs;
- D. Market structure and competition – pricing decisions and profits;
- E. The modern firm;
- F. Pricing Strategies and Non-price Competition;
- and

G. Inter-temporal decision Making: The International environment:
The public sector.

Learning Outcomes

By the end of this course participants will be able to:

- Understand the implications of consumer behaviour and, particularly, the concept of elasticity for the revenue of the firm;
- Understand how the firm makes decisions regarding the optimum price and output for the maximisation of profits;
- Understand scale and the costs of the firm;
- Use the concept of market structure and the pricing and output decisions of the firm;
- Use the application of price discrimination to enhance profitability;
- Understand the internal management of the firm with the separation of ownership and management; Pricing policies;
- Understand the application of the concept of transfer pricing within the divisionalised firm and other pricing policies - existing product pricing, new product pricing;
- Understand the use of investment criteria for evaluating projects within the economic organisation; and
- Understand production and optimal resource allocation.

Course Assessment Methods

As explained in the course objective and schedule above, the approach will consist of sessions presenting the theories and basic principles of managerial economics along with real world applications using practical examples and case studies to examine concepts and to demonstrate their critical role in practical managerial decision making. Participants will be required to show how the particular concept, technique or principle learnt enhances the potential for success of the firm or enterprise.

For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. The marks applied to each component are
60% Coursework, 40% Examination

COURSE CODE: GEMA6104

TITLE: Accounting For Decision Making

CREDITS: 3

Description

This course serves as an introduction to accounting concepts and the use of accounting information by decision makers. This course will expose participants to the two major areas of accounting, financial accounting and cost and management accounting. The financial accounting section will focus on the nature and scope of financial accounting, financial reporting (income statement, balance sheet and statement of cash flows), analysis of financial statements and working capital management. The cost and management accounting section will focus on costing principles and systems, budgeting and budgetary control systems and the development and use of cost data for external reporting and internal cost management. The overall emphasis of this course would be to focus participants' attention on the development of accounting data in ambiguous situations to assist managers in decision-making about future activities.

To effectively operate entities in our dynamic environment, managers require knowledge, skills and the appropriate attitudes in planning, controlling and decision-making. Accounting is the financial information system that provides relevant information to these managers as they use economic resources and engage in economic activity. Accounting as an information system with different constituent users, internal and external, has resulted in the emergence of several branches of accounting. Financial Accounting as one branch seeks to deal with the recording, summarising and communicating of the economic events of entities, based on established accounting principles, standards and legislation. Cost and Management Accounting on the other hand draws on information from the accounting system as well as methods and techniques from other disciplines to provide users with tools which can be applied at various levels within personal and business environments.

The purpose of this course is to provide managers of entities within the Caribbean with a good foundation in Accounting at a pre-professional level. It also equips them with requisite competencies, attitudes and values to function in an accounting environment. Further, it aims at fostering in managers an awareness of the social and ethical responsibilities of accountants and users of financial information in the Caribbean.

Course Content

A. Nature and Scope of Accounting

- Conceptual Framework of Accounting;
- Financial recording; and
- Accounting for assets, liabilities and owners' equity.

B. Financial Reporting

- Income Statement;
- Balance Sheet; and
- Statement of Cash Flows.

C. Financial Statement Analysis.

D. Working Capital Management.

E. Budgeting.

F. Administrative and Accounting Control Systems:

- Internal controls;
- Standard costing;
- Variance analysis; and
- Performance measurement.

G. Costing systems

- Job Costing;
- Process Costing; and
- Activity based costing.

H. Cost information for decision making:

- Costing and pricing;
- Marginal costing;
- Absorption costing; and
- Cost volume profit analysis.

Learning Outcomes

By the end of this course participants will be able to:

- Describe the nature and scope of Financial Accounting;
- Apply accounting principles, concepts and conventions which underlie the accounting process to the recording of transactions;
- Prepare financial statements (income statement, balance sheet and statement of cash flows) for business entities, using established accounting guidelines;
- Discuss the social and ethical issues in financial reporting;

- Compute ratios to test solvency, liquidity, profitability and activity;
- Explain the significance and limitations of financial statements;
- Analyse the performance of an entity and explain the limitations;
- Discuss the nature and scope of Cost Accounting and Management Accounting;
- Discuss the similarities and differences between Cost and Management Accounting and Financial Accounting;
- Apply principles and methods of calculating costs for the production of goods and services;
- Classify costs in relation to inventory valuation, decision making, and planning and control;
- Describe the use of costing systems as instruments of control for job, process and activity-based costing;
- Prepare income statements under marginal costing and absorption costing;
- Prepare job-cost sheets;
- Prepare process-costing worksheet;
- Compute unit cost, using activity-based costing (ABC);
- Apply traditional costing methods to service sector costing;
- Explain the rationale for the use of budgets in planning, decision making and control;
- Prepare a cash budget and related schedules;
- Explain the concept of standard costing and the process of establishing standards;
- Describe and illustrate control systems;
- Compute material, labour, variable overhead and fixed overhead variance
- Calculate break-even point and margin of safety; and
- Use limiting factor analysis to assess the performance of goods or services;
- Understand and appreciate the principles and practices of Accounting;
- Develop a capacity for systematic and critical thinking which would serve as a base for decision-making and application in the work environment;
- Develop awareness of the links between concepts in Accounting and those in other functional areas of management;
- Understand and appreciate social, ethical, economic and technological aspects of Accounting in the Caribbean environment; and
- Develop the capacity to communicate and present Accounting information in written, numerical and diagrammatic form.
- Develop an understanding and appreciation of the principles and concepts of Financial Accounting and Cost and Management

Accounting and their application to business situations;

- Understand the roles of Financial Accounting and Cost and Management accounting as aids in decision-making;
- Develop an understanding and appreciation of the existence and use of legislation and accounting standards for the preparation, analysis and reporting of financial information;
- Evaluate economic, legal, social and technological factors for decision-making;
- Develop the ability to understand and appreciate the importance of qualitative characteristics in the decision-making process; and
- Develop the techniques of Cost and Management Accounting for planning activities, controlling operations and making decisions.

Assessment

For an individual to be successful in this course, s/he must participate in all components of the course and must achieve 50% of the mark for each component. The marks applied to each component are: 60% Coursework, 40% Examination

COURSE CODE: XXXX

TITLE: Entrepreneurial Finance

CREDITS: 3

Description

Entrepreneurial Finance is designed to help managers make better investment and financing decisions in entrepreneurial settings. This course will show managers the best approaches to financial decision-making and investment in entrepreneurial ventures. It addresses the gamut of entrepreneurial endeavour, from idea –to-project conversion right through to implementation. The course causes the participant to explore the integration of resources, human and technological; establishing creative use of existing talents/skills/tools that can be combined innovatively to finance entrepreneurial ventures.

This course exposes the learner to the workings of global financial markets with a view to helping them to understand what it means to do business as an entrepreneur in financial markets other than their own. It examines exchange rates and the global economy; global debt financing, currency swaps, multi-currency exposure and global capital budgeting.

It examines the cyclical nature of the peaks and valleys of financial markets; at the numerous forms of stimulus packages and discusses the effect that they may have on the entrepreneur seeking to do cross-border and international business. Participants will pay attention to the financial implications of doing business in the major trading blocs.

Entrepreneurship often starts with a small idea; that idea may grow into a small local business and stay there or it may mushroom into a chain of businesses; it may spawn other ideas that multiply exponentially into formidable global concerns. The level of financing required for business depends upon the level of business being embarked upon. Entrepreneurs' financing needs may graduate from credit union access to commercial bank access to international funding agency access. But many entrepreneurs fail to recognise the potential of existing resources that reside in their own domain, such as technology and people with skills and capabilities. The course is aimed primarily at people who may be involved in an entrepreneurial venture at some point in their careers whether in a large organisation, a turnaround, a management buyout or a startup. The course will also be useful for future private equity decision makers. It is intended to teach entrepreneurs about the various avenues available for international funding and the various

types of money markets that exist. More importantly, it seeks to unveil previously unrecognised resources and ways of combining them to the benefit of entrepreneurial financing.

Course Content

A. Exchange Rates and Global Financial Management:

- Currency exchange and exchange rates; and
- Key topics in global financial management.

B. Goods, prices and the global economy:

- The evolution of currency exchange;
- Currency valuation and goods markets; and
- Evolution of modern global economy.

C. Global Finance, Interest Rates and Exchange Rates:

- Overview of the global financial market;
- Exchange rates and asset markets; and
- Equilibrium, disequilibrium and the real world.

D. Forward Exchange and Interest Rates:

- Forward exchange; and
- Synthetic forward exchange positions and covered interest arbitrage.

E. Structured Global Financing and the Use of Options:

- Interest rate swaps and commodity swaps;
- Currency options; and
- The role of options in global financing.

F. Operating Exposure to Exchange Rate Risk:

- Measurement of operating exposure; and
- Economic determinants of operating exposure.

G. Capital Structure and Exposure to Foreign Exchange Risk:

- Debt financing, operating cash flow exposure and net cash flow exposure;
- The framework for equity exposure; and
- Operating exposure, debt financing and equity exposure.

H. Capital Budgeting in Global Financial Management:

- cash flow identification in global capital budgeting; and
- Global asset pricing theory.

I. Exchange Rate Forecasting and Global Capital Budgeting:

- Economic fundamentals and forecasting exchange rates;
- Equilibrium formulas for exchange rate forecasting;

- Cash flow conversion in capital budgeting; and
- The current spot exchange rate as a forecast.

J. Multi-currency Exposure Issues:

- Linear multi-currency issues;
- Compound multi-currency exposure; and
- Equity exposure and universal hedging.

Learning Outcomes

By the end of this course participants will be able to:

- expose participants to the requirements for management of finance at an international level;
- recognise the value of technology in entrepreneurial finance;
- establish innovative integration of technology and human capabilities for effective financial management;
- show participants how they can access financing for start-up and existing businesses; help participants to recognise opportunities for entrepreneurship in the global finance management arena.
- apply to international funding agencies for funding;
- pursue entrepreneurial activities in global finance management;
- apply multi-currency exchange rates to international projects;
- prepare budgets for global financing projects;
- evaluate protectionism in currency markets;
- interpret the policies of central banks;
- apply spot exchange rates to goods market conditions;
- engage human resources with financial management and innovative decision-making capabilities;
- integrate technology into the financial management of the business and
- measure operating exposure.

Course Assessment Methods

Participants will be required to show how the particular concept, technique or principle learnt enhances the potential for success of the firm or enterprise.

For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. The marks applied to each component are

50% Coursework, 50% Individual Project

COURSE CODE: GEMA 6125

TITLE: Small Business And Entrepreneurship

CREDITS: 3

Description

The main thesis of the course in Small Business and Entrepreneurship is that Creativity, Innovation and Entrepreneurship are the critical ingredients in the future development of the Caribbean. The course will examine, in depth, the issues involved in: the creation of new business ventures; identification of business opportunities; preparation of winning business plans; business financing; the theory and practice of entrepreneurship; stimulating creativity and facilitating innovation in organisations; promoting women as entrepreneurs and development of the small business sector.

Specific topics to be addressed include:

New Venture Creation

- The creation of new ventures can be risky but there are steps which can be viewed as a process which, if followed, can minimise risk. This topic will also discuss systems of identifying and evaluating business opportunities, the legal forms of incorporating a business, and the market and product development processes.

Business Plan Development

- Inadequate business planning is identified as the main reason for business failure validating the statement that business persons who fail to plan, plan to fail.
- The methods of researching a business idea, identifying the market share and preparing a formal written business plan will be detailed as the major input into the course project.

Financing Entrepreneurial Ventures

- Entrepreneurs need to understand the range of financing instruments and types of lenders in order to tap the most appropriate source of finance.
- Access to finance is often quoted as the main constraint on small business development. The main issues to be addressed in making finance more accessible will be reviewed at the theoretical and lending levels. This topic will therefore cover issues such as debt financing, equity and venture capital, loan guarantee systems and types of lending institutions relevant to business needs.

- Financial analysis relevant to business plans will also be covered.

Entrepreneurship Development

- This topic will explore the historical development of entrepreneurship concepts and outline a new theory of entrepreneurship relevant to the Caribbean. The various approaches to understanding entrepreneurship, influences on the entrepreneurial decision and main characteristics of entrepreneurs will also be discussed.

Creativity, Innovation and the Practice of Entrepreneurship

- This topic will discuss the connection between creativity, innovation and entrepreneurship, explore the creative process and identify the habits of successful creative thinkers.
- The nature and types of innovation will be presented as well as the model for fast-paced innovation within organisations.

Corporate Entrepreneurship

- The need for corporate entrepreneurship will be examined as well as the concept of social entrepreneurship. A model of corporate entrepreneurship will be presented.

Practice of Entrepreneurship

- It is said that Entrepreneurship is behaviour and as such can be practiced in an existing or new enterprise and in a public or private organisation. This thesis will be developed as well as the challenges, tools and talents faced by and required of entrepreneurs.
- Women as a factor in business are rapidly gaining significance in the Caribbean landscape. The role of women as entrepreneurs and the requirements for promoting this development are studied.

Small and Medium Enterprise Development

- The nature, size and composition of the small business sector will be explored and comparative data reviewed so as to gain an understanding of the sector.
- The issues involved in the management of small firms and family businesses will be explored.
- The role, growth and special features of small businesses and micro enterprises in the Caribbean will be studied.
- Small firms are said to experience high rates of failure. This topic will consider the issues involved in the success and failure of small business.
- Strategic policies for developing the small business sector in the

various Caribbean countries will be reviewed.

Course Policies and Procedures

- Distance Learning is self-directed learning: It requires a high level of responsibility, dedication and self-discipline on the part of the student. In this course, you are responsible for your own work, your own progress and your own grade. In order to succeed, you need to log in to the course regularly to check announcements, participate in discussions and access course content. It is highly recommended that Participants log on daily. At a minimum every week, students are responsible for completing the following tasks:
- Attend all on-line class activities, including participation in weekly threaded discussion, and small group discussions; and
- Submit assignments timely, as instructed.
- Please also note that persons assigned the responsibility of submitting the Group project via the DropBox, are required to ensure that **all** of the contributors have an opportunity to review and comment on the effort **before** the final version is submitted.

Course Structure

Given the intensive and extensive nature of the Course, it is conducted as a graduate seminar with a **high degree of participation and interaction required** on your part. This course is **learner-centered**. Ultimately, this is your show. The quality of each session will depend on your level of preparedness and participation in the class discussions and presentations. My role is more as **Facilitator** of your learning process, supporting and guiding our exploration and discussion of course material.

Threaded Discussions: You are required to make contributions to the threaded discussions throughout the week, **not** at the end of the week. You should post your first thread response by Wednesday of the Unit week, and by Saturday, you **must** have completed all the response requirements for the Units discussed during that week. Please note that while no minimum number of posts has been stipulated, you are required to contribute thoughtful and incisive comments on the discussion and not just perfunctory responses.

Participation in Group Assignments

In the past, there have been complaints that individuals were engaging in social loafing and not contributing fully to Group assignments. While it is for the Group collectively to determine how it will allocate tasks to achieve its goals, bearing in mind that Groups should try to leverage the strengths of all to achieve an excellent product, **all** members should contribute to the Group's work.

Course Content

Modules I, II, III

- Introduction to Course
- New Venture Creation.
- Business Plan Development

B. Modules IV, V

- Financing Entrepreneurial Ventures.
- Entrepreneurship Development

C. Modules VI, VII, VIII

- Creativity
- Innovation - 1
- Brainstorming Exercise in Team Creativity
- Innovation - 2
- Corporate Entrepreneurship
- Entrepreneurship Practice

D. Modules IX

- Small and Medium Enterprise Sector
CASE STUDY: [Community Web.Com: An Internet Firm's Effort to Survive], found at the end of Chapter 12 of Main Text, Pages 396 - 416.

Learning Outcomes

By the end of this course participants will be able to:

- Gain a sound grasp of the process of the development of new ventures;
- Equip participants with the tools and techniques for identifying and evaluating business opportunities; understanding business financing; and preparing comprehensive business plans;
- Promote insight into the theory and practice of entrepreneurship internationally and within the Caribbean;
- Introduce executives to the techniques and models for promoting creativity and innovation within organisations; and
- Provide a sound understanding of the nature of the small business sector and the identification of strategic small business development initiatives.

Course Assessment Methods

For an individual to be successful in this course, s/he must participate in all components of the course and must achieve 50% of the mark for each component. The marks applied to each component are: 30% Coursework, 70% Individual Project

COURSE CODE: XXXX

TITLE: Entrepreneurial Marketing

CREDITS: 3

Description

In this course, participants will be made to revisit the conventional tenets of marketing and interrogate them as they seek to engage in innovative and never-before-thought-of acts of marketing. It will examine the need for ethical conduct and activities and the extent to which entrepreneurs can and must go in order to reach their niche market. Participants will be required to work on the marketing of a project, real or hypothetical. This activity will be initiated during the coursework and will culminate in the final assessment.

The present costs of market research, marketing, advertising and generally getting products to market are prohibitive even for established businesses. They serve as a deterrent to new business. This course will help participants to recognise ways of developing alternative models for marketing research, marketing, advertising and getting products to market that exude international standards and professionalism and are effective both in terms of costs to implement and returns.

Course Aims

- Engender unconventional and innovative thinking in the pursuit of new markets; and
- Revisit established marketing concepts and theories; and
- Develop tactics and strategies to infiltrate old and apparently opaque old markets

Course Content

Exploring the traditional Ps of effective marketing:

- Product;
- Price;
- Place;
- Promotion;
- Physical evidence; and
- Process.

B. Time and money:

- Finding the right product for the right people at the right time; and
- Developing the marketing team and assigning deliverables.

C. Sales/marketing tools – knowledge and application:

- Accessing contemporary marketing tools; and

- Applying gender, generational and culture specific marketing tools.

D. Making unfamiliar markets familiar:

- Valuing the existing markets;
- Breaking ground in new markets; and straddling markets.

Learning Outcomes

By the end of this course participants will be able to:

- Identify gaps in the market;
- Assess market needs and product/service development;
- Use conventional marketing tools/mechanisms in innovative ways to attract unconventional markets;
- By-pass the competition;
- Add value and variety to existing goods and services.
- Show participants how to focus on the least pursued opportunities by examining the product and services market; and
- Help participants to recognise the fringe activities that can emanate from their existing knowledge base.

Course Assessment Methods

For an individual to be successful in this course, s/he must participate in all components of the course and must achieve 50% of the mark for each component. The marks applied to each component are: 50% Coursework, 50% Individual Project

COURSE CODE: XXXX

TITLE: Technology and Innovative Management Information Systems

CREDITS: 3

Description

This course examines how appropriate technology when used in conjunction with revenue management principles can help businesses, regardless of their area of focus, to increase revenue and profit. It looks at the strategic and critical role that management information systems play in facilitating informed decision-making. It explores the benefits of the nexus between the selection of modern technology and the design, of management information systems for managing the operations of new and existing enterprises. Specific attention is paid to decision support systems, mobile telecommunication devices, microcomputers, electronic networks, and databases (internal and external) and other new and innovative storage devices as elements of the information network that should be used by decision-makers use for planning and implementing contemporary total quality strategies and activities.

