



The University of the West Indies
Cave Hill Campus
Faculty of Social Sciences
POSTGRADUATE HANDBOOK 2025-2026

The Faculty of Social Sciences Postgraduate Handbook is provided for the convenience of students. It sets out the Faculty's regulations governing the programmes offered; important guidelines and information on the courses offered at Cave Hill Campus.

The current edition was finalized in July, 2025. A concerted effort was made to eliminate all errors but students must check with their departments at the start of the semester and during the course of the academic year for updates as well as corrections of any errors or omissions that have come to light subsequent to the finalization of the Handbook. Students should always check with the latest Faculty Handbook when considering programme alternatives and for course offerings.

THE UNIVERSITY OF THE WEST INDIES

CAVE HILL CAMPUS

THE FACULTY OF SOCIAL SCIENCES

POSTGRADUATE PROGRAMME REGULATIONS AND SYLLABUSES

2025-2026

<https://www.cavehill.uwi.edu/gradstudies/home.aspx>

Every attempt has been made to ensure that the information in this booklet is accurate at the time of publication. It is intended for students entering programmes in academic year 2025-2026.

Continuing students must refer to the programme regulations in force in their year of entry.

Students should consult their Programme Coordinator where clarification is required.

THE MISSION, VISION AND CORE VALUES OF THE UNIVERSITY OF THE WEST INDIES

Vision

An Excellent Global University Rooted in the Caribbean.

Mission

To advance Learning, Create Knowledge and Foster Innovation for the Positive Transformation of the Caribbean and the Wider World.

Core Values

- Integrity
- Excellence
- Diversity
- Gender Justice
- Student Centredness
- Financial Sustainability

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MESSAGE FROM THE DEAN



Dear Postgraduate Students,

Welcome to a new academic year in the Faculty of Social Sciences! Whether you are embarking on your Master's or continuing your Doctoral journey, this is an exciting stage in your academic and professional development.

Postgraduate study is not only about advancing knowledge in your field — it is also about building networks, sharpening your research and professional skills and making a contribution that matters to Barbados, the Caribbean, and the wider world.

This year, I encourage you to:

- **Own your research journey:** ask bold questions, engage deeply with the literature, and collaborate across disciplines.
- **Strengthen your professional portfolio:** present at conferences, publish your work, and take advantage of workshops and training opportunities.
- **Lean on your community:** your supervisors, lecturers, and peers are here to support you.

Remember to take care of your well-being along the way. Postgraduate study is demanding, but balance is key to sustaining your success.

On behalf of the Faculty, I wish you a purposeful and rewarding year. We look forward to seeing how your work will shape conversations, policies, and futures.

Warm regards

Professor Troy Lorde

Dean

Faculty of Social Sciences

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 students with rigorous technical competence and a range of knowledge which makes them competitive graduates anywhere in the world.

The Faculty of Social Sciences comprises the CLR James Centre for Cricket Research, the Shridath Ramphal Centre for International Trade, Law, Policy & Services, the Sir Arthur Lewis Institute of Social and Economic Studies, the Centre for Biosecurity Studies; and the departments of Economics; Government, Sociology, Social Work and Psychology; and the Sagcor Cave Hill School of Business and Management.

The Faculty offers a range of taught postgraduate programmes (M.Sc, MBA, DBA) with variety of specializations and research degrees (MPhil, PhD) under the supervision of a member of the academic staff.

DEAN, HEADS OF DEPARTMENTS AND POSTGRADUATE COORDINATORS*Faculty Office*

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GENERAL INFORMATION FOR POSTGRADUATE STUDENTS

The official regulations handbook for all Graduate Diplomas and Degrees is found on-line at www.cavehill.uwi.edu/gradstudies/

Students should familiarize themselves with the regulations, a few of which are highlighted here, and also note the following administrative information:

All new, incoming students in pursuit of postgraduate certificate and diplomas as well as masters and professional doctorates, in taught programmes only will be assessed under the Postgraduate GPA System from the start of the 2021/2022 academic year. GPA will only apply to students who are admitted into programmes for the first time in the 2021/2022 academic year.

For further details about The UWI Postgraduate GPA system click [here](#).

GPA Regulations (effective August 2021)

The official GPA regulations handbook for all Graduate Diplomas and Degrees is found on-line by [clicking here](#).

Electives

All programme electives are **not** offered every academic year and students are required to select from those on offer.

Registration

Every student is required to register within the first week of **every** semester until his/her degree has been awarded. Changes in registration are permitted to the end of the third week of the semester or by the published registration deadline.

Registration is a three-part process:

1. The payment to the Bursary of the student registration fees.
2. The selection of courses on-line through Cave Hill On-Line (CHOL), and
3. The payment to the Bursary of all tuition fees generated.

Re-registration for Thesis/ Research Paper / Practicum

The requirement to register every semester continues while students are doing and writing up the Thesis/ Research Paper /

Practicum programme element. Note that if a student registers for the Research Paper / Practicum and does not complete this in the first semester of registration, regulations require him/ her **to re-register** every subsequent semester until the Paper/ Report has been submitted and graded.

If a student experiences any difficulty registering or re-registering it is his/ her responsibility to inform the Graduate Studies Office within the first 3 weeks of the semester by email to gradstudies@cavehill.uwi.edu so that problems can be resolved.

Withdrawal

If at the end of the published registration period our records show that a student has not completed a registration, and that student is not on approved Leave of Absence, he/ she will be **Deemed to have Withdrawn** from the programme and his/ her name will be removed from the student register. To be considered for re-entry to a programme after withdrawal requires re-application to the programme.

Examinations

Unless otherwise stated, examinations for courses in all programmes will be held at the end of the semester in which the courses were taught.

Examination re-sits or re-submission of coursework

Candidates are required to pass in both written examinations and coursework at the first attempt. In respect of any candidate who fails the coursework or written examination at the first attempt, the Board of Examiners will recommend to Campus Committee whether a second attempt should be permitted. If such a recommendation is approved, the student will be awarded a failing grade of FE (failed exam) or FC (failed coursework). This indicates that permission has been granted to re-sit the examination / re-submit coursework for that course the next time it is offered.

In such cases an **Examinations Only** registration must be done administratively and students will need to contact the Graduate Studies Office within the first week of the relevant semester by email to gradstudies@cavehill.uwi.edu with details of the course for which they are to be registered. Students must not attempt to self-register for courses where Examination Only or Coursework Only registration have been approved.

This repeat registration attracts a per-credit fee.

Re-taking a failed course

Any student who has received a grade F in any course and has been permitted a second opportunity to take that course, is required to take the course in FULL. Such students must self-register using CHOL the next time the course is offered.

Students Required to Withdraw and/or on Warning (effective August 2021)

- a) Except where otherwise prescribed in Programme Regulations, a student whose Grade Point Average for a given semester is less than 2.00 shall be deemed to be performing unsatisfactorily, and shall be placed on warning. A student on warning whose Grade Point Average for the succeeding semester is less than 2.00 will be required to withdraw.

- b) A student on warning shall be counselled by the Dean or a designated Faculty Advisor. Such a student may, except where otherwise prescribed in Faculty Regulations, be permitted by the Chair, Campus Committee of Graduate Studies and Research to carry a reduced course load.

Requirement to Withdraw (Pre-GPA students)

Any candidate who receives a second failing grade in any compulsory course is required to withdraw from the programme. Applications for re-entry from students who were *Required to Withdraw* are not normally considered until a period of two years has elapsed.

Categorization of Award of Degrees (effective August 2021 – GPA students)

The class of degree shall be awarded on the basis of the GPA regulations as shown below:

GPA	CATEGORY
3.70	DISTINCTION
3.30 - 3.69	MERIT
2.00 - 3.29	PASS
< 2.0	FAIL

- Based on overall programme GPA
- Research project will be considered another course for the calculation of programme GPA
- Failure / repeating of any course(s) will NOT disqualify from 'distinction' if overall GPA ≥ 3.70
- Professional doctorates: Distinction = ≥ 3.70 in Courses + High Commendation in Research

Distinction (Pre-GPA students)

Unless otherwise stated in the regulations of a specific Master's programme the basis for the award of a degree with Distinction is:

If the programme being followed requires completion of a Research Paper the candidate must pass all courses at the first sitting and the average mark of all courses (excluding the Research paper) must be **70%** or more. The candidate must also achieve a mark of **70%** or over in the Research Paper.

If the programme being followed does **not** require completion of a Research Paper, the candidate must pass all courses at the first sitting, gain an average of **70 %** or more overall and achieve Grade A in at least **70%** of the courses.

GENERAL FACULTY REGULATIONS

Requirement to withdraw

- a) Any candidate in any programme in the Faculty of Social Sciences who fails two or more courses in any semester may normally be required to withdraw from that programme.
- b) Except where otherwise prescribed in Programme Regulations, a student whose Grade Point Average (effective August 2021) for a given semester is less than 2.00 shall be deemed to be performing unsatisfactorily, and shall be placed on warning. A student on warning whose Grade Point Average for the succeeding semester is less than 2.00 will be required to withdraw.

Applications for re-entry from students who were *Required to Withdraw* are not normally considered until a period of two years has elapsed.

THE DEPARTMENT OF ECONOMICS

MSc Banking and Finance

Introduction

Banking and financial services represent a highly competitive and rapidly changing sector in all modern economies. The MSc Banking and Finance degree is specifically geared towards Banking and Finance industry professionals who desire formal academic qualifications to bolster their work experience and enhance their technical competencies. Other interested persons in related fields who meet the entry requirements can be accommodated.

Objectives

The core objectives of this programme are to:

- Develop the critical thinking and analytical skills of students entering the programme;
- Provide the Caribbean with a cadre of individuals with excellent core competencies in banking and finance;
- Enhance the skills of individuals working in the financial industry throughout the region;
- Challenge students to develop and conceptualise topics that expand the frontiers of the field of banking and finance, and;
- Ensure that students leaving the programme can provide both technical as well as practical advice to employers.

Entry Requirements

To qualify for entry, candidates should normally possess a Bachelor's degree or equivalent with at least Second Class Honours in Banking and Finance, Economics, Mathematics, Computer Science, Management, Accounts or a related discipline from an internationally accredited university.

Candidates who do not meet the above entry requirements, but who have other relevant qualifications and substantial experience, will be considered for entry on a case-by-case basis.

Duration

The MSc Banking and Finance programme can be completed in 12-18 months of full-time study or 24-36 months of part-time study.

Programme Structure/Course of Study

The programme will consist of seven (7) core courses (3 credits each) covering the basic tools and techniques required by all Banking and Finance specialists, followed by a subset of approved electives (3 credits each) allowing for some level of concentration in a particular field of Banking and Finance. Students have the option of replacing two electives with a practicum (6 credits) at a relevant institution, which would allow students to utilize the theoretical skills acquired during the programme. Students also can opt to produce a research paper (9 credits), which will allow students to conceptualize and implement a research project. Alternatively, students can replace the research paper with three electives (3 credits each). Taken together, forty-five (45) credits are needed to complete the degree.

LIST OF COURSES**Compulsory**

ACCT 6026	Financial Reporting and Statement Analysis
ACCT 6011	Corporate Finance
ACCT 6018	Legal & Ethical Environment of Wealth Management
ECON 6044	Financial Markets & Institutions
FINA 6030	Quantitative Methods
FINA 6090	Derivatives
MGMT 6901	Research Methods for Business & Social Sciences
FINA 6900	Research Paper (9 credits) OR Any three approved electives
FINA 6990	Practicum (6 credits) OR Any two approved electives
Three approved electives (see below)	

Approved Electives

Students may choose electives outside of the list specified above if approved by the MSc Banking and Finance Coordinator.

FINA 6110	Investment Analysis and Portfolio Management
FINA 6050	Treasury, Foreign Exchange and Trade
FINA 6080	Risk Management of Financial Institutions
FINA 6130	Advanced Corporate Finance
FINA 6100	Advanced Financial Engineering
ECON 6036	International Business Environment
ACCT 6015	Equity and Fixed Income Securities
ACCT 6016	Alternative Investments
FINA 6001	Behavioural Finance
FINA 6003	Entrepreneurial Finance

MSc Financial and Business Economics

Introduction

The MSc Financial and Business Economics programme centers on economic theory and econometrics but also engages with cutting-edge issues in finance and business. It is designed to produce individuals who can function effectively in both the public and private sectors. The programme is a blend of economic theory and financial and business issues. This degree is also an opportunity to provide students with the core competencies to further their studies at the PhD level.

Objectives

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

- Develop skills of students entering the programme to apply economic tools to problems encountered in finance and business;
- Provide the Caribbean with a cadre of individuals with excellent core competencies in economics as well as knowledge of specialised areas of finance and business;
- Enhance the economic and business skills of economists in the Caribbean;
- Challenge students to develop and conceptualise topics that expand the frontiers of finance and business, and;
- Ensure that students leaving the programme can provide relevant technical as well as practical advice to employers.

Entry Requirements

To be admitted into the programme, a candidate must possess a Bachelor's degree or equivalent with at least Second Class Honours in Economics, Mathematics, Science or a related subject. Students are expected to possess a good working knowledge of Mathematics and Econometrics, reflected by taking intermediate university-level courses in these areas. Students that are adjudged to have an insufficient background may still qualify for entry into the programme, but on a case-by-case basis. In such instances, students will be required to complete some preliminary courses before certain postgraduate-level economics courses can be pursued.

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 12-18 months for full-time students and 24-30 months for part-time students. Classes run from September to May with the period of April to August devoted to the writing up of the Research Paper.

Programme Structure/Course of Study

The programme consists of nine (9) core set of modules [three (3) credits each] covering the basic tools and techniques required by all economists. In addition, students are required to undertake three (3) modules [worth three (3) credits each] from an approved list, which allows students to tailor their learning to their interests or career plans. Electives can also be taken outside of the approved list after consultation with the programme coordinator. The programme concludes with the

submission of a research paper, which is worth nine (9) credits. A supervisor will be appointed to guide the candidate's research paper. Taken altogether, forty-five (45) credits are needed to complete this degree.

LIST OF COURSES**Compulsory**

ACCT 6011	Corporate Finance
ECON 6050	Mathematical Methods
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 & Institutions
MGMT 6901	Research Methods for Business & Social Sciences
ECON 6046	Research Paper (9 credits)

Three approved electives (see below)

Pre-Approved Electives

Students may choose electives outside of the list specified above, once approved by the MSc Financial and Business Economics Coordinator.

ACCT 6015	Equity and Fixed Income Securities
ACCT 6016	Alternative Investments
ACCT 6026	Financial Reporting and Statement Analysis
FINA 6001	Behavioural Finance
FINA 6050	Treasury, Foreign Exchange and Trade
FINA 6080	Risk Management of Financial Institutions
FINA 6090	Derivatives
FINA 6110	Investment Analysis and Portfolio Management
FINA 6130	Advanced Corporate Finance
IMGT 6220	Foreign Market Entry Strategy
IMGT 6225	Digital Business
IMGT 6229	International Entrepreneurship and Global Innovation
LGSC 6002	Transportation Administration
LGSC 6004	Logistics and Information Systems
LGSC 6007	Production Management
LGSC 6011	Pricing and Revenue Management
MGMT 6132	Strategic Planning and Management
MKTG 6000	Marketing Management
MKTG 6010	Consumer Behaviour

MSc Logistics and Supply Chain Management

Introduction

The MSc Logistics and Supply Chain Management degree programme emphasises the practical and analytical aspects of logistics problems as well as the fundamentals of management science and supply chain management. It provides students with the necessary background and skills, exposure to the models used by specialists and the skills needed to apply their analytical abilities to solve problems in the areas of logistics and supply chain management. The programme seeks to teach students how to implement a supply chain management strategy within an organisation, whilst at the same time, developing skills in forecasting, production planning, service planning and scheduling. Emphasis is given to analytical tools, information technology systems and computer programmes as these are an integral part of a successful supply chain strategy. Students will gain an appreciation of the role of client or customer buying behaviour in designing an efficient and effective logistics strategy.

Objectives

The MSc in Logistics and Supply Chain Management is designed to:

- Teach students how to implement a supply chain strategy within an organization, and at the same time, develop skills in forecasting, production planning, service planning and scheduling.
- Emphasize the use of analytical tools, information technology systems and computer programs as these are integral parts of a successful supply chain strategy.
- Ensure that students gain a good appreciation of the role of client or customer buying behaviours in designing an efficient and effective logistics operation.
- Examine the chain of activities required to move products, services or information from suppliers, through various stages of transformation until the final product reaches the client or customer
- Develop managers and professionals with knowledge and expertise in logistics, operations management and supply chain management which enhance their abilities to pursue careers in the manufacturing, transport, services and retail industries, as well as in government.

Entry Requirements

To qualify for entry to this programme, applicants should possess a Bachelor's degree or equivalent with at least Second Class Honours. 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 full-time in 15-18 months and part-time in 30 months.

Programme Structure

Students are required to gain 45 credits through successful completion of 11 compulsory courses and 1 elective course (to be determined by the department). Students have the option of undertaking a 9-credit research paper or 3 electives from the list below. The research paper is worth 9 credits.

A supervisor will be appointed to guide the candidate's research paper.

LIST OF COURSES**Compulsory**

LGSC 6000	Logistics and Supply Chain Management I
LGSC 6001	Strategic Marketing
LGSC 6002	Transportation Administration
LGSC 6003	Operations Research I
LGSC 6004	Logistics Information Systems
LGSC 6005	Strategic Supply Chain Management
LGSC 6006	Operations Research II
LGSC 6007	Production Management
LGSC 6008	International Trade and Exchange
LGSC 6011	Pricing and Revenue Management
LGSC 6014	Logistics and Supply Chain Management II
LGSC 6999	Research Paper OR Three electives from the Faculty of Social Sciences, one of which must be MGMT 6901 – Research Methods for Business and Social Sciences

One elective from the following list:

LGSC 6010	Computer Simulation
PTMT 6001	Project Analysis and Appraisal
PTMT 6023	Project Management Concepts, Framework and Processes
FINA 6030	Quantitative Methods

MPhil/PhD Economics or Finance**Entry Requirements**

Candidates seeking entry to the MPhil programme should hold (at a minimum) a Bachelor's degree (with Upper Second Class Honors or higher) in Economics, Banking, Finance, Actuary Science, Mathematics or a related discipline. Ph.D. candidates require at least an MPhil degree or an equivalent in the area of study. Candidates applying to the Ph.D. programme without an MPhil degree or equivalent in the specific area of study may be admitted to the MPhil programme with the option to upgrade the work to the Ph.D level.

Admission to the programme is also contingent upon candidates having a thesis proposal compatible with staff expertise and resources available. Interested individuals should reach out to the respective MPhil/Ph.D course coordinators to arrange a discussion on their area of interest and the availability of expertise and resources.

Programme Structure/Course of Study

Students in the MPhil and Ph.D degree programme are required to:

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

Courses

The supervisor and Head of the Department will determine which courses would satisfy the credit requirements. Courses should be completed in the first year.

Compulsory Seminar Presentations

For each seminar, students are required to present a topic arising out of their research. Students will also answer questions posed by those in attendance.

Postgraduate Research Student Workshop

All students in the MPhil/Ph.D programmes should take this course. The course equips students with the requisite skills needed to successfully navigate postgraduate research. The general aims of the Postgraduate Research Student Workshop are:

1. To develop a greater understanding of the nature of the post graduate study process.
2. To prepare students better for their research proposals and seminar presentations.
3. To provide useful strategies for the development of their theses.

Thesis Proposal

Students must provide clear details of their research area with their application. Applicants are required to submit a thesis proposal of acceptable scope and quality for the degree. 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 should be a maximum of 3,500 words (not including references) and consist of :

- 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.
- An Introduction. This should include:
 - Background information on the topic
 - The significance and originality of the study, that is, a justification for undertaking such a project, as well as an indication of its potential contribution to knowledge in this area.
 - Objectives or aims
 - Research questions
- Positioning of the research, which should include:
 - A brief account of the existing state of scholarship on the subject (that is, the relevant literature and theories relating to your proposed research topic)
 - Existing gaps in the literature that the research will address
 - If relevant, the research hypotheses
- A tentative methodological framework, that is, the research and data collection techniques that will be used.
- A workplan, which can include a timeline as well as a list of the divisions, phases or chapters into which the thesis will fall.
- Limitations or problems that may arise.
- References (works cited in the proposal). Applicants should follow the guidelines prescribed by the latest edition of the Chicago Manual of Style.

The Proposal should be submitted along with the candidate's application.