It is not unreasonable to expect that anyone who in the 21st century is entrepreneurial minded, is familiar with modern technology and moreover, relies on modern technology for day-to-day activities. It is also not unreasonable to assume that the bird in the proverbial 'early bird who catches the' is, in the 21st century is technologically savvy. This course helps individuals with an entrepreneurial mind-set to explore the value of investing in state-of-the art technology and putting that technology to effective use in developing and managing an efficient and innovative management information system.

Course Content

A. Today's New Enterprise vs. Yesteryear's

- Profile of the business entrepreneur;
- Information flows in the modern organisation;
- Currency and relevance of ERP (enterprise resource planning); and
- Ethics and modern social mores of information systems.

B. Information Technology Infrastructure

- Information technology components and their value trends in software development;
- Data management systems and relational databases;
- Creation of information policies;
- Internet technology; and
- Wireless technologies.

C. Systems adaptation and application

- Enterprise solutions and business value;
- Knowledge management;
- Decision-making aided by technology;
- Advancements in e-commerce;
- E-government facilitating entrepreneurship;
- Managing the digital divide in the Caribbean; and
- Sales and purchases through digital markets.

D. Balancing Change and MIS

- Anticipating the next generation of technology;
- New entrants to the enterprise and current technology; and
- The law, fraud, hackers and intellectual property

Learning Outcomes

By the end of this course participants will be able to:

- List the likely technological capability of the modern entrepreneur;
- Design information flow chart for a start-up and existing enterprise;
- Explain the requirements for ethical and socially-sensitive information system management;
- Identify the components of information technology;
- Research software for appropriate IT system development;
- Explain the uses of internet technology to an organisation;
- Discuss the value of wireless technology in business;
- Explain how e-government can enable entrepreneurship;
- Design a security policy to protect electronic information of an enterprise; and
- Explain the legal requirements of managing information systems; and
- Design problem-solving mechanisms strategies for unanticipated in implementation of innovative systems.
- Explore the ongoing global technological developments and their use in the management of information in organisations;
- It is designed to ignite creative thought processes in the legitimate use of technology to gain competitive advantage for start-up and existing businesses.

Course Assessment Methods

For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. The marks applied to each component are

30% Coursework, 70% Individual Project

COURSE CODE: GEMA 6360

TITLE: Production and Operations Management

CREDITS: 3

Description

This course introduces managerial concepts and techniques that are used to achieve flexibility, reliability, efficiency and total quality in operations. Special attention is paid to the planning design of effective quality control systems, quality in products, process, production planning and materials management. Participants are shown how to achieve and maintain consistent production and service quality. A project is required and an examination is given.

Course Content

The following schedule will help you keep on track with the course requirements. An important component of the learning that takes place in this course is participation in the **required unit discussions**. Please ensure that you answer the unit Discussion questions and respond to fellow learners within the scheduled timeframe. If you post answers or responses late, your fellow learners will not see and benefit from your remarks and you will not receive the benefit of their comments. The required practice assignments are intended to ensure that you are thoroughly familiar with the course tools. Please note that a week in the course begins on Monday morning and runs through Sunday evening.

Unit One (1)

Introduction to Production and Operations Management

- This unit covers Operations and Productivity, Operations Strategy in the Global Environment and Project Management. These topics are covered in chapters 1, 2 and 3 of the course text

Unit Two (2)

Designing Operations – Part 1

- Review the unit content and supplement with reading from chapters 4, 5 and 6 from the course text. The topics covered in this unit are Forecasting, Design of Goods & Services and Managing Quality.

Unit Three (3)

Designing Operations - Part 2

- Review the unit content and supplement with reading from chapters 8, 9 and 10 from the course text. The topics covered in this unit are Location Strategies, Layout Strategy and Human Resources & Job Design.

Week Four (4)

Review the unit content and supplement with reading from chapter 11, supplement 11, chapters 12 and 16. The topics covered in this unit are Supply Chain Management, E-Commerce & Operations Management, Inventory Management and Just in Time & Lean Production Systems.

Learning Outcomes

The vision of the course is to create a group of highly effective and committed individuals capable of responding to the needs of today's dynamic global environment. By the end of this course participants will be able to:

- Understand the strategic importance of operations;
- Participate in designing an operating system;
- Manage a supply chain;
- Manage and control quality;
- Analyse decisions using quantitative and qualitative techniques;
- Making decisions using the results of techniques utilised;
- Apply the concepts learned to their individual work environment;
- Review actual case histories.
- Manage a project

Course Assessment Methods

For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. The marks applied to each component are 60% Coursework, 40% Timed Examination

COURSE CODE: GEMA 6365

TITLE: Strategic Planning and Strategic Management

CREDITS: 3

Description

The course will show that for a company to succeed it must weave its key business processes into hard-to-imitate strategic capabilities and distinguish it from its competitors. Capability will be presented as a set of business processes strategically understood. The course will demonstrate that such capabilities are collective and cross-functional – a small part of many people's jobs, not a large part of a few people's job.

With the use of case studies we will undertake a comparative analysis of strategies employed by successful and unsuccessful companies. The focus will be on the four key principles of capabilities-based competition.

Specific topics to be addressed include:

- Business processes;
- Transforming a company's key processes into strategic capabilities that consistently provide superior value to the customer;
- The key role of making strategic investment in support infrastructure that links together the business units and functions; and
- Presenting the CEO as the champion of capabilities-based strategy.

This *Strategic Planning and Strategic Management Course* commences by zooming in on present day globalisation processes with particular reference and emphasis on Caribbean situations. The course provides a thorough understanding of the Caribbean Business Environment (inclusive of the hemispheric trading blocks and the various bilateral agreements). The course then provides an overview of generic strategies before expanding into specific strategic issues of relevance to Caribbean leaders.

Course Content

MODULE I: INTRODUCTION

A. The Caribbean Business Environment

- i. The Caribbean Single Market and Economy: Implications;
- ii. The Hemispheric Trading Blocs; and
- iii. Bilateral Trading Agreements.

B. Characteristics of Globalisation

- i. Globalisation;
- ii. Globalisation and Multinational Corporations; and
- iii. Globalisation and International Trade.

C. Introduction to Strategy

- i. Exploring the relationship between the company's strategy and its business model;
- ii. The basics of designing a winning strategy; and
- iii. The importance of crafting and implementing strategy.

MODULE II: THE PROCESSES INVOLVED IN CRAFTING AND IMPLEMENTING STRATEGY

A. The Managerial Process of Crafting and Implementing Strategy

- i. Developing the strategic vision;
- ii. Linking vision, mission and company values;
- iii. Developing the strategic plan; and
- iv. The strategy-making strategy-implementing process.

B. Evaluating a Company's External Environment

- i. Michael Porter's 5 Forces Model; and
- ii. The forces that drive strategy formulation and implementation.

C. Evaluating a Company's Resources and Competitive Position

- i. Areas to focus on when building customer value;
- ii. Conducting the SWOT analysis;
- iii. Benchmarking; and
- iv. The PEST analysis.

MODULE III: COMPETITIVE STRATEGIES

A. The Five Generic Competitive Strategies

- i. Low cost provider strategies;
- ii. Achieving cost advantage;
- iii. Differentiation strategies;
- iv. The Value Chain; and
- v. Contrasting features of the five generic strategies.

B. Supplementing the Chosen Competitive Strategies

- i. The five generic strategic actions;
- ii. Outsourcing strategies; and
- iii. Offensive and defensive strategies.

C. Competing in Foreign Markets

- i. Export strategies;
- ii. Licensing strategies;
- iii. Franchising strategies; and
- iv. Seeking competitive advantage in foreign markets.

MODULE IV: IDENTIFYING STRATEGIC ALTERNATIVES

A. Tailoring Strategy to fit Specific Industry and Company Situations

- i. Strategies used at various stages of industry and company growth;
- ii. Strategies for industry leaders; and
- iii. Strategies for industry runner-ups.

B. Diversification: Strategies for Managing a Group of Companies

- i. Acquisition of an existing business;
- ii. Internal start-ups; and
- iii. Joint ventures.

C. Strategy, Ethics and Social Responsibility

- i. The school of ethical universalism;
- ii. The school of ethical relativism;
- iii. The drivers of ethical responsibility; and
- iv. The moral case of ethical strategies.

MODULE V: DETERMINANTS OF GOOD MULTINATIONAL STRATEGIC CHOICES

A. Building an Organisation capable of Good Strategy Execution

- i. Putting together the strategic team; and
- ii. The three-stage process of developing strategy.

B. Managing Internal Operations

- i. Policies and procedures that encourage good strategy execution; and
- ii. Best practices and striving for continuous improvement.

C. Corporate Culture and Leadership

- i. Encouraging a culture that fosters good strategy execution; and
- ii. Leadership and strategy implementation.

Learning Outcomes

By the end of this course participants will be able to:

- Survive and expand strategies for Caribbean firms operating in a global economy;
- Processes and pitfalls in designing and implementing business strategies; and
- Make decision with regard to strategic choices.

Course Assessment Methods

For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. The marks applied to each component are

40% Coursework, 60% Individual Project

COURSE CODE: XXXX

TITLE: Project Management Framework

CREDITS: 3

Description

This course is designed for managers and decision-makers with responsibility for a wide variety of projects and is especially suited to persons who have completed the core courses of the MBA programme. It examines the definition of the term 'project' in the context of the project management discipline and in relation to entrepreneurial ventures. It explores the relationship between project management and the other management disciplines. Attention will be paid to human resource management and organisational communication. It focuses on the planning, development and execution of projects with attention being paid to project scope and scope management, project time management and estimating, budgeting and controlling of project costs.

This course design pursues the PMBOK Guide to the project management body of knowledge.

Project management has become extremely popular not only because organisations recognise its value in meeting the challenges of change but also because of the growing immediacy of personal expectations with respect to results. Many people find themselves having to manage projects without the skills to do so effectively. Additionally, because of the sectional nature of project management, managers find themselves needing knowledge on a given section of managing a project but are overwhelmed when presented with the full body of knowledge of project management. This course focuses on the framework, the context and processes, scope, time and cost management of project management.

Course Content

A. Project Management Framework:

- Definition of a project
- How are projects managed; and
- Relationship of project management to HR management, organisational behaviour, communication management, accounting/financial management and marketing management.

B. Project Management Context:

- The life cycle of a project;
- The matrix organisational structure of projects;
- Project stakeholders;
- External influences on effective project management

C. Project Management Processes:

- Project Processes;
- Process Groups and Interactions; and
- Mapping of Project Management Processes.

D. Project Scope Management:

- Planning;
- Definition;
- Verification; and
- Scope change control

E. Project Time Management:

- Activity definition;
- Activity sequencing;
- Activity duration estimating;
- Schedule development; and
- Schedule control.

D. Project Cost Management:

- resource Planning;
- cost estimating;
- cost budgeting; and
- cost control.

Learning Outcomes

By the end of this course participants will be able to:

- Define a project;
- Explain the context of project management;
- Design a matrix organisational structure for project management;;
- Describe the various stakeholders of a project;
- Identify the external influences on project management;
- Map a project management process;
- Plan, define and verify the scope of a project;
- Develop schedules for project management;
- Estimate and budget costs for project management; and
- Design cost control systems for project management.
- Plan, define and verify the scope of a project;
- Develop schedules for project management;
- Estimate and budget costs for project management; and
- Design cost control systems for project management.

Course Objectives

This course seeks to:

- Introduce the participant to the tenets of project management;

- Assist participants in the planning and selection of human resources for project management; and
- Show participants the nature of communication required in project management.
- Teach the participant how to effectively combine scope, time and cost management for project management.

Course Aims

This course aims to:

- Expose the participant to the framework of project management;
- Show participants how human resource management and communication disciplines contribute to project management;
- Prepare the participant to have an overall understanding of the context and processes of project management;
- Explain the project scope management to the participant;
- Sensitise the participant to the requirements for effective time management of projects; and
- Teach the participant the stages of cost management in projects.

Course Assessment Methods

For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. The marks applied to each component are

50% Coursework, 50% Individual Project

COURSE CODE: XXXX

TITLE: Project Financing and Risk Management

CREDITS: 3

Description

This course is designed for managers and decision-makers with responsibility for a wide variety of projects and is especially suited to persons who have completed the core courses of the MBA in Entrepreneurship programme. This course will examine the identification of project risk using quantitative and qualitative risk analysis. It will explore the mechanisms and methods available for financing projects in the context of entrepreneurial endeavours

This course design pursues the PMBOK Guide to the project management body of knowledge. Project management has become extremely popular not only because organisations recognise its value in meeting the challenges of change but also because of the growing immediacy of personal expectations with respect to results. Many people find themselves having to manage projects without the skills to do so effectively. Additionally, because of the sectional nature of project management, managers find themselves needing knowledge on a given section of managing a project but are overwhelmed when presented with the full body of knowledge of project management. This course focuses on financing and risk management for projects

Course Content

A. Sources of Project Financing:

- Accessing funding agencies, local and international; and
- Equity funding.

B. Project Risk Management:

- Risk management planning;
- Risk identification;
- Qualitative risk analysis;
- Quantitative risk analysis;
- Risk resource planning; and
- Risk monitoring and control.

C. Project Procurement Management

- Procurement planning;
- Solicitation planning;
- Solicitation;
- Contract administration; and
- Contract closeout.

Learning Outcomes

By the end of this course participants will be able to:

- Identify local and international sources of funding for projects and the appropriate mechanisms for accessing those sources;
- Qualitatively analyse project risk;
- Quantitatively analyse project risk;
- Plan the procurement strategy of projects
- Design the solicitation strategy for projects
- Design contract administration process for projects; and
- Design contract closeout of projects.

Course Objectives

This course seeks to:

- Help the participant to understand the methods of seeking financing for projects; and
- Expose the participant to the risk associated with managing projects.

Course Aims

This course aims to:

- Assist the participant to understand the requirements of local and international funding agencies;
- Help participants to understand equity funding for projects; and
- Show participants how to qualitatively and quantitatively analyse project risk

Course Assessment Methods

For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. The marks applied to each component are

50% Coursework, 50% Individual Project

COURSE CODE: XXXX

TITLE: Venture Models

CREDITS: 3

Description

This course seeks to contract the choice of venture ideas by separating the wheat from the chaff. The aspirant entrepreneur must be cognizant that not every venture idea is a business opportunity and that, indeed, many new ventures fail. Aspirant entrepreneurs must learn to exercise prudent skepticism and learn how to ask the right questions such as “will the new business work when many others have failed?” “is something wrong with my idea?” and “how can I fix it?”. If the aspirant entrepreneur is not sensitive enough to ask such questions and not learned enough to seek answers in the right quarters, success in the business venture would be questionable.

There is a wealth of opportunities waiting for entrepreneurially-minded individuals to discover and develop them. The traditional way of teaching business has not contributed to thought processes beyond the periphery of established business practices. New teaching is needed to help learners to view situations through multiple lenses and to be able to recognise what they see as opportunities for exploitation. Traditional job opportunities in the Caribbean have been contracting while educational institutions continue to graduate well trained potential professionals. This course in itself is an example of what it professes to deliver; it is an entrepreneurial effort born out of recognition of the unavailability of adequate entrepreneurial mind-conditioning courses and the abundance of educated individuals whose thinking need to be re-programmed to investigate entrepreneurship from a background of awareness and understanding of the discipline.

The term *business model* has been used to describe a company's unique value proposition, i.e., its business concept; looking at how the firm uses its sustainable competitive advantage to perform better than its rivals and whether the firm can make money now and in the future. Unfortunately, the terms business model, business concept, revenue model and economic model are often used interchangeably, generating confusion in the minds of those entering and operating in the field.

Course Content

A. Entrepreneurial Opportunities:

- Media;
- Food;
- Sports management/equipment/gear;
- Lodging;
- Travel;
- Construction;
- Education; and
- Child minding.

B. Ownership of opportunities:

- Intellectual property;
- Patent protection and registration;
- Branding and co-branding; and
- Franchising.

C. Business Models:

- Business model;
- Usiness concept;
- Revenue model; and
- Economic model.

D. Venture Screening:

- Due diligence
- Road-testing venture ideas;
- Customer-driven feasibility;
- Opportunity attractiveness;

E. Product Market:

- Micro markets;
- Macro markets;
- Critical success factors; and
- Feasibility analyses.

Learning Outcomes

By the end of this course participants will be able to:

- Become economic agents who can seize profit opportunities;
- Protect their intellectual property;
- Develop business models for venture ideas;
- Design and develop venture screening mechanisms;
- Analyse a product marked; and
- Analyse the ramifications of undertaking a franchise based on the business model.

Course Objectives

This course seeks to:

- Help participants to recognise that entrepreneurial activities create profit opportunities;
- Expose the areas where opportunities for entrepreneurship reside;
- Teach participants how to identify and harness hidden opportunities;
- Train participants to recognise and value their stakeholders;
- Help the participants to identify key variables that can be combined in unique and innovative ways;
- Explore the fundamental filters through which a venture must observe its market; and
- Show participants how to make a venture economically attractive to would-be investors.

Course Aims

This course aims to:

- Counter the assumption that perfect knowledge about all economic opportunities exists;
- Show participants how entrepreneurship breeds entrepreneurship;
- Help the participants to differentiate ideas/information from opportunity;
- Help participants to be alert to the environment of their specific knowledge area in order to recognise opportunities that would fall into their area of expertise; and
- Unravel the morass of business jargon so as to perform a comprehensive evaluation of a potential business model.

Course Assessment Methods

For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. The marks applied to each component are

50% Coursework, 50% Individual Project

COURSE CODE: XXXX

TITLE: **Entrepreneurship in Large Organisations :
Intrapreneurship And Innovation**

CREDITS: 3

Description

Morris, Kuratco and Covin (2002) define corporate entrepreneurship as “entrepreneurial behaviour inside established mid-sized and large organisations... {including} organisational entrepreneurship, Intrapreneurship, and corporate venturing”. This course is designed to help the participants to develop skills to design and manage Intrapreneurship activities within an existing organisation by exploring the history of intrapreneurship, scrutinizing successes and failures, dissecting existing structures and exploring innovation solutions to enhance them.

With the upsurge of interest from national as well as scholastic sources in the development of entrepreneurial activity, the focus, for the most part, is on entrepreneurship directed at new ventures that reside outside of existing organisations or new ventures created by new entrants to the arena. Limited attention is being paid to the wealth of opportunity that exists within large organisations for intrapreneurial activity that can enhance the enterprise by strengthening its quality, volume, brand etc. This course is designed to address that deficiency.

Course Content

A. Introduction and Frameworks

- Entrepreneurship in large corporations;
- Why there should be corporate venturing;
- The nexus between corporate venturing and corporate strategy;
- Advantages and disadvantages of business models for corporate venturing; and
- Creating a culture of innovation within a corporation.

B. Innovation and Spin-offs

- How can innovation occur in established organisations;
- Building flexibility into organisational boundaries;
- How to handle talent scouting/development within and external to the organisation;
- How to motivate talent towards innovation; and
- Incentives/constraints for a venturing programme in an established organisation.

C. Disruptive Innovations

- What is disruptive technology/innovation;
- Innovation management best practices;

- What is incremental innovation; and
- Disruptive vs. incremental innovation.

D. Collaborating for Innovation and Creativity

- Advantages/disadvantages of sourcing ideas and innovations externally
- What are the functions of an alliance manager and is there value in assigning one.

E. Corporate Intrapreneurship and Innovation

- Definition of corporate venture capital and innovation strategies
- The functions of emerging markets
- What is the function of OB in a corporate venturing operation;
- Why use distributed innovation teams.

F. How to fix what is not yet broken

- Critical analysis of existing, apparently successful intrapreneurial/entrepreneurial activities; and
- Life span of strategic plans.

Learning Outcomes

By the end of this course participants will be able to:

- Develop a business plan for a new venture within a corporation
- Analyse an existing innovation structure;
- Problem-solve a faulty intrapreneurial activity/plan;
- Identify key success factors in intrapreneurship;
- Discuss techniques and frameworks to be engaged in conceiving, planning, starting, evaluating and controlling corporate venturing initiatives; and
- Design and implement an intrapreneurial venture in an established organisation.

Course Objectives

This course seeks to:

- Explore and examine entrepreneurial activities within large organisations;
- Help participants to recognise how entrepreneurial ability can be applied to an existing organisation;
- Expose participants to corporate venturing;
- Challenge entrepreneurial and intrapreneurial structures with a view to modernizing and enhancing; and
- Help participants to recognise and seize intrapreneurial opportunities.

Course Aims

This course aims to:

- Compare, contrast and establish synergies between entrepreneurship and intrapreneurship;
- Explore opportunities for intrapreneurship as a tool for growth, development and diversification within large organisations;
- Challenge the status quo on entrepreneurship; and
- Redefine the locus of entrepreneurial activity.

Course Assessment Methods

For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. The marks applied to each component are

50% Coursework, 50% Individual Project

COURSE CODE: GEMA 6120

TITLE: Joint Ventures and Other Intercorporate Linkages

CREDITS: 3

Description

The newly emerging environment of international business is challenging conventional arrangements. Although international joint venture (IJV), franchising, licensing and other contractual forms of collaborations are still ongoing, new families of arrangements are changing the environment. At least four (4) broad waves of change are embracing most international operations and impacting the nature of their operations:

- (i) The worldwide movements towards free and freer trade and information of trading blocs (NAFTA, UE, ASEAN, CARICOM etc) as The World Trade Organisation (WTO) would welcome more countries to the league of trading nations and encourage freer trade and investment.
- (ii) Rapid technological change is impacting production and distribution of goods, services and the nature of international production as product life cycles are shortened and technological obsolescence prevail.
- (iii) An encompassing wave of privatisation, deregulation and dismemberment are opening closed value chains and closed economies to world trade and investment requiring higher competitiveness and broader presence in many markets necessitating acquisition of capabilities for dealing with a vast range of diversity; and
- (iv) Rapidly increasing cost of various time-dependent processes (e.g. R & D, technological life cycle, etc).

The combined effects of change cannot be handled alone and independently. Companies can no longer presume that they are the islands of their own.

Course Content

The following topics will be covered in this course:

A. Introduction:

- Overall introduction to the course: a bird's eye view;
- Overview of collaborative arrangements;
- Forms of Inter-corporate linkages;
- The strategic logic of alliances;
- International Experience with Joint Venture and Alliances; and
- Making the Linkage-related Decisions.

B. Key Issues:

- Finding a Partner / Analyzing Respective Interests;
- Competition and Cooperation Dilemma;
- Scale, scope, operational and market dependencies;
- Operations Management;
- Technology Issues (creation, acquisition, protection, deployment and transfer);
- Management and control;
- Logical framework and its implementation;
- Re-examination of reformulation of existing value chain (s);
- Re-configuration road map;
- Personal issues; and
- Conflict and Conflict resolution.

C. The Management of Joint Operations:

- Project analysis in the Joint-Venture / Alliance Situation;
- Analysis of Capabilities;
- Joint-Ventures and the Division of Benefit; and
- Cross Cultural Differences.

D. Negotiating Structure and Other Related issues to Joint Venture or Other Agreements:

- Planning Joint Ventures Negotiation;
- The conduct of Negotiations; and
- Lessons of Experience in-Negotiation.

E. After the Agreement: Life in a Joint Venture or Similar Arrangement:

- Cases.

F. Discussion of Related Issues within the Local Perspective:

- Mergers and Acquisitions / Equity stakes;
- Franchising;
- Contract Manufacturing;
- Cooperative Agreements;
- Transfer of Technology;
- Strategic Alliance Formation; and
- Global and Regional Expansions

A pedagogical approach is applied to the teaching of this course and relies on extensive readings; but cases, exercises and extensive discussions will bring to the classroom both the complexity of the "real world" and the realistic perspective necessary for conducting international business successfully through collaborative arrangements. The coverage of this course is divided in six broad headings covering major aspects of collaborative arrangements (see

content above).

Course Assessment Methods

For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. The marks applied to each component are

30% Coursework, 70% Individual Project

COURSE CODE: XXXX

TITLE: Proposal Writing For Funding Agencies

CREDITS: 3

Description

This course is designed to show participants how to effectively design and present proposals for assistance to funding agencies. It is based on the premise that most funding agencies apply similar criteria to evaluate proposals. It focuses on proposal writing in general and pays attention to accessing proposals for grants as well as other funding considerations.

Many proposals for funding, especially from small and start-up businesses fail because they do not meet the specific requirements of the agency being approached. This is even more so for proposals from Lesser Developed Countries to international funding agencies. Entrepreneurs are unfamiliar with the myriad of agency requirements for funding and for grants. This course will assist participants to become aware of those needs and will teach them how to comply with requirements.

Course Objective

By the end of this course, the participants will be able to:

- Differentiate between various funding agencies;
- Interpret the terminology of proposal writing;
- Plan a proposal writing process;
- Manage time in relation to proposal writing and submission;
- Write effective proposal scope;
- Write effective proposal methodologies;
- Write persuasive problem statements;
- Write effective follow-up mechanisms;
- Write effective corrective strategies.
- Build proposal writing capacity in the participants; and

Teach participants how to differentiate their proposals from those of competitors while remaining within the guidelines of the given agency.

Course Aims

This course aims to:

- Teach participants how to research funding agencies based on their specific needs;
- Help participants to recognise the generic and unique requirements of funding agencies; and
- Prepare and meet the requirements of funding agencies.

Course Content

A. Funding Agencies:

- International;
- Local;
- Types of funding;
- Universal proposal terminology; and
- Use of Technology.

B. Deadlines and Time Management:

- planning;
- submission; and
- seeking extensions to deadlines.

C. Project title:

- Relevance to project;
- Political correctness;
- Choice of words and brevity; and
- Layout and presentation.

D. Introduction to Project:

- Examination of terms of reference; and
- Research methodologies.

E. Background and problem identification:

- Familiarity with project;
- Accuracy and clarity of problem statement;
- Appropriateness of problem to agency;
- Uniqueness of applicant; and
- Needs assessment.

F. Details of Project:

- Scope of project;
- Making a case for assistance;
- Goals;
- Objectives;
- Relevance of project goals and objectives to agency's mandate;
- Clientele;
- Methodology;
- Human resources; and
- Administrative capability.

G. Available Resources:

- Finances in place;
- Human resources in place;

- Capability statement; and
- Facilities.

H. Resource Needs:

- Staffing;
- Facilities;
- Equipment; and
- Budget.

I. Evaluation Plan:

- Surveys and other feedback instruments;
- Formative evaluation;
- Summative evaluation; and
- Procedures for corrective measures.

J. Appendices:

- Plans and drawings;
- References/letters of support;
- Relevant literature; and
- Evaluation instruments.

Course Assessment Methods

For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. The marks applied to each component are

30% Coursework, 70% Individual Project

COURSE CODE: GOVT 7000

TITLE: MPhil Political Science Thesis

Description

Students produce a thesis of approximately 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: GRSM 7001

TITLE: MPhil Research Seminar 1

Description

This is the first of two research seminars to be presented by the MPhil student.

Assessment

Pass/Fail

COURSE CODE: GOVT 8000

TITLE: PhD Political Science Thesis

Description

Students produce a thesis of approximately 80,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: GRSM 7002

TITLE: MPhil Research Seminar 2

Description

This is the second of two research seminars to be presented by the MPhil student.

Assessment

Pass/Fail

COURSE CODE: GRSM 8001

TITLE: PhD Research Seminar 1

Description

This course is the first of three research seminars to be presented by the PhD student.

Assessment

Pass/Fail

COURSE CODE: GRSM 8003

TITLE: PhD Research Seminar 3

Description

This is the last of three research seminars to be presented by the PhD student.

Assessment

Pass/Fail

COURSE CODE: GRSM 8002

TITLE: PhD Research Seminar 2

Description

This is the second of three research seminars to be presented by the PhD student.

Assessment

Pass/Fail

COURSE CODE: HIST 6711 (Department of History and Philosophy)

TITLE: Caribbean History and Heritage

CREDITS: 3

Description

This course describes and analyses Caribbean heritage, and the attitudes of peoples towards it. It will include the efforts of government and non-governmental organisations to preserve Caribbean heritage in and outside museums. It will examine the politics of heritage management and presentation, and the role and status of public history in the Caribbean. It will investigate the relations between Caribbean history and Caribbean heritage. Topics to be covered include Overview and definition of Heritage, Attitudes to the past, Survival and management of historical evidence/ heritage—Overseas, Survival and management of historical evidence/heritage—the Caribbean, Public History, The Politics of Heritage, The Heritage industry and Problems and Prospects in Caribbean history and heritage.

Assessment

100% Coursework

COURSE CODE: HRNM 6104

TITLE: Contemporary Industrial Relations Practices

CREDITS: 3

Description

The course will focus on key issues in contemporary labour and employment relations. It will examine industrial conflict and Industrial Relations processes and outcomes as they apply both in unionised and non-unionised workplaces. In addition it will examine the role of state intervention in the promulgation and enforcement of Labour and Employment Law and the role of the International Labour Organisation. Finally it will examine contemporary developments in Industrial Relations such as the impact of technology on workplace relations and new approaches to collective bargaining and grievance resolution.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: IMGT 6010

TITLE: International Marketing

CREDITS: 3

Description

This course covers marketing issues from an international perspective. Topics include market research, consumer behaviour, advertising and media, and the like. Each topic is considered in terms of cross-national and cross-cultural differences, as well as in terms of the trade-offs between localization, regionalization, and globalization.

Assessment

100% Coursework

COURSE CODE: IMGT 6000

TITLE: International Finance

CREDITS: 3

Description

This course covers finance from an international perspective. Topics include international monetary systems, foreign exchange transactions and translations, capital markets, dealing with financial risks. Each topic is considered in terms of political and economic differences, as well as in terms of the trade-offs between various financial approaches

Assessment

100% Coursework

COURSE CODE: IMGT 6020

TITLE: Cross-Cultural Communications

CREDITS: 3

Description

This course considers how culture affects communication and negotiation are critical to international managers, in all capacities. The course will rely substantially on exercises and simulations to prepare participants for the reality of cross-cultural communications and negotiations.

Assessment

100% Coursework

COURSE CODE: IMGT 6030

TITLE: International Trade and Investment

CREDITS: 3

Description

IMGT 6030 is an action-oriented course built solidly on theory. The Law of Comparative Advantage is premised on no transportation, economies of scale, exchange-rate adjustment mechanism, or taxation. Each is analysed from a Barbadian viewpoint. Investment is addressed by two case studies, which challenge the students to explain why a corporation can outperform trade, and how a corporation might adapt to scenarios of the future. The exam motivates students to review theory, but the real evaluation is each student's individual paper outlining a business start-up that would benefit from the comparative advantages of Barbados.

Assessment

100% Coursework

COURSE CODE: IMGT 6050

TITLE: International and Comparative Labour

Relations

CREDITS: 3

Description

This course focuses on international labour issues, including the similarities and differences across countries. Different institutions, laws, customs, and practices will be explored as well as the impact of culture and politics on labour relations. The implications, for international labour relations, of changes in the international economy, as well as the political and institutional environment, will be considered.

Assessment

100% Coursework

COURSE CODE: IMGT 6040

TITLE: Government Business and Society

CREDITS: 3

Description

This course will describe different government systems and how these systems relate to businesses, and the role that society plays in government and business, as well as their interactions. The objective of the course is to ensure that students will be able, as managers, to manage effectively within the political environments that they encounter around the world. Issues associated with sovereignty, political risk, and political risk management will be explored in the context of the changing face of politics around the world. Interactions with governments, for example, lobbying and negotiating, will also be explored.

Assessment

100% Coursework

COURSE CODE: IMGT 6060

TITLE: International Organisational Behaviour and Human Resource Management

CREDITS: 3

Description

This course examines issues associated with organizational behaviour and human resources management, from an international and cross-cultural perspective. The course focuses on the impact of the national environment on people's behaviour, and human resource choices. The course examines leadership, motivations, communication, personality, and other similar topics in the context of different national and cultural environments. The course also examines issues of hiring and retention, selection and training, career paths, and other similar topics in the context of international business.

Assessment

100% Coursework

COURSE CODE: IMGT 6070

TITLE: International Strategy

CREDITS: 3

Description

This course will consider elements of corporate strategy from an international perspective. The course will examine different ways of entering foreign markets (e.g. imports/exports, license, contracts, franchises, joint ventures, strategic alliances) and how a firm can effectively select among these options. Relationships between the firm's internal environment and the external global environment will be considered as it relates to developing global, international, and regional strategies.

Assessment

100% Coursework

COURSE CODE: IMGT 6090

TITLE: Spanish I

CREDITS: 3

Description

This course develops students' ability to read, write, speak, and think in the foreign language. Building on their basic understanding of the language, students will learn to construct essays and presentations, and to converse naturally in the foreign language.

Students will be exposed to some of the history, literature and art, associated with the region and the language they have selected.

Assessment

100% Coursework

COURSE CODE: IMGT 6080

TITLE: Contemporary Issues

CREDITS: 3

Description

This course is intended to allow the programme to focus on "new" issues as they emerge, and to draw on the talents of the best people in the field to present contemporary issues. Current topics could include "Globalization and Anti-Globalization", "Ethics and International Managers", "Big vs Small in a Free Trade of the Americas". Student input will be sought regarding appropriate and interesting topic areas for this course.

Assessment

100% Coursework

COURSE CODE: IMGT 6100

TITLE: Spanish II

CREDITS: 3

Description

This course will focus on developing students' language ability, as well as developing an appreciation of the cultural characteristics of the region. Students will develop their writing and presentation skills in the foreign language by writing critical essays and undertaking case analyses and presentations.

Assessment

100% Coursework

COURSE CODE: IMGT 6110

TITLE: Spanish III

CREDITS: 3

Description

This language course will focus on ensuring that students can function in the business environment and will assist in completing their final project in their second language. The stress will be on international business terms and conventions. At the conclusion of this course, students should be comfortable traveling to a country where their selected foreign language is spoken, and interacting with business colleagues in that country.

Assessment

100% Coursework

COURSE CODE: IMGT 6120

TITLE: Internship/Practicum/Research Project

CREDITS: 6

Description

The final project is intended to be flexible to encompass the varying interests and needs of students. Students may elect to do an internship, a consulting project, or a research project. The project must be international in scope, and incorporate use of the foreign language studied. Internships will consist of a three-month period working full-time with a company. Students will document their experience, relating it to material covered throughout the core programme.

Consulting projects will consist of identification of a client organization and project, and completion of the project to the client's satisfaction. Students will document their experience, and will be expected to use what they have learned throughout the programme in completing the project. Research projects will consist of identification of a particular area of international management to investigate, and development/completion of an appropriate research programme (projects will normally incorporate empirical data gathering as well as a literature review and development of theory/conceptual frameworks). Students will prepare a research paper including a literature review, methodology, results, discussion, conclusions, bibliography and appendices, tables and so on as appropriate. Where possible, the final project will be conducted in a country where the student's selected foreign language is spoken. Each student will have a supervisor to guide the final project.

Assessment

100% Research Paper/Project Report

COURSE CODE: IMGT 6200

TITLE: Cross-Cultural Skills Workshop

CREDITS: 0

Description

This is a one-week, intensive module focusing on developing skills in critical-thinking, team building, communications, effective presentations, managing diversity, and so on, from a crosscultural perspective. These skills have been identified as critical to completing future courses, as well as to effective international management. The module will be interactive, incorporating exercises and simulations designed to improve students' skills and confidence.

Assessment

Pass/Fail on satisfactory attendance

COURSE CODE: IMGT 6210

TITLE: Research Methods Workshop

CREDITS: 0

Description

This module is intended to give students the skills to competently undertake research using quantitative and qualitative methods.

Assessment

Pass/Fail on satisfactory attendance

COURSE CODE: IMGT 6205

TITLE: Caribbean and Latin American Experiences Workshop

CREDITS: 0

Description

This is a one-week, intensive module focusing on developing an understanding of management in the Caribbean and Latin America. The course will provide information on Caribbean and Latin American countries, including contrasts within the region, and with other countries around the world. The special characteristics of the region will be explored and related to management issues.

Assessment

Pass/Fail on satisfactory attendance

COURSE CODE: INBA 6110

TITLE: Negotiating Skills

CREDITS: 3

Description

This course looks at developing negotiating skills and explores approaches to international negotiations. It also examines the environment within which negotiations are conducted as well as planning for negotiations.

Business persons are required to negotiate all the time. Negotiation in today's world of work and business is unavoidable. Almost every business transaction is negotiable. From the terms and conditions of leasing a new office building to the price and delivery schedule of a new set of products, businesspersons are required to successfully negotiate on a range of issues. How well they negotiate these transactions will determine how successful they are and the value they add to their organisations.

Over the years, a body of knowledge and techniques of negotiation has been developed to assist managers to improve their negotiation skills. The literature on negotiation has also provided us with an understanding of individual negotiation styles and preferences and the conditions under which each of the styles are best deployed.

Negotiation is as a managerial skill in personal, business and international transactions. Negotiation also plays a central role in conflict management and the resolution of disputes at all levels of interpersonal interaction. Taken in this context, negotiation can be viewed as an essential life skill.

Course Content

- 1.0 Introduction and Welcome
- 1.1 Why Negotiation
- 1.2 Characteristics and Nature of Negotiations
- 1.3 The Nature of Conflict (and its role in Negotiation)
- 1.4 Two Models of Negotiation
- 1.5 Negotiations in the Caribbean capabilities of the participants and their ability to think strategically;

- 2.1 Developing a plan and Strategy for negotiations
- 2.2 The Human Element in Negotiations
- 2.3 Effective Communications

- 3.1 Adjusting the Balance of Power
- 3.2 Ethics in Negotiation
- 3.3 Relationships in Negotiation

- 4.1 Multiple Parties and Teams
- 4.2 International and Cross Cultural Negotiations
- 4.3 Best Practices in Negotiations
- 4.4 Reflections of Negotiations in the Caribbean

Learning Outcomes

The general objective of this course is to place this everyday activity in a more structured context and to introduce Participants to the elements and principles of successful negotiating practice in order to improve the outcomes of transactions requiring negotiations. As you will discover, negotiation is a dynamic interpersonal process, the success of which is based on a combination of several practical elements, which form the main focus of this course.