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

Required for all research students

GRSM 6005	Postgraduate Research Student Workshop
ECON 6900	MPhil Economics
ECON 8000	Ph.D. Economics
FINA 6995	MPhil Finance
FINA 8000	Ph.D. Finance

THE DEPARTMENT OF GOVERNMENT, SOCIOLOGY, SOCIAL WORK & 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 and offers recent university graduates and practitioners the counselling 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 societal problems by applying contemporary counselling psychological theory;
- Be equipped to 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 postgraduate 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 with at least Second Class honours or equivalent.

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.

Duration

This programme can be completed on a full-time basis of 21 months of study. Part-time students are permitted a maximum of 4 years to complete all requirements.

Programme Structure/Course of Study

Students are required to gain 48 credits. At the end of Year I Semester II (24 credits), they are required to choose a **Research Option** or **Practice Option**.

The **Research Option** has been designed for those students intending to undertake further studies through a doctoral PhD research psychology degree with the intent of being a scientist/practitioner. It requires the completion of a 20,000 research paper on an issue relevant to the field of psychology. The research paper will ensure that students are involved in conducting empirically sound scholarly research and will enable students to develop research skills that can be used to address organizational and societal problems related to the therapy needs of individuals.

Students who select the **Research Option** will undertake ten (10) courses, a 40-hour Pre-practicum lab, 2 Integrative Internship

and Seminars of 500 clinical hours each and a research paper. Such students must apply to the Programme Coordinator by the end of the first semester regarding his or her decision on selecting the Research option.

The **Practice Option** has been designed for those students who intend to pursue further studies through a doctoral psychology degree with the intent of being primarily a practitioner.

Students who select the **Practice Option** will undertake twelve (12) courses, a 40-hour Pre-practicum lab, and 2 Integrative Internship and Seminars of 500 clinical hours each.

LIST OF COURSES

Compulsory

APSY 6020	Advanced Psychopathology
COSY 6000	Foundations/Principles of Counselling Psychology
COSY 6010	Counselling Skills and Techniques
COSY 6012	Family Counselling/ Therapy
COSY 6020	Ethical and Legal Issues in Counselling Psychology
COSY 6030	Group Counselling Theories and Techniques
PSYC 6090	Practicum Lab
PSYC 6100	Advanced Developmental Psychology
PSYC 6110	Applied Research Design and Statistics
PSYC 6120	Psychometrics II: Personality Testing
PSYC 6220	Psychometrics I
COSY 6991	Integrative Internship and Seminar I (6 credits)
COSY 6992	Integrative Internship and Seminar II (6 credits)

Research Option

COSY 6999	Research Paper (6 credits)
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Practice Option (select 2 courses as follows)

COSY 6013	Vocational Counselling OR
COSY 6011	Marital and Couples Counselling/Therapy
COSY 6014	Substance Abuse Theories and Counselling

MSc E-Governance in Developing States

Introduction

The M.Sc. eGovernance for Developing States is a cutting-edge programme at the UWI Cave Hill that concentrates on the use of information and communication technologies (ICTs) towards effective service delivery and the strengthening of democratic processes. The programme examines the linkages between government, businesses and civil society that can be facilitated using ICTS. In sum, the aim of this course of study is to build a cadre of experts who can advance the implementation of appropriate technologies and technological strategies within developing countries. I hope that you will be able to assist us in delivering worthwhile exposure for our students through participation in this seminar series.

The programme fundamentally examines 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 have a Bachelor's degree with at least Second Class honours or equivalent.

Non-degreed 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

The programme can be completed in a minimum of 15 months of full-time study or a minimum of 21 months of part-time study.

Programme Structure/Course of Study

Students are required to gain 39 credits through successful completion of 4 compulsory and 4 elective courses (3 credits each); a practicum (6 credits); and a research paper (9 credits).

The practicum and research paper are undertaken after completion of the taught courses.

LIST OF COURSES

Compulsory

1. EGOV 6010 Investigative Methods for e-Governance
2. EGOV 6020 e-Governance for Development
3. EGOV 6030 Legal and Ethical Issues in E-Governance
4. EGOV 6040 Managing Organization Change in the New Economy

5. EGOV 6999 Research Paper (9 credits) (To be completed after taught courses)
6. EGOV 6990 Practicum (6 credits)

OR**Select 2 electives from:**

- EGOV 6050 Developing Leadership for e-Governance: Managing in Virtual Environments
- EGOV 6100 Electronic Marketing: Doing Business Electronically
- EGOV 6120 Internet Business Strategies
- EGOV 6130 Information Technology and Systems in Organizations
- GOV 6140 Professional Issues in IT
- 2 approved MSc. Electives from the Faculty of Social Sciences

7 – 10 - 4 electives* from:

- 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
- GOV 6140 Professional Issues in IT

*Students are required to take different electives at #6 from those taken at #7 (if opting NOT to do the Practicum)

Master of Social Work (Management and Administration)

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

The Master of Social Work is designed to produce graduates who can:

- 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 either:

- A Bachelor's degree in Social Work with at least Second-Class Honours and at least two years' work experience in a social agency, **OR**
- A Bachelor's degree in a related field (Sociology or Psychology) with at least Second-Class Honours, a Diploma in Social Work and at least two years' work experience in a social agency.

Duration

The programme is currently offered on a part-time basis only and can be completed in 30 months. Candidates have a maximum of 30 months to complete all programme requirements.

Programme Structure/Course of Study

Students are required to gain 39 credits through successful completion of 6 compulsory and 2 elective courses (3 credits each), a practicum component (9 credits), an advanced field instruction integrative seminar (3 credits) and a one-semester research report (3 credits). The seminar, practicum and research report components are undertaken after the courses are complete.

LIST OF COURSES**Compulsory**

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 (9 credits)
SOWK 6920	Advanced Field Instruction Integrative Seminar
SOWK 6990	Social Work Research Report

Select 2 electives from:

SOWK 6080	Methods of Policy Practice
SOWK 6090	Social Work Supervision

OR

An approved Master's level course in Management or Psychology.

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 candidates having a thesis proposal compatible with the expertise and resources available in the Department of Government, Sociology and Social Work.

Programme Structure/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 determine with their supervisor which courses would satisfy the credit requirements. Courses should be completed in the first year.

Postgraduate Research Student Workshop

Introduced in 2015-2016, the general aims of the Postgraduate Research Student Workshop are as follows:

1. To develop in Social Science postgraduate research students a greater understanding of the nature of the post graduate study process.
2. To prepare students better for their research proposals and seminar presentations.
3. To provide useful strategies for the development of their theses.

All students new to Social Sciences research should take this course which will prepare them for the postgraduate research and writing process and provide them with useful strategies and skills for all aspects of this process, especially in the key area of taking responsibility for learning and in planning and writing a thesis.

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. 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 seminar presentations and the Thesis will lead to the award of the Degree.

LIST OF COURSES

Required for all research students

GRSM 6005 Postgraduate Research Student Workshop

Core for all students depending on their programme

GRSM 6001 MPhil Research Seminar 1

GRSM 6002 MPhil Research Seminar 2

GRSM 8001 PhD Research Seminar 1

GRSM 8002 PhD Research Seminar 2

GRSM 8003 PhD Research Seminar 3

GOVT 6990 MPhil Political Science

SOWK 6995 MPhil Social Work

SOCI 6995 MPhil Sociology

GOVT 8000 PhD Political Science

SOWK 8000 PhD Social Work

SOCI 8000 PhD Sociology

Post Graduate Diploma in Substance Abuse Management

Introduction

The PG Diploma in Substance Abuse Management is designed to build the capacity of professionals working in health and social services to effectively treat and care for persons affected by substance abuse. In line with the Universal Treatment Curriculum (UTC) for substance use disorders (SUDs), the programme includes a series of courses intended to facilitate the development of their skills, confidence, and competence in the eight (8) domains of knowledge, and twelve (12) core functions of professionals, in the field of substance use treatment. In doing this programme, professionals will advance their technical competencies to deliver evidence-based treatment services and address substance use problems affecting individuals, families, and communities in the Caribbean region.

Objectives

The programme is designed to develop the proficiency of health and social care professionals in areas including but not limited to: screening, intake, and assessment; individual, group and family counselling; models of substance use treatment; case management; crisis intervention; pharmacology; treatment planning; and professional ethics in substance use treatment.

The core objectives are to:

- Provide opportunities for and access to training, education, and credentials in substance use treatment;
- Equip treatment professionals with the latest knowledge, skills and competencies necessary for effective work in substance use prevention, treatment, and recovery;
- Build capacity of professionals in the Caribbean to deliver evidence-based substance use prevention, treatment, and recovery support; and,
- Reduce the significant health, social, and economic problems associated with substance use disorders by expanding the professional treatment workforce in the Caribbean region.

Entry Requirements

The admission criteria for the PG Diploma in Substance Abuse Management programme are as follows:

Entry Requirements for Degreed Applicants

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

Students with pass degrees will be considered on the following conditions:

- they are currently working in the field, or have adequate work experience, related to the programme,
- they are successful at an interview conducted by the entrance committee within the Department.
- Two letters of recommendation.

Entry Requirements for Non-Degreed Applicants

- Technical certificates or diplomas in a related field that can be assessed by The University of the West Indies.
- Five years' experience in a related field.
- Success at an interview conducted by a selected panel determined by the Campus Committee on Graduate Studies and the Department of Government, Sociology, Social Work and Psychology.
- Two letters of recommendation.

Duration

The Postgraduate Diploma in Substance Abuse Management is to be delivered in a blended format on a full-time basis over 15 months, or on a part-time basis, over a maximum of 36 months.

Programme Structure/Course of Study

Students are required to gain 21 credits through successful completion of four (4) compulsory courses and one (1) elective (3 credits each), that cover the most relevant knowledge, skills and competencies needed for effective work in substance use treatment, and a practicum/internship (6 credits) which is undertaken after successful completion of taught courses.

LIST OF COURSES**Compulsory**

SAMG 6000	Case Management in Substance Abuse Treatment
SAMG 6001	Common Co-Occurring Disorders
SAMG 6004	Intake, Screening, Assessment, Treatment Planning and Documentation
SAMG 6005	Physiology and Pharmacology for Substance Abuse Treatment
SAMG 6090	Substance Abuse Management Practicum/Internship

Select 1 elective from:

SAMG 6002	Counselling Skills for Substance Abuse Professionals
SAMG 6003	Crisis Intervention for Substance Abuse Professionals

SAGICOR CAVE HILL SCHOOL OF BUSINESS & MANAGEMENT

MSc Accounting and Finance (ACCA Embedded)

Introduction

The world of accounting and finance is continuously evolving, with new approaches and methods being introduced on a continual basis. To this extent, individuals working in this field are required to possess the capabilities needed to solve accounting and financial issues using current accounting and financial reporting standards and methods. This programme will lay a comprehensive foundation for students' professional and/or academic career in finance, business and accounting. It will also develop students' understanding of the main finance and accounting theories upon which modern business decisions are made as well as assess the role and importance of accounting information in the management of organisations.

Objectives

The core objectives of the programme are to:

- Explore the role of accounting and finance in organisational success.
- Develop a thorough understanding of financial and management accounting.
- Facilitate students' acquisition of the knowledge and understanding of current issues in accounting and finance through the application of research led learning and teaching techniques.
- Allow students the opportunity to develop theoretical and practical real-world experience in accountancy and finance.
- Promote the integration of theoretical and conceptual understanding of current accounting and finance issues and link these to practice in the current financial market environment.
- Develop an understanding of risk and uncertainties in organisations.
- Develop the in-demand leadership, digital and analytical skills that global employers require.
- Develop transferable personal and professional skills relevant to the current national and international business world.
- Prepare students for the professional level examinations required at the advanced level of the ACCA professional programme.

ENTRY REQUIREMENTS FOR DEGREED APPLICANTS

Applicants under this category should have:

- i. A Bachelor's degree or equivalent from a university or college acceptable to the University of the West Indies, with at least second-class honours.
 - Students are expected to have a good grounding in a business subject such as management, marketing, finance, or economics.
 - Students with pass degrees will be considered on the following conditions:
 - they are currently working in a business, accounting or finance related field, and
 - they are successful at an interview conducted by the entrance committee within the Department.
- ii. Two letters of recommendation.
- iii. Successful completion of all 9 of ACCA Applied Knowledge & Applied Skills papers (or their equivalent) OR
- iv. Successful completion of all 9 of ACCA Applied Knowledge & Applied Skills papers (or their equivalent) Plus any ACCA EPSM, SBL or SBR OR

- v. Current ACCA membership in good standing, completed ACCA Applied Knowledge, Skills and Strategic Professional Essentials Plus two Strategic Options (or their equivalent as approved by ACCA). Students must then complete EPSM.

MSc Business Analytics with optional Specializations in Marketing/Finance, Risk Management and Financial Engineering

Introduction

We live in a world where vast amounts of data are produced and collected daily. In today's business environment, leveraging such data is important in order to attain and/or maintain competitive advantage. The M.Sc. Business Analytics with specialisations in either Finance or Marketing is aimed at equipping students with the knowledge, skills, and tools needed to understand and analyse large datasets. This programme will provide students with broad and in-depth training in all fundamental areas related to business analytics and big data analysis, knowledge of essential data mining concepts, and experience in using key analytical tools, technologies, and techniques for discovering interesting patterns from both structured and unstructured data.

Objectives

The core objectives of the proposed programme are to:

- Develop students ability to think critically about interesting real-world data mining challenges;
- Equip students with the requisite skills to leverage data sources and business analytics to generate insights, support business decisions, and address critical business challenges;
- Enable students to develop the skills needed to collect, analyse and interpret data, as well as provide data-driven solutions to business and marketing problems;
- Challenge students to develop and conceptualise applied research topics targeted at real world data mining problems that are of interest to industry, government, and/or academia; and
- Enhance students' communication skills to enable them to produce high quality reports, thereby helping them to effectively communicate their analytical findings to industry, government, and/or academic institutions.

Entry Requirement

To qualify for entry to this programme, applicants should normally have at least a Second Class Honours degree or its equivalent.

Students are expected to have a good grounding in a quantitative subject such as mathematics, statistics, physics, engineering, computer science, management science, economics, business or a quantitative social science. Students who are adjudged to have an insufficient background in a quantitative discipline or the or English language may still qualify for entry into the programme, but will be required to pursue a preliminary year of study before the M.Sc. Business Analytics courses are pursued.

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

Full-time students can complete the programme in 18 months and all students have a maximum of 48 months to complete all

programme requirements.

Programme Structure/Course of Study

Students are required to gain 45 credits to complete the programme.

The **M.Sc. Business Analytics** consists of eleven (11) core modules (3 credits each), two (2) elective modules (3 credits each), and an Applied Project (6 credits).

The **M.Sc. Business Analytics with a specialisation in either Finance or Marketing** consists of nine (9) core modules (3 credits each), three (3) compulsory specialisation modules (3 credits each), one (1) elective module (3 credits), and an Applied Project (6 credits).

LIST OF COURSES

All 3 credits unless otherwise specified)

MSc. Business Analytics – CORE for All students

ACCT 6010	Accounting for Managerial Decision Making
FINA 6030	Quantitative Methods
BUSA 6001	Computer Simulation
BUSA 6000	Introduction to Business Analytics
BUSA 6002	Data Preparation and Visualization
BUSA 6003	Data Mining I – Supervised Learning
BUSA 6004	Data Mining II – Unsupervised Learning
BUSA 6005	Database Design and Management
BUSA 6090	Consulting or Applied Project (6 credits)

MSc. Business Analytics WITHOUT specialization

Add 3 additional core courses

LGSC 6000	Logistics and Supply Chain Management
MGMT 6132	Strategic Planning and Management
MKTG 6000	Marketing Management and Strategy

Add 2 Electives – Selected from

ECON 6050	Mathematical Methods
ECON 6033	Econometric Methods
FINA 6110	Investment Analysis & Portfolio Management

FINA 6080	Risk Management of Financial Institutions
FINA 6090	Derivatives
FINA 6100	Advance Financial Engineering
MKTG 6030	Marketing Research
MKTG 6010	Consumer Behaviour
MKTG 6046	Electronic Marketing

PTMT 6007 Essentials of Management

MSc. Business Analytics WITH Finance Specialisation:

Add 3 additional core courses

ACCT 6011 Corporate Finance
FINA 6110 Investment Analysis & Portfolio Management in the Caribbean
FINA 6090 Derivatives

Add 1 Elective – Selected from

FINA 6080 Risk Management of Financial Institutions
FINA 6100 Advance Financial Engineering

MSc. Business Analytics WITH Marketing Specialisation:

Add 3 additional core courses

MKTG 6000 Marketing Management and Strategy
MKTG 6030 Marketing Research
MKTG 6046 Electronic Marketing

Add 1 Elective – Selected from

IMGT 6010 International Marketing
MKTG 6010 Consumer Behaviour
MKTG 6070 Integrated Marketing Communications

MSc Finance

Introduction

The M.Sc. Finance programme is specifically geared towards Finance professionals who desire formal academic qualifications to bolster their work experience and advance their technical competencies. It combines a variety of courses which cover a significant amount of the content found in the CFA Program Candidate Body of Knowledge (CBOOK), such as quantitative methods, corporate finance, equity and fixed incomes, derivatives and alternative investments. Upon successful completion of this programme, graduates will be equipped with the practical and technical skills necessary to provide practical financial advice to their current and future employers, develop and conceptualize research in the area of finance, and to obtain gainful employment within the finance industry.

The core objectives of the proposed programme are to:

- Develop the critical thinking and analytical skills of students entering the programme;
- Train a cadre of individuals with excellent core competencies in Finance in the Caribbean;
- Challenge students to develop and conceptualise topics that take explicit account of the peculiarities of small island developing states;
- Challenge students to develop and conceptualise topics that expand the frontiers of the field of Finance;
- Ensure that students leaving the programme can provide both technical as well as practical advice to employers, and;
- Ensure that students can communicate well, both orally and in writing.

Entry requirement

- A Bachelor's degree from a university or college acceptable to the University of the West Indies, with at least lower second-class honours.
- Students with pass degrees will be considered on the following conditions:
- **Entry Requirements for Degreed Applicants**
Applicants under this category should have:
 - they are currently working in the field, or have adequate work experience, related to the programme, and
 - they are successful at an interview conducted by the Entrance Committee within the Department.
 - Two letters of recommendation.
 - Technical certificates, diplomas or professional designations that can be assessed by the University of the West Indies.
 - At least five years' experience in a related field at a Supervisory or higher level.
 - A successful interview conducted by a selected panel determined by the Campus Committee on Graduate Studies and the Department of Management Studies.
 - Two strong letters of recommendation.
- **Entry Requirements for Non-Degreed Applicants**

Many individuals working in Finance have expressed a desire to obtain advanced training. While these individuals have many years of practical experience, they tend to hold mainly certificates, diplomas or other professional

designations related to their job. It is expected that the number of students entering the programme through this route will be restricted to a maximum of 25 percent of the cohort in any given year. The entry criteria for these students would therefore be:

- i. Technical certificates, diplomas or professional designations that can be assessed by the University of the West Indies.
- ii. At least five years' experience in a related field at a Supervisory or higher level.
- iii. A successful interview conducted by a selected panel determined by the Campus Committee on Graduate Studies and the Department of Management Studies.
- iv. Two strong letters of recommendation.

All successful applicants will be subject to the relevant regulations of the UWI Board for Graduate Studies and Research.

Duration

Full-time students can complete the programme in 18 months and all students have a maximum of 48 months to complete all programme requirements.

Programme Structure/Course of Study

The M.Sc. Finance programme will consist of 45 credits, to be completed in a minimum of 18 months. It will comprise twelve (12) core courses (3 credits each), one (1) elective course (3 credits) and an Applied Research Project (6 credits). These core courses will cover the basic tools and techniques required by a finance professional. In addition to this, the programme will consist of two mandatory non-credit workshops. The course structure for the M.Sc. Finance is as follows:

Core Courses:

ACCT 6011	Corporate Finance
ACCT 6015	Equity and Fixed Income Securities
ACCT 6016	Alternative Investments
ACCT 6017	Quantitative Methods for Management
ACCT 6900	Applied Research Paper
ACCT 6XXX	Asset Pricing
ACCT 6XXX	Financial Reporting and Statement Analysis
ACCT 6XXX	Portfolio Management and Wealth Planning
ECON 6037	International Finance
FINA 6090	Derivatives
FINA 6100	Advanced Financial Engineering
FINA 6006	Ethical and Professional Standards for the Finance Professional

MSc Finance and Investments

Introduction

This programme is specifically geared towards Finance professionals who are seeking to develop the professional, technical and analytical skills that will be critical for a successful career in the financial services industry. It combines a variety of courses which cover a significant amount of the content found in the CFA Program Candidate Body of Knowledge (CBOK), such as corporate finance, equity and fixed incomes, derivatives, alternative investments and portfolio management and wealth planning. Upon completion of this programme, graduates will be equipped with a solid foundation in modern finance and investments and will be well prepared for careers in investment banking and other related finance areas.