By the end of this course participants will be able to:

- Identify the various stages in the negotiation process and recognise the linkages between and across stages;
- Differentiate between among the negotiation techniques appropriate to interest based negotiations and zero sum negotiations;
- Utilise a comprehensive model of the negotiation process to determine when to conclude the negotiations process;
- Understand the negotiating synchrony of Caribbean businesspersons relative to other cultures;
- Understand and manage the tension between and among the various constituencies involved in the negotiation process;
- Understand and be able to respond and counter a variety of Negotiation Ploys and Tactics; and
- Understand the Negotiation Style Profile Framework and their individual Negotiation Style Preference.

Course Assessment Methods

For an individual to be successful in this course, she/he must participate in all components of the course and must achieve a minimum overall mark of 50%. The marks applied to each component are

30% Coursework, 70% Individual Project

COURSE CODE: INGR 6010

TITLE: Caribbean Governance

CREDITS: 3

Description

The course aims to engage students in the nation building processes involved in the Commonwealth Caribbean. It will have a special focus on the 1958-1962 experiment in Federal Government in the British West Indies. It is essentially a background course providing nonetheless a detailed examination in light of this strategic period of Caribbean political development.

It is expected that the course will provide the student with a sound grounding in Caribbean Governance and therefore will enhance their critical perspectives with respect to difficulties and problems associated with the politics of regional integration in the West Indies.

Topics covered: • The Political Development of the Commonwealth Caribbean, • Political Institutions of the Commonwealth Caribbean, • The Political Systems of the Commonwealth Caribbean, • Federalism and Colonialism, The West Indies Federation -- conceptualization

The West Indies Federation -- the history, and • The West Indies Federation - assessment

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: INGR 6020

TITLE: Comparative Government

CREDITS: 3

Description

This course addresses the need for students to possess tools of comparative political analysis to inform the regional integration processes, to facilitate a rigorous appreciation of the character of nation building in a wide range of state systems, both developed and developing across cultural boundaries.

It will provide students with theoretical tools and case study exposure, which will provide the capacity to effectively engage the study of integration processes locally and globally.

Topics covered: • Theories of Comparative Government, • Theories of Nation Building, • Federalism, • Theories of the Nation State, and • Comparative Federal Systems and Union Systems:

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: INGR 6030

TITLE: CARICOM and the CARICOM Single

Market and Single Economy

CREDITS: 3

Description

This course is designed to ensure that students examine the CARICOM experiment through intensive study. It aims to provide depth of understanding to this critical anchor of the contemporary integration process in the Caribbean region. The study of associated treaties and their revision will be followed in detail. The course will seek to have the student accomplish as complete knowledge of CARICOM as is available. The features of the Treaty of Chaguaramas and its revisions will form the basis of established appreciation of requirements for the building of the single market and the single economy.

Having followed this course, students should be fully equipped with a historical, current and intended condition of CARICOM, the single market and the proposed single economy.

Topics covered: • CARICOM - the history of, • The Treaty of Chaguaramas, • The Revised Treaty of Chaguaramas, • The Amended Treaty of Chaguaramas and the CSME, • Protocols informing the single market, • Protocols informing the single economy, and • Protocols informing governance.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: INGR 6040

TITLE: The European Union and the African Union

CREDITS: 3

Description

This course will be a detailed case study on regional integration sourced from the practical experiences of the African Union and the European Union. The construction of these two regional integration processes will provide concrete comparative experiences and illustrations of institution building in communities of sovereign states and will concretely demonstrate the practical measures and policies which brought the regional integration process in these two geographical areas to relative maturity. Students will benefit from observing regional integration processes beyond Caricom at different stages of their advancement. Students will learn from more developed features within the European Union when compared to Caricom and can identify difficulties within the African Union that could inform the West Indian experience. Observation in both cases would assist appreciation of advanced nation building processes.

The objectives of the course are to facilitate students in applying tools of comparative analysis to concrete efforts at advanced integration processes. This will enhance both the capacity of students at a theoretical level and in their exposure to advanced efforts at construction of integration processes.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: INGR 6990

TITLE: Research Paper

CREDITS: 6

Description

The research project is the final stage of the programme. The project provides students with an opportunity to apply the knowledge developed over the course of the program to a practical problem. Students will be required to submit a research report of between 12,000 and 20,000 words analyzing and proposing solutions to the previously identified problem. A research proposal must be submitted to and approved by an assigned supervisor, who will also serve as first examiner.

Assessment

100% Research Paper

COURSE CODE: INGR 6999

TITLE: Practicum

CREDITS: 9

Description

Students will be expected to complete a practicum component at a relevant institution, which would allow some degree of exposure to the applicability of the theoretical skills they would have acquired. The practicum covers a three month period and students will have to prepare a report of their attachment experiences.

Assessment

100% Coursework

COURSE CODE: INTR 6001

TITLE: WTO & The International Trading System

CREDITS: 3

Description

This module has been designed primarily as an introduction to the overall Masters Programme. It therefore covers a broad spectrum of issues, dealing with the evolution of international trade; the World Trade Organisation; the institutional setting for international co-operation, regionalism and the international trading system, the Caribbean in world trade; globalisation; gains from trade and the theoretical underpinnings; trade, growth and distribution; alternative development strategies; and the participation of small, vulnerable economies in the International Trading System. Many of these issues will be taken up in more detail either in core courses or electives. The approach adopted is an eclectic one in terms of taking on board the broad range of views that exists about issues confronting the international trading system, at the same time as providing basic material and information in all the areas covered. Students are actively encouraged to participate in discussion and debate during the lectures.

Assessment

100% Coursework

COURSE CODE: INTR 6002

TITLE: International Trade Theory and Policy

CREDITS: 3

Description

This module provides a fundamental understanding of the principles and practices of international trade in the global economy. It covers international trade theory (classical, neoclassical and modern) and then proceeds to the study of international trade policy, examining the issues of trade and international inequality within the context of growth and development, economic integration, and globalization with emphasis on the problems of groupings of developing countries.

It explores related issues such as free trade versus protectionism, current issues in the multilateral trading system and US trade policy. The course maintains a perspective on the Caribbean.

Assessment

100% Coursework

COURSE CODE: INTR 6003

TITLE: Quantitative Methods for Trade Policy Analysis

CREDITS: 3

Description

This module provides students with a range of quantitative techniques for analyzing trade and other economic data used in the formulation and analysis of international trade policy. The course covers definitions and sources of trade data; index numbers and trade indicators; regression analysis; economic accounting systems; computable general equilibrium modelling and game theory. The objective is to equip students to: - identify and understand national, regional and international sources of trade and other economic data; - use the data to construct indicators for trade policy analysis and to design trade policy measures; - analyse the effects of trade policy on the economy; and - understand the interdependence of trade policy actions.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: INTR 6004

TITLE: International Business Strategy

CREDITS: 3

Description

In today's increasingly globalized economy, national economic policies – and trade policy in particular – are impacted by the conduct and strategies of firms competing across international markets. For such policies to be formulated effectively, they must be developed with a clear understanding of the requirements and strategies of firms engaged in international business. The objective of this module is to provide participants with an understanding of the evolutionary dynamics of the rivalry in international industries, including the roles of both firms and states, as well as the formulation and implementation of international business strategy. The course examines the core concepts and theories of international strategic management theory and its application to business practice; the reasons firms internationalize their opportunities and the interface between multinational firms and the societies in which they operate.

Learning exercises will include policy debates, case analysis, and subgroup discussions.

Assessment

100% Coursework

COURSE CODE: INTR 6005

TITLE: Globalisation and Global Governance

CREDITS: 3

Description

The module explores the concept of 'global governance' and the challenges to multilateral cooperation posed by ideology, cultural difference, power and national interests. The objective is to familiarize students with the historical organization of the global political economy alongside an understanding of the rise of neo-liberalism; as well as encourage them to examine how governance arose as a concept and how it is increasingly global and transnational, transcending national governments, democratic institutions and citizens. Students will be challenged to analyze the recent evolution of multilateral trade agreements, maritime agreements (as these relate to Caribbean Sea Lanes and security issues) and financial architectures; and to understand the various debates supporting and contesting globalization as a concept.

Assessment

100% Coursework

COURSE CODE: INTR 6006

TITLE: Introduction to Public International Trade Law

CREDITS: 6

Description

This module examines public international law context of international trading relations. It is to that end divided into four parts. In Part 1, the structural relevance of public international law to trading operations is discussed by way of introduction, in the light of two fundamental issues: the normal concentration of public international law on relations between states at the governmental level rather than private commercial actors, and the relevance of international law in matters before nations courts, the normal fora for business litigation. This is followed by an outline discussion of the importance for international trading relations of major issues of public international law of general application is discussed and outlined. Part II examines the other régimes of trade liberalization to which the Anglophone Caribbean states are parties, actually or in contemplation. Part III provides an introduction to the substantive obligations of member states of the World Trade Organization. Part IV examines the public international law governing settlement of disputes, with special reference to the WTO system and the original jurisdiction of the Caribbean Court of Justice.

Assessment

100% Final Examination

COURSE CODE: INTR 6007

TITLE: International Negotiations and Advocacy

CREDITS: 3

Description

The module is designed to be an intensive practical workshop to assist students to develop negotiating skills in the international trading arena. The goal of this course is to provide students with grounding in the fundamentals of interest-based negotiation principles and techniques. A collateral goal is to provide students with exposure to negotiation, mediation, and WTO dispute resolution scenarios that will provide a basis of understanding of government and private sector interests, roles, and practical techniques in trade negotiations.

Learning exercises will include simulations of bilateral and multilateral negotiations.

Assessment

100% Coursework

COURSE CODE: INTR 6111

TITLE: Business, Government and International Economy

CREDITS: 3

Description

Governments determine the essential framework of laws and policies within which business must operate, but business can influence both government decisions and the effectiveness of their outcomes. The increasing integration of the global economy determines that this interactive relationship is shaped by both domestic and international forces. This module examines the relationship between business and government in the international economy, exploring the role of various institutions, processes and actors in different countries, including the role of international negotiations and agreements.

The module will survey recent trends affecting international business-government relations and utilize specific cases to study their application across a range of issues, including free trade agreements, investment project assessment, political risk analysis, and international economic negotiations.

Assessment

100% Coursework

COURSE CODE: INTR 6112

TITLE: Trade in Goods – Market Access

CREDITS: 3

Description

An understanding of trade policy in goods of the Caribbean Community (CARICOM) is critical for the Caribbean policy maker. This module examines the provisions of the CARICOM Treaty which govern the trade in goods between CARICOM States; the provisions of the CARICOM Treaty which address the external trade policy of CARICOM and its impact on the external trade relations of CARICOM Member States; the treaties dealing with trade in goods established between CARICOM and third countries; the unilateral arrangements under which certain third countries accord preferential access to exports of goods from the member states of CARICOM; and current CARICOM external trade negotiations. It also examines the impact of the provisions of the WTO on all these arrangements will be identified and discussed.

Assessment

100% Coursework

COURSE CODE: INTR 6113

TITLE: Regional Integration and Development

CREDITS: 3

Description

This module provides an analysis of regional integration as a development strategy especially for small developing countries. It explores: theories of regional integration arrangements; free trade areas; customs unions; common markets; economic unions; monetary integration and fiscal harmonisation; factor mobility and investment; regionalism vs. globalisation; WTO provisions on regional integration arrangements; and the developmental impact of regional integration; case studies of regional integration arrangements: OECS; CARICOM/CSME; ACS; NAFTA/FTAA; European Union; MERCOSUR; ASEAN, etc. At the end of the course students would be able to understand the nature of regional integration arrangements in the context of international trade policy; the principles underlying these arrangements; the structure of such arrangements and the developmental role of such arrangements. Students would be exposed to a range of cases of regional integration.

Assessment

100% Coursework

COURSE CODE: INTR 6114

TITLE: International Trade in Services

CREDITS: 3

Description

The module seeks to inform students of the global regime governing trade in services and provide them with background on issues regarding services trade negotiations in various forums as well as policy issues in the development of service industries in the Caribbean. It will cover services in the WTO negotiations under the GATS frameworks, the Free Trade Area of the Americas, and bilateral negotiations between CARICOM and the European Union.

Upon completion of this course, students should have a critical appreciation of the current regime for regulation of international trade in services, key issues in new rule making and market access issues in specific countries relevant to CARICOM service suppliers. This will prepare them for analytical and policy formulation roles regarding trade in services in government or the private sector.

Assessment

100% Coursework

COURSE CODE: INTR 6116

TITLE: Competition Law and Policy

CREDITS: 3

Description

This module examines issues relevant to competition law and policy in the context of regional and international arrangements. It explores the concepts of competition; horizontal agreements; monopoly and abuse of dominance; mergers and structural remedies. Students are encouraged to engage in discussions on the issue.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: INTR 6118

TITLE: Contemporary Caribbean Policy Issues

CREDITS: 3

Description

The module focuses on the structural characteristics of Caribbean economies and of the critical issues pertaining to international trade policy as it impacts on the growth and development of the region. It places Caribbean economies within the context of Small Island Developing states (SIDS), third-world, developing, and emerging market countries. The performance of Caribbean economies in the recent (third) phase of globalisation (from the 1970s to present day) will be analysed, emphasising patterns of growth and economic/ social development at the macroeconomic, sectoral, and micro level. Emphasis will also be placed on recent policy- based research to provide case studies.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: INTR 6119

TITLE: Trade & Gender

CREDITS: 3

Description

Over the past two decades the Caribbean has faced fundamental changes in terms of trade and in the rules governing their engagement in the international trading arena. The erosion of preferential trading arrangements, the results of the Uruguay round, the creation of the Caribbean Single Market and Economy, the launch of the Free Trade Area of the Americas negotiations and the launch of the EU-ACP EPA negotiations, all demand that the impact on gender of the changes in the traditional terms of trade for the region be addressed. This module seeks to provide an understanding of the technical and political dimensions of international trade topics from a gender and development perspective. Students will be encouraged to participate in discussions on analysing and mainstream gender issues into trade and development policy.

Assessment

100% Coursework

COURSE CODE: INTR 6120

TITLE: Trade & Tourism

CREDITS: 3

Description

The objective of the course is to provide a deeper understanding of the structural characteristics and nexus between trade and tourism with particular reference to Caribbean economies and of the critical issues pertaining to international trade policy as it impacts on the growth and development of the region. The course will be placed squarely in the context of the globalization trends which have impacted on the Caribbean, the drive towards building viable services-based economies as well as examining new approaches and methodologies for addressing tourism in the context of international trade negotiations. The course places Caribbean economies within the context of small-island developing states (SIDS), third-world, developing, and emerging-market countries.

Assessment

100% Coursework

COURSE CODE: INTR 6121

TITLE: Trade & Intellectual Property Rights

CREDITS: 3

Description

The module will focus on the role and significance of intellectual property rights in the global trading system. Specific attention will be paid to the provisions of the WTO Agreement on Trade-Related Intellectual Property Rights (TRIPS), including relevant aspects of the Doha Declaration, and to regional and bilateral trade agreements, in particular, the Draft Chapter on Intellectual Property Rights in the FTAA Agreement and bilateral agreements on intellectual property rights concluded between some CARICOM states and the U.S.A. The response of CARICOM States to the TRIPS Agreement will be examined and key issues in the debate on intellectual property rights and development will be critically assessed.

Assessment

100% Final Examination

COURSE CODE: INTR 6122

TITLE: International Environmental Trade Law

CREDITS: 3

Description

This module will focus on International Environmental Trade Law which deals with the various complex and interlocking statutes, common law, treaties, conventions, regulations and policies which are used to protect the environment that might be affected by human activities that deals with the protection of the global environment. Specific areas which will be covered include terrestrial, marine and atmospheric pollution to the wildlife and biodiversity protection of these areas.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: INTR 6123

TITLE: Legislative Drafting & Trade Policy

CREDITS: 3

Description

This module will focus on the techniques for Legislative Drafting for Trade Policy. The course will provide both the theoretical and practical background of aspects of legislative drafting. Students will also be introduced to the trade policy issues for legislative drafting.

The module will also include but not limited to drafting of statutes and regulations, amendments and penal provisions etc.

Assessment

100% Coursework

COURSE CODE: LAER 6000

TITLE: Labour History

CREDITS: 3

Description

This course provides a history of the development of labour in the Caribbean. It also seeks to provide students with an awareness of the theoretical, philosophical, and structural underpinnings of labour movements, trade unions, and other workers' organisations and their impact across the Caribbean and other selected countries.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: INTR 6131

TITLE: Research Paper

CREDITS: 12

Description

The research paper (12,000 words maximum) which is related to the internship carries a credit weighting of 12 credits. The research paper practical component for the program will be based on an internship at a relevant national government department, or regional or International Organizations or NGOs; and a study tour and will be related to the Research paper. Students will be required to submit a Research Paper based on their attachments.

Assessment

100% Research paper

COURSE CODE: LAER 6001

TITLE: Employment Relations in a Global Environment

CREDITS: 3

Description

This course develops a critical appreciation of the role of labour relations in a global environment and specifically investigates the impact of processes of internationalisation on labour. Consideration will therefore be given to the exploration and comparison of several variations existing in forms of organisation, work ethics, work culture, management of labour, and patterns of employment across countries. It addresses issues of policy differentiation so as to be comparatively analytical in assessing problems associated with activities of labour.

This course will provide students with a critical grounding in employment relations in both the public and private sectors across countries.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6002

TITLE: International Labour Law

CREDITS: 3

Description

This course addresses the fundamentals of the law governing labour relations and employee rights in the workplace. It critically examines the legal framework in which collective bargaining takes place, including union organizational campaigns, negotiations for and the enforcement of collective bargaining agreements and the use of economic pressure. It also examines the laws against discrimination based on race, religion, sex, national origin, age and disability. This course also serves as an introduction to judicial and administrative systems.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6004

TITLE: Compensation and Benefits Policy

CREDITS: 3

Description

The area of compensation and benefits administration is increasingly being emphasized during negotiations and is moving towards productivity related pay in addition to basic wages and other benefits.

This course will equip participants with the knowledge and skills required to be able to utilize these approaches to negotiate better terms and conditions for their various constituents.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6003

TITLE: Collective Bargaining & Disputes Resolution

CREDITS: 3

Description

This course provides a comprehensive study of the development of collective bargaining; the nature and scope of contracts; the changing character of collective bargaining processes through negotiation, legislation, the courts, and arbitration; the substantive issues in bargaining including the implications for public policy. This course will examine the different kinds of conflict that can occur in the employment relationship and how the negotiation process is utilized in the different aspects of the resolution process.

Participants will also study the different forms of disputes resolution that occur within the public sector and the private sector.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6005

TITLE: Gender and Work

CREDITS: 3

Description

This course examines the role of gender in labour and employment issues. Critical reflection is geared towards a greater understanding of underlying currents as such factors gravitate towards equality and gender sensitive responses. The participants will acquire an understanding of the world which takes women, their lives and achievements into account. The program also identifies the origins of power differences between women and men, and the division of human characteristics along gender lines. Approaches to the issues of gender relations and its impact on women and men, and how these affect the process of social change will be examined and discussed. The course seeks to empower participants to improve their social situation and to enhance their capacity to contribute to the process of change.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6006

TITLE: Organizational and Industrial Psychology

CREDITS: 3

Description

This course examines the application of the theories and approaches of psychology to the world of organizations. It will enable students to understand the complexities of work organizations, and the influence of work organizations on employee behavior. Students will gain an appreciation for the use of psychological theory and approaches to enhance productivity, organizational effectiveness and the well-being of employees. The course will address three streams of organizational psychology: industrial, organizational and human factors issues. Industrial issues will include measuring employee performance, recruitment and selection, employee training and development; organizational issues to be addressed will include motivation, leadership, job satisfaction; and human factors issues will include physical and emotional stress, work design and human-machine interface.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6007

TITLE: Occupational Safety, Health and the Environment

CREDITS: 3

Description

This course seeks to encompass the experience throughout the region that greater emphasis is being placed on Occupational Health and Safety, with the passage of legislation in various territories which is based on the CARICOM Draft. Internationally, safety and health issues are becoming more prominent in international trade.