Objectives

The core objectives of the proposed programmes are to:

- Equip students with the technical capabilities necessary for successful careers in finance and investments
- Enhance the critical thinking and decision-making skills of students within the programme
- Develop students' ability to analyse and synthesise theoretical concepts and practical applications in finance and investment
- Challenge students through demanding, rigorous, and rewarding learning experiences, both individual and team based
- Develop the professional and research skills of students within the programme
- Ensure that students can communicate well, both orally and in writing.

Entry requirement

a. Entry Requirements for Degreed Applicants

Applicants under this category should have:

- i. A Bachelor's degree from a university or college acceptable to the University of the West Indies, with at least lower second-class honours.
 - Students with pass degrees will be considered on the following conditions:
 - o they are currently working in the field, or have adequate work experience, related to the programme, and
 - o they are successful at an interview conducted by the Entrance Committee within the Department.
- ii. Two letters of recommendation.

b. Entry Requirements for Non-Degreed Applicants

- i. Technical certificates, diplomas or professional designations that can be assessed by The University of the West Indies.

- ii. At least five years' experience in a related field at a Supervisory or higher level.
- iii. A successful interview conducted by a selected panel determined by the Campus Committee on Graduate Studies and the Department of Management Studies.
- iv. Two strong letters of recommendation.

Duration

The programme is to be completed in a minimum of 18 months and a maximum of 24 months

Programme Structure

The M.Sc. Finance and Investments programme consists of 45 credits. It comprises of thirteen (13) core courses (3 credits each), and an Applied Research Project (6 credits). In addition, the programme will consist of two (2) mandatory non-credit workshops.

Core Courses:

ACCT 6011	Corporate Finance
ACCT 6014	Corporate Tax Planning and Management
ACCT 6015	Equity and Fixed Income Securities
ACCT 6016	Alternative Investments
ACCT 6017	Quantitative Methods for Management
ACCT 6027	Portfolio Management and Wealth Planning
ACCT 6035	International Tax
ACCT 6036	International Investments
ACCT 6037	Investment Analysis
ACCT 6900	Applied Research Paper
FINA 6002	Financial Analysis and Modelling
FINA 6005	Computational Finance
FINA 6006	Ethical and Professional Standards for the Finance Professional
FINA 6090	Derivatives

MANDATORY WORKSHOPS

ACCT 6022 Bloomberg 1
ACCT 6023 Bloomberg 2

MSc Human Resource Management

Introduction

Human Resource Management (HRM) is a key factor in the success of all organizations. It is especially critical in the Caribbean, where human resources are our main resource and maximizing the returns from human capital is absolutely critical. Individuals working in the area of HRM require advanced training to bolster their work experience and strengthen their technical knowledge. The core of the programme ensures that all students leaving the programme have certain key competencies and skills in the area of human resource management,

Objectives

The core objectives of the MSc Human Resource Management programme are to:

- Develop the critical thinking and analytical skills of students entering the programme;
- Provide the Caribbean with a cadre of individuals with excellent core competencies in human resource management;
- Enhance the skills of individuals working in HRM throughout the region;
- Challenge students to develop and conceptualise topics that take explicit account of the peculiarities of small island developing states;
- Challenge students to develop and conceptualise topics that expand the frontiers of the field of HRM,
- Ensure that students leaving the programme can provide both technical as well as practical advice to employers; and
- Ensure that participants can communicate well, both orally and in writing.

Entry Requirements

To qualify for entry to this programme, applicants should normally have at least a Second-Class Honours degree or its equivalent.

Non-degreed candidates and candidates with a Pass degree 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 12 months of full-time study or 24 months part-time study. Part-time candidates will be permitted a maximum of 4 years to complete the programme.

Programme Structure/Course of Study

Students are required to gain 45 credits through successful completion of 13 compulsory courses and a research paper or practicum (6 credits). Three special skills workshops are mandatory.

LIST OF COURSES**Compulsory for all students**

ACCT 6010	Accounting for Managerial Decision Making
HRNM 6107	Human Resource Management
HRNM 6108	Contemporary Industrial Relations Practices
HRNM 6109	Compensation Management
HRNM 6110	Human Resource Development
HRNM 6111	Strategic Human Resources Management
HRNM 6112	Recruitment & Selection
HRNM 6113	Performance Management
LAER 6002	Caribbean and International Labour Law
LAER 6007	Occupational Safety, Health and the Environment
MGMT 6132	Strategic Planning Management
MGMT 6139	Leadership & Organizational Behaviour
MGMT 6901	Research Methods For Business & Social Sciences
HRMN 6900	Research Paper OR
HRMN 6990	Practicum

Compulsory Workshops

HRNM6302	Human Resources Information Systems Workshop
HRNM6114	Skills for Human Resources Management
MGMT6300	Corporate Communications

MSc International Business

Introduction

This programme was designed to prepare graduates who understand the global context of business from the logistics of international trade and cross-border investments to the cultural and ethical issues that are ingrained in the practice of business around the world. The M.Sc. International Business programme aims to equip students with the skills and tools necessary to manage global resources and operations, finance international business enterprises as well as manage diverse global teams. The courses within the programme will cover core areas in international business such as international trade, cross-cultural management, new emerging markets, foreign direct investment, business sustainability, global outsourcing and offshoring, and global human resource management.

Objectives

The core objectives of the M.Sc. International Business programme are to:

- Equip students with the cutting-edge knowledge and skills required to conduct business in a rapidly transforming global context.
- Equip students with the necessary skills and tools to service foreign markets.
- Equip students with the necessary skills and competencies to devise and implement strategic decisions that facilitate sustainable, global corporate expansion.
- Build students' research skills and competencies in the various methodologies used to research international business.
- Prepare students to manage organisations and global teams across diverse cultural business contexts.
- Develop students' capacity to design and implement international business strategies and policy development.
- Introduce students to emerging issues in international business such as the rise of emerging market multinationals, challenges to global innovation, intellectual property, and labour issues; and
- Enable students in the analysis of critical issues in international business using qualitative and quantitative methods.

Entry Requirements

a. Entry Requirements for Degreed Applicants

Applicants under this category should have:

- i. A Bachelor's degree or equivalent from a university or college acceptable to the University of the West Indies, with at least second-class honours.
 - Students are expected to be grounded in a business subject such as management, marketing, finance, or economics.
 - Students with pass degrees will be considered on the following conditions:
 - o they are currently working in a business or management related field, and;
 - o they are successful at an interview conducted by the entrance committee within the Department.
- ii. Two letters of recommendation.

b. Entry Requirements for Non-Degreed Applicants

Applicants under this category should have:

- i. Technical certificates or diplomas that can be assessed by the University of the West Indies.
- ii. Five years' experience in a business or management related field.
- iii. They are successful at an interview conducted by a selected panel determined by the Campus Committee on Graduate Studies and the Department of Management Studies.
- iv. Two letters of recommendation.

Duration

The programme is to be completed in a minimum of 18 months and a maximum of 24 months.

Programme Structure

The M.Sc. International Business programme consists of thirteen (13) core courses (3 credits each), and a final research paper/project or internship/practicum/consultancy paper (6 credits). Students will also complete four compulsory not-for-credit workshops including one foreign language business workshop.

Core Courses

Course Code	Course Title
IMGT 6010	International Marketing
IMGT 6212	International Finance
IMGT 6215	Cross-Cultural Management
IMGT 6218	International Business Environment and Theory
IMGT 6220	Foreign Market Entry Strategy
IMGT 6222	Global Logistics and Supply Chain Management
IMGT 6224	International Business Strategy
IMGT 6225	Digital Business
IMGT 6226	International Human Resource Management
IMGT 6227	International Trade and Investment
IMGT 6228	International Business Negotiations
IMGT 6229	International Entrepreneurship and Global Innovation
MGMT 6901	Research Methods for Business and Social Sciences

Either:

IMGT 6120 Internship/Practicum/Consultancy Paper

OR

IMGT 6125 Research Paper/Project

Workshops:

IMGT 6231	Doing Business in Emerging Markets
IMGT 6232	Doing Business in Europe
IMGT 6233	Doing Business in China

One (1) Foreign Language Workshop from:

IMGT 6234	Spanish for Business
IMGT 6235	Chinese for Business
IMGT 6236	French for Business

MSc International Business and Finance

Introduction

The M.Sc. International Business and Finance programme is designed to better cater to the academic and career needs of students seeking training in international trade, business strategy and management as well as training in Finance. This programme was designed by the Department of Management Studies to prepare graduates who understand both the global context of business from the logistics of international trade to cross-border investments, and critical finance areas including international finance, financial reporting and statement analysis and corporate finance.

The M.Sc. International Business and Finance programme aims to equip students with the skills and tools needed to manage global resources and operations, finance international business enterprises as well as interpret and leverage financial data. The courses within the programme will cover core areas in international business such as international trade, cross-cultural management, new emerging markets, foreign direct investment, and key areas of finance such as portfolio management and wealth planning, and equity and fixed income securities.

Objectives

This degree programme will:

- Equip students with the cutting-edge knowledge and skills required to conduct business in a rapidly transforming global context;
- Equip students with the necessary skills and tools to service foreign markets;
- Equip students with the necessary skills and competencies to devise and implement strategic decisions that facilitate sustainable, global corporate expansion;
- Build students' research skills and competencies in the various methodologies used to research international business;
- Prepare students to manage organizations and global teams across diverse cultural business contexts;
- Develop the critical thinking and analytical skills of students entering the programme;
- Train a cadre of individuals with excellent core competencies in Finance in the Caribbean;
- Challenge students to develop and conceptualize topics that expand the frontiers of the field of Finance, and;
- Ensure that students leaving the programme can provide both technical as well as practical advice to employers.

Entry Requirements

a. For Degreed Applicant

Applicants under this category should have:

- i. A Bachelor's degree or equivalent from a university or college acceptable to the University of the West Indies, with at least second-class honours.
 - Students are expected to be grounded in a business subject such as management, marketing, finance, or economics.
 - Students with pass degrees will be considered on the following conditions:
 - They are currently working in a business or management related field, and;
 - They are successful at an interview conducted by the entrance committee within the Department.
- ii. Two letters of recommendation.

b. For Non-Degreed Applicants

Applicants under this category should have:

- i. Technical certificates, diplomas or professional designations that can be assessed by the University of the West Indies.
- ii. Five years' experience in a related field at a Supervisory or higher level.
- iii. A successful interview conducted by a selected panel determined by the Campus Committee on Graduate Studies and the Department of Management Studies.
- iv. Two strong letters of recommendation.

Duration

The programme is to be completed in a minimum of 18 months.

Programme Structure

The proposed M.Sc. International Business and Finance programme consists of thirteen (13) core courses (3 credits each), and a final research paper/project or internship/practicum/consultancy paper (6 credits). Students must complete four (4) compulsory not-for-credit workshops including one foreign language workshop.

Course Code	Course Title
ACCT 6011	Corporate Finance
ACCT 6015	Equity and Fixed Income Securities
ACCT 6026	Financial Reporting and Statement Analysis
ACCT 6027	Portfolio Management and Wealth Planning
FINA 6001	Behavioral Finance
IMGT 6010	International Marketing
IMGT 6212	International Finance
IMGT 6215	Cross-Cultural Management
IMGT 6218	International Business Environment and Theory
IMGT 6220	Foreign Market Entry Strategy
IMGT 6222	Global Logistics and Supply Chain Management
IMGT 6224	International Business Strategy
MGMT 6901	Research Methods for Business and Social Sciences

Either:

IMGT 6120 Internship/Practicum/Consultancy Paper

OR

IMGT 6125 Research Paper/Project

Workshops:

IMGT 6231	Doing Business in Emerging Markets
IMGT 6232	Doing Business in Europe
IMGT 6233	Doing Business in Chinese

One (1) Foreign Language Workshop from:

IMGT 6234	Spanish for Business
IMGT 6235	Chinese for Business
IMGT 6236	French for Business

MSc International Business and Trade

Introduction

The M.Sc. International Business and Trade programme is designed to cater to the academic and career needs of students seeking training in international trade, business strategy and management. This programme was designed to prepare graduates who understand the global context of business from the logistics of international trade and cross-border investments to the cultural and ethical issues that are ingrained in the practice of business around the world.

The M.Sc. International Business and Trade programme aims to equip students with the skills and tools necessary to manage global resources and operations, finance international business enterprises as well as manage diverse global teams. The courses within the programme will cover core areas in international business and trade such as international trade, cross-cultural management, new emerging markets, foreign direct investment, business sustainability, global outsourcing and offshoring.

Objectives

The core objectives of the M.Sc. International Business and Trade programme are to:

- Equip students with the cutting-edge knowledge and skills required to conduct business in a rapidly transforming global context;
- Equip students with the necessary skills and tools to service foreign markets;
- Prepare students for the assessment of international business variables and how they affect the trade process;
- Equip students with the necessary skills and competencies to devise and implement strategic decisions that facilitate sustainable, global corporate expansion;
- Enable students in the navigation of business processes in the international business environment;
- Build the skills students need to make sustainable and competitive managerial decisions in the arena of international business and trade;
- Develop students' capacity to design and implement international business strategies and policy development;
- Introduce students to emerging issues in international business and trade such as the rise of emerging market multinationals, challenges to global innovation, intellectual property, and trade issues; and
- Enable students to analyse critical issues in international business and trade using qualitative and quantitative methods.

Entry Requirements

a) For Degreed Applicants

Applicants under this category should have:

- i. A Bachelor's degree or equivalent from a university or college acceptable to the University of the West Indies, with at least second-class honours.
 - Students are expected to have a good grounding in a business subject such as management, marketing, finance, or economics.
 - Students with pass degrees will be considered on the following conditions: o they are currently working in a business or management related field, and; they are successful at an interview conducted by the entrance committee within the Department.
- ii. Two letters of recommendation.

b) For Non-Degreed Applicants

- i. Technical certificates or diplomas that can be assessed by the University of the West Indies.
- ii. Five years' experience in a business, trade or management related field.
- iii. They are successful at an interview conducted by a selected panel determined by the Campus Committee on Graduate Studies and the Department of Management Studies.
- iv. Two letters of recommendation.

Duration

The programme is to be completed in a minimum of 18 months.

Programme Structure

The M.Sc. International Business and Trade programme will consist of twelve (12) core courses (11 courses worth 3 credits each; one course worth 5 credits), and a final research paper/project or internship/practicum/consultancy paper (6 credits). Students will also complete four (4) compulsory not-for-credit workshops including one foreign language business workshop.

Course Code	Course Title
IMGT 6212	International Finance
IMGT 6215	Cross-Cultural Management
IMGT 6218	International Business Environment and Theory
IMGT 6222	Global Logistics and Supply Chain Management
IMGT 6224	International Business Strategy
IMGT 6010	International Marketing
INTR 6006	Introduction to International Trade and Investment Law
INTR 6113	Trade Related Aspects of Regional Integration: CARICOM and the CSME
INTR 6114	Advanced Trade in Services
INTR 6115	Electronic Commerce & The New International Economy
INTR 6118	Contemporary Caribbean Trade Policy Issues
MGMT 6901	Research Methods for Business and Social Sciences

Either:

IMGT 6120 Internship/Practicum/Consultancy Paper

OR

IMGT 6125 Research Paper/Project

Workshops:

IMGT 6231	Doing Business in Emerging Markets
IMGT 6232	Doing Business in Europe
IMGT 6233	Doing Business in China

One (1) Foreign Language Workshop from:

IMGT 6234	Spanish for Business
IMGT 6235	Chinese for Business
IMGT 6236	French for Business

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 integrates international perspectives with the specifics of the Caribbean context, engaging participants in intensive and participative class seminars and projects which require both conceptual and practical thinking.

Objectives

The specific objectives of this 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 Requirements

To qualify for entry to this programme, applicants 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

This programme can be completed in 12 months of full-time study or 24 months of part-time study. The maximum time a student has to complete the programme is 4 years.

Programme Structure/Course of Study

Students are required to gain 42 credits through successful completion of 12 compulsory courses (3 credits each), 3 not-for-credit special skills workshops and a practicum *or* a research paper (6 credits). The practicum/ research report component is undertaken after the courses are complete.

LIST OF COURSES**Compulsory**

ACCT 6010	Accounting for Managerial Decision Making
ACCT 6011	Corporate Finance
ACCT 6012	Principles of Tax Planning
ACCT 6014	Corporate Tax Planning & Management
ACCT 6015	Equity & Fixed Income Securities
ACCT 6016	Alternative Investments
ACCT 6017	Quantitative Methods for Management
ACCT 6019	Multi-Jurisdictional Tax Planning & Management
ACCT 6020	Corporate Restructuring
FINA 6090	Derivatives
MGMT 6901	Research Methods for Business and Social Sciences
ACCT 6900	Research paper OR
ACCT 6990	Practicum

Compulsory workshops

ACCT 6022	Bloomberg 1
ACCT 6023	Bloomberg 2
MGMT 6300	Corporate Communications

Electives

Students select 1 of the following:

ACCT 6018	Legal & Ethical Environment of Wealth Management
FINA 6080	Risk Management of Financial Institution

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.

Duration

The MSc Labour and Employment Relations can be completed in 12 months of full-time study. Candidates have a maximum of 24 months to complete all programme requirements.

Programme Structure/Course of Study

Students are required to gain 39 credits through successful completion of 10 courses inclusive of 8 compulsory courses (3 credits each), 2 elective courses and a practicum or a research paper (9 credits).

LIST OF COURSES

Core

HRNM 6109	Compensation Management
LAER 6000	Labour History
LAER 6001	Employment Relations in a Global Environment
LAER 6002	Caribbean and International Labour Law
LAER 6003	Collective Bargaining & Disputes Resolution
LAER 6007	Occupational Safety, Health and the Environment
LAER 6008	Labour Economics
MGMT 6901	Research Methods For Business & Social Sciences
LAER 6900	Research Paper OR

LAER 6990 Practicum

Electives**Select 2 courses from:**

INGR 6030	CARICOM & The CARICOM Single Market & Economy
LAER 6009	Human Resources Information Systems
LAER 6010	Contemporary Issues in Employment Policy
LAER 6011	Human Resources Management Strategy
LAER 6012	Issues in Labour Migration
LAER 6015	Public Sector Employment Relations
MGMT 6139	Leadership and Organizational Behaviour

Note that all electives are not offered every year

MSc Marketing

Introduction

Marketing is a critical function in all organizations and is one of the most important programmes offered in management and business schools. Individuals working in the area of Marketing require advanced training strengthen their technical competencies. The core of the programme ensures that all students have the key competencies and skills necessary to develop winning marketing strategies for a myriad of firms in both local and international marketplaces.

Objectives

The core objectives of the MSc Marketing programme are to:

- Provide the Caribbean with a cadre of individuals with excellent core competencies in the development of creative and winning marketing strategies for local and global markets
- Confront the peculiarities of strategic marketing in small island developing states
- Equip graduates with the skills to expand the frontiers and scope of all the major aspects of marketing practised by Caribbean firms
- Provide graduates with the intimate knowledge of cutting edge marketing theory and practice to allow them to excel in both local and global marketing firms
- Build competence in oral and written communication skills

Entry Requirements

To qualify for entry to this programme, applicants should normally have at least a Second Class Honours degree or its equivalent.

Non-degreed candidates and candidates with a Pass degree 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 12 months of full-time study or 24 months part-time study. Part-time candidates will be permitted a maximum of 4 years to complete the programme.

Programme Structure/Course of Study

Students are required to gain 45 credits through successful completion of 13 compulsory courses and a research paper or an internship (6 credits). Three 2-3 day special skills workshops are mandatory.

LIST OF COURSES**Compulsory for all students**

ACCT 6010	Accounting for Managerial Decision Making
GEMA 6125	Small Business & Entrepreneurship
HRMN 6000	Human Resource Management
IMGT 6010	International Marketing
LGSC 6000	Logistics and Supply Chain Management
MGMT 6132	Strategic Planning & Management
MGMT 6901	Research Methods for Business & Social Sciences
MKTG 6000	Marketing Management
MKTG 6010	Consumer Behaviour
MKTG 6030	Marketing Research
MKTG 6040	Services Marketing
MKTG 6046	Electronic Marketing
MKTG 6070	Integrated Marketing Communications
MKTG 6900or	Research Paper OR
MKTG 6990	Practicum

Compulsory workshops

MGMT 6300	Corporate Communications
MKTG 6100	Pricing & Revenue Management
MKTG 6101	Product Planning

MSc Project Management and Evaluation

Introduction

The postgraduate 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 to 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 this programme, applicants should normally have at least a Second Class Honours degree or its equivalent. 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 can be completed in 15 months of full-time study or 30 months of part-time study.

Programme Structure/Course of Study

Students are required to gain 45 credits through successful completion of 13 compulsory courses (3 credits each), 2 not-for-credit special skills workshops and a practicum (6 credits). All students must take PTMT6005 in Semester 1 of their first year of study and PTMT6009 in Semester 2 of their first year of study. Both courses are prerequisites for PTMT6011. Note also that both workshops (PTMT 6020 and PTMT 6021) must be taken by the incoming cohort during the summer of Year 1. The incoming

cohort will receive information pertaining to the workshops dates during orientation.

Practicum

The Practicum can be conducted in two areas: (1) Project Management or (2) Project Evaluation. The objective of the Practicum is to apply the knowledge and skills learned and developed during the course of study to a real project to demonstrate competence in either project management or project evaluation. The student is expected to manage a project for an organization or conduct an evaluation for an organization.

Students must register for the Practicum in the final two semesters of study.

Full time students must submit their Practicum proposal by June 30 of Year 1. Part time students must submit their proposal 2 months prior to the final Semester in which they plan to graduate. The written Practicum report for full time students is due by end of February in Year 2. Part time students completing their studies in Semester 1 must submit their Practicum report by the end of February. Part time students completing their studies in Semester 2 must submit their Practicum report by the July 15.

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 be at least **70%**. The candidate must also achieve a mark of **70%** or over in the Practicum.

LIST OF COURSES

Compulsory

ACCT 6010	Accounting for Managerial Decision Making
ACCT 6011	Corporate Finance
ACCT 6017	Quantitative Methods for Management
MGMT 6901	Research Methods for Business and Social Sciences
PTMT 6000	Management of Negotiations
PTMT 6001	Project Analysis/Appraisal
PTMT 6003	Project Implementation
PTMT 6004	Project Financing
PTMT 6005	Monitoring and Evaluation (<i>Semester 1, Year 1; Prerequisite for PTMT 6011</i>)
PTMT 6006	Contract Management and Procurement
PTMT 6007	Essentials of Management
PTMT 6009	Social and Environmental Impact Assessment (<i>Semester 2, Year 1; Prerequisite for PTMT 6011</i>)
PTMT 6011	Project Evaluation
PTMT 6008	Practicum (6 credits)

Compulsory Workshops

PTMT 6020	Project Development Workshop (0 credits) (<i>Must be taken at the end of Year 1</i>)
PTMT 6021	Information Management for Projects Workshop (0 credits) (<i>Must be taken at the end of Year 1</i>)

MSc Tourism & 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.

Entry Requirements

To qualify for entry to this programme, applicants 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 18 months of full-time study or 24 months of part-time study. A full-time student will be allowed a maximum of 24 months to complete the programme and a part-time student will be allowed a maximum of 48 months.

Programme Structure/Course of Study

Students are required to gain 42 credits through successful completion of 8 compulsory and 4 elective courses (3 credits each) and a final project (6 credits). Some courses will have an Action Learning component which will enable the student to link theories and concepts to industry practices. Classes are held during the traditional semesters as well as the summer period. Some courses are semester-long while other courses are conducted in intensive 2 – 3 week periods. At the end of the taught component of the programme, students may choose to do a research paper or an internship with an applied research project.

TOUR 6900: Internship with Applied Research Project

Students selecting this option will undertake a three-month internship and submit a research project that relates to an organizational issue identified by the facilitating organization. The report must be underpinned by sound theoretical and conceptual ideas taught throughout the course and must demonstrate strong and relevant links between theory and industry practice(s). Students with little work experience in the industry are encouraged to take this option. Guidelines related to the internship with applied research project are available and should be used to assist with the process and expected outcomes.

TOUR 6910: Research Paper

Students selecting this option will independently study an area of interest in any of the subject areas related to this programme. Students will be given guidance throughout the stages of the research process and produce a research paper on 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. Guidelines related to the research paper are available and should be used to assist with the process and expected outcomes.

LIST OF COURSES**Compulsory**

ACCT 6010	Accounting for Managerial Decision Making
MGMT 6132	Strategic Planning and Management
MGMT 6901	Research Methods for Business and Social Sciences
TOUR 6030	Tourism Destination Management
TOUR 6050	Strategic Marketing for Tourism and Hospitality
TOUR 6130	Sports and Events Management
TOUR 6135	Events Operation Management
TOUR 6150	Human Resources Management
TOUR 6900	Internship with Applied Research Project (6 credits) OR
TOUR 6910	Research Paper (6 credits)

Select 3 electives (3 credits each) from

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

Select 4th elective from any approved postgraduate level course from the Faculty of Social Sciences

Compulsory Workshops

TOUR 6020 Caribbean Tourism Business Environment Workshop (0 credits)

And one of MGMT 6303 Spanish Language Workshop; or

MGMT 6305 Portuguese Language Workshop;

MGMT 6306 French Language Workshop; or

MGMT 6307 Mandarin Language Workshop

MSc Tourism & Hospitality Management

Introduction

The postgraduate tourism programme began with the MS. Tourism and Hospitality Management and has graduated students from around the region and internationally. It continues to be attractive to practitioners and persons wishing to bring innovation and problem-solving to this complex regional industry. The programme fills 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

The objectives of this programme are:

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 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.

Entry Requirements

To qualify for entry to this programme, applicants should normally have at least a Second Class Honours degree or its equivalent. Candidates with Pass Degrees will be considered for entry on a case-by case basis.

Duration

The programme can be completed in 18 months of full-time study or 24 months of part-time study. A full-time student will be allowed a maximum of 24 months to complete the programme and a part-time student will be allowed a maximum of 48 months.

Programme Structure/Course of Study

Students are required to gain 42 credits through successful completion of 8 compulsory and 4 elective courses (3 credits each) and a final project (6 credits). Some courses will have an Action Learning component which will enable the student to link theories and concepts to industry practices. Classes are held during the traditional semesters as well as the summer period. Some courses are semester-long while other courses are conducted in intensive 2 – 3 week periods. At the end of the taught component of the programme, students may choose to do a research paper or an internship with an applied research project.

TOUR 6900: Internship with Applied Research Project

Students selecting this option will undertake a three-month internship and submit a research project that relates to an

organizational issue identified by the facilitating organization.

The report must be underpinned by sound theoretical and conceptual ideas taught throughout the course and must demonstrate strong and relevant links between theory and industry practice(s). Students with little work experience in the industry are encouraged to take this option. Guidelines related to the internship with applied research project are available and should be used to assist with the process and expected outcomes.

TOUR 6910: Research Paper

Students selecting this option will independently study an area of interest in any of the subject areas related to this programme. Students will be given guidance throughout the stages of the research process and produce a research paper on 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. Guidelines related to the research paper are available and should be used to assist with the process and expected outcomes.

LIST OF COURSES

Compulsory

ACCT 6010	Accounting for Managerial Decision-making
MGMT 6132	Strategic Planning and Management
MGMT 6901	Research Methods for Business and Social Sciences
TOUR 6030	Tourism Destination Management
TOUR 6040	Sustainable Tourism
TOUR 6050	Strategic Marketing for Tourism and Hospitality
TOUR 6060	Service Quality in Tourism & Hospitality
TOUR 6150	Human Resource Management
TOUR 6900	Internship with Applied Research Project (6 credits) OR
TOUR 6910	Research Paper (6 credits)

Select 3 electives from

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
HIST 6711	Caribbean History and Heritage (5 credits)

Select 4th elective from any approved postgraduate level course in Faculty of Social Sciences

Compulsory Workshops

TOUR 6020	Caribbean Tourism Business Environment Workshop (0 credits)
And one of MGMT 6303 Spanish Language Workshop; or	
MGMT 6305	Portuguese Language Workshop;
MGMT 6306	French Language Workshop; or
MGMT 6307	Mandarin Language Workshop

MSc Tourism & Sport Management

Introduction

This programme aims 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 was recognized in a 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 presents. 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 provides 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.

Entry Requirements

To qualify for entry to this programme, applicants 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 18 months of full-time study or 24 months of part-time study. A full-time student will be allowed a maximum of 24 months to complete the programme and a part-time student will be allowed a maximum of 48 months.

Programme Structure/Course of Study

Students are required to gain 42 credits through successful completion of 8 compulsory and 4 elective courses (3 credits each) and a final project (6 credits). Some courses will have an Action Learning component which will enable the student to link theories and concepts to industry practices. Classes are held during the traditional semesters as well as the summer period. Some courses are semester-long while other courses are conducted in intensive 2 – 3 week periods. At the end of the taught component of the programme, students may choose to do a research paper or an internship with an applied research project.

TOUR 6900: Internship with Applied Research Project

Students selecting this option will undertake a three-month internship and submit a research project that relates to an organizational issue identified by the facilitating organization. The report must be underpinned by sound theoretical and conceptual ideas taught throughout the course and must demonstrate strong and relevant links between theory and industry practice(s). Students with little work experience in the industry are encouraged to take this option. Guidelines related to the internship with applied research project are available and should be used to assist with the process and expected outcomes.

TOUR 6910: Research Paper

Students selecting this option will independently study an area of interest in any of the subject areas related to this programme. Students will be given guidance throughout the stages of the research process and produce a research paper on 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. Guidelines related to the research paper are available and should be used to assist with the process and expected outcomes.

LIST OF COURSES**Compulsory**

ACCT 6010	Accounting for Managerial Decision-making
MGMT 6132	Strategic Planning and Management
MGMT 6901	Research Methods for Business and Social Sciences
TOUR 6030	Tourism Destination Management
TOUR 6050	Strategic Marketing for Tourism and Hospitality
TOUR 6130	Sport and Events Management
TOUR 6150	Human Resource Management
TOUR 6160	Sport Policy and Development
TOUR 6900	Internship with Applied Research Project (6 credits) OR
TOUR 6910	Research Paper (6 credits)

Select 3 electives from:

TOUR 6040	Sustainable Tourism
TOUR 6060	Service Quality in Tourism & Hospitality
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 6155	Sport Tourism

Select 4th elective from any approved postgraduate level course from the Faculty of Social Sciences

Compulsory Workshops

TOUR 6020	Caribbean Tourism Business Environment Workshop (0 credits)
And one of MGMT 6303 Spanish Language Workshop; or	
MGMT 6305	Portuguese Language Workshop;
MGMT 6306	French Language Workshop; or
MGMT 6307	Mandarin Language Workshop

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.

Entry Requirements

To qualify for entry to this programme, applicants 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 18 months of full-time study or 24 months of part-time study. A full-time student will be allowed a maximum of 24 months to complete the programme and a part-time student will be allowed a maximum of 48 months.

Programme Structure/Course of Study

Students are required to gain 42 credits through successful completion of 9 compulsory and 3 elective courses (3 credits each) and a final project (6 credits). Some courses will have an Action Learning component which will enable the student to link theories and concepts to industry practices. Classes are held during the traditional semesters as well as the summer period. Some courses are semester-long while other courses are conducted in intensive 2 – 3 week periods. At the end of the taught component of the programme, students may choose to do a research paper or an internship with an applied research project.

TOUR 6900: Internship with Applied Research Project

Students selecting this option will undertake a three-month internship and submit a research project that relates to an organizational issue identified by the facilitating organization. The report must be underpinned by sound theoretical and conceptual ideas taught throughout the course and must demonstrate strong and relevant links between theory and industry practice(s). Students with little work experience in the industry are encouraged to take this option. Guidelines related to the internship with applied research project are available and should be used to assist with the process and expected outcomes.

TOUR 6910: Research Paper

Students selecting this option will independently study an area of interest in any of the subject areas related to this programme. Students will be given guidance throughout the stages of the research process and produce a research paper on 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. Guidelines related to the research paper are available and should be used to assist with the process and expected outcomes.

LIST OF COURSES**Compulsory**

ACCT 6010	Accounting for Managerial Decision Making
MKTG 6000	Marketing Management
MKTG 6010	Consumer Behaviour
MKTG 6030	Marketing Research
MKTG 6070	Integrated Marketing Communications
MGMT 6901	Research Methods for Business and Social Sciences
TOUR 6030	Tourism Destination Management
TOUR 6050	Strategic Marketing for Tourism and Hospitality
TOUR 6150	Human Resources Management
TOUR 6900	Internship with Applied Research Project (6 credits) OR
TOUR 6910	Research Paper (6 credits)

Select 2 electives from

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

Select 3rd elective from any approved postgraduate level course from the Faculty of Social Sciences**Compulsory Workshops**

TOUR 6020	Caribbean Tourism Business Environment Workshop (0 credits)
And one of	
MGMT 6303	Spanish Language Workshop; or
MGMT 6305	Portuguese Language Workshop;
MGMT 6306	French Language Workshop; or
MGMT 6307	Mandarin Language Workshop

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

Entry Requirements

To qualify for entry to this programme, applicants 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 18 months of full-time study or 24 months of part-time study. A full-time student will be allowed a maximum of 24 months to complete the programme and a part-time student will be allowed a maximum of 48 months.

Programme Structure/Course of Study

Students are required to gain 42 credits through successful completion of 8 compulsory and 4 elective courses (3 credits each) and a final project (6 credits). Some courses will have an Action Learning component which will enable the student to link theories and concepts to industry practices. Classes are held during the traditional semesters as well as the summer period. Some courses are semester-long while other courses are conducted in intensive 2 – 3 week periods. At the end of the taught component of the programme, students may choose to do a research paper or an internship with an applied research project.

TOUR 6900: Internship with Applied Research Project

Students selecting this option will undertake a three-month internship and submit a research project that relates to an organizational issue identified by the facilitating organization. The report must be underpinned by sound theoretical and conceptual ideas taught throughout the course and must demonstrate strong and relevant links between theory and industry practice(s). Students with little work experience in the industry are encouraged to take this option. Guidelines related to the internship with applied research project are available and should be used to assist with the process and expected outcomes.

TOUR 6910: Research Paper

Students selecting this option will independently study an area of interest in any of the subject areas related to this programme. Students will be given guidance throughout the stages of the research process and produce a research paper on 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. Guidelines related to the research paper are available and should be used to assist with the process and expected outcomes.

LIST OF COURSES**Compulsory**

ACCT 6010	Accounting for Managerial Decision Making
MGMT 6132	Strategic Planning and Management
PTMT 6001	Project Analysis and Appraisal
PTMT 6007	Essentials of Management
MGMT 6901	Research Methods for Business and Social Sciences
TOUR 6030	Tourism Destination Management
TOUR 6040	Sustainable Tourism Development
TOUR 6150	Human Resources Management
TOUR 6900	Internship with Applied Research Project (6 credits) OR
TOUR 6910	Research Paper (6 credits)

Select 2 electives from

TOUR 6050	Strategic Marketing for Tourism and Hospitality
TOUR 6060	Service Quality in Tourism & Hospitality
TOUR 6080	Contemporary Issues in Tourism and Hospitality
TOUR 6090	Risk, Crisis & Disaster Management
TOUR 6130	Sports and Events Management
TOUR 6110	Hospitality Consultancy
TOUR 6120	Resort Hotel Development and Operations

Select 2 electives from

PTMT 6000	Management of Negotiations
PTMT 6003	Project Implementation
PTMT 6004	Project Financing
PTMT 6005	Monitoring and Evaluation
PTMT 6006	Contract Management and Procurement
PTMT 6009	Social, Economic, Political & Environmental Impact Assessment

PTMT 6011 Project Evaluation

Compulsory Workshops

TOUR 6020 Caribbean Tourism Business Environment Workshop (0 credits)

And one of MGMT 6303 Spanish Language Workshop; or

MGMT 6305 Portuguese Language Workshop;

MGMT 6306 French Language Workshop; or

MGMT 6307 Mandarin Language Workshop

***Executive Masters in Business Administration (EMBA),
Masters in Business Administration in Entrepreneurship (MBAE)
Masters in Entrepreneurship and Innovation (MEAI),
International Masters in Business Administration (IMBA),
Doctorate of Business Administration (DBA)***

The Executive Masters in Business Administration (EMBA) offered by the SAGICOR Cave Hill School of Business and Management – UWI is a two (2) year, highly participative and intense programme, intended for experienced executives who have the determination and focus to succeed and who want to maximise their development opportunities. This programme gives participants the opportunity to explore the latest management thinking, acquire knowledge and skills in all areas of general management and gain insight into specialist areas through a wide-ranging portfolio of courses. A strong emphasis is placed on group learning, teamwork and skill development to equip graduates with the competencies to meet the challenges of business in today's ever changing environment. Within each class, participants have the opportunity to share experiences with a peer group of the highest calibre, whose diversity and maturity add to the programme's distinctive edge and who provide each other with a valuable network throughout the region

The Masters in Business Administration in Entrepreneurship (MBAE) was created 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 MBAE is offered in both Face-to-Face (f2f) and Blended Learning formats (BL).

The Masters in Entrepreneurship and Innovation (MEAI) is a product of the innovation economy through which countries have sought to manage the effects of market disasters and economic downturns. The ethos of the programme is to make a charge on the creative capabilities of its participants, patent or latent, while incorporating the theoretical precepts of academic business study at the master's level.

The MBA International programme (IMBA) prepares its graduates for dynamic careers and leadership positions in large or small organisations throughout the world. The curriculum synthesises the best of both professional and liberal education. The programme takes into account trends in MBA education around the world and is structured to allow participants to acquire competence in Spanish as a foreign language. The method of delivery relies on a diverse mixture of international, regional and local lecturers. The international facilitators bring to the programme research, teaching and consulting styles from European, Asian and North American perspectives, while our local and regional facilitators add their rich knowledge about the complex and rapidly changing business environment of the Caribbean, Latin America and other countries facing similar challenges.

The Doctorate in Business Administration (DBA) programme aims to develop a cadre of highly trained Caribbean business leaders who can undertake rigorous management research to enhance the competitive capacity of firms within the region. This programme is being offered jointly by the three business schools of the University of the West Indies (UWI), namely The SAGICOR Cave Hill School of Business and Management, Mona School of Business and the Arthur Lok Jack Graduate School of Business. It is academically equivalent to a Doctor in Philosophy (PhD) degree, prepares candidates to provide significant research based and original contributions to management practice. Thus the programme will facilitate the further development of the region and encourage critical research in all areas of management.

Entry Requirements

The MBA, MBAE, MEAI and IMBA programmes seek candidates who:

- are graduates of an approved university with at least a Second Class Honours degree or have, in the opinion of the UWI, an equivalent professional qualification;
- have between three and five years' relevant management experience;
- are senior managers or are earmarked for senior management or are seeking to switch career paths;
- can commit themselves to a rigorous and flexible study 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, managers, assistant/deputy managers, experienced and inexperienced entrepreneurs and, anyone who in the opinion of the UWI, has the appropriate background and exposure for master's level studies.

Persons who do not meet academic or work experience requirements may be considered on a case-by-case basis.

Candidates to the DBA should normally have obtained:

- a Master's degree with a B+ average within a management-based discipline (MA, MSc, MBA, EMBA), and
- a proven record of accomplishment at the managerial level, or have been lecturing at the tertiary level for no less than three years.

Scholastically exceptional applicants who do not satisfy the work requirement will be considered.

All applicants being considered for acceptance may be interviewed.

Duration

The EMBA, IMBA, and MBAE and MEAI can be completed in two years. The DBA can be completed full-time in four years. All courses are delivered in a modular format.

Programme Structure/Course of Study

The **EMBA** programme is delivered in 3 streams - General Management, Human Resource Management and Public Sector Management.

In the **General Management** stream students must gain 42 credits through successful completion of four (4) compulsory (not for credit) workshops, 11 compulsory (3-credit) courses, 1 elective course and a Research Project. In the **Human Resource Management** stream students must gain 42 credits through successful completion of one (1) compulsory, not for credit workshop, 11 compulsory (3-credit) courses, and a nine (9) credit Action Learning Component and Project, while in the **Public Sector Management** stream students must gain 42 credits through successful completion of one (1) compulsory, not for credit workshop, 11 compulsory (3-credit) courses, and a nine (9) credit Action Learning Component and Project.

Students in the **MBAE** must gain 45 credits through successful completion of 2 not for credit pre-programme courses, 1 not for credit workshop and fifteen (15) 3-credit courses (13 compulsory and 2 elective).

Students in the **MEAI** must gain 48 credits through successful completion of 14 courses and 3 Real Project Stages, the activities in which will be underpinned by the taught courses that precede that stage.

Students in the **IMBA** must gain 45 credits through successful completion of eleven (11) and three (3) elective 3-credit courses, two (2) not for credit workshops and a Practicum (3 credits).

The **DBA** programme consists of a menu of business studies and methodological courses, two major seminars or courses drawn from a pool of complementary fields of study. It culminates with the public defense of a 40,000 to 50,000 word dissertation.