Additionally, businesses are exerting business-to-business pressure on safety and health in an effort to protect their interest.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6008

TITLE: Labour Economics

CREDITS: 3

Description

This course provides a rigorous analysis of labour market behaviour in both developed and developing countries. It is foundational and supplements knowledge in Human Resource Management and in Industrial Relations. This extensive course covers topics such as the supply and demand of labour resources; wage and employment determination under different market and institutional arrangements; and the structure of alternative labour compensation schemes.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6009

TITLE: Human Resources Information Systems

CREDITS: 3

Description

This course provides an introduction to the development and use of information systems to organise and retrieve data pertinent to human resource and industrial relations operations. The course is designed to familiarise students with general design issues, choices to be made, and problems encountered in the creation of an IS. It also assists student experience with rudimentary applications programming skills in order to create their own IS should they need to do so.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6010

TITLE: Contemporary Issues in Employment Policy

CREDITS: 3

Description

This course will consider public policy surrounding employment generation in the public and private sectors. It will draw data from annual events and experiences in the dynamic interplays of Labour Relations.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6012

TITLE: Issues in Labour Migration

CREDITS: 3

Description

This course looks in depth at the impact of labour movements in relation to changes taking place globally in areas of migration; cultural diversity; various facets of the globalisation process; and the implications of trade and markets on labour and employment.

It explores the need for the harmonization of labour laws at the regional and international levels

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6011

TITLE: Human Resource Management Strategy

CREDITS: 3

Description

It is generally accepted that students will seek to improve on their knowledge and understanding of human resources management and systems. It uncovers several theoretical assumptions and critically addresses models of strategic management of human resources.

The course will present an overview of human resource planning, staffing, training and development, compensation and benefits, workforce diversification and organizational development. Emphasis will be placed on the strategic role of human resource management in organizations.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6013

TITLE: Sociology of Work and Labour

CREDITS: 3

Description

This course is concerned with the interrelationship of society and industry or industrial activity. It involves the application of sociological theory and method to the problems that arise in the process of producing goods and services in modern society. These arrangements emerged with the industrial revolution and marked the beginning of the societal form that we have come to call industrial society. The course begins by locating industrial society in the context of human development. Associated with this is the emergence of sociology as a way of understanding the profound changes in human relations and social organization associated with the industrial revolution. The course also examines the sociology of work, the sociology of industrial relations, industrial and post industrial society, industrialization in the Caribbean, technology and its effect on relations at the workplace and the impact of the technological revolution of the late 20th century on the organization of industrial production.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6900

TITLE: Research Paper

TYPE: ALTERNATIVE to LAER 6990

CREDITS: 9

Description

Students selecting this option must include in their report sound theoretical knowledge of the concepts taught throughout the course and must therefore demonstrate strong and relevant links between the theory and industry practices.

This project will take three months and the report should be 12,000 to 20,000 words.

Assessment

100% Research paper

COURSE CODE: LAER 6901

TITLE: Research Methods Workshop

CREDITS: 6

Description

The purpose of this course is to provide graduate research students with a range of specialized research techniques which they may need in their research work.

The course emphasizes the basic principles and applications of techniques rather than their formal derivation. Students would be expected to implement these techniques via various computer programs (SPSS, Eviews, NUD*1 ST, EXCEL). At the end of the course students should be able to identify the appropriate technique(s) which they can use in their research paper preparation.

Assessment

100% Coursework

COURSE CODE: LAER 6990

TITLE: Practicum

TYPE: ALTERNATIVE to LAER 6900

CREDITS: 9

Description

The practicum will last three months and will involve attachment to institutions that are directly in Labour and Employment Relations such as Trade Unions as well as Private and Public sector agencies. A report on the student's experiences is to be presented on completion of the practicum.

Assessment

100% Project Report

COURSE CODE: MGMT 6132

TITLE: Strategic Planning and Management

CREDITS: 3

Description

Strategic Planning and Management are among the most important activities undertaken by managers. This course aims to help students develop the skills to formulate and manage strategies. It provides an understanding of a firm's operating environment and how to develop and sustain competitive advantage. How to generate superior value for customers by designing the optimum configuration of the product mix and functional activities? How to balance the opportunities and risks associated with dynamic and uncertain changes in industry attractiveness and competitive position. Accounting systems provide important financial information for all types of organizations across the globe. Despite their many differences, all financial accounting systems are built on a common foundation. Economic concepts, such as assets, liabilities, and income, are used to organize information into a fairly standard set of financial statements. Management accounting systems refer to the firm's internal systems of costing products or services and their interpretation. This course provides the fundamentals for understanding financial and managerial accounting information, and the application of such information to managerial decision making. A variety of manufacturing and service industries are studied to demonstrate design of flexible cost systems to match the firm's technological, competitive and/or multinational environments. Applications to budgeting, variance analysis, pricing models, performance evaluation and incentives are demonstrated. Case discussion and analytical "what if" modes of instruction are used to enhance managerial skills of students.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MGMT 6001

TITLE: Human Resource Management

CREDITS: 3

Description

The emphasis of this course will be on the role of the Human Resource Professional in the successful formulation and implementation of corporate strategies via the design and execution of human resource management strategies and the continuous evaluation and improvement of current Human Resource practices. It focuses on two central themes: How to think systematically and strategically about aspects of managing the organization's human assets, and what really needs to be done to implement these policies and to achieve competitive advantage.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MGMT 6138

TITLE: Human Resource Development

CREDITS: 3

Description

This course is designed to develop an appreciation for the role of human resource development in contributing to organizational growth and development. It focuses on two central themes:

- How to think systematically and strategically about human resource development, and
- What initiatives to undertake when implementing HRD policies, programmes and practice to support organisational competitiveness.

The course examines the field of human resource development by looking at relevant models and strategies for HRD in organisations, best practices in HRD philosophy, policy, programmes, processes and managerial practice, the function and purpose of HRD activities, roles and responsibilities of organisational members in HRD activities, techniques for determining the HRD needs of the organization, methods for measuring and assessing the impact of the HRD investment, strategies for aligning HRD activities to others areas of human resource management and best practices in HRD.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MGMT 6139

TITLE: Leadership and Organizational Behaviour

CREDITS: 3

Description

Effective leadership and management of human interactions is a critical aspect of organizational success. This course focuses on leadership and individual and group behaviour within organizations. The course focuses on the managerial application of knowledge to issues such as motivation, group processes, leadership, organizational design structure, and others. The course makes extensive use of case studies, hands-on experimentation, role playing and simulations in exploring the issues of leadership and human behaviour in an organizational setting.

On completing this course, students should be able to: Explain and evaluate the major theories of leadership and organizational behaviour; Explain and evaluate the major theories guiding organizational design and structure; Assess employee motivation and leadership effectiveness; and Trace the development of organizational culture;

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MGMT 6140

TITLE: Compensation Management

CREDITS: 3

Description

This course examines the art of compensation – how people get paid, and what difference it makes (or should make) to the overall success and productivity of an organisation. It focuses on the strategic issues in managing compensation as well as developing a total compensation strategy for an organisation. The course brings to the fore new developments and established approaches to compensation decisions, performance-management and its relationship with compensation management and the future direction of compensation in a changing environment.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MGMT 6141

TITLE: Strategic Human Resource Management

CREDITS: 3

Description

This course explores Strategic Human Resource Management (SHRM) in the context of globalization and international competition. The emphasis will be on identifying how SHRM adds value to an organization and its people by measuring and assessing its contribution to organizational performance. The course will focus on HR metrics as a way of measuring the value of SHRM to an organization. Given its international and contemporary flavour, the course will include classroom discussions and the use of Internet technology to study and research the subject matter.

This course provides an overview of human resource management in organizations and examines the role of the human resource (HR) function in contributing to the organization's business strategy and creating a competitive advantage. The strategies, systems, policies, and practices used by organizations to create a competitive advantage through human resources are therefore examined.

Participants will have the opportunity to study models, theories and practices in areas of the human resource management functions such as resourcing, performance management, human resource development, compensation, labour relations, HRIS, work and job design, HR measurement, and current and future issues.

The critical themes related to the strategic functions of human resource management dealt within the course are: Strategically managing the HRM function ; HRM and the Strategy link; HRM in a globalised environment; Strategies for resourcing; Strategies for human resource development; Performance management; and Compensating, motivation and the performance link

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MGMT 6142

TITLE: Legal and Ethical Environment of Human Resource Management

CREDITS: 3

Description

This course is aimed at providing a survey of the legal and ethical responsibilities of the organization and the Human Resource professional. A multi-disciplinary approach will be employed in exploring the variety of legal and ethical issues involved in carrying out the HR functions.

The course will cover: Torts, Crimes, Ethics and Social Responsibility of Business; The Nature of Law – A Functional Approach to Law – Law as a Process of Resolving Social Conflict – Illustrations from Contract Formation, Employment Law, Law of Agency, Employer-Employee Relationships, Employment Discrimination, etc; Legislative Analysis; Privacy, Whistleblowing and Employee Loyalty; Business Ethics in the twenty-first century; Discrimination, Equal Employment Opportunity and Affirmative Action; and Intellectual Property

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MGMT 6990

TITLE: Research Paper or Practicum

CREDITS: 6

Description

Students can choose to do a research paper or a practicum following the completion of their taught courses.

The basic objective of this element is to provide the students with an opportunity to gain practical experience with reputable organisations in the Caribbean region or internationally. Often, students will be assigned one or two, research projects and associated activities within an organisation which will give them practical experience and allow them to apply what they have learnt in their courses. Generally, the project will develop around research topics related to particular organisational contexts, be applied in nature so that it produces outcomes of use to managers and decision-makers. In addition, students will be required to demonstrate understanding of the inter-disciplinary nature of research in the social sciences, and competence in the process of research design.

Assessment

100% Research paper

COURSE CODE: MGMT 7000

TITLE: MPhil Management Studies Thesis

Description

Students produce a thesis of approximately 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: MKTG 6000

TITLE: Principles of Marketing

CREDITS: 3

Description

This course will provide students with a solid foundation in principles of marketing and serves as the basis for other in-depth courses to follow. The course will explore important concepts in marketing management as well as the tools used by marketers in the creation of marketing strategies and plans. In addition, the course will cover changes that are taking place in today's dynamic markets as well as the latest marketing trends and issues, such as customer –relationship management, emerging markets, marketing ethics and social responsibility.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MGMT 8000

TITLE: PhD Management Studies Thesis

Description

Students produce a thesis of approximately 80,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: MKTG 6010

TITLE: Consumer Behaviour

CREDITS: 3

Description

This course examines consumer behaviour in its various dimensions, and considers the impact of the area on a firm's marketing strategy. Consumer Behaviour is examined as it relates to both final end-user and organisation consumers. The course further explores its identification and data collection; the impacts of messages temporally and across individual diversity. The course considers the organisation's response to consumer behaviours utilising innovation in products and processes.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MKTG 6030

TITLE: Marketing Research

CREDITS: 3

Description

The course builds participants' competencies in a natural progression of skills, from identifying a problem statement through its articulation and solution design, into actual data gathering methods and analysis. The course ends with a consideration of presentation options.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MKTG 6050

TITLE: Product Planning and Distribution

CREDITS: 3

Description

Caribbean firms have to make strategic product and planning decisions if they are to survive in a competitive environment. The purpose of the course is to examine the major issues involved in product planning and distribution on an international scale.

The focus will be on small and medium sized Caribbean firms. Specific learning objectives include understanding the strategic product and distribution decisions that such firms have to make to successfully grow in competitive markets.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MKTG 6040

TITLE: Services Marketing

CREDITS: 3

Description

The course explores the core 8 "P" concepts in services marketing, and the tools used by marketers in the creation of service marketing strategies, tactics and plans. The course is broken into four overarching areas; Understanding Service Markets, Products & Customers; Building the Service Model; Managing the Customer Interface; and Implementing Profitable Service Strategies. To complement these areas the facilitator also incorporates case studies and local / regional "best practices" (through Guest Presenters) to assist and guide students in identifying and analyzing contemporary real-life marketing issues and strategies.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MKTG 6070

TITLE: Integrated Marketing Communications

CREDITS: 3

Description

The emphasis in this course is on Integrated Marketing Communications as a holistic mechanism to enable product and service positioning in the market place.

The course is divided into 4 parts that consider the IMC Foundation; IMC Advertising and Promotional Tools; IMC Integration Tools; and IMC Strategies and Applications. It further considers different aspects of marketing communication and how these inter-relate with each other.

In Part One, candidates are exposed to foundational concepts in image and brand management, consumer and business buying behaviour. Further, candidates will analyze several opportunities for promotions.

In Part Two, candidates examine several design concepts including the theoretical framework associated with message strategies. Additionally, candidates devise mechanisms and criteria for media selection and devise trade and consumer promotions.

Part Three is associated with the integration of IMC tools to optimize the positioning of the product and /or service into the market place, while Part Four concentrates on strategy development and execution in IMC.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: PSYC 6090

TITLE: Pre-Practicum Workshop

CREDITS: 0

Description

The purpose of this pre-practicum course is to help students bridge the gap between the theory and practice of counselling. The goal is to prepare students on the MSc Counselling Psychology programme for a smooth adjustment and effective functioning during their practicum placement (course code COSY 6990 Practicum). To attain this goal, students will be exposed to a wide range of professional activities that have direct bearing on field practicum operations. These activities will provide students with the opportunity to "review therapeutic perspectives, methodologies, skills and interests, available human and institutional governmental and community-based practicum-related resources in Barbados and the Caribbean in general. Assessment techniques/procedures will be applied in case studies/review. Organizing and conducting case conferences as well as referral procedures would be addressed.

It is generally accepted that in a professional relationship between psychologists and clients the psychologist's personal involvement, attitudes, beliefs, values and needs influence the nature and direction of that relationship. An important part of this course will focus on the development of self-awareness and strategies for establishing and maintaining appropriate boundaries between practitioners and clients. Self-examination will be a critical part of the course and treated as important in the psychologist's professional responsibility to the client. Accordingly classroom activities will focus on the student's processing of self as well as of the client through the use of logs and journals.

The pre-practicum will also assist the student with identifying career interests and suitable sites for the internship placement.

Assessment

Pass/Fail based on satisfactory attendance

COURSE CODE: PSYC 6100

TITLE: Advanced Developmental Psychology

CREDITS: 3

Description

This course will address the study of human development from conception to death. It will address the integration of biology, culture, psychology and social forces upon the emerging person.

Addressing growth and issues across the life span, the course will include focusing on the constant interplay and interdependence of physical, cognitive, emotional and social factors influencing development within a culture. Students will be able to apply the information to their work with children, schools, families, and clinical and organizational practice. The material will also allow the student to have greater insights into his or her own development.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: PSYC 6120

TITLE: Psychometrics

CREDITS: 3

Description

This course will introduce students to the conceptual, historical, and methodological foundations of psychological testing and assessment. This course will cover the theory, application, and standardization of psychological measures of intelligence, personality, achievement, aptitude, and psychopathology, including psychometric procedures employed in the development, validation, and analysis of data gathered with the help of various instruments of psychological and educational assessment. Specific statistical techniques enabling proper interpretation of test scores, such as percentiles, standard errors of measurement, validity and reliability indices, and comparison with scores on other standardized tests, will be reviewed.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: PSYC 6110

TITLE: Applied Research Design and Statistics

CREDITS: 3

Description

This course will enhance students understanding of research methods and research designs used in psychology. The course will provide students with an overview of the research process, enabling students to design and conduct research and critically evaluate the research of others. Students will engage in a critical analysis of research designs and appropriate statistical tests suitable for use in their professional research.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: PSYC 6130

TITLE: Ethical and Legal Issues in Psychology

CREDITS: 3

Description

Students will learn about several ethics codes, laws, rules, and regulations that will govern their behaviour as future counsellors and psychologists. This course will examine the historical origins of professional ethics, including issues affecting education, psychotherapy, law, and institutional guidelines for protecting human subjects in research. The course will review the current standards of practice for professional psychology. It will identify effective methods for addressing ethical dilemmas and discuss current ethical issues in professional psychology. The course will familiarize students with the ethical principles of psychologists and the code of conduct of the American Psychological Association.

Overall, the course will address following ethical codes of conduct and the law, guidelines and standards for "best practice", reducing the likelihood of malpractice and engaging in risk management.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: PSYC 6140

TITLE: Cross Cultural Psychology

CREDITS: 3

Description

This course will explore the relationship between cultural variables and human behaviour. The development of cross-cultural psychology as a distinctive area of psychology will be explored. The course will address the research methodologies used by crosscultural psychologists. This course will also address the influence of cross-cultural research on existing psychological theory and how this informs the development of new psychological theory and research. Students will benefit from an understanding of the impact of cultural diversity on clinical, educational and organisational practice.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: PSYC 6220

TITLE: Advanced Psychometrics

PREREQUISITE: Psychometrics

CREDITS: 3

Description

This course follows the first post-graduate course in psychometrics in order to provide opportunities for application of basic theoretical understanding of assessment in counselling. Course materials and experiences revolve around two primary foci. The first is application of a sample of frequently used psychometric measures. The second focus is to explore in further theoretical and clinical depth issues regarding using externally developed measures in the Caribbean. This course is not intended on its own to prepare students for independent practice but to provide a foundation for appropriate practicum training.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: PTMT 6000

TITLE: Management of Project Negotiations

CREDITS: 4

Description

Human Resource, Negotiation and Conflict Management in projects examine the strategic and inter personal conflict resolution skills necessary to bring a project in on time, budget and scope. The course develops the student's understanding of the causes of conflict in social and inter-organisational relations, and explores, through learning and practice, the most effective ways to influence people to agreement (be they sponsors, stakeholder, team members, sub-contractors, suppliers, etc.) In addition, students learn that negotiation is a process that can be studied and practiced. The course uses many exercises (some videotaped live) and cases, coupled with feedback from the Lecturer and one other, to help students assess their current level of conflict management understanding and skill, and to set goals for future development in problem-solving techniques; interest assessment and accommodation, and bargaining techniques and strategies.

Assessment

100% coursework

COURSE CODE: PTMT 6001

TITLE: Project Analysis/Appraisal

CREDITS: 3

Description

This course exposes the student to the essential tool kit used for framing and executing an analytical approach to a project. It starts with a strategic view (why every project is an investment), then examines in detail the types of analyses that may be relevant to different types of projects.