Postgraduate Diploma in Business Administration

Participants in the EMBA General Management Stream who have completed the compulsory workshops and twenty-four (24) credits from core courses in the programme who wish to exit at that stage will be eligible for the award of a Postgraduate Diploma in Business Administration. Persons who accept this qualification would be permitted to return within a two (2)-year period to complete the EMBA. They will be required to complete the remaining nine (9) core credits, three (3) elective credits and the six (6) credit comprehensive Research Project.

Evaluation

Evaluation in all courses will be through a combination of course-work and assessment methods including class participation, formal presentations in the class, group work, reports, individual assignments, written analysis of cases, take-home examinations (DBA only), sit- down timed 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.

LIST OF COURSES

MBA– GENERAL MANAGEMENT *(Revised effective Semester 1, 2017-2018)*

Compulsory

GEMA 6012	Business Research Workshop (0 credits)
GEMA 6013	Leadership in Organisations Workshop (0 credits)
GEMA 6014	Geo-politics and Strategic Innovations Workshop (0 credits)
GEMA 6030	Managerial Finance
GEMA 6103	Legal Framework of Business Government & Society
GEMA 6104	Accounting for Decision Making
GEMA 6200	Leadership in Contemporary Organisations
GEMA 6201	Effective Strategy Execution
GEMA 6202	Strategies for Managing Big Data and Analytics
GEMA 6300	Group Dynamics & Corporate Communication Workshop (0 credits)
GEMA 6315	Quantitative Business Applications
GEMA 6320	Managerial Economics
GEMA 6340	Marketing Management
GEMA 6360	Operations Management
INBA 6110	Negotiating Skills
GEMA 6290	Comprehensive Research Project (6 credits)

Select 1 elective from:

GEMA 6125	Small Business and Entrepreneurship
HRNM 6001	Organization Development & Transformation
INBA 6065	Tourism Planning and Policy Analysis for Sustainable Development

MBA – HUMAN RESOURCE MANAGEMENT**Compulsory**

GEMA 6107	Professional Development & Personal Mastery Workshop (0 credits)
GEMA 6102	Leading Organisations through People
GEMA 6103	Legal Framework of Business, Government and Society
GEMA 6104	Accounting for Decision Making
GEMA 6160	Business Research
HRNM 6001	Organisation Development & Transformation
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
GEMA 6106	Action Learning Component and Project (9 credits)

MBA– PUBLIC SECTOR MANAGEMENT**Compulsory**

GEMA 6107	Professional Development and Personal Mastery Workshop (0 credits)
GEMA 6006	Project Management Framework
GEMA 6007	Project Financing and Risk Management
GEMA 6102	Leading Organisations through People
GEMA 6103	Legal Framework of Business, Government and Society
GEMA 6105	Management Practices and Development in Public Services
GEMA 6160	Business Research
GEMA 6315	Quantitative Business Applications
GEMA 6365	Strategic Planning and Strategic Management
INBA 6110	Negotiating Skills
PSMA 6300	Public Sector Financial Accounting and Management
PSMA 6310	Economics for Public Sector Managers
GEMA 6106	Action Learning Component and Project (9 credits)

IMBA**Compulsory**

GEMA 6107	Professional Development and Personal Mastery Workshop (0 credits)
INBA 6001	Spanish for Business Purposes I Workshop (0 credits)
INBA 6002	Spanish for Business Purposes II Workshop (0 credits)
GEMA 6002	Information Systems Management
GEMA 6003	Marketing Management (Domestic & International)
HRNM 6001	Organisation Development & Transformation
HRNM 6002	Financial Management & Accounting
INBA 6010	Quantitative Business Analysis
INBA 6011	International Business
INBA 6012	Operations Management

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

Select 3 electives from:

GEMA 6007	Project Financing and Risk Management
GEMA 6120	Joint Ventures & other Inter-corporate Linkages
GEMA 6125	Small Business & Entrepreneurship
INBA 6040	International Services Marketing
INBA 6056	Tourism Planning and Policy Analysis for Sustainable Development
INBA 6110	Negotiating Skills

MBAE**Compulsory**

ENTR 6000	Explore Entrepreneurship (0 credits)
GEMA 6107	Professional Development and Personal Mastery Workshop (0 credits)
GEMA 6315	Quantitative Business Applications (0 credits)
ENTR 6001	Entrepreneurial Marketing
ENTR 6004	Technology and Innovative Management Information Systems
ENTR 6005	Entrepreneurial Finance
GEMA 6102	Leading Organisations through People
GEMA 6103	Legal Framework of Business, Government and Society
GEMA 6104	Accounting for Decision-Making
GEMA 6125	Small Business & Entrepreneurship
GEMA 6160	Business Research
GEMA 6320	Managerial Economics
GEMA 6360	Productions & Operations Management
GEMA 6365	Strategic Planning and Strategic Management
INBA 6110	Negotiating Skills
MKTG 6050	Product Planning and Distribution

Select 2 electives from

ENTR 6006	Entrepreneurship in Large Organisations: Intrapreneurship and Innovation
ENTR 6007	Proposal Writing for Funding Agencies
ENTR 6008	Venture Models
GEMA 6006	Project Management Framework
GEMA 6007	Project Financing and Risk Management
GEMA 6120	Joint Ventures & Other Inter-corporate Linkages

MEAI**Compulsory**

ENTR 6004	Technology and Innovative Management Information Systems
ENTR 6010	Entrepreneurial Self-efficacy
ENTR 6011	Social Entrepreneurship
ENTR 6012	Management of Product Development and Distribution

ENTR 6013	Innovation and Design in Entrepreneurship
ENTR 6030	Real Project Stage I
ENTR 6031	Real Project Stage II
ENTR 6032	Real Project Stage III
GEMA 6007	Project Financing and Risk Management
GEMA 6102	Leading Organisations through People
GEMA 6103	Legal Framework of Business, Government and Society
GEMA 6104	Accounting for Decision-making
GEMA 6365	Strategic Planning and Strategic Management
INBA 6110	Negotiating Skills
MBDI 6006	Entrepreneurship and Business Growth (from ALJGSB)
MBDI 6007	Marketing for New and Growing Ventures

Electives

Participants may select one course from those listed annually for the Masters in Entrepreneurship and Innovation. A choice may also be made from the CHSB-EMBA or IMBA programmes.

Additionally, participants may select courses from the Arthur Lok Jack Graduate School of Business or the Mona School of Business and Management.

Suggested courses are:

ENTR 6006	Entrepreneurship in Large Organisations: Intrapreneurship and Innovation
GEMA 6120	Joint Ventures & Other Inter-corporate Linkages
ENTR 6007	Proposal Writing for Funding Agencies

DBA

Compulsory

BUAD 8000	Quantitative and 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	Internationalisation of SME's
BUAD 8008	Global Competitiveness
BUAD 8009	Strategy Dynamics
BUAD 8028	Comprehensive Examination (0 credits)
BUAD 8099	Dissertation (0 credits)

Electives (2)

Students may opt to pursue seminars, courses or a combination thereof pending availability. Where applicable, students may select electives from existing courses within the Faculty.

Postgraduate Diploma in Public Sector Management

Introduction

In today's changing environment, the public service faces challenges and external pressures that it has never encountered before. These pressures lie at the heart of the increasing demands for personnel who are equipped with the requisite knowledge, skills, training, and management competencies to deliver improved public services for the government and the wider community.

Objectives

The Postgraduate Diploma in Public Sector Management, delivered in collaboration with the Department of Management Studies, seeks to improve the analytical and operational levels of public sector management capability, productivity, competitiveness, and overall performance through enhanced and targeted management education and training. This programme builds on the Campus' tradition of delivering management education and training which has contributed significantly to human resource development in the public and private sectors, as well as civil society in Barbados and the Eastern Caribbean over the years.

Entry Requirements

Applicants should normally have at least a Second Class Honours degree or its equivalent. Candidates with Pass Degrees or other qualifications, and who have substantial experience will be considered for entry on a case-by-case basis.

Duration

Fulltime students, who so choose, can complete the programme in one academic year and part-time students have a maximum of 24 months to complete the requirements.

Programme Structure/Course of Study

The programme comprises nine courses (3 credits each) totaling 27 credits. Of these, seven courses are compulsory and students will select two electives from those on offer during the current academic year.

LIST OF COURSES

Compulsory

EGOV 6020	E-Governance for Development
HRNM 6111	Strategic Human Resource Management
HRNM 6300	Strategic Leadership and Change Management
LAER 6003	Collective Bargaining and Disputes Resolution
PSMA 6004	Policy Analysis & Management
PSMA 6300	Public Sector Financial Accounting & Management
PTMT 6001	Project Analysis and Appraisal

Select 2 electives from

FINA 6020	Caribbean Business Environment
GEMA 6105	Management Practices and Development in Public Services
LAER 6015	Public Sector Employment Relations
PSMA 6003	Comparative Practices & Developments in Public Sector Management
PSMA 6335	A Reflection Paper/Project: Contemporary Issues in Public Sector Reform

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 candidates having a thesis proposal compatible with the expertise and resources available in the Department of Management Studies.

Programme Structure/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.

Postgraduate Research Student Workshop

Introduced in 2015-2016, the general aims of the Postgraduate Research Student Workshop are as follows:

1. To develop in Social Science postgraduate research students a greater understanding of the nature of the post graduate study process.
2. To prepare students better for their research proposals and seminar presentations.
3. To provide useful strategies for the development of their theses.

All students new to Social Sciences research should take this course which will prepare them for the postgraduate research and writing process and provide them with useful strategies and skills for all aspects of this process, especially in the key area of taking responsibility for learning and in planning and writing a thesis.

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.

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

Required for all research students

GRSM 6005 Postgraduate Research Student Workshop

Compulsory for all students depending on their programme

GRSM 6001 MPhil Research Seminar 1

GRSM 6002 MPhil Research Seminar 2

MGMT 6995 MPhil Management Studies

GRSM 8001 PhD Research Seminar 1

GRSM 8002 PhD Research Seminar 2

GRSM 8003 PhD Research Seminar 3

MGMT 8000 PhD Management Studies

SHRIDATH RAMPHAL CENTRE FOR INTERNATIONAL TRADE, LAW, POLICY AND SERVICES

MSc International Trade Policy

Introduction

The field of International Trade Policy combines the essentials of trade policy with professional skills training. The MSc in International Trade Policy (MITP) 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 MSc programme in International Trade Policy is delivered through the Shridath Ramphal Centre for International Trade, Law, Policy & Services and is 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 MSc 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

Applicants should normally have at least a 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 will be considered for entry on a case-by-case basis.

Duration

This programme is delivered on a full-time basis only. Teaching takes place from September to April with the other programme components taking place during the summer session. Candidates are expected to complete the programme in 1 year.

Programme Structure/Course of Study

Students are required to gain 42 credits through successful completion of 7 compulsory and 4 elective courses, an overseas study tour (0 credits), an Internship (0 credits), 4 non-credit courses and a research paper (9 credits).

Class attendance is **mandatory** and students who do not attend classes without a viable reason will lose a percentage of their final mark for the relevant course.

The programme has two (2) components – academic and practical.

Academic Component

The academic component of the programme runs from September to April with courses delivered in a modular format. This component also includes a research paper which **all** students are required to submit by the deadline of **July 31**.

Practical Component

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

- (a) Study Tour - which exposes students to the multilateral trading system and the plethora of organizations involved. This takes place directly on completion of examinations in Semester 2 and lasts approximately 16 days.
- (b) Internship – Directly on completion of the Study Tour students are assigned to a national government department/agency, regional or international organization, or an NGO for a period of 3 months.

LIST OF COURSES

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

- Spanish/French (0 credits)
- Research Methods (0 credits)
- Report Writing (0 credits)
- Making Presentations (0 credits)

Compulsory

All courses are worth 3 credits unless otherwise stated

INTR 6002	Economic Theories and Trade Policy
INTR 6003	Research and Quantitative Methods for Trade Policy
INTR 6005	Globalization and Global Governance
INTR 6006	Introduction to Trade and Investment Law (6 credits)
INTR 6113	Trade Aspects of Regional Integration: CARICOM and the CSME

INTR 6118 Contemporary Caribbean Trade Policy Issues

INTR 6131 Research Paper (9 credits)

Select 4 electives from:

INTR 6004 International Business Strategy

INTR 6007 International Negotiations and Advocacy

INTR 6012 Public Procurement: Challenges and Opportunities for the Caribbean

INTR 6111 Business, Government and International Economy

INTR 6112 Trade in Goods – Market Access

INTR 6114 Advanced Trade in Services

INTR 6115 E-commerce and Trade

INTR 6116 Competition Law and International Trade Policy

INTR 6119 Trade, Gender & Employment

INTR 6120 Trade & Tourism

INTR 6121 Intellectual Property, Innovation and Trade Policy

INTR 6122 International Environmental Trade Law

INTR 6123 Legislative Drafting & Trade Policy

INTR 6125 Competition Law and Economics of Competition

INTR 6126 Customs Administration and Trade Facilitation

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

MPhil/PhD Governance & 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.

We welcome and encourage thesis proposals that fit well with our research themes:

- **Navigating globalization**
 - Microfinance and Entrepreneurship
 - Repositioning Caribbean International Finance Centres
 - Caribbean Development Theory and Policy
 - China, The Belt & Road Initiative, and Implications for the Caribbean
- **Social Renewal**
 - Youth and Determinants of Problem Behaviour
 - Mitigating Rise Crime
 - Interventions in Law Reforms around Sexual and Reproductive Rights
 - Ways of being in a Digital Age
- **Sustainability**
 - Coping with Climate Change and Micro-insurance
 - Greening Caribbean Futures
 - Sustainable Livelihoods

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.

Availability of Expertise and Resources

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. Admission is contingent upon candidates having a thesis proposal compatible with the expertise and resources available in the Institute.

Programme Structure/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**Compulsory for all students**

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

Compulsory depending on programme

GRSM 6001	MPhil Research Seminar 1
GRSM 6002	MPhil Research Seminar 2
SALI 6900	MPhil Economic Development Policy
SALI 6901	MPhil Governance and Public Policy
SALI 6902	MPhil Social Policy
GRSM 8001	PhD Research Seminar 1
GRSM 8002	PhD Research Seminar 2
GRSM 8003	PhD Research Seminar 3
SALI 8000	PhD Economic Development Policy
SALI 8010	PhD Governance and Public Policy
SALI 8025	PhD Social Policy

MSc Development Studies with concentrations in Governance, Social Policy and Economic Development Policy

The Institute also offers a taught MSc degree in Development Studies with concentrations in governance, social policy and economic development policy. This programme is a fully online (asynchronous) postgraduate degree.

List of Core Courses

SALI6205 – Global Political Economy
SALI6012 – Research Methods in the Social Sciences
SALI6200 – Understanding Contemporary Society and Development
SALI6031 – Techniques of Applied Social Statistical Analysis
SALI6206 – Small States' Development: Challenges and Opportunities
SALI6023 – Monitoring and Evaluation
SALI6203 – Leadership Seminar
SALI6204 – Public Policy Analysis and Management
SALI6060 – Research Paper

Social Development Policy Concentration

SALI6104 – Social Inequality and Marginalization
GEND6605 – Regulating Sexual Citizenship in 'Postcolonial' Nations
SALI6109 – Social Investment in Children

Economic Development Policy Concentration

SALI6020 – Microeconomic Policy Analysis
SALI6022 – Quantitative Methods for Economic Decision Making
SALI6108 – Environment and Sustainable Development

Governance and Public Policy Concentration

SALI6103 – Integration: Policies and Practices in Commonwealth Caribbean **OR** GOVT6081 – Caribbean Politics
SALI6110 – Development Cooperation and Aid Effectiveness
SALI6106 – Deviance, Conflict and Social Management

For a list of the MSc courses offered, please see: www.cavehill.uwi.edu/salises/programmes/taught-masters.aspx.

COURSE DESCRIPTIONS

Courses are listed here in alphanumeric order by Course Code – i.e. Subject Code followed by Course Number. Descriptions for all Subject codes are given in the next section.

Note that

- *all courses may not be offered every year*
- *course assessment is shown for information purposes only; subject to approved changes*

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.

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.

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

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 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

100% Coursework

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.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: ACCT 6022

TITLE: Portfolio Analysis & Management Using the Bloomberg Platform I Workshop

CREDITS: 0

Description

The Bloomberg Profession System (BPS) provides financial professionals with access to news, economic data, capital market data, financial data and a variety of analytics related to equities, fixed income, foreign currency and commodities. This workshop introduces students to the fundamental features of the BPS. The workshop will include both hands-on training in researching capital market data using a variety of news wires, retrieval of data and analytics on publicly traded companies, equity fundamentals and the Bloomberg’s messaging system. This workshop will include an orientation to the Bloomberg University’s online training and students will be required to view two online videos (Getting Started and Bloomberg News and Research)

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: ACCT 6023

TITLE: Portfolio Analysis & Management Using the Bloomberg Platform II Workshop

CREDITS: 0

PRE-REQUISITE: ACCT 6022 - Portfolio Analysis & Management Using the Bloomberg Platform I

Description

This workshop builds on the fundamental concepts covered in the Bloomberg I workshop. This workshop covers live monitoring systems using the Bloomberg Professional Service and introduces students to the Bloomberg Launchpad. The workshop will cover the addition of equities, indexes, news and message alerts to the Launchpad. This session will also cover additional concepts related to equity analytics and fixed income. Charting using the BPS and the interaction of the BPS with Excel and Word

will also be covered in this session. Students will be required to view two online videos as part of this workshop (The Launchpad and Equity Fundamentals).

Assessment

Pass/Fail based on satisfactory Attendance and Participation

COURSE CODE: ACCT 6025

TITLE: Construction Accounting and Finance

CREDITS: 4

Description

This course aims to produce professionals who are able to manage the financial risks within a project relating to: time, cost, quality, health & safety, sustainability and environmental issues.

On successful completion of this unit, students should be able, at threshold level, to:

1. Evaluate Financial Accounts (KU1),
2. Evaluate Management Accounts (KU2), and
3. Analyze the economic, environmental and social impacts of a project during its life cycle (Ap2)

Assessment

40%. Coursework; 60% Final Examination

COURSE CODE: ACCT 6900

TITLE: Research Paper

CREDITS: 6

Description

The basic objective of this programme 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: ACCT 6990

TITLE: Practicum

CREDITS: 6

Description

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: 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: Advanced 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: BUAD 8000

TITLE: Quantitative and Qualitative Research methodologies for Managerial Decision-Making

CREDITS: 3

Description

This course initiates participants in the DBA programme in the art and science of conducting applied systematic inquiry in the domain of business management. The focus is on epistemological and ontological perspectives that underpin quantitative, qualitative, and mixed research methodologies. The course examines the research process in detail including the basic philosophy of science, problem formulation, hypothesis development, research design, data collection, and data analysis.

Other critical elements include an understanding of the ethics of research, critical evaluation of research, the conceptualization of a research paper, and review of the doctoral dissertation process. This course is intended to help Participants to read, review, and assess research methods that are used in business related literature and develop the skills necessary for the successful pursuit of individual research interests and investigations.

Assessment

100% Coursework

COURSE CODE: BUAD 8001

TITLE: Multivariate Statistical Analysis

CREDITS: 3

Description

The primary purpose of this course is to develop a thorough understanding of the major Multivariate Techniques and their application to a range of managerial issues. We expect that through your exposure to lectures, exercises, case analyzes and classroom interaction, you will be able to utilize a wide range of quantitative techniques to analyze and solve management problems.

Assessment

100% Coursework

COURSE CODE: BUAD 8002

TITLE: Global Management Trends

CREDITS: 3

Description

A rapidly changing global environment has imposed the need for new approaches to global management. Employing general analysis as well as specific case studies, participants will examine current approaches to global management, both in corporate enterprises and in global inter-governmental organisations such as the United Nations, the IMF, the World Bank and the WTO. The course will focus on the impact of globalisation on management theory and practice and in particular on emerging management approaches designed to respond to the challenges imposed by the new global dispensation.

In this context it will also focus on the relationship of management to culture, values, ethics and the preservation of the environment which have emerged as major concerns in recent years.

Assessment

100% Coursework

COURSE CODE: BUAD 8003

TITLE: strategic Use of Information and Communications Technologies (ICT)

CREDITS: 3

Description

The course seeks to equip participants with the knowledge to bridge theory and practice in order to respond to the challenges and opportunities that organizations face in the adoption and diffusion of ICT, for strategic enablement and increased global competitive positioning in the information revolution.

Through examination of the appropriate literature in this area, participants gain insights into the key managerial issues surrounding management and use of ICT and other linked technologies in organizations as a strategic corporate resource, and the executive oversight and governance required to harness the strategic potential of ICT for creating value and enhancing competitive positioning.

This course will provide a baseline for students who wish to pursue research in this area to begin their interaction with the appropriate literature and also for others to formulate informed positions on the strategic uses of information and communications technologies to enhance organizational competency and competitive advantage from a business executive's perspective.

The Caribbean perspective will be central to the discussions.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: BUAD 8004

TITLE: Business Development, Entrepreneurship and Innovation

CREDITS: 3

Description

This course explores the critical success factors of the contemporary firm, given the reality that firms, regardless of size, geographic location and apparent financial strength have no guarantees of survival in today's environment. It covers some of the basics of business development and innovation management and focuses on redefining business practices and nurturing and harnessing innovation within the Caribbean context with the use of research and development. Topics to be covered include innovation of products and processes for customer value, new product development process, commercializing innovations, business intelligence, risk identification and negotiation skills, among others. It should be emphasized that a great part of the course focuses on managing new product development (NPD) processes in business organizations.

The course begins with an examination of entrepreneurship and the role it plays in the innovative process. It then examines innovation in the context of definition, society and economic growth. The balance of the course addresses the management; planning and implementation of the innovative process, with particular attention to the function of corporations in the ability to encourage innovation and productivity.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: BUAD 8005

TITLE: International Marketing

CREDITS: 3

Description

The course is an examination of International and Global Marketing in action. The perspective is on the marketing function as applied by management with the responsibility of improving revenue for the organization. While the firm's long-term shareholder value and financial position are important as the outcome of consistently, profitably generating sales revenue, this can only occur by anticipating, acquiring, satisfying, and keeping customers. Thus the manager must develop strategies to do that while anticipating changes that will arise from uncontrollable variables, competitors and rapidly changing trends. She/he must eschew traditional; administrative dictums that often constrain creative leadership and apply entrepreneurial thinking and action to solve problems and gain a strategic, winning position.

The course examines issues that plague global trade and encourages a managerial attitude that will examine these and incorporate international concerns and regional interests. Special attention will be focused on Caribbean factors, in particular the promise and problems of the CARICOM Single Market and Economy (CSME).

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: BUAD 8006

TITLE: Finance

CREDITS: 3

Description

The purpose of this course is to study the financing and investment decisions of the firm. As part of this, we will also study the individual's investment decision.

The goals are first, to develop a theoretical framework, and second, to apply this framework to corporate financial decisions.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: BUAD 8007

TITLE: Internationalisation of SME's

CREDITS: 3

Description

Candidates in the Internationalization of SMEs course will develop both historical and current, and theoretical and practical perspectives for SMEs operating in a global context. The course has two broad objectives and will be taught simultaneously at two levels. First, this course is designed to expose candidates to and remind candidates "about" international business issues and how business practices vary across regions and countries. Secondly, this course is designed to teach candidates "how to" formulate and evaluate winning, research-informed global strategies.

Assessment

70% Coursework; 30% Final Examination

COURSE CODE: BUAD 8008

TITLE: Global Competitiveness

CREDITS: 3

Description

Central to the teaching of this course is promotion of the understanding that it is firms and not countries that compete. Within this context the course will focus on the competitive pressures from increasing trade openness and globalization and how it forces domestic firms to upgrade their techniques and technologies in order to compete with imports and internationally through exports. The course will also demonstrate that there is the need for the macroeconomic framework and the institutional environment to foster and promote innovation as important within the context of building globally competitive firms and by extension a competitive economy. The course will also stress that firms seeking to upgrade, often do so incrementally, and require a continuous stream of information, technical and business development services (BDS).

A key component of this course will be the examination of Country Case Studies. The focus will include case studies of small open economies that have succeeded in fostering a high level of competitiveness, carving out high value-added niches in the global economy. The cases should briefly review the technological performance of the firms in these countries and describe the main policies and programs. In particular, the study should highlight how the firms with or without government support programs have overcome the barriers in terms of size of the domestic market, technology transfer from abroad and low domestic capacity. Further, the experiences should be contrasted to the status of technology adoption and public policies in the Caribbean.

Assessment

100% Coursework

COURSE CODE: BUAD 8009

TITLE: Strategy Dynamics

CREDITS: 3

Description

This course commences by zooming in on present day globalization 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.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: BUAD 8028
TITLE: Comprehensive Examination
CREDITS: 0

Description

Students sit a comprehensive examination in the final semester of the taught programme. Candidates are required to achieve a minimum grade of 50% in order to proceed to the research stage of the programme.

Assessment

100% Coursework

COURSE CODE: BUAD 8099
TITLE: DBA Dissertation
CREDITS: 0

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 40,000 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: BUSA 6000
TITLE: Introduction to Business Analytics
CREDITS: 3

Description

This course introduces students to the field of business analytics, an area of business administration that considers the extensive use of data, methods, and fact-based management to support and improve decision making. It presents the fundamentals needed to understand the emerging role and value of business analytics in corporate environments. Using real-world case studies, students will develop skills in analysing business situations, and learn to identify and evaluate opportunities in which business analytics can be used to support the decision-making process and improve performance.

Topics to be covered are inclusive of: the evolution of business analytics, descriptive analytics, predictive analytics, and prescriptive analytics.

Assessment

60% Coursework, 40% Final Examination

COURSE CODE: BUSA 6001
TITLE: Computer Simulation
CREDITS: 3

Description

In this course, students will learn the fundamentals of computer simulation and how to build computer simulation models and use them to analyse management decision problems. They will be introduced to the theories and techniques of simulation. The main focus will be on discrete simulation events, although there will be some coverage of system dynamics.

After completing this course, students will be able to develop a simulation model and run it using a simulation package or a spreadsheet.

Assessment

60% Coursework, 40% Final Examination

COURSE CODE: BUSA 6002

TITLE: Data Preparation and Visualisation

CREDITS: 3

Description

Data gathering is often a tedious and arduous job. Once gathered, it typically includes mistakes, omissions, and inconsistencies that can significantly distort the results of data analysis. As a result, data preparation is an inevitable and vital step that needs to be carried out before analysing any large dataset. The goal of this course therefore is to introduce students to different tools and techniques designed for collecting data and preparing them for further analysis. The course will cover: obtaining data from the web, APIs, and databases in various formats, detecting errors in large datasets, and the basics of data cleaning.

Additionally, it will develop students' data presentation skills. In particular, students will gain hands-on experience with a variety of visualization tools and techniques designed for transforming the results of performed data mining into a more meaningful and insightful visual representation.

Assessment

60% Coursework, 40% Final Examination

COURSE CODE: BUSA 6003

TITLE: Data Mining I: Supervised learning

CREDITS: 3

Description

This course introduces students to the sophisticated methods and algorithms of supervised learning – one of the most important methodologies in data mining. It is designed to equip graduates with the knowledge and skills needed to understand, analyse, and derive insights from vast stores of digital information assets. Topics to be covered include: decision trees, support vector machines, neural networks, naïve bayes, ensemble methods, and kernel methods.

At the end of the course students will not only possess an understanding of the fundamental concepts, principles, and techniques of supervised learning, but will also gain hands-on experience with major software tools and applications in the field and the practical know-how needed to effectively utilize the techniques learned to solve real-world data science problems.

Assessment

60% Coursework, 40% Final Examination

COURSE CODE: BUSA 6004

TITLE: Data Mining II: Unsupervised learning

CREDITS: 3

PRE-REQUISITE: BUSA 6003

Description

This course complements the topics covered in Data Mining I: Supervised Learning. It introduces students to, and helps them to construct knowledge of key data analytic techniques that are used to explore, understand, and extract meaningful information from unstructured data.

Topics to be addressed include: clustering, anomaly detection, factor analysis, and dimensionality reduction. In addition to learning about the methods on a theoretical level, students will gain practical experience implementing them in a programming language, and applying them to real data.

Assessment

60% Coursework, 40% Final Examination

COURSE CODE: BUSA 6005

TITLE: Database Design and Management

CREDITS: 3

Description

This course introduces students to the major concepts, methodologies, tools and technologies that are required to analyse, design, develop and manage well-structured relational databases. In particular, students will also learn data modeling using entity-relationship diagrams. Furthermore, students will use database management systems (DBMS) to gain an appreciation of the concepts and practical applications of database management.

Assessment

60% Coursework, 40% Final Examination

COURSE CODE: BUSA 6090

TITLE: Consulting or Applied Project

CREDITS: 3

Description

This course provides students with an opportunity to conduct a real-world analytics projects using data from sponsoring organisations. It will challenge students to leverage the skills they have obtained throughout the program to address an analytics challenge, bringing together their theoretical learning with practical experience. With support from an appointed faculty advisor, students in this course will have the opportunity to draw on their skills in the areas of data preparation, data management, modelling, and statistical analysis to solve a real-world business analytic problem faced by an organisation in the business community. .

Assessment

100% Coursework

COURSE CODE: COEM 6009

TITLE: Contract Management & Construction Law

CREDITS: 4

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; and Introduction to International law.

Assessment

40% Coursework 60% Final Examination

COURSE CODE: COEM 6013

TITLE: Materials Technology

CREDITS: 4

Description

This course covers: Factors affecting the choice and use of materials in construction; 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; and Materials procurement, handling, storage, and extraction control.

Assessment

40% Coursework 60% Final Examination

COURSE CODE: COEM 6016

TITLE: Natural Hazards Management

CREDITS: 4

Description

This course aims to produce professionals who are able to anticipate and manage the risks created by natural hazards, with particular emphasis on health & safety and environmental issues.

On successful completion of this course, students should be able, at threshold level, to:

1. Identify and evaluate the threats posed by natural hazards in the Caribbean.
2. Apply and justify approaches to mitigating threats to human life and the environment.
3. Apply and justify approaches to maintaining essential services.

Formal lectures will provide theoretical underpinning for Learning Outcomes 1, 2 and 3; these will be supplemented by, on-line learning resources, site visits, group tutorials and student-led seminars.

Assessment

40% Coursework 60% Final Examination

COURSE CODE: COEM 6059

TITLE: Intro to Construction Industry Projects Workshop

CREDITS: 0

Description

This mandatory workshop for the MSc Building and Construction management programme covers: - Overview of structure, culture, and processes for developing and implementing construction projects in the Caribbean; Overview of stakeholder roles and responsibilities, including governmental, private sector and union; and Views on current construction environmental impact factors. It workshop will also look at factors influencing the success or failure of Island State construction projects; and a brief view of Safety and Quality issues.(18 hours)

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: COEM 6061

TITLE: Research Design and Writing Workshop

CREDITS: 0

Description

This workshop is intended to clarify the distinctions between, and different roles of, research methodology and research design. Research design is defined as a “blueprint” or “drawing” concerning the “layout” of a proposed research paper.

Topics covered include: the issues that arise in designing a research project (e.g., ways to frame a research topic, how to determine which types of data may be relevant, how to design an appropriate data collection plan, and, once the methodology is implemented, how to manage the findings). Also in this workshop, students will assess their writing skills, and determine what improvement plan may be needed. Finally, the workshop will address “reader analysis”, and suggest ways to develop and display qualitative and quantitative data visually. (30 hours)

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: COEM 6062

TITLE: Advanced Project Management Workshop

CREDITS: 0

Description

This workshop is designed to bring the project management knowledge of building and construction students to the level of “Project Management Professional” (PMP). A comprehensive view of the complex model of inputs, outputs (documented) and tools and techniques used by experienced project managers is covered in ways that make the learning applicable to the everyday work of managers in various disciplines within the building and construction industry. The material covered from the perspective of the latest PMBOK (Project Management Book of Knowledge) Guide is brought to life with real, local project examples. (30 hours)

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: COEM 6063

TITLE: Advanced Construction Law Workshop

CREDITS: 0

Description

This workshop is intended for building and construction M.Sc. students who have taken COEM 6009 (Contract Management and Construction Law). Its objective is to delve further into the often intimidating and confusing aspects of contracts regarding commerce, to examine the laws, customs and practices that support sound contracts in the Caribbean context, and to explore legal remedies available when one or more parties are in breach.

Advanced Construction Law (Contracts) will be an interactive class focusing on various scenarios in which construction students can improve their project results through awareness of the need for specific language in the contracts they write or sign, and of the potential consequences of being in breach of contract terms. The deliverable will be the development of a written document (by an individual or group of students) on a topic designed by the student(s) and approved by the lecturer. Ideas for this assignment include contracts for such topics as: (1) procurement of materials from a local or foreign supplier, (2) the incorporation of a small construction firm, (3) the creation of a strategic partnership, etc. (16-20 hours)

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: COEM 6900

TITLE: COEM Practicum

CREDITS: 6

Description

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: COEM 6990
TITLE: COEM Research Paper
CREDITS: 6

Description

The basic objective of this programme 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: 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 6010
TITLE: Counselling Skills and Techniques
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 6011
TITLE: Marital and Couples Counselling/Therapy
CREDITS: 3

Description

This course is designed to introduce students to the theory, philosophy, and methods of working with clients, using the couple as the primary client. The role of the clinician and strategies of intervention will be emphasized. During this course students review the fundamentals of assessment and intervention with couples and how this differs from psychotherapy with individuals, groups, and families.

In addition, the student is expected to demonstrate novice theoretical understanding and skill, with a variety of schema for diagnosing and treating primary relationship difficulties.

Assessment
100% Coursework

COURSE CODE: COSY 6012
TITLE: Family Counselling/ Therapy
CREDITS: 3

Description

This course examines the historical and theoretical foundations of family therapy. Students will be introduced to systemic concepts that describe systemic family developments and dynamics. Students will learn how to work with families in facilitating their communication skills, problem-solving capacities, and sexual understandings. Other family related topics will be explored. Techniques used to conduct family therapy and assessment will be explored.

Assessment
50% Coursework; 50% Final Examination

COURSE CODE: COSY 6013
TITLE: Vocational Counselling
CREDITS: 3

Description

Career Counselling and Career Development are a specialty area that set apart the field of counselling from other mental health professions. Career Development Theory and Career Counselling may assist the public and our clients in finding a sense of meaning and economic empowerment through the world of work. Because work and career provide access to power, opportunity, and resources, career counselling and career development theory can play a critical role in the distribution of resources, opportunity, and power at the local, national, and international levels.

The goals for this course are for students to learn and critically evaluate the major career counselling theories. Students will also learn how to conduct career counselling and integrate career counselling into “traditional” counselling/psychotherapy effectively. Students will also examine the social contexts of career development, and how these contexts can be integrated with existing career theory.

Assessment
100% Coursework

COURSE CODE: COSY 6014
TITLE: Substance Abuse Theories and Counselling
CREDITS: 3

Description

Substance abuse affects individuals, families, and society in a wide variety of ways. It is imperative for counselling psychologists to have an understanding of the addiction process and how to provide evidence based treatment approaches to working with individuals who are substance abusers. This course will explore the fundamental principles of substance abuse counselling from a wide variety of perspectives, including the psychopharmacological aspects of alcohol and drugs of abuse. In addition, the course will address the research literature on a wide variety of topics, such as Alcoholics Anonymous (AA) and other 12-Step programs, assessment, diagnosis, dual diagnosis, relapse prevention, and multicultural and bio-psychosocial perspectives on addictions. Finally, the various treatment approaches such as individual, group, family therapy contexts and motivational interviewing will be introduced.

Assessment
50% Coursework; 50% Final Examination

COURSE CODE: COSY 6020

TITLE: Ethical and Legal Issues in Counselling Psychology

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 6030

TITLE: Group Counselling Theories and Techniques

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

100% Coursework

COURSE CODE: COSY 6991

TITLE: Integrative Internship and Seminar I

CREDITS: 6

Description

This is the first of 2 practical sessions required in the MSc Counselling Psychology programme. 500 contact hours will be achieved which equates to approximately 24 hours per week for five months. The practicum components allow students to apply the knowledge and skills gained during coursework to work.

Assessment

Pass/Fail

COURSE CODE: COSY 6992

TITLE: Integrative Internship and Seminar II

CREDITS: 6

Description

This is the second of 2 practical sessions required in the MSc Counselling Psychology programme. 500 contact hours will be achieved which equates to approximately 24 hours per week for five months. The practicum components allow students to apply the knowledge and skills gained during coursework to work.

Assessment

Pass/Fail

COURSE CODE: COSY 6999
TITLE: COSY Research Paper
CREDITS: 6

Description

The 20,000-word research paper will be informed by the knowledge gained from coursework. It can be based on research

issues arising from the specific practicum experience and approval to undertake this will depend on the availability of persons to supervise the proposed topic.

Assessment

100% Research Paper

COURSE CODE: ECON 6030
TITLE: Microeconomic Theory
CREDITS: 3

Description

This course is 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 covered 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 6033

TITLE: Econometric Methods

PREREQUISITE: 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, Co-integration 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 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 6043

TITLE: Financial Economics

CREDITS: 3

Description

This course provides an insight into investment decisions for business and households involving knowledge of security market operations and investment theory. At the end of the course students should be able to demonstrate: an understanding of security pricing techniques; an understanding of the analysis of the operation of financial markets using tools of economic analysis; and 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 6046

TITLE: Research Paper

CREDITS: 9

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 allowing them 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, deadline dates, submission, and re-submission are available from the departmental office.

Assessment

100% Research Paper

COURSE CODE: ECON 6050

TITLE: Mathematical Methods

CREDITS: 3

Description

Much of graduate economics analysis is presented using mathematical techniques. This course will therefore help you to effectively communicate in the language of economics, i.e. mathematics. Students taking the course would be exposed to most of the techniques often used by economists and start to develop models of their own. There will be an emphasis on the application of the techniques to economics.

Topics to be covered will include:- Review of Basic Concepts; Metric and Normed Spaces; Differential Calculus; Static Optimization; Dynamical Systems I: Basic Concepts and Scalar Systems; Dynamical Systems II: Higher Dimensions; and Dynamic Optimization

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: ECON 6900

TITLE: MPhil Economics

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: ECON 8000

TITLE: PhD Economics

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 80,000 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, focus groups, writing research reports, formulating questions into research hypotheses; operational definitions; validity and reliability; ethical issues; testing variables; controlling for alternative hypotheses; correlation studies, experimental designs, field experiments; analyzing data and interpreting results; Conducting research about the Internet (using offline/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: 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 6030

TITLE: Legal and Ethical Issues in e-Governance

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 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 e-business 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 inter-organizational risks are shared.

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 investigate: Who are the major players? How does it work? What is 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. It examines 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 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 e-business 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 course is structured to provide a thorough grounding in theory before proceeding into applications of theories through case studies and empirical research articles.

Assessment

50% Coursework; 50% 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. It will also: provide students with a full understanding of the basic concepts and practices of electronic marketing; provide students with an appreciation of the electronic marketing management process; and 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. It focuses 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.

It 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: EGOV 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: EGOV Research Paper
CREDITS: 9

Description

The research paper (20-25,000 words) 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 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. 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

This heavily computer-based module aims to provide students with the data handling and analytical skills to generate high quality information as a guide to managerial decision making. A familiar software package such as SPSS will be used. 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 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 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 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 6170

TITLE: Bank Financial Management

CREDITS: 3

Description

This course examines 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 trade-offs: 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 6900

TITLE: BAFI Research Project

CREDITS: 9

Description

The research project is the final stage of the MSc in Banking and Finance and 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: BAFI Practicum

CREDITS: 6

Description

Students will be expected to complete a 3-month practicum component at a relevant institution, which would allow them to utilize the theoretical skills they would have acquired. Students will have to prepare a report of their attachment experiences.

Assessment

100% Coursework

COURSE CODE: FINA 6995

TITLE: MPhil Finance

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: FINA 8000

TITLE: PhD Finance

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 80,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: GEMA 6002

TITLE: Information Systems Management

CREDITS: 3

Description

This course will provide management students with the foundations necessary to work with management information systems (MIS) and to apply technology to a wide variety of business problems. In essence, contemporary managers are expected to know enough about information technology to use it in the design and management of their organisations. Particular emphasis will be placed on the underlying disciplines of programming languages and data structures and on the integration of hardware and software with management process. This course is designed to examine the importance of information systems for business and management. It will focus on the role of information systems in the business environment.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: GEMA 6003

TITLE: Marketing Management (Domestic & International)

CREDITS: 3

Description

This course examines how marketing concepts, methods and techniques are used to achieve organisational goals. It shows how marketing principles can be applied to decision-making in private and public enterprises, locally and internationally.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: GEMA 6006

TITLE: Project Management Framework

CREDITS: 3

Description

This course is aimed at managers and decision-makers with reporting responsibility for a wide variety of projects, for example as a project sponsor. It addresses the evaluation and management of projects in an organizational context in the social, cultural, economic and political framework of the Caribbean. Participants in this course will be exposed to the management of projects from the perspective of time, quality, human resources, communications, environment and procurement.