Topics covered • Implications of the Triple Constraint Model; • Project Portfolio Management; • Generation, screening and evaluation of project ideas; • Advanced WBS; • Advanced Critical path Methodology; • Cost Analysis; • Tools for measurement and analysis during project executing, including DIPP, DRAG, Drag Cost, net value-added, CLUB; and • Project selection models and processes

Assessment

100% coursework

COURSE CODE: PTMT 6002

TITLE: Information Management for Projects

CREDITS: 3

Description

The course will focus on project management information systems through the fundamentals of information technology and information systems and their use within a business enterprise. The following software packages will be extensively used in the course Microsoft Project 2003; Microsoft Excel and Access; and Microsoft Groove.

On completion of the course, students should be able to plan and control a project effectively with the application of information technology tools and design a project management information system.

Assessment

100% coursework

COURSE CODE: PTMT 6003

TITLE: Project Implementation

CREDITS: 3

Description

This course is the introductory course in project management. It provides an in-depth knowledge of various tools and techniques in the project planning, implementation and closeout/termination processes.

Main topics covered include an introduction to the Project Management Life Cycle, an introduction to the Triple Constraint Model; an overview of the Project Management Processes and Process Groups; an overview of the 9 Project Management Knowledge Areas; and in depth look at the tools and techniques in stakeholder analysis and management, scope development (including introductions to work breakdown structure and critical path analysis as methods for avoiding backwards scheduling).

Students will also study team process as it applies to project work, and will use best practice tools, such as team performance contracts, meeting minutes, meeting evaluation, and peer review to better understand how to tackle and resolve team issues that realistically arise in team project life. Over the semester, students will undertake a "real time" and grapple not only with managing the schedule for the project but also project risk, quality and change (particularly scope change).

Assessment

100% coursework

COURSE CODE: PTMT 6004

TITLE: Project Financing

CREDITS: 3

Description

The course provides an in depth examination of the principles of Financial Management and their application to Project Financing. Given the reliance of Caribbean nations on international sources of financing, particular emphasis is placed on international capital markets and the issues raised by sourcing capital from foreign sources. While the course discusses theoretical points of view on the various issues, it also draws upon empirical evidence and examples of real world behaviour. The emphasis throughout the course is on taking advantage of the insights from modern Finance theory I financing projects.

Topics covered will include project financial analysis and planning, project evaluation techniques, project financing, financial risk management and new directions.

Assessment

40% coursework, 60% Final examination

COURSE CODE: PTMT 6005

TITLE: Monitoring and Evaluation

CREDITS: 3

Description

The purpose of this course is to familiarise the student with terminology, approaches and a range of critical issues to be addressed in the conduct of evaluating and monitoring activities. The course will focus on providing students with the knowledge and skills required to design and conduct an evaluation. The students will know and appreciate the ways in which to use and set up monitoring techniques for projects and the methods of programme evaluation. The frameworks and tools addressed in this course will provide excellent tools for decision-makers, programme managers and sponsor/investors/financiers.

Assessment

40% Coursework, 60% Final examination

COURSE CODE: PTMT 6006

TITLE: Contract Management & Procurement

CREDITS: 4

Description

This course will include the use of case studies and will introduce students to the basic principles and methods involved in Contracting, Procurement and Disbursement involved in Project Management. The main items will include a focus on Contractual Design, Contract Administration and Surveillance of Contract Performance. Principles and concepts essential to procurement will be explored, so too will procedures for the procurement of works, goods and consultant services. In addition, participants will be introduced to specific information on preparing standard bidding documents for the procurement of goods, works and consultant services in order to make their use second nature for the executing agencies. Mechanisms for the ex-post evaluation of competitive bidding processes will also be introduced.

Participants will also be exposed to the norms and procedures for the processing of financial transactions, including disbursements of lending agencies. The following subjects will be included: (1) general aspects of the projects; (2) types of financing; (3) sources of financing; (4) different types of disbursements; (5) disbursement currencies; (6) procedures for the preparation and presentation of disbursement requests by the executing agencies; (7) compliance with financial contractual clauses; and (8) financial inspection visits by the Country Office to the borrowers and /or executing agencies.

Assessment

40% Coursework, 60% Final examination

COURSE CODE: PTMT 6007

TITLE: Essentials of Management

CREDITS: 4

Description

Having the role of Project Manager is different from holding a Manager title and managing staff in ongoing, day-to-day work. In this course, students will examine the differences and begin to think differently about how to lead others in “project work” versus “process work”. In addition, since every project (by definition) is introduced into a pre-existing environment and always introduces some degree of change, students will utilize a real time project to deepen their understanding the fundamentals of organizational structure and environment, managing stakeholders and change and setting up and running successful project teams. In addition to the project, students will be exposed to exercises, case simulations and self-analysis instruments.

Assessment

100% Coursework

COURSE CODE: PTMT 6008

TITLE: Practicum

PREREQUISITES: All other courses in MSc Project Management and Evaluation

CREDITS: 6

Description

Students will work in teams or individually in a significant field-based project, which will be designed and completed under faculty guidelines and supervision.

Projects must be pre-approved by the Course Coordinator. There will be a classroom component to this Practicum, which will take place in the second semester of the students’ final year. During fieldwork, students are required to investigate aspects of their projects that demonstrate competence in the use of skills acquired during their prior courses and in the Practicum class sessions.

Assessment

100% Coursework

COURSE CODE: PTMT 6009

TITLE: Social & Environmental Impact Assessment

CREDITS 3

Description

Every project is executed at a cost - an investment that is made in the stated goals/ objectives/ outcomes or impact of the project itself. This course is an in-depth study of quantitative and qualitative methodologies that enable project management professionals and programme evaluators to determine the impact a proposed project will have to evaluate whether a project in progress is on track to achieve its promised impact. Projects may have social, economic, political or environmental impacts and each of these can be quantified in ways that make sense to those who provide the project resources. Further, the assessment of these project impacts is critical to our understanding of whether the goals of the project have been achieved or not, which gives us the data necessary to repeat successful project approaches and to avoid the pitfalls of those that fail to produce their expected impact.

Assessment

50% coursework, 50% Final examination

COURSE CODE: PTMT 6010

TITLE: Project Development

CREDITS: 3

Description

The rationale for project development is that the traditional forms of organization and management do not handle project operations effectively. There is a need for different forms of organizations, time-critical and cost-sensitive personnel responses, specialized information systems and managers/personnel skilled in the techniques of planning, finance, control and human relations. The objective of this course is to stimulate and sustain interest among participants in the essentials of project management, especially the definitional, project design and illustrations/lessons.

Assessment

40% Coursework, 60% Final project

COURSE CODE: PTMT 6011

TITLE: Project Evaluation

CREDITS: 4

Description

In this course, students will study the critical assumptions underpinning qualitative approaches to evaluation: design and social, survey projects; advanced methods for data collection and analysis; reporting; confidentiality of participants; ethics of qualitative inquiry. In addition, students will examine quantitative methods of inquiry, including input-output analysis; linear and nonlinear programming; goal programming; proportions; analysis of social survey data; linear equations and functions; multivariate and other statistical techniques.

Students are strongly advised to take this course AFTER completing PTMT 6005 which provides the necessary foundation.

Assessment

40% coursework, 60% Final examination

COURSE CODE: SALI 6050

TITLE: Directed Readings on Thesis Topic

CREDITS: 3

Description

The purpose of this course is to expose students to the literature relevant to their thesis. Students will be required to:

1. Conduct one seminar or make one class presentation, and
2. Submit a critical review of the literature relevant to the thesis topic during the semester. Students will be deemed to have passed or failed this course based on the oral and written submissions.

Assessment

100% Coursework

COURSE CODE: SALI 6051

TITLE: Research Design and Management

CREDITS: 3

Description

The main objective of this course is to provide the students with skills necessary for them to undertake social research, including research design, choice of appropriate methodologies, questionnaire design and administration, report writing and the management of the research process including managing research funds, time, conflict and the student-supervisor relationship. Students will also be exposed to presentation skills, literature review and some aspects of philosophy of science.

Practical experience from studies in the Caribbean region will be used to expose students to practical issues in social research. The course will be taught in modules via WebCT with SALISES staff and other UWI staff presenting various modules and/or sections within modules. The course will be a full semester course. The course is project based, and the students will be required to complete a Research Proposal. The student will need to complete a Research Proposal that defines and explains the importance of research design, as well as the concepts of originality, reliability, and validity. The paper should also include an outline of the various steps they will take in conducting their proposed research. In addition, the students should formulate their research problem/issue, while outlining its importance/policy relevance. Included in this Semester 1 research proposal should be a review of the relevant literature, as well as a formulation of the various hypotheses to be tested.

Assessment

100% coursework

COURSE CODE: SALI 6052

TITLE: Specialized Research Methods

CREDITS: 3

Description

This course will consist of selected qualitative and quantitative research methods which the candidate may have to use in his/her research. The student will be exposed to the use of computer programs written for the selected methods. Students will be required to submit a research paper utilizing one or more of the research methods taught in the course.

The research paper will be examined on the efficient and effective planning and execution of a modest piece of research.

Assessment

100% coursework

COURSE CODE: SALI 7010

TITLE: MPhil Governance and Public Policy Thesis

Description

Students produce a thesis of approximately 40,000 - 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SALI 7000

TITLE: MPhil Economic Development Policy Thesis

Description

Students produce a thesis of approximately 40,000 - 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SALI 7015

TITLE: MPhil Social Policy Thesis

Description

Students produce a thesis of approximately 40,000 - 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SALI 8000

TITLE: PhD Economic Development Policy Thesis

Description

Students produce a thesis of approximately 80,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SALI 8025

TITLE: PhD Social Policy Thesis

Description

Students produce a thesis of approximately 80,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SALI 8010

TITLE: PhD Governance and Public Policy Thesis

Description

Students produce a thesis of approximately 80,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SOCI 6021

TITLE: Advanced Sociological Theory

CREDITS: 3

Description

This course seeks to convey a sense of the lineaments and genealogies of major theoretical approaches in contemporary sociology. We also explore various ways that sociologists and social theorists have contended with these approaches as they have confronted the issues related to inequality. The secondary aim of this course is to understand the processes by which social structures and social actors in the Caribbean and globally were created and transformed during the transition toward modernization and globalization. The course seeks to give graduate students the basic tools to build and reconstruct their own encounters with sociological theory and practice.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: SOCI 6022

TITLE: Social Construction of Reality

CREDITS: 3

Description

Sociologists generally accept that reality is different for each individual. This course seeks to examine the interplay between individual perceptions of reality, identity, culture and social status. This course examines the theory that the way we present ourselves to and are perceived by other people is shaped partly by our beliefs, interactions and life experiences. The aim of this course is to deepen understanding of the ways in which we shape and are shaped by the realities in which we live and the implications for oppressed and vulnerable groups.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: SOCI 6023

TITLE: Social Development, Policy & Planning

CREDITS: 3

Description

This graduate course offers students the opportunity to analyze some of the most important social policy debates occurring in the Caribbean today from a human rights-based perspective. The focus will be on examining the history leading up to current debates, the options being considered, the evidence and values being used in weighting options, and the discussion of future prospects. Comparisons with other countries will also be discussed. Contemporary interpretations of the idea of social development and social policy will be examined from several theoretical perspectives. This course seeks to extend these contemporary interpretations to existing social and political problems regionally and globally and to seek ways in which rights-based policy and programming offers solutions to those problems. The primary aim of this course is to teach students to think critically about the interplay between development, democracy, and human rights. An interdisciplinary approach will be used to examine the different strategies of development and their relationship with democracy and human rights. The course focuses on the practical tools for situation assessment, programme planning, implementation, and monitoring and evaluation within a rights-based conceptual framework.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: SOCI 6024

TITLE: Construction of Race in the Caribbean & Americas

CREDITS: 3

Description

In an increasingly diverse world, and especially in a region such as the Caribbean, which is strongly characterized by its diverse racial and ethnic populations, the need arises to undertake in-depth and specific explorations into the racial and ethnic dynamics of this particular region. In this way one will be better able to grasp the complex models of identity, nationality and people hood that exists there. Conceptions of Race and Ethnicity are widely viewed as the fundamental building blocks of both group and self identity. The aim of this course is to better equip students with the analytical tools to discern how constructions of race shape behavior, policy, systems and mobility in Caribbean society and the raise the level of discourse and analysis on race and ethnicity that presently takes place in academic and policy communities.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: SOCI 6027

TITLE: Advanced Qualitative Research Methods

CREDITS: 3

Description

This course will provide graduate students with a range of research methods, designs, techniques and analyses in the Qualitative methodologies. Emphasis will be on methods of evaluation and research design, instrument development, data collection techniques within academic and applied settings. Additionally, students will be introduced to a variety of techniques for collecting qualitative “action-oriented” research data including nominal group, needs assessments, focus groups, interviews, and participant observation. Students will write a research proposal for a collaborating organization. The course will seek to integrate relevant material and topics from other courses in the programme so that students can have the opportunity to apply these methods and techniques within a domain most relevant to their area of study.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: SOCI 6026

TITLE: Introduction to Social Data Analysis

CREDITS: 3

Description

This course is designed to prepare graduate students in Sociology to develop their statistical literacy by providing them with the tools to produce and interpret quantitative social science research. Throughout the course students will be challenged to think critically about how social statistics are used and how they inform sociological inquiry. The course content focuses on: 1) extensions of the OLS regression model, 2) incorporating various kinds of independent and dependent variables, and 3) using the framework of the generalized linear model to conduct the analysis of quantitative data. Additional topics on other common sociological statistical methods will also be discussed.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: SOCI 6028

TITLE: Advanced Quantitative Research Methods

CREDITS: 3

Description

This course will provide graduate students with a range of research methods, designs, techniques and analyses in the quantitative methodologies. Emphasis will be on methods of evaluation and research design, instrument development, data collection techniques within academic and applied settings. Additionally, students will become familiar with the policy implications and consequences of evaluation research. This course will seek to integrate relevant material and topics from other courses in the programme so that students can have the opportunity to apply these methods and techniques within a domain most relevant to their area of study.

Assessment

100% Coursework

COURSE CODE: SOCI 6029

TITLE: Race, Colonialism, & Culture

CREDITS: 3

Description

This course examines ideas of race, colonialism and culture from a multidisciplinary perspective. It will also demonstrate that studying race is never just about race, as race itself is simultaneously constituted through intersections of gender, history, political economy, sexuality and the media. Critical attention will be paid to ideas about cultural sovereignty fashioned by the anti-colonial intelligentsia in structuring relations of power and ideas about third world culture. Close attention will also be paid to the historico-philosophical bases of the idea of race and race as representation. The significance of race in international relations, popular culture, public policies, social analysis, identities, how this contributes to the plurality of race and racism lies at the heart of this course. It is expected that in the process of analyzing multiple discourses of history, colonialism, identity and difference, culture and nature; students will gain a greater appreciation of how race, like gender, has become one of the most naturalized discourses available in modern societies.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: SOCI 6900

TITLE: Research Seminar

CREDITS: 6

Description

This two (2) semester course is meant to provide support to students pursuing their research paper or project. The students are expected to begin the course with a draft proposal for their research paper or project, and will engage in weekly seminar sessions to discuss their progress with refining and implementing their proposals. At the end of this course students are expected to: understand the graduate program requirements leading to a completed master's project, demonstrate their ability to complete a draft of their project report, and demonstrate their ability to facilitate a research/project seminar session

Assessment

100% Coursework

COURSE CODE: SOCI 6990

TITLE: Research Paper

TYPE: ALTERNATE TO SOCI 6999

CREDITS: 6

Description

The main objective of the Applied Research Paper is to engage in research that addresses a problem or issue in Sociology. The paper will engage the candidate in applied research directly applicable to social development, policy, programming and/or their area of concentration. Candidates will be expected to clearly define a problem or issue that the intern or organization wishes to address or solve through the applied paper. He/She will investigate and report past and current methods or practices used to solve the problem and explain the significance of the proposed research undertaking.

Students will be given guidance throughout the stages of the research process and produce a research paper presentation of 12,000 – 15,000 words of their topic. The student will develop an appropriate research programme incorporating empirical data gathering as well as a literature review highlighting the development of theory/ conceptual frameworks. The final research paper must include a literature review, methodology, results, discussion, conclusions, bibliographies and appendices.

Assessment

100% Research Paper

COURSE CODE: SOCI 6999

TITLE: Internship

TYPE: ALTERNATE TO SOCI 6990

CREDITS: 6

Description

The internship is hosted externally by an organisation. The basic objective of this programme component is to provide the students with an opportunity to gain practical experience with reputable organisations in the Caribbean region or internationally. Often, students will be assigned one or two research projects and associated activities within the host organisation which will give them practical experience and allow them to apply what they have learnt in their courses. Students are required to complete a 10,000 – 12,000 project report or paper. Generally, the paper will develop around research topics related to the particular organizational contexts, be applied in nature so that it produces outcomes of use to managers and decision makers. In addition, students will be required to demonstrate understanding of the interdisciplinary nature of research in the social sciences, and competence in the process of research design.

The internships are of no longer than 3 months duration with the host organisation. Student performance will be assessed by both the host organisation supervisor and the MSc Sociology programme supervisor.

Assessment

100% Project Report

COURSE CODE: SOCI 7000

TITLE: MPhil Sociology Thesis

Description

Students produce a thesis of approximately 80,500 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SOWK 6020

TITLE: Professional Development and Ethical Issues in Human Services

CREDITS: 3

Description

The course will make extensive use of cases from real life practice situations to identify, discuss and resolve ethical issues and appropriate modes of professional conduct.

It is intended to deepen students' awareness of the importance of ethics in their day to day work as human service professionals; to develop their skills in ethical decision-making and to assist them in internalizing norms of professional conduct appropriate to their profession and field of service. The course will also be a vehicle for increasing students' professional commitment to the creation of effective and just policies for the people of the Caribbean.

Assessment

100% Coursework

COURSE CODE: SOCI 8000

TITLE: PhD Sociology Thesis

Description

Students produce a thesis of approximately 80,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SOWK 6030

TITLE: Social Welfare Policy and Administration

CREDITS: 3

Description

The course is designed to equip the social work student at the graduate level with knowledge and skills in policy formulation, analysis, planning, and implementation. The course will cover the scope of social policy and provide students with in depth knowledge of the contribution of social policy to the development of social welfare programs and social development. It will also include content on the history of social policy in the Caribbean with specific reference to Barbados, and the key theoretical concepts for understanding and delivering social services. Emphasis will be given to the organization and delivery of social welfare services for policy practice. The development of the social welfare state and the implications for the administration and delivery of social services within social service organizations will be discussed. The course will include a consideration of contemporary developments in social welfare policies and the role of social workers in influencing change.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: SOWK 6040

TITLE: Social Work Management and Administration

CREDITS: 3

Description

This advanced theory and practice course will examine the management and administration of human service organizations. It will focus on the operation of social service systems, agencies and organizations and will provide the student with an understanding of the organizational dynamics involved at the various levels of management and the role and functions of the social work administrator in a human services organization.

The first part of the course will explore conceptual and structural issues of human service organizations. The organization as a social system, its structure, role and functions will be examined within the context of factors in its internal and turbulent external environment. The theoretical foundations of social work administration, organizations, and leadership will be explored and their applications in the Caribbean context discussed.