Assessment

100% Coursework

COURSE CODE: GEMA 6007

TITLE: Project Financing and Risk Management

CREDITS: 3

Description

This course is aimed at managers and decision-makers with reporting responsibility for a wide variety of projects, for example as a project sponsor. It addresses the evaluation and management of the finances and risks associated with projects in an organizational context in the social, cultural, economic and political framework of the Caribbean. Participants in this course will be exposed to the management of projects from the perspective of scope, costing and budgeting, and of risk identification and mitigation. This course focuses specifically on the financial performance of a project; as it is of particular interest to many managers and decision-makers. Financial performance is often used as one of the main measures of the success of many projects and is indeed, a crucial area of study.

Assessment

100% Coursework

COURSE CODE: GEMA 6013

TITLE: Leadership in Organizations Workshop

CREDITS: 0

Description

This compulsory workshop takes place within the Orientation Session of the EMBA programme of the CHSB. The audience is drawn from the new participants to the programme who may or may not have been exposed to leadership as a part of previous learning or personal experience in work or social environment.

Assessment

Pass/fail based on attendance and participation

COURSE CODE: GEMA 6014

TITLE: Geo-politics and Strategic Innovations Workshop

CREDITS: 0

Description

The core courses in the MBA programme address the intricacies of the Caribbean's global prowess through areas such as Law, Economics, ICT Finance and Strategy among others. This compulsory workshop is designed to disrupt the complacency of thought and create a sense of receptivity to the tenets of the various courses and their interconnectivity in the formulation of strategies for overall Caribbean sustainability.

Assessment

Pass/fail based on attendance and participation

COURSE CODE: GEMA 6030

TITLE: Managerial Finance

CREDITS: 3

PRE-REQUISITES: GEMA 6300, 6013, 6014, 6160, 6315

Description

This course seeks to develop an advanced understanding of the principles and tools of corporate finance, accounting, and financial management for decision-making on a broad variety of managerial issues. Main topics include analysis of financial statements, short and long term financial management, cost of capital, capital structure, risk management, mergers and acquisitions, and dividend structure. Throughout the duration of the course you will develop your ability to solve challenges, resolve dilemmas, and take advantage of opportunities in the world of investments.

Assessment
100% Coursework

COURSE CODE: GEMA 6012
TITLE: Business Research Workshop *(New effective Semester 1, 2017-2018)*
CREDITS: 0

Description

This compulsory course is designed to equip our EMBA participants with the necessary knowledge of how to develop and execute their individual and group projects through the use of contemporary research methodologies. It explains the various stages of research and gives an understanding of research methodologies, methods and tools that are applicable across the many areas covered in the EMBA.

This training gives guidance on how to collect and analyse original data on modern Caribbean and international organizations. It puts within reach of all our participants the skills necessary to conduct business research using the academic framework of research as the basis.

Assessment
Pass/fail based on attendance and participation

COURSE CODE: GEMA 6103
TITLE: Legal Framework of Business, Government and Society
CREDITS: 3
PRE-REQUISITES: GEMA 6300, 6013, 6014, 6160

Description

The objective of this course is to empower the EMBA graduate with the confidence to sit with the attorney representing the business and hold a discussion in which he or she can meaningfully contribute, ask the right questions and understand the significance of the advice given.

Assessment
100% Coursework

COURSE CODE: GEMA 6104
TITLE: Accounting for Decision Making
CREDITS: 3
PRE-REQUISITES: GEMA 6300, 6013, 6014, 6160, 6315

Description

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.

Assessment
60% Coursework; 40% Final Examination

COURSE CODE: GEMA 6105

TITLE: Management Practices and Development in Public Services

CREDITS: 3

This course focuses on the core principles of public sector reform in the Commonwealth as it relates to the Caribbean region within the context of improving public services. Thus, the course moves beyond NPM principles to examine change management principles, performance management, reform strategies and new relational perspectives within the context of NPG frameworks of accountability and transparency.

In addition, the course highlights current public sector initiatives and strategies used by various public sector agencies across the Commonwealth in an attempt to transform and improve their public services. The course, therefore, places emphasis on the holistic application of management practices in order to equip participants with innovative management tools and practices that could enhance their reform strategies as they seek to improve public service delivery.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: GEMA 6106

TITLE: Action Learning Component and Project

CREDITS: 9

Description

This Action Learning Project (ALP) is designed to give participants an opportunity to further develop their management skills through practical work. Participants must engage their theoretical knowledge, draw on their experience in the workplace, and reflect on the learning that took place within the entire programme. That learning would have been garnered from classroom interaction and from the preparation of projects and examinations. These tools must be combined with research and must focus on a given organisational requirement.

Assessment

100% Coursework

COURSE CODE: GEMA 6107

TITLE: Professional Development and Personal Mastery Workshop

CREDITS: 0

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 and management of self-image. 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

Pass/fail based on attendance and participation

COURSE CODE: GEMA 6120

TITLE: Joint Ventures & other Inter-corporate Linkages

CREDITS: 3

Description

This course is designed to introduce students and practitioners to the complexities of the emerging environments; and the necessity of dealing with the issues surrounding conducting international business through collaboration with other firms and institution. These firms and institutions come in different sizes, are active in different markets, belong to different cultures and follow different rules and procedures in their operation. Balanced against the added operational difficulties, such as: loss of control and exposure to the added cost and risk of collaborating with partners of different origins and profiles, as compared to that of a firm, are the benefits associated with pooling of resources, sharing of operational risk, economies of learning and larger scale and scope operations, as well as the potential synergies, associated with joint operations, which each partner cannot manage alone.

This course will first address selected management issues associated with conventional methods of conducting business internationally in order to deal with their appropriate counterparts in the newly emerging arrangements.

International joint ventures, franchising and licensing, for example, are discussed before subcontracting, networking, consortia, and other forms of alliances are examined. A particular emphasis will be on strategic alliances and network of alliances for global operations.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: GEMA 6125

TITLE: Small Business & Entrepreneurship

CREDITS: 3

Description

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 organizations; promoting women as entrepreneurs and development of the small business sector.

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.

Assessment

100% coursework

COURSE CODE: GEMA 6160

TITLE: Business Research

CREDITS: 3

Description

This compulsory course is designed to equip participants with the necessary knowledge of how to develop and execute their individual and group projects through the use of contemporary research methodologies. It explains the various stages of research and gives an understanding of research methodologies, methods and tools that are applicable across the many areas covered in the programme. This training gives guidance on how to collect and analyse original data on modern Caribbean and international organizations. It puts within reach of all our participants the skills necessary to conduct business research using the academic framework of research as the basis.

Assessment

100% Coursework

COURSE CODE: GEMA 6200

TITLE: Leadership in Contemporary Organisations *(New effective Semester 1, 2017-2018)*

CREDITS: 3

PRE-REQUISITES: GEMA 6300, 6013, 6014, 6160

Description

This course places emphasis on the concepts and frameworks of both Organisational Behaviour and Human Resource Management to equip learners with tools to lead people in organisations towards success. The learners in this course will examine the traditional diversity of cultural influence existing in the Caribbean coupled with the contemporary impact of globalisation and will be guided to develop responses to these stimuli for organisational success with a focus on both the human and material resources.

The goal of this course is to develop leadership capability in learners who can serve as department heads, CEO's or senior level organisational operatives.

Assessment

100% Coursework

COURSE CODE: GEMA 6201

TITLE: Effective Strategic Execution *(New effective Semester 1, 2017-2018)*

CREDITS: 3

PRE-REQUISITES: GEMA 6300, 6013, 6014, 6160, 6200, 6202, 6104, 6104, 6315, 6030, 6340, 6063, INBA 6010

Description

This is a highly integrative course that draws on participants' work experience and programme experience thus far to first explain the importance of SWOT, PESTLE and the Five Forces model. Using the main facets of strategy formulation and strategy evaluation learners will analyse the effectiveness of the execution of strategy through case analysis exercises. Strategy formulation includes an examination of a business environment through such analytical methods as S.W.O.T, P.E.S.T.L.E, and Five forces model.

The main goals of this course are:

- To develop the knowledge and skills necessary for learners to execute strategy in organisations; and
- To introduce participants to the key theories, concepts and analytical approaches that will facilitate the identification of business or organisational opportunities.

Assessment

100% coursework

COURSE CODE: GEMA 6202

TITLE: Strategies for Managing Big Data and Analytics *(New effective Semester 1, 2017-2018)*

CREDITS: 3

Description

This course is designed to give the learner functional insight into the importance of big data within organisations. It will help them to understand the growing need for data literacy in decision-making and for the harnessing and dissemination of data as a strategic tool. The course will help the learners to play an integral role in the design of Big Data management. They will be able to evaluate descriptive, predictive and prescriptive data analytics within organisational or national settings. The course will expose the learners to the current best practices in the accessing, collection, using and managing of Big Data.

The goal of this course is to expose learners to the value of properly accessing, collecting and analysing and managing large amounts of data.

Assessment
100% coursework

COURSE CODE: GEMA 6290
TITLE: Comprehensive Research Project *(New effective Semester 1, 2017-2018)*
CREDITS: 6

Description
This research project is designed to give learners an opportunity to further develop their knowledge through practical work. They are required to engage their theoretical knowledge, draw on their experience in the workplace, and reflect on the learning that took place within the entire EMBA programme by conducting research on an organisation and providing practical solutions for organisational changes. These changes may or may not include the preparation of a business plan.

The goal of this course is to help learners to hone through research, the knowledge they would have acquired in the programme.

Assessment
100% coursework

COURSE CODE: GEMA 6300
TITLE: Group Dynamics and Corporate Communication Workshop
CREDITS: 3

Description
This workshop helps participants develop interpersonal skills and strategies for working within organizational cultures to achieve quality and productivity improvements. Specific emphasis is placed on using principles of negotiation, bargaining and leadership to build teams. Participants examine the use of techniques and strategies for achieving effective communication within, and between organisations and their public. Emphasis is also placed on the development of personal communication skills and technology.

Assessment
Pass/fail based on attendance and participation

COURSE CODE: GEMA 6315
TITLE: Quantitative Business Applications
CREDITS: 3

Description
This course is designed to promote awareness of the assumptions and limitations of quantitative techniques for use in facilitating practical decision-making. Through practice and research assignments, it will develop the learner's intellect with respect to the use of the quantitative techniques and engagement of analytical skills.

Further, the course will prepare the learner to address other quantitative courses in the EMBA programme as well as prepare them to interact with technical staff in their work environment. It emphasizes the criticality of decision-making based on quantitative knowledge as being equal to qualitative knowledge. It prepares the learner for 21st century organisational leadership.

Assessment
100% Coursework

COURSE CODE: GEMA 6320
TITLE: Managerial Economics
CREDITS: 3

Description

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.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: GEMA 6340

TITLE: Marketing Management

CREDITS: 3

Description

This course examines how marketing concepts, methods and techniques are used to achieve organisational goals. It shows how marketing principles can be applied to decision-making in private and public enterprises.

The specific focus is on using the knowledge of buyers, competitors, and the environment as well as organisational resources to effectively manage the marketing function and achieve total quality marketing.

Assessment

100% coursework

COURSE CODE: GEMA 6360

TITLE: Operations Management (*Revised effective semester 1, 2017-2018*)

CREDITS: 3

PRE-REQUISITES: GEMA 6300, 6013, 6014, 6160, 6315

Description

This course is designed to give the learner, through practice, appreciation of the process model of operations. It explores operations systems in organisations and develops structures for inputs and outputs. It focuses on internal and external customers and suppliers. It examines aspects of production in relation to operations and services.

The goal of this course is to expose learners to the importance of well-defined operations management for the success of the organisation.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: GOVT 6990

TITLE: MPhil Political Science

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: GOVT 8000
TITLE: PhD Political Science
CREDITS: 0

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 80,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: GRSM 6001
TITLE: MPhil Research Seminar 1
CREDITS: 0

Description

This is the first of two research seminars to be presented by the MPhil student.

Assessment

Pass/Fail

COURSE CODE: GRSM 6002
TITLE: MPhil Research Seminar 2
CREDITS: 0

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
CREDITS: 0

Description

This course is the first of three research seminars to be presented by the PhD student.

Assessment

Pass/Fail

COURSE CODE: GRSM 8002
TITLE: PhD Research Seminar 2
CREDITS: 0

Description

This is the second of three research seminars to be presented by the PhD student.

Assessment

Pass/Fail

COURSE CODE: GRSM 8003
TITLE: PhD Research Seminar 3
CREDITS: 0

Description

This is the last of three research seminars to be presented by the PhD student.

Assessment

Pass/Fail

COURSE CODE: GRSM 8005
TITLE: Postgraduate Research Student Workshop
CREDITS: 3

Description

The Faculty of Social Sciences Research Student Seminar Series at the University of the West Indies Cave Hill Campus will take place every week during the first and second semester of the academic year. Weekly Seminars will be led by speakers/academics from the various departments across the faculty who are considered experts on the particular topic to be presented.

This postgraduate research seminar series prepares students for the post graduate research and writing process, and provides students with useful strategies & skills for all aspects of this process, especially in the key area of taking responsibility for one's own learning and in planning and writing a thesis.

Topics to be covered include: how to survive a MPhil/PhD; using library and research resources; graduate rules and regulations at UWI; the philosophy of the social sciences; the history of the social sciences; some dominant philosophical schools in the Social Sciences; philosophy, science, and methodology; ethics in research, social research methods – qualitative, quantitative, and mixed methods. All research students are required to take this course.

Assessment

Pass/Fail based on attendance, the submission of 1 seminar presentation, progress report

COURSE CODE: HRNM 6001
TITLE: Organisation Development & Transformation
CREDITS: 3

Description

The change process in organizations should not happen accidentally; it must be planned and managed. This often presents complex and numerous challenges for managers. In this course, Participants will explore in-depth, the importance of an accurate diagnosis of organizational needs and problems. They will have the opportunity to apply various perspectives to an understanding of organizational environment and culture. The selection of the appropriate approaches to change and a focus on task and technology will be discussed. Some dynamics of ethical issues in organizational development and transformation will also be explored.

This course explores the history, application and process of organization development and transformation. It will introduce Participants to the tools, techniques and personal skills necessary for the practice of organization development.

Assessment

30% Coursework; 70% Final Examination

COURSE CODE: HRNM 6002

TITLE: Financial Management & Accounting

CREDITS: 3

Description

Accounting is the financial information system that provides users with relevant information for planning, control and decision making. This course is designed to provide today's manager with the requisite knowledge, skills and appropriate attitudes to effectively manage in this dynamic environment. This course examines the formulation of management accounting concepts and techniques with major attention being paid to the use of accounting information for planning, control and evaluation purposes.

Additionally, the course deals with the historical and practical aspects of accounting, the conceptual framework of accounting; users of accounting information and their needs; accounting and administrative control systems; preparation of financial statements; analysis of financial statements; costing principles and systems; budgetary planning and control, cost information for decision making, cost volume profit analysis; capital budgeting and performance measurement.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: HRNM 6035

TITLE: Industrial Relations

CREDITS: 3

Description

The course examines approaches to industrial relations with a win/win focus. Participants will explore the origins, growth and development of trade unions with special focus on the evolution from adversary to social partner. The intricacies of collective bargaining and the role of the state are examined. Attention is paid to the legal framework and the adoption of theories within a Caribbean context is discussed

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: HRNM 6040

TITLE: Compensation Management

CREDITS: 3

Description

The **Compensation and Employee Benefits** discourse is positioned firmly within the broader exploration of the 'Human Resource Management and Development' activity and process. Indeed, it is treated here as one of the most important aspects of human resource management and development, for the simple and logical reason that it directly and indirectly affects employee recruitment, promotion and succession as well as the increasingly important area of performance and productivity Management. In addition, significant legal aspects of employment are related to compensation and employee benefits. As such, the stability of the organization as well as the economy or jurisdiction is dependent on having good compensation policies and systems.

The course focuses on the meaning, philosophy and practice of compensation. As such, important impacting issues and factors such as the economy (local and international), policy (government and company), trade unionism/activism/negotiation, performance, efficiency and competence and technology are recognised and given appropriate consideration. The subject is explored as well in relation to broad concerns of pay adequacy and equity, skills and competencies versus the job and status or rank order of positions.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: HRNM 6050

TITLE: Human Resource Development

CREDITS: 3

Description

This course seeks to equip participants with a comprehensive view of the field of human resource development and the relevance of HRD to Caribbean nations. The course addresses the role of HRD in helping to drive business, not-for-profit, government, and educational operations in today's global economy. Emphasis will be placed on how HRD relates to a changing workplace and emerging theories and practices in the management of organizations and learning and development needs of people in the workforce. As the course progresses examples of practice will be provided for analysis.

Extensive group discussion will focus on identifying how new theories differ from old, and in considering the relationship between theory, research, and practice for determining "what works."

The course makes the assumption that virtually all organizations, whether private or public, business or not-for-profits operate in an increasingly turbulent and competitive environment. Therefore the study of HRD needs to occur from "a performance case" perspective, with an understanding of managerial strategic and tactical related concepts.

The course also assumes that HRD includes, but extends considerably beyond providing formal classroom training and development programs. Participants will begin developing core competencies required of HRD professionals in this context. Participants are also encouraged to critically reflect on the broader social implications of changes taking place in organizations.

Assessment

100% Coursework

COURSE CODE: HRNM 6107

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: HRNM 6108

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.

Topics to be covered are: - Conflict and Dispute Resolution; Introduction to Industrial Relations; Justice at work: The Role of Industrial Relations; The IR System and the Role of the Union; The IR System and the Role of Management; The IR System and the Role of Government; Collective Bargaining; Workplace Discipline; Grievances and Grievance Handling; Industrial Action; Third Party Dispute Resolution; Employment Relations – Conflict Management Without Union; Labour Law; and the Role of the ILO.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: HRNM 6109

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: HRNM 6110

TITLE: Human Resource Development

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. It also covers 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: HRNM 6111

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.

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: HRNM 6112

TITLE: Recruitment and Selection

CREDITS: 3

Description

This course addresses recruitment and selection as an important aspect of human resources management. The role of recruitment and selection is examined in relation to an organisation's overall profitability or viability. Through a blend of theory and application, the course introduces students to a wide range of issues, principles, practices and trends in these areas.

Topics to be covered include job analysis and competency models, legal and measurement issues related to staffing, recruitment, workplace assessment and testing, interviewing, selection decision-making strategies, and orientation and retention. In addition, this course prepares students to effectively carry out the recruitment and selection process as well as to design and implement an effective and legally defensible staffing system tailored to organisational requirements.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: HRNM 6113

TITLE: Performance Management

CREDITS: 3

Description

When performance management is systematically and effectively executed and sustained over the long term, it raises the organisation's standard of excellence and improves both individual and organisational performance. For performance management to be successful, it requires human resource managers and practitioners to have a critical understanding of how performance management works, why it is important, and develop the skills they need to effectively plan and design performance management policies and systems.

This course provides students with both the context and foundations of performance assessment and management. Moreover, it provides students with an appropriate understanding of the strategic and practical application of performance management systems. Furthermore, it will increase the student's skill levels in performance assessment and management.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: HRNM 6114

TITLE: Skills for Human Resource Management

CREDITS: 0

Description

The competency skills of human resource professionals and quality of leadership they bring to the organisation will determine their success and ability to contribute as a business partner and have utility for the business. The purpose of this workshop is to provide students with practical experiences that will help prepare them to develop and apply the competency skills relevant to

human resource management and needed to become a functional specialist or a strategic HR leader supporting small and large organizations.

Through scenarios and activities, the workshop will focus on the development and application of various competency skills such as consulting, understanding the strategy of the business, business decision making skills, problem solving, conflict resolution and negotiation, project and programme management, flexibility, change management, customer orientation, relationship building, and team building.

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: HRNM 6300

TITLE: Strategic Leadership and Change Management

CREDITS: 3

Description

This course is designed to provide participants with the ability to reflect upon and improve their capacity to act decisively and effectively as leaders, innovators and change agents. It focuses on the ability to inspire self and others, as well as strategic thinking and problem solving as the driving forces for influencing and managing change. It introduces students to the nature of power and politics in organizations and how they impact individual careers, organizational success, and ethical issues related to managing organizational politics, strategic leadership and change management.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: HRNM 6900

TITLE: Research Paper

CREDITS: 6

Description

This course code is for the students in the MSc Human Resource Management and normally follows the completion of the taught courses.

The basic objective of this programme 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: HRNM 6990

TITLE: Practicum

CREDITS: 6

Description

This course code is for the students in the MSc Human Resource Management and normally follows the completion of the taught courses.

Students will work on 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.

During fieldwork, students are required to investigate aspects of their projects that demonstrate competence in the use of skills acquired during their taught element of the programme.

Assessment
100% Practicum Report

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
40% Coursework; 60% Final Examination

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 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.