The second part of the course will focus on interpersonal dynamics in human service organizations. Emphasis will be placed on issues of leadership and supervision, employer-employee relations, the role of the informal organization and the culture of the organisation. The final section of the course will focus on the technical and operational issues of the organization. Issues such as best practice; employee recruitment and retention, quality and cost of service will be explored. The ability to understand social work administration within the context of wider operating systems is key, along with how the administration influences the efficiency and effectiveness of the organisation's delivery of client services.

The course will also provide knowledge and skills used in micromezzo- and macro-level practice in human service organisational settings. A range of conceptual tools, strategies and techniques for providing efficient and effective management in a variety of processes will be presented. The ethics of social service organizations, and the importance of programme marketing; planning (including strategic) and evaluation, decision-making, and performance budgeting processes will be highlighted. The benefits of change management and research in organizational planning will also be reviewed.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: SOWK 6050

TITLE: Methods of Strategic Management in Human Services

CREDITS: 3

Description

Strategic management in human services refers to the extent to which there is a good fit between the resources of the organisation and the opportunities directed towards:

- Attainment of goals, and
- Counteracting threats in the external environment.

In this regard the field of strategic management is conceived as a process model in that nothing is static and that all management actions are subject to change and or realignment. The process is by definition 'field with constant motion'.

The course examines theories, concepts and principles followed by analysis and evaluation of management problems in the human service organisations.

The course aims to teach the student: • To analyse human services organisations within the current environment, • To analyse human service management through the strategic planning process, • To examine the preconditions for good strategy making and program implementation, • To develop skills as strategy thinker and strategy maker, and • To identify and analyse the major components of strategic management and the interrelationships between administration, management, policy strategy and programme implementation in human service organisations.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: SOWK 6060

TITLE: Programme Planning Management and Evaluation

CREDITS: 3

Description

The course is aimed at equipping participants with skills needed to plan, manage and evaluate social programmes. It will expose them to techniques in needs identification and assessment goal, programme planning, financing/budgeting implementation, monitoring and evaluation.

At the end of the course, student will be able to show understanding of: • human service organizations, their processes and the importance of an understanding of their interaction with the environment; • the importance of strategic planning for effective programme planning and management; • the effectiveness-based approach to designing and managing programmes; • the importance and methods of problem identification and needs assessment including identification and gender issues, stakeholders analysis and consultations; • how to develop programme goals, objectives for effectiveness and efficiency and in results oriented terms, to enhance the mission and goals of the agency; • how to identify staff and develop work and implementation schedules for programmes; • how to budget for the programme and identify resources ; • implementation, monitoring and evaluation of programmes in terms of effort, efficiency, effectiveness and impact; and • identification of barriers to access and methods of dealing with these barriers

Assessment

100% Coursework

COURSE CODE: SOWK 6070

TITLE: Research Methods for Social Workers

CREDITS: 3

Description

The course will focus on social work research methods as a problem-solving and practical endeavour. It is intended to provide knowledge and understanding of research as a scientific process including formulation of a research problem and hypothesis; formulation of the research methodology, namely sampling, measurement and data collection procedures; the analysis and interpretation of research data and the writing of a research report. The course builds on knowledge gained by students in their undergraduate courses in research.

Assessment

100% Coursework

COURSE CODE: SOWK 6080

TITLE: Methods of Policy Practice

PRE-REQUISITE: Persons without a social work undergraduate degree or diploma must have formal training or at least 3 years experience in an area of the human services, e.g., education, public health, social administration

CREDITS: 3

Description

The course is designed to strengthen the student's commitment to and competence in pursuing social change through intervening in the policy process. It will introduce the student to the field of policy practice. It will develop their understanding of the policy environment in the Caribbean, as well as strengthen their skills in issue identification, proposal development and work with stakeholder groups.

At the end of this course students will: be able to define the field of policy practice and identify the arenas of policy intervention, understand the competencies needed to perform as an effective policy advocate, be able to identify and analyze selected social issues and develop policy proposals in a variety of forms, and understand the Caribbean policy environment and the roles of the primary actors in the policy process.

Assessment

100% Coursework

COURSE CODE: SOWK 6090

TITLE: Social Work Supervision

CREDITS: 3

Description

This advanced practice course presents a general understanding of the role of the supervisor in human services as it pertains to clinical, administrative, educational, and management practices.

The course will provide knowledge and skills that involve micro- and macro-level practice. Understanding the supervisory responsibility to clients, workers, and the organisation, and how the implementation of quality staff supervision affects the delivery, efficiency, and effectiveness of human services are key components of the course. Strategies and techniques for establishing, improving, and maintaining the supervisory relationship will be considered. Personnel management and quality assurance functions such as performance reviews and appraisals will be defined. Special attention will be given to developing the interpersonal and analytic functions and skills of students including supervision as a leadership function, power and authority, professional boundaries, ethical situations and team-building.

This course will be an interactive, group-oriented format and will include discussions, case examples and presentations, videos, individual and group exercises, and demonstration of skills.

Lecturer and students will participate in a variety of supervisory models throughout the course.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: SOWK 6900

TITLE: Advanced Field Instruction - Practicum

CREDITS: 9

Description

This course must be taken concurrently with the Advanced Field Instruction Integrative Seminar course SOWK 6920, a seminar designed to enhance and strengthen the internship experience. Advanced Field Instruction will provide the student with opportunities for the development of practice through performance in a social service agency. The critical focus in the field practice will be on macro practice within organizations/communities. The opportunity will be provided for the application of knowledge values and skills learned in the classroom to be tested applied, reinforced and integrated in a disciplined manner.

The student will initiate learning tasks within a real world situation so that the critical link is established whereby constructive use of theory and knowledge acquired through coursework and experience can be applied. Values and attitudes will be examined and skills developed and refined.

The students will be placed in a social service or related agency for 8 hours each day, 4 days per week for a period of 15 weeks totaling 480 hours. Field Instructors/agency supervisors and students will be guided in practice by the social work programme's field coordinator.

Evaluation of students will be based on continuous assessment between the student and agency supervisor. There will be an informal pass/fail mark. The Field Instruction Coordinator will decide the final grade, which will be based on the field instructor's final practicum evaluation in collaboration with the student.

Assessment

100% Coursework

COURSE CODE: SOWK 6920

TITLE: Advanced Field Instruction Integrative Seminar

CREDITS: 3

Description

The advanced Field Instruction Integrative Seminar is held concurrently with the Advanced Field Instruction - Practicum. (SOWK 6900). This seminar prepares students for work in the administration and management arena in social service settings and other macro practice areas. It provides opportunities for students to integrate social work knowledge and theory with practice experiences from community agencies. It allows for the sectioning of practicum students into small peer groups for weekly meetings.

Expectations are that as student performance increase, new learning contracts are developed. Weekly meetings focus on the critical assessment of student's use of knowledge, skill and theory in their placements and provide a forum for critical analysis, and problem solving related to the practicum experiences of students.

The Advanced Field Instruction Integrative Seminar is designed to complement the experience of the agency placement and to provide opportunities for the student to examine in depth, issues in social work administration and management.

Attendance and participation in this seminar are required to meet course objectives. Throughout the practicum a practice journal will be kept as a means of recording significant field experiences, observations, self-reflections and processes. An integrated paper submitted at the end of the placement will evaluate the student's abilities to understand and express key theories and concepts within the context of social work practice and client systems encountered in the agency setting. Separate guidelines will be distributed in class. There will be no examination.

Assessment

100% Course work

COURSE CODE: SOWK 6990

TITLE: Social Work Research Report

CREDITS: 3

Description

The research report is an essential component of the MSW. As part of its mission to the Caribbean region, the University of the West Indies seeks to encourage scholarly research at all levels.

There is always a need to look at what is happening in the field on the basis of practice wisdom in order to document, preserve and replicate demonstrable successful models of social work. The challenges for developing, testing and implementing theories that can be creatively and synergistically applied in the field open up exciting possibilities. With increasing technological resources, the social work profession can position itself to be on the cutting edge of the fabric of social change and development. At the MSW level, the research report will give the student an opportunity to exercise choice, which is a key element of the learning process. It will enable the student to integrate knowledge, insights and skills from the various disciplines studied over the past years. It will provide the challenge to connect theory and practice in order to establish the confidence needed to confront the demands of the world of work. It will provide, for the University, an effective means to assess the student's breadth and depth of knowledge and competence in theoretical, conceptual, analytical, innovative and practical areas.

At the end of the course the student should be able to produce a well-organized, systematic and clearly presented research report which seeks to analyse a theoretical or an empirical problem by critical application of the conceptual frameworks and methodological tools encountered during the course of study.

The Social Work Research Report is intended to ensure a complementary balance between the practicum experiences and the research aspects. The relationship between the qualitative/quantitative research methodologies and the implementation of a specific research report will also ensure a complete and smooth continuum of learning. The process will involve the preparation of a research proposal and the subsequent implementation of a research project in administration.

Assessment

100% Research paper

COURSE CODE: SOWK 7000

TITLE: MPhil Social Work Thesis

Description

Students produce a thesis of approximately 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: TOUR 6000

TITLE: Research Methods

CREDITS: 3

Description

This course addresses the need for scientific research. It will introduce the student to the theory and practice of quantitative and qualitative research. It will also provide a balanced mixture of quantitative and qualitative techniques, while exposing the student to the generic features of the research process and the elements of research design.

At the end of the course the student will be able to: Provide an in-depth understanding of the research process and design, from the qualitative and quantitative perspectives, Impart and develop knowledge of quantitative and qualitative research methods and techniques through the presentation of relevant theory and concepts as well as providing practical experience to students, and Develop relevant and critical research skills relating to data analysis, survey design and research, focus group and face to face interviewing, measurement and testing, and report writing.

Assessment

100% Coursework

COURSE CODE: SOWK 8000

TITLE: PhD Social Work Thesis

Description

Students produce a thesis of approximately 80,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: TOUR 6020

TITLE: Caribbean Tourism Business Environment

CREDITS: 0

Description

This workshop analyses a number of critical issues in the business environment for Caribbean Tourism. The major sectors of tourism will be examined including the transportation sector and the peculiar challenges faced by regional air carriers in competition with international air carriers, the accommodation sector in terms of its size structure and operating characteristics. The role and future of the small hotel in Caribbean Tourism will be examined along with the rapidly expanding all-inclusive resort sub sector. The workshop will also consider the state of planning in the tourism economies of the Caribbean region and the role of governments and regional tourism organizations in the future development of the sector.

Assessment

Pass/Fail based on satisfactory attendance

COURSE CODE: TOUR 6030

TITLE: Tourism Destination Management

CREDITS: 3

Description

The importance of tourism to worldwide economies and indeed societies and cultures means that it is vitally important to understand developments in this business and the management implications of these developments. Indeed, the development of tourism can create problems in a variety of ways, such as congestion, pollution, the gradual (or not so gradual) degradation or erosion of the original attraction, possibly to the point of its destruction. This process is part of the tourism system, and it has clear consequences for public opinions and images of destinations. It also emphasises the need for the effective management of tourism, both at organisational and destination levels.

Against this background, this module examines the management process for the tourism sector that itself comprises a number of separate but integrated components. It will provide a theoretical basis for understanding and analyzing the tourism sector and key practices in its management. The module focuses on organizations involved in the management of tourism in a destination, both public and private sector, and key aspects of management undertaken by these organizations.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: TOUR 6040

TITLE: Sustainable Tourism Development

CREDITS: 3

Description

Sustainable tourism development is regarded as the most comprehensive and holistic approach to tourism development planning. However, where there is agreement on the broad principles of sustainable tourism, there is an on-going debate on exactly what sustainable tourism development is and how can it be implemented and operationalised. This module therefore aims to discuss, analyse and interrogate the notion of sustainable tourism development and its guiding principles of environmental limits and social equity. The course also examines the extent to which community participation can be used to attain sustainable tourism goals. Of importance, the module emphasizes the importance of evaluating performance in achieving sustainable practice in tourism and addresses future challenges and issues related to implementing sustainable tourism in developing countries.

Assessment

100% Coursework

COURSE CODE: TOUR 6050

TITLE: Strategic Marketing for Tourism &

Hospitality

CREDITS: 3

Description

In today's fiercely competitive global marketplace, market-led economies are increasingly geared to delivering consumer satisfaction as a means of gaining competitive advantage and realising organisational goals. Successful marketing therefore rests on the extent to which organisations are able to deliver desired customer satisfactions more efficiently and effectively than their competitors. Meeting, and even surpassing customer expectations, are particularly essential for service industries such as tourism and hospitality.

The centrality of the consumer within the service process means that the management of quality and service delivery are critical issues in tourism marketing. Increasingly, consumers are becoming more discriminating and have higher expectations for tourism experiences that offer value both in terms of time and money. These dynamic changes taking place in the global tourism sector require strategic marketing planning by operators in order to develop and maintain a feasible match between the organisation's objectives, skills and resources and evolving market opportunities. This extends beyond traditional views of tourism marketing as mainly involving promotions and sales, to a more holistic approach to marketing that seeks to coordinate resources, to set targets, to minimise risk through analysis of the internal and external environment and to examine the various ways of targeting different market segments. In this regard, strategic marketing provides the focus and framework for organisations to develop a comprehensive and integrated plan to meet long-term objectives, and to be placed in the best position to realise these goals.

This module therefore focuses on the strategic dimension of tourism marketing in developing the competitive advantage of businesses and tourism destinations. In particular, this module examines the strategic marketing planning process as well as the management techniques that are used in these activities. In reviewing the dynamic nature of tourism market demand, this module discusses the importance of marketing in assisting businesses in benefiting from the opportunities and minimising the threats that may result from these changes. Related to this, theories of consumer behaviour with respect to tourist buyer behaviour are examined as well as the

management of service quality and customer satisfaction as core activities in tourism marketing.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: TOUR 6070

TITLE: Information Technology and Management in Tourism and Hospitality

CREDITS: 3

Description

Information and Communication Technologies (ICTs) have revolutionized the global hospitality and tourism industry. In particular the Internet has impacted existing industry value chains, generated new business models and processes and changed the structure of once-familiar distribution channels in tourism. The main focus of the course will be on the strategic use of ICTs in the hospitality and tourism, industry and will explore the impact of ICTs on key relationships between tourism organizations and their stakeholders.

In addition the course will examine how ICTS are used in airlines, hotels, travel agencies, tour operators and destination management organizations. The course will also look at the preeminent value of information systems as it deals with coordination and use of three vital organizational resources – information, information technology and people - in order to provide a competitive advantage.

COURSE CODE: TOUR 6060

TITLE: Service Quality in Hospitality and Tourism

CREDITS: 3

Description

Delivering quality service is one of the major challenges facing hospitality managers in this decade. It will be an essential condition for success in the emerging, keenly competitive, global hospitality markets. While the future importance of delivering quality hospitality service is easy to discern and to agree on, doing so presents some difficult and intriguing management issues. Since the delivery of hospitality service always involves people, this unit centers on the management of people, and in particular on the interactions between guests and staff, interactions that are called service encounters. In the eyes of our guests, our hospitality businesses will succeed or fail depending on the cumulative impact of the service encounters in which they have participated (Lazer, W,1999).

Assessment

40% Coursework; 60% Final Examination

Assessment

100% Coursework

COURSE CODE: TOUR 6080

TITLE: Contemporary Issues in Tourism and Hospitality

CREDITS: 3

Description

Tourists' tastes and preferences are gradually changing to embrace a brand of tourism that is generally regarded as "niche." Within this niche product there is a diversity of activities and experiences that are being sought after by what Poon (1993) describes as the 'new' tourist. In order to respond to his/her needs, tourism operators around the world are packaging and selling many different types of tourist experiences: including eco-tourism, gastronomic tourism, health tourism, sports and events tourism, gay tourism etc. The Caribbean, and indeed countries that share similar geography and topography, need to be able to respond to this global demand for the alternative. It is these growing niche areas and its potential for entrepreneurship and income and employment generation that this course addresses.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: TOUR 6100

TITLE: Cruise Tourism

CREDITS: 3

Description

The Caribbean is the major cruise tourism destination in the world, accounting for the majority of cruise berths deployed by the international cruise industry. The predominance of this region in this segment of international tourism offers exciting possibilities for Caribbean tourism businesses, both in traditional reception services in destinations as well as in new opportunities for the provision of cruise holidays. This course will examine the rapidly expanding cruise tourism sector from the operations perspective, exploring reasons for its current buoyancy, as well as from the destination perspective, in terms of maximizing the benefits from the sector.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: TOUR 6090

TITLE: Risk, Crisis and Disaster Management

CREDITS: 3

Description

Natural disasters and terrorism are increasingly threatening the economic, social and environmental sustainability of many tourism destinations. The course is designed to develop an understanding of the importance of safety and security issues within a destination and how the effects of crisis and disasters could be managed so that a secure environment can be created for both visitors and residents. Integral to the course is the role that the media plays in making or breaking a destination. The importance and the role of marketing in the recovery of tourism after a crisis is also an essential element in this course. The course is therefore designed to equip participants with the knowledge and management expertise to respond effectively to the sudden and often cataclysmic occurrences that can affect tourism destinations.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: TOUR 6110

TITLE: Hospitality Consultancy

CREDITS: 3

Description

This course focuses on development consulting within the hospitality industry, including the accommodation, food and beverage, events and government sectors. It examines the various elements of consultancy services relevant to this industry and provides students with a sound basis for developing their own consultancy business. Some of the areas that would be covered in this course includes: consulting and valuation, facilities management, strategic management, impact assessments, hotel development and design, managing service operations, environmental policy in the hospitality industry, international hospitality law. At the end of the course students should have the tools which would enable them to provide effective analysis (supply, demand, site), to conduct reliable market research, and strategic assessment of a client's current or potential business.

Assessment

100% Coursework

COURSE CODE: TOUR 6120

TITLE: Resort Hotel Development and Operations

CREDITS: 3

Description

This course will examine management systems and methods for the development and operation of full service resort hotels which seek to provide comprehensive tourism and recreational opportunities for clients. The course will focus on the organizational, financial and marketing factors involved. It will seek to analyze All-inclusive resort operations, exploring how these operations successfully develop competitive advantage in the hospitality industry.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: TOUR 6130

TITLE: Sport and Events Management

CREDITS: 3

Description

Event Management is a relatively new field of study and encompasses a wide range of skills and competencies that can be used across a wide range of sectors and activities. It is a profession that has grown in popularity in recent years, and is increasingly viewed as an area that can generate income and create employment. In addition, event management is an important component in the overall thrust towards events tourism in the Anglophone Caribbean. In this way, the training of a cadre of professionals who are cognizant of the global trends in the event industry, with the capacity to apply these to the Caribbean context in ways that resonate with the region's sustainable development framework is extremely propitious.

This course is designed to give participants a better understanding of the key components involved in putting on an event by way of introducing them to a conceptual framework for developing and implementing a successful event. The course is built on six major concepts, namely event fundamentals, strategic management, research and planning, marketing and sponsorship, legal and regulative regimes, and evaluation. The twelve lessons have been constructed to enable students to study the structure, composition and management of appropriate sectors of the events industry, to expose them to the event planning cycle process while ensuring that they understand how the policy environment can facilitate or hinder the growth of events tourism as a platform for development.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: TOUR 6135

TITLE: Events Operations Management

CREDITS: 3

Description

Event Operations is increasingly being used to provide new revenue streams and profits for a wide range of hospitality and tourism businesses. Businesses are therefore being challenged by competitors and industry demands to better utilise space, manpower and other expensive resources to achieve sustainable competitive advantage. Growing specialist skills in event management operations therefore becomes quite critical if tourism destinations and/or hospitality organisations are to increase profits through this activity. The ability to present sound feasibility profiles, demonstrate operational management skills and produce event evaluation reports using specialist knowledge are some of the critical competencies that this course will develop in students. At the end of the module students will be able to:

- Analyse the key drivers of events management and review their implications
- Review critically theories of logistics and supply chain management
- Discuss the major opportunity and risk variables of organisational commitment to event operations
- Review and evaluate market trends in event operations products
- Review the impact of the diverse demands on company operational resources arising from the client / organisation relationship
- Evaluate human resource management practices in the light of non-stable patterns of demand
- Prepare event plans to incorporate production and service techniques for one-off event projects
- Present appropriate event feasibility reports
- Reflect on theoretical knowledge and understanding against practical situations and empirical data.

Course content consists of :

1. Understanding events operations management- issues and context
2. Theories of logistics and supply chain management for events
3. Theories of logistics and supply chain management for events
4. Market trends in Events Operations and implications for resource management
5. Feasibility study and analysis
6. Managing the operations- client brief, site selection, logistics and design

7. Critical management issues- financial, human resources and procurement
8. Risk, safety and security management
9. Partnerships in event operations management
10. Event Evaluation

Assessment

60% Individual Coursework; 40% Group Coursework

COURSE CODE: TOUR 6140

TITLE: Financial Management

CREDITS: 3

Description

The management of a business in this diverse economy requires the all managers will at some point in their career have an involvement with finance, whether strategic, tactical or simply as budget-holders. This requires an understanding of how the financial system works within their organization, and how to discharge their duties in relation to the financial constraints that may be imposed upon them. This course is designed to give non-financial managers a basic broad understanding of the financial principles most commonly found in business so as to help them discharge their professional duties.

The primary aim of this course is to ensure that participants are equipped with the requisite skills and knowledge in finance and financial management appropriate to a graduate manager working in the service sector. The material and approach is intended to help the graduate manager work with the finance specialist in achieving their organizational objectives. The course is designed to give participants a framework for their study of finance and the opportunity to develop a good grasp of the basic skills and knowledge needed by the non-financial manager.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: TOUR 6150

TITLE: Human Resource Management

CREDITS: 3

Description

This course will introduce students to the concept of 'best practice' in Human Resource Management (HRM) in the Hospitality and Tourism industry. It will be structured in three units: Strategic HRM, Functional HRM and Managing Industrial Relations. The course will involve an advanced look at the role of human resource management (HRM) at the strategic level in the hospitality and tourism industry. It will also focus on how HR strategies can be integrated into a business's other corporate and functional strategies and how these can facilitate improved efficiency and effectiveness at the operational level. Emphasis will be on strategic issues such as competitive advantage, environmental scanning, human resource planning and costing. The course will examine functional HR activities such as staff recruitment, selection, developing people for performance excellence, occupational health and safety, managing compensation and industrial relations. This course will be case-based and include analysis of theory, critical readings, group discussions and a group project.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: TOUR 6155

TITLE: Sport Tourism

CREDITS: TBA

Description

The importance of sport tourism as a social and economic activity is gaining prominence among academics and practitioners. Research conducted by consultants around the world indicate that sport tourism mega events such as the Olympic Games and the World Cup have significant positive economic impacts in the jurisdictions within which they are held. Moreover, other research output suggests that a notable amount of tourist visits are solely motivated by individuals who participate in, watch or organise sporting events. In the Caribbean, sport-related tourism activity has contributed to entrepreneurial development, and employment creation. The course therefore aims to broaden the discussion on sport tourism and to provide students with sound theoretical and practical knowledge which can assist them in harnessing the potential of this lucrative activity. It will introduce students to the principles and practices of sport tourism and the need to better understand its nature, interrelationships, impacts and management issues. The course takes a wide view of what constitutes sport tourism, including individual events as well as mega events. The course will also focus on the growing importance and relationship between sport and tourism and will consider the environmental, economic and socio-cultural impacts of related activities.

Course content consists of :

1. The role of sport in the historical development of tourism and role of tourism in the development of sport.
2. Sport tourist typologies and their implications for sport tourism product development and marketing
3. Sport tourism facilities (leisure centres, major arenas, specialist facilities) and multifunctional use.
4. Sport Tourism- Management and marketing
5. Sport tourism – Seasonality, safety, security
6. Sport Tourism, Impacts (economic, social, environmental) and Management Strategies
7. Sport Tourism and Public Policy- Case Study Approach
8. Caribbean Tourism and Sport Tourism- Opportunities and Challenges
9. The Future of Sport tourism

Assessment

Individual Coursework – 50%, Exams – 50%

COURSE CODE: TOUR 6160

TITLE: Sport Policy and Development

CREDITS: TBA

Description

Sport policy and development seeks to provide the framework for understanding the development and management of sports within the national context; and its implications for tourism and sport development. In particular, the course considers how the administrative structures and policy agenda of various governments have supported (or not) the development of sports. For example, the success in competitive sports of some Scandinavian countries and Australia has been attributed to the articulation and implementation of robust sports policies which facilitate the development of its athletes, while simultaneously fostering national pride, promoting the destination, and stimulating economic activity. In this regard, this course takes a case study approach to sport policy by examining the nature of sport policy and *inter alia*, the governance structures and institutional arrangements that impact upon sport.

Course content consists of :

1. Conceptualising public policy, national policy and sport policy
2. From Sport policy to Practice- case study approach
3. Sport Policy and Governance- Institutional arrangements and governance structures
4. The role of interest groups in the sport policy process
5. Sport Policy and tourism development
6. Sport Development and Community tourism development
7. Monitoring and Evaluating Sport Policy
8. Small Island Developing States and Sport Policy and Development
9. Towards a sustainable and flexible approach to sport policy making in the Caribbean
10. Reflections on “best” practice policy outcomes.

Assessment

Individual Coursework – 50%, Exams – 50%

COURSE CODE: TOUR 6900

TITLE: Applied Research and Project/Internship

CREDITS: 6

Description

This is the alternative to TOUR 6910. Students selecting the Applied Research and Project will be required to undertake a three-month internship and submit a paper (10,000-12,000 words) documenting their experience and relating it to material covered throughout the core programme. The report must be underpinned by sound theoretical and conceptual ideas taught throughout the course and must therefore demonstrate strong and relevant links between theory and industry practice(s). Students with little work experience in the industry should be encouraged to take this option.

Assessment

100% Project report

COURSE CODE: -

TITLE: Transport Modelling

CREDITS: 3

Description

This course aims to give students a good understand of the role and purpose of the main types of transport models and to familiarize them with the advantages and disadvantages of a range of different modelling techniques. They will also learn how to select an appropriate model for a given task and how to use a basic modelling package to analyse a realistic problem.

A selection of the following topics will be examined:

Modelling within the general transport framework; Freight transport modelling; Passenger transport modelling, including models for trip generation, trip distribution, mode selection and route selection.

Assessment

100% Research Paper

COURSE CODE: TOUR 6910

TITLE: Research Paper

CREDITS: 6

Description

This is the alternative to TOUR 6900. Students selecting the Research Paper will independently study an area of their interest in tourism or hospitality management. Students will be given guidance throughout the stages of the research process and produce a research paper presentation of their topic. The student will develop an appropriate research programme incorporating empirical data gathering as well as a literature review highlighting the development of theory/conceptual frameworks. The final research paper must include a literature review, methodology, results, discussion, conclusions, bibliographies and appendices.

Assessment

100% Research Paper

COURSE CODE: -

TITLE: Transport Data Analysis

CREDITS: 3

Description

This course aims to develop students' knowledge of the collection of transport data and the analysis of such data. They will learn the process of transport survey design, become familiar with the range of available survey techniques and be able to judge which technique will be appropriate in different circumstances. They will also gain a good understanding of the principles underlying the statistical analysis of transport data and the ability to select and interpret appropriate statistical tests.

A selection of the following topics will be examined:

Data Collection overview: Sources of transport data; Transport data in developing countries; Inventory data; System usage data (demand); Speed, delay and congestion data; Accident data; Environmental data; Trip mix data; and Interviews and questionnaires.

Assessment

100% Research Paper

COURSE CODE: -

TITLE: Principles of Transport Economics

CREDITS: 3

Description

The aim of this course is to give students a good understanding of economic analysis and its application to transport. The focus will be on demand, supply, cost and pricing in transport.

A selection of the following topics will be examined:

Transport demand including: demand for freight transport and demand for passenger transport; Transport cost including: transport cost concepts, the costs of fixed facilities, transport vehicle costs, and the costs of operating transport vehicles; Economic principles for transport pricing including: transport investment and disinvestment, efficient pricing, and paying for the use of transport facilities.

Assessment

100% Research Paper

COURSE CODE: -

TITLE: Transport Econometrics

CREDITS: 3

Description

The aim of this course is to equip students with knowledge of the basic econometric methods that are used in the analysis of transport problems and to give them the ability to apply such methods to practical transport problem. In particular, students will be taught how to use econometric software to solve problems relevant to transport.

A selection of the following topics will be examined:

Ordinary Least Squares and Maximum Likelihood estimation: assumptions, violation of assumptions; Specification, estimation and testing of discrete choice models, with emphasis on applications to cross-section data; Qualitative choice, limited dependent variables, sample selection bias, and latent variables.

Assessment

A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

TITLE: Welfare Economics and Cost-benefit Analysis

CREDITS: 3

Description

The aim is to ensure that students understand the basic principles of welfare economics, can apply them to the solution of problems of resource allocation and can appraise critically their practical value. Particular attention will be given to the ability to determine appropriate methodology for the conduct of cost-benefit analyses.

A selection of the following topics will be examined:

Introduction to welfare economics; Revision of the conditions for Pareto optimality; Compensation tests; Public goods and externalities; Shadow pricing and market imperfections; Discounting for time and choice of discount rate; Alternative approaches to consumer surplus; Indirect utility and expenditure functions; Aggregation and distributional issues; Social welfare functions; Valuation of intangibles; Risk, uncertainty and option values.

Assessment

A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

TITLE: Economics of Transport Regulation

CREDITS: 3

Description

This course aims to provide students with a thorough understanding of the costs and benefits of alternative approaches to correcting market failure with respect to public utilities, and in particular the transport sector. Consideration will be given to theoretical contributions and empirical evidence.

A selection of the following topics will be examined:

Theories of regulation; Market failure; Responses to market failure; Privatization and its comparison with state ownership and mixed models; Competition policy; Non-market failure; Models of economic regulation; Efficiency analysis in regulatory reviews; Sectoral applications, including a variety of transport modes, and other public utilities, where relevant.

Assessment

Students are expected to develop a research paper of 3500 words based on the course materials and their own independent thought. This assignment is worth 40% of the overall coursework grade.

Final Exam

A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

TITLE: Economics of Transport Appraisal

CREDITS: 3

Description

To develop students' capabilities with respect to transport appraisal and to give them the ability to apply the requisite techniques and procedures. Students will have the knowledge and skills to analyse, critique, and evaluate a Cost-benefit report and to select projects that would improve the welfare of the economy as a whole.

A selection of the following topics will be examined:

Cost benefit analysis and financial (cost revenue) analysis; Cost benefit analysis of public transport schemes; Loss of benefits from reductions of a service; Period of evaluation and standardization of data; Multi-criteria analysis in transport.

Assessment

Students are expected to develop a research paper of 3500 words based on the course materials and their own independent thought.

This assignment is worth 40% of the overall coursework grade.

A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

TITLE: Freight Transport Planning and Management

CREDITS: 3

Description

To ensure that students have a good understanding of the key issues in national, regional and international freight transport policy and the factors affecting the logistics decisions of individual firms. To ensure that students are able to select appropriate quantitative techniques for freight planning problems and that they can apply these techniques to small scale problems and are aware of the software available to apply them to larger problems.

A selection of the following topics will be examined:

Equipment and warehousing; Stock control; Mode choice; Vehicle routing and scheduling; Depot numbers and locations; Distribution systems in practice. Social costs of freight transport; Regulatory framework and charges for the use of the freight infrastructure.

Assessment

Students are expected to develop a research paper of 3500 words based on the course materials and their own independent thought. This assignment is worth 40% of the overall coursework grade.

A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

TITLE: Public Transport Planning and Management

CREDITS: 3

Description

The aims of this course are to ensure that students have a good understanding of the key issues affecting the planning, management and financing of public transport in the Caribbean region and internationally; to ensure that students are able to apply the appropriate operating and economic principles to problems of transport planning and management; and to ensure that students understand the role of public transport within a multi-modal transport planning system.

A selection of the following topics will be examined:

Public transport history, technology and current policies; Issues and techniques in forecasting, costing and designing public transport systems; Issues and techniques relating to vehicle and crew scheduling and pricing, subsidy and investment appraisal; The deregulation and privatization of public transport systems; The future of public transport, focusing on the application of intelligent transport systems and on the development of high quality public transport networks

Assessment

Students are expected to develop a research paper of 3500 words based on the course materials and their own independent thought. This assignment is worth 40% of the overall coursework grade.

A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

TITLE: Stated Preference Analysis

CREDITS: 3

Description

To provide a thorough grounding in the design, conduct, analysis and application of Stated Preference Experiments, and to provide an introduction to disaggregate modelling techniques.

A selection of the following topics will be examined: Conventional orthogonal design and practical logit models; Simulation procedures and testing of designs; Alternative design procedures and testing of them; Analysis and interpretation using logit models; Joint revealed preferences and stated preferences model theory and practice; Survey issues; Conjoint analysis modelling of stated preferences; Application of stated preferences models; Computer applications.

Assessment

Students are expected to develop a research paper of 3500 words based on the course materials and their own independent thought. This assignment is worth 40% of the overall coursework grade. A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

TITLE: Transport Project Financing

CREDITS: 3

Description

The aim of this course is to introduce students to the concepts and processes of project funding, particularly for major civil engineering infrastructure projects. The course equips the student with the ability to use the techniques of Financial Appraisal and Social Cost Benefit Analysis in funding projects and provides an overview of the role of public and private sector funding mechanisms.

A selection of the following topics will be examined:

Funding of Infrastructure projects; Public Private Partnerships; Financial Analysis; Social Cost Benefit Analysis.

Assessment

Students are expected to develop a research paper of 3500 words based on the course materials and their own independent thought. This assignment is worth 40% of the overall coursework grade. A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

TITLE: Social Research Methods for Transport

CREDITS: 3

Description

This course introduces students to a range of social analytical methods and teaches them the appropriate use of such methods in practice. The skills they gain from this course will be very useful to them in practice.

A selection of the following topics will be examined:

Critical issues in social research methods; Gathering information through interviews and questionnaires; Participative methods and consultation; Mixed and combined methods; ethical issues; Sampling considerations; Visual, other sensory and multi-sensory methods; mobile methods; Participant and covert observation

Assessment

Students are expected to develop a research paper of 3500 words based on the course materials and their own independent thought. This assignment is worth 40% of the overall coursework grade.

A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

TITLE: Transport and the Environment

CREDITS: 3

Description

This course aims to give students a good understanding of the major environmental effects of transport and transport infrastructure and to make sure that they are aware of the different methods that can be used to mitigate the environmental impact of transport. It also seeks to equip them with the ability to apply a range of different techniques in environmental appraisal.

A selection of the following topics will be examined:

Environmental effects of transport; Problems of identification; Assessment and attenuation; Noise, vibration and air pollution; Pedestrian delay and danger; Severance; Accidents; Visual intrusion and aesthetics; Toxic freight; Construction effects; Land consumption and land-use effects; Planning blight and compensation; Global climate, energy and resource use; and Sustainability.

Assessment

Students are expected to develop a research paper of 3500 words based on the course materials and their own independent thought. This assignment is worth 40% of the overall coursework grade.

A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

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Assessment

Students are expected to develop a research paper of 3500 words based on the course materials and their own independent thought. This assignment is worth 40% of the overall coursework grade.

A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

TITLE: Transport and Development

CREDITS: 3

Description

This course aims at familiarizing students with the principal issues which characterize the transport sector in developing countries and which distinguish the sector from that in industrialized countries. After completing this course, they should be able to assess the applicability of different analytical techniques in various institutional and economic contexts, and be able to determine the effectiveness of various policy instruments in the context of a developing country.

The course explores the role of transport in economic development; Economic, financial, institutional and demographic characteristics of developing countries and their effects on transport sector policies; The roles of the government and private sector. The special problems to be highlighted include: road infrastructure investment and appraisal; rural road policy and investment; road maintenance planning, management and finance; infrastructure finance, including the contribution of the private sector; environmental, safety and security policies; traffic management; public transport fare and regulatory policies; the roles of mass transit.

Assessment

Students are expected to develop a research paper of 3500 words based on the course materials and their own independent thought. This assignment is worth 40% of the overall coursework grade.

A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

TITLE: Transport and Tourism

CREDITS: 3

Description

The aim of this course is to provide students with valuable knowledge of the key issues which transport providers, decision makers, managers and tourists face in the use, operation and management of tourist transport. It addresses all the key issues affecting transport and tourism including policy changes such as privatization and low cost airlines, the enhanced role of the car, and the effects of crises on travel, safety and security. This course also examines what is meant by a tourist transport system and how the needs of the traveller are incorporated into management systems.

A selection of the following topics will be examined:

Tourist transport; Transport and destination development; Approaches to the analysis of tourist transport: Multidisciplinary perspectives; The role of government policy and tourist transport regulation versus privatization; The analysis, use and provision of tourist transport; Analysing the demand for tourist travel; Analysing supply issues in tourist transport; Managing tourist transport provision; Managing supply issues in tourist transport; Managing tourist infrastructure including: the role of the airport; the human and environmental impact of tourist travel; sustainability; future prospects and challenges for tourist transport provision including local, region and international, issues.

Assessment

Students are expected to develop a research paper of 3500 words based on the course materials and their own independent thought. This assignment is worth 40% of the overall coursework grade. A comprehensive final three-hour examination is worth 60% of the overall grade.

COURSE CODE: -

TITLE: City and Regional Planning and Administration

CREDITS: 3

Description

This course will introduce students to the role of regional transport planning and the methods useful in the study of transport problems at the regional level. This includes the formulation, analysis and testing of hypotheses and modes of social, economic, and physical phenomena of cities and regions. This overview of the theoretical and practical issues affecting regional transport planning will be linked to local area planning. Special attention will be given to transport planning in the context of the wider Caribbean region.

A selection of the following topics will be examined:

Overview of regional planning and analysis (National and International); The regional transport planning process versus local area planning; Organizational and administrative structure for delivery of regional transport services; Theoretical and practical modes of regional transport planning and organization; Regional travel demand modelling; Freight movement; Expansion and enhancement of transit facilities; Transport needs identified by the management systems; Relief and prevention of congestion; The impact of regional transport planning on land use and conformity with local area land use plans; Social, economic, and environmental issues affecting regional transport planning.

Assessment

Students are expected to develop a research paper of 3500 words based on the course materials and their own independent thought. This assignment is worth 40% of the overall coursework grade. A comprehensive final three-hour examination is worth 60% of the overall grade.



THE UNIVERSITY OF THE WEST INDIES
CAVE HILL CAMPUS
BARBADOS

2011-2012