Also examined will be 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: Multinational Strategic Management

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 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: IMGT Internship/Practicum

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 (IMGT 6125).

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% Project Report

COURSE CODE: IMGT 6125

TITLE: IMGT 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 (IMGT 6120), 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% 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 cross-cultural 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 and participation

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 based on satisfactory attendance and participation

COURSE CODE: INBA 6001 and INBA 6002

TITLE: Spanish for Business Purposes I and II Workshops

CREDITS: 0

Description

As business becomes more globalised, it is important for all business professionals to become acquainted not only with the technical aspects of international business but also with the context in which these businesses operate. Spanish for Business Purposes introduces the business vocabulary, practices and culture of Spanish speaking nations. With initiatives by Caribbean leaders to engage in trade with Latin America participants of the IMBA programme will get an opportunity through these workshops to become proficient in a language with currency in international business environment. Participants will complete these two workshops on a continuous basis throughout the programme.

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: INBA 6010

TITLE: Quantitative Business Analysis

CREDITS: 3

Description

Quantitative Business Analysis is 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.*

Assessment

30% Coursework; 70% Final examination

COURSE CODE: INBA 6011
TITLE: International Business
CREDITS: 3

Description

The course will build on other courses read for the IMBA and seek to analyze foreign market entry strategies within the global, information economy.

Participants will be encouraged to analyze the impact of such strategies on the Caribbean region and examine the role of completed and ongoing trade negotiations in facilitating the expansion of Caribbean firms in the global economy. Participants will be required to incorporate knowledge gained in courses such as Financial Management and Accounting and Quantitative Business Analysis to analyze cases towards obtaining an integrative view of the firm. Participants will be exposed to International Business Management concepts, techniques, principles and theories, and learn how to apply such theories to simplify often complex international business issues.

Assessment

40% Coursework; 60% Final examination

COURSE CODE: INBA 6012
TITLE: Operations Management
CREDITS: 3

Description

Operations Management is the profession that designs, plans and operates production systems to achieve the goals of the organization. Goals are to provide certain products (i.e. goods and services) to certain customers in certain geographical areas. Production systems take labour, material, and equipment and, through a conversion process, produce these products (i.e. goods and services). Problems in this profession include designing products, designing and locating facilities, evaluating and using technology, quality control, project planning, supply chain management, forecasting customer demands, production and inventory management, and more. These problems will be studied in this introductory course.

The primary focus of this course is operations and productivity, managing quality, statistical process control, forecasting, process strategy and capacity, technology in operations management, location strategies, inventory management, short term scheduling, project management, maintenance and reliability.

Assessment

40% Coursework; 60% Final examination

COURSE CODE: INBA 6014
TITLE: International Managerial Finance
CREDITS: 3

Description

This course focuses on applications of the techniques, concepts, and tools of corporate finance for decision-making. Main topics include short and long term financial management, cost of capital, capital structure, financial leverage, dividends policy, liquidity and credit management, leasing mergers and acquisitions.

Assessment

40% Coursework; 60% Final examination

COURSE CODE: INBA 6015
TITLE: Multi-national Strategic Management
CREDITS: 3

Description

This course will emphasize the strategic management of the organisation as it relates to the positioning of the organisation in the national and international environment and to the implementation of plans. Emphasis will be placed on strategic management models of the strategic planning process, the environmental scan/situation audit, forecasting and the future, operational planning and project planning, implementation and evaluation. Topics will include the internationalisation process, the global business environment, the world of international trade, managing import and export operations, global sourcing strategy, licensing and international joint ventures.

Assessment

40% Coursework; 60% Final examination

COURSE CODE INBA 6017

TITLE: Economics for International Business

CREDITS: 3

Description

The course is designed to give participants an understanding of economics as it relates to both the micro and macroeconomic environment. Within micro-economic theory an effort will be made to relate the concepts to everyday life, as issues such as demand, supply and price changes are explored.

A study of the macroeconomic environment will reflect the current issues that are at hand with the hope of developing an understanding of the relationship among the broad economic variables in the domestic and international economy. The syllabus will explore the logic of economic thinking, methods of economic analysis, macro-economic models, the workings of the Caribbean economy and the new global economics.

Assessment

40% Coursework; 60% Final examination

COURSE CODE: INBA 6040

TITLE: International Services Marketing

CREDITS: 3

Description

The mission of this course is to help participants acquire the relevant knowledge and skills to market services effectively from the standpoint of Caribbean societies in a global economy. It explores the nature of services as well as emphasizes the conceptual and practical differences between marketing goods versus services. Participants will therefore, be equipped with the tools to design, price, distribute and promote a service as well as explore options for improving and enhancing service quality and profitability within the global marketing environment.. Delivery is via an online asynchronous format and assessment is by coursework and final examination.

Assessment

40% Coursework; 60% Final examination

COURSE CODE: INBA 6045

TITLE: Strategic Human Resource Management

CREDITS: 3

Description

This course explores Human Resource Management from a decidedly *strategic* perspective. The focus of the course is on how to make the traditional HRM functions of recruiting and selection, training and development, performance management, compensation, employee relations, etc., strategic and value-adding.

Human Resource managers are today called upon to play a changing role of partner in business strategy formulation and execution. They are asked to contribute directly to organizational objectives, link their performance to organizational success and measure it by using corporate performance indicators.

The course will deal with a number of these critical issues; explore new and emerging HR strategies and practices, and expose course participants to contemporary thinking and practice in the field.

Assessment

40% Coursework; 60% Final examination

COURSE CODE: INBA 6056

TITLE: Tourism Planning and Policy Analysis for Sustainable Development

CREDITS: 3

Description

This course utilizes the perspective of the macro planner and considers tourism development in the context of the overall economic, social and cultural issues, as well as issues related to the environment and sustainability.

Participants who enroll in this course will be required to demonstrate business aptitude in their approach to critically evaluating and assessing the sustainability of tourism industries and economies.

Assessment

40% Coursework; 60% Final examination

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.

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.

Assessment

100% Coursework

COURSE CODE: INBA 6900

TITLE: Practicum

CREDITS: 3

Description

This Practicum is designed to give participants in the International Masters in Business Administration (IMBA) programme an opportunity to further develop their management skills through practical work. Participants must engage their theoretical knowledge, draw on their experience in the workplace, and reflect on the learning that took place within the entire IMBA programme. That learning would have been garnered from classroom interaction and from the preparation of projects and examinations. These tools must be combined with research and must focus on a given organizational requirement.

Assessment

100% Coursework

COURSE CODE: INTR 6002

TITLE: Economic Theories and Trade 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: Research and Quantitative Methods for Trade Policy

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

100% Coursework

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 International Trade and Investment Law

CREDITS: 6

Description

Introduction to Public International Trade Law deals with international trade rules within the WTO and under regional trade agreements. Module I of the course introduces students to the key WTO obligations in the goods and services sectors as well as to the general exceptions to these rules. This module also includes an introduction to the basic rules governing anti-dumping, subsidies and safeguard measures. Module II of the course continues this discussion by looking at international dispute settlement generally but with a particular emphasis on the WTO's dispute settlement regime.

Module III of the course introduces students to regional trade agreements or agreements among a group of countries that liberalise trade on a preferential basis. The focus within the module is on regional trade agreements to which CARICOM countries are parties, in particular, the Revised Treaty of Chaguaramas establishing CARICOM including the CARICOM Single Market and Economy, and the CARIFORUM-EU Economic Partnership Agreement. Throughout the course, special emphasis is placed on the perspectives and experiences of small states and developing countries more generally.

Assessment

100% Coursework

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 6008

TITLE: Caribbean Economy/Small Economies

CREDITS: 3

Description

The module focuses on the structural characteristics of Caribbean economies and on 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.

A short research paper is required and an examination is given.

Assessment

100 Coursework

COURSE CODE; INTR 6009

TITLE: Contemporary International Trade Policy Issues

CREDITS: 3

Description

The objectives of the course are as follows: (1) To analyse current and emergent issues in Trade Policy, which are impacting on Caribbean Economies; (2) To provide awareness and knowledge of particular trade contexts as these evolve, and invite policy action scenarios; (3) As a general statement, this course will address theoretically issues from a menu of current 'front burner' issues, which may change from time to time; and (4) Such may have been spun off from broad sectors of discussion in the core courses and from challenges in the multilateral system.

Assessment

100% Coursework

COURSE CODE; INTR 6012

TITLE: Public Procurement: Challenges and Opportunities for the Caribbean

CREDITS: 3

Description

The course introduces participants to the issues of relevance to the conduct of public procurement, which accounts for some 30% of GDP in the Caribbean. It discusses how procurement can be used to promote sustainable economic and social development, as well as to safeguard the environment, while ensuring transparency, competition and integrity in the award of public contracts.

The course covers the full procurement cycle as well as recent innovations in procurement policy, such as public private partnerships and e-procurement. The regional and international trade dimensions of procurement policy are also covered. These modern public procurement strategies are generally addressed as they apply in international best practice, as well as examination and analyses of their suitability/adaptability to the Caribbean context. The entire course is grounded in the specific conditions in small, developing and vulnerable economies, as the relevance of the broader canon of literature of public procurement, which has a larger developed economy context, will be interpreted in the Caribbean context.

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% Final Examination

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: Trade Aspects of Regional Integration: CARICOM and the CSME

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: Advanced 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 6115

TITLE: E-commerce & Trade

CREDITS: 3

Description

This course considers the evolution of e-commerce and the growth of the new economy, assessing the existing trade rules relating to e-commerce and considers some of the major issues, opportunities, and challenges as they relate to the Caribbean and other country settings. Included here are opportunities for cultural industries, diversifying the Caribbean's relationship with its Diasporas beyond remittancing, and accessing new markets. While the specific focus will be on the Caribbean, the course will also take in a comparative element with global experiences and lessons coming to bear from a developed and developing country perspective.

Assessment

100% Coursework

COURSE CODE: INTR 6116

TITLE: Competition Law and International Trade 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

100% Final Examination

COURSE CODE: INTR 6117

TITLE: International Financial Management

CREDITS: 3

Description

Investment opportunities in the select developing economies (or emerging markets) have grown significantly. Investment banks, private equity investors, pension funds and manufacturing firms carefully evaluate prospects in the Caribbean, Latin America, Asia, Central Europe and Africa when designing their business plans. The purpose of this course is to analyze the most salient

features of the select developing economies.

Some of the most important issues that will be covered include (1) The prospects of economic growth in the developing economies; (2) How to deal with volatility; (3) Exchange rates and currency crises; (4) Currency, country and political risk.

Assessment

100% Coursework

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

100% Coursework

COURSE CODE: INTR 6119

TITLE: Trade, Gender & Employment

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: Intellectual property, Innovation and Trade Policy
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: INTR 6125
TITLE: Competition Law and the Economics of Competition for Developing Countries
CREDITS: 3

Description
The course aims to deepen students' knowledge of the provisions of competition law, building on the foundation that was provided at the Level 2 workshops or the electives in competition in the MSc in Trade Policy and the LLM at the Law Faculty at

Cave Hill. Students will be taught to apply economic reasoning and tests in investigation of competition cases. No prior knowledge of economics is required.

Finally, the course will promote increased understanding of how to interpret economic evidence, prepare lawyers for presenting economic evidence in court, dealing with economic experts, and use of the Daubert Jurisprudence that developed in the US. The entire course is grounded in the specific conditions in developing countries and small economies, use of cases and materials from developing countries in tutorials and encouraging a critical approach in reading materials, seeking relevance to one's own situation. The module will also include but not limited to drafting of statutes and regulations, amendments and penal provisions etc.

Assessment
100% Coursework

COURSE CODE: INTR 6126
TITLE: Customs Administration and Trade Facilitation
CREDITS: 3

Description
The course aims to deepen students' knowledge of the customs administration and trade facilitation practices among CARIFORUM countries and their role in improving the domestic and international competitiveness of CARIFORUM-based firms. There will be a particular focus on implementation issues with respect to the Economic Partnership Agreement (EPA) with the EU and CARIFORUM countries' international trade obligations more generally.

The course will cover a number of key technical core Customs topics, providing students with the opportunity to specialize in three related areas. Topics include:

- International customs and trade facilitation instruments;
- Managing customs administration human resources;
- International best practices in customs operations; and
- Intelligence management.

Assessment
100% Coursework

COURSE CODE: INTR 6131
TITLE: Research Paper
CREDITS: 9

Description
The Research Paper for the MITP shall have a minimum length of 10,000 words but no more than 12,000 words, exclusive of footnotes and appendices. Papers must be written in accordance with the University's regulations with respect to format. The research Paper is related to the internship, in that students intern at a relevant national government department, or regional or International Organization or NGO, related to the topic of research. The final research paper is to be submitted for grading on or before July 31.

Assessment
100% Research paper

COURSE CODE: LAW 3375 (Course offered by the Faculty of Law)
TITLE: International Trade Law Clinic
CREDITS: 3

Description
This course/clinic offers a unique opportunity to thoroughly analyse trade law and jurisprudence through a combination of

practice and theory. It addresses specific legal questions related to trade law coming from real clients. Specifically, it facilitates working in small groups ("Project Teams") and under the close supervision of one or more Professors/Lecturers ("Academic Supervisors") and invited experts ("Mentors") on specific legal questions related to international trade law coming from "real clients" ("Beneficiaries") such as international organisations, governments, SMEs or NGOs. In addition, introductory sessions by Mentors will be held to provide substantive background to the respective topics, as well as skills sessions to improve legal writing and oral presentation skills. This course will be useful to the students who would like to gain practical experience in international trade law, while at the same time enhance their substantive legal knowledge. It will also be useful to introduce students to career opportunities in international trade law by allowing them to interact with beneficiaries and mentors working in the trade law field and exposing them first-hand to the practice of international trade law in the Caribbean and around the world.

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: 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: Caribbean and 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 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 dispute resolution that occur within the public sector and the private sector.

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. It 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

100% Coursework

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 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 6015

TITLE: Public Sector Employment Relations

CREDITS: 3

Description

The aim is to make participants conversant with the historical background, legal and institutional framework and practice of public sector human resource management and industrial relations in the Caribbean. Its content will centre on background history, the ambivalent role and functions of the government as employer and arbiter, constitutional and other legal structures,

practices and procedures as well as relevant contemporary challenges.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: LAER 6900

TITLE: LAER Research Paper

CREDITS: 9

Description

Students selecting this option of the MSc Labour and Employment Relations programme must include in their report sound theoretical knowledge of the concepts taught throughout the course and must 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 6990

TITLE: LAER Practicum

CREDITS: 9

Description

Students selecting this option of the MSc Labour and Employment Relations programme will undertake a three-month long practicum which will involve attachment to institutions that are directly in Labour and Employment Relations such as Trade Unions and Private or 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: LGSC 6000

TITLE: Logistics and SCM I

CREDITS: 3

Description

This course is designed to provide various concepts, strategies and techniques that are essential for successful management of supply chains. The central theme of the course is to learn techniques for cost reduction and service improvement by adopting best practices. A variety of examples and case studies from real life supply chains will form the basis for the course.

During this course students will:

- Learn the techniques that are crucial to be successful on their jobs.
- Appreciate the real-life examples, which are hard to find in many published texts.
- Get the necessary motivation to pursue careers in the growing field of Logistics & Supply Chain Management.
- Learn the difference between Logistics and Supply Chain Management.
- Understand long term (strategic), medium term (tactical) and short term (operational) issues, the key factors that influence successful Supply Chain Management.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6001

TITLE: Strategic Marketing

CREDITS: 3

Description

This course will focus on the role of marketing in the organization and in the supply chain. It will show how mathematical models and other quantitative analytical techniques can be used to obtain a better understanding of marketing problems in organizations. At the end of this course students will have gained a better understanding of when to use data and mathematical models to solve marketing problems.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6002

TITLE: Transportation Administration

CREDITS: 3

Description

This course familiarizes students with the elements of transportation administration as they relate to different types of cargo, cargo handling facilities and vehicles, and the different bodies involved in administration. They will also learn about the administration and legal issues involved in both local and international freight transport.

At the end of this course students will be able to:

- Demonstrate knowledge and understanding of transportation administration.
- Demonstrate working knowledge of transportation management.
- Demonstrate proficiency in communications and office machinery.
- Conduct tactical and strategies planning for transportation department.
- Demonstrate familiarity with regular and special education routing procedures.
- Demonstrate thorough knowledge of the concepts of logistics management.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6003

TITLE: Operations Research I

CREDITS: 3

Description

This course focuses on some of the operations research techniques which are used for improving decision making in organizations. Students will learn how to build mathematical models of typical decision-making problems and how to solve these models using the computer. This course will focus mainly on deterministic optimization models.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6004

TITLE: Logistics Information Systems

CREDITS: 3

Description

In this course, students will learn about modern IT practices that are used in support of logistics and supply chain management. They will learn the principles and theory behind good design of stored data and integrated information systems support and they will acquire exposure to the most modern implementations of this through use of relevant computer software.

At the end of this course students will be able to:

- Demonstrate their understanding in an assignment of what kind of LIS and in what way that it can be used in an existing work situation of business in order to identify how the dispersed operation of a supply chain network can be configured.
 - Explain the concepts of data preprocessing and OLAP in logistics operations.
 - Apply the concepts of operation research for physical distribution planning and logistics operation improvement.
-
- Select appropriate logistics information systems to achieve logistics intelligence.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6005

TITLE: Strategic Supply Chain Management

CREDITS: 3

Description

In this course the student will learn how to critically evaluate the principles of supply chain management and how a supply network should be organized and effectively managed. In particular, it will take into account supply chain strategy, inter-organizational relationships and logistics issues. The knowledge gained from this course will be applicable in a wide variety of sectors, including the service sector. Through the extensive use of case studies, students will be able to apply the theory to address complex problems in the organization

At the end of this course students will be able to:

- Describe the role and characteristics of logistics and supply chain management in business on a national and international level.
- Assess business supply chains based on conceptual frameworks and practical examples.
- Analyse and interpret business articles and research papers.
- Participate in Logistics and Supply Chain strategic planning in an organization.
- Construct effective Supply Chain solutions for organisations.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6006

TITLE: Operations Research II

CREDITS: 3

Description

This course focuses on some of the operations research techniques which are used for improving decision making in organizations. Students will learn how to build mathematical models of typical decision-making problems and how to solve these models using the computer. This course will focus mainly on stochastic models.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6007

TITLE: Production Management

CREDITS: 3

Description

The aim of this course is to equip the student with the ability to apply analytical approaches to production planning problems.

At the end of this course students will be able to:

- Deal with management issues encountered by production planners.
- Compare traditional and modern approaches to dealing with these problems.
- Discuss the impact that recent technological advances are likely to have on the production planning environment.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6008

TITLE: International Trade and Exchange

CREDITS: 3

Description

The aim of this course is to familiarize students with the principal characteristics of international trading arrangements and their effects on the supply chain. After completing this course, students will have a good understanding of the operations of regional trading blocs and barriers to international trade.

At the end of this course students will be able to:

- Arrange transportation of goods over thousands of miles.
- Explain the theory and principals behind international trade.
- Explain the trade-offs between the different modes of transportation available and making the correct decision.
- Make sure that the goods are packaged properly for their journey.
- Insure the goods appropriately while in transit, and understanding the risks they face.
- Minimize the risks associated with international payments by selecting the right payment currency or the right hedging strategy.
- Define properly who, between them and their foreign counterparts, is responsible for which aspects of the voyage and the documents.
- Determine which method is most suitable for payment between the exporter and the importer.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6009

TITLE: Forecasting

CREDITS: 3

Description

The aim of this course is to equip students with the forecasting skills which are necessary for supporting managerial decision making. Students will learn different time series and causal forecasting methods and how to prepare and present good reports. After taking this course, students will be able to use models and appropriate computer software to make forecasts in practice and be able to assess the accuracy of such forecasts.

At the end of this course students will be able to:

- Carry out exploratory analysis of time series data.
- Develop various extrapolative forecasting methods including exponential smoothing.
- Measure, forecast error and compare different forecasting methods.
- Use EXCEL to produce forecasts.
- Develop a meaningful causal model of demand.
- Model revenue management problems as constrained optimization problems.
- Understand the implication of a markdown strategy.

- Use EXCEL's Solver to determine profit-maximizing prices.

Assessment40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6010

TITLE: Computer Simulation

CREDITS: 3

Description

In this course, students will learn the fundamentals of computer simulation and how to build computer simulation models and use them to analyse management decision problems. The main focus will be on discrete simulation events, although there will be some coverage of system dynamics. After completing this course, students will be able to develop a simulation model and run it using a simulation package or a spreadsheet. At the end of this course students will be able to understand the basic analytical methods used in performance evaluation studies of such complex dynamic structures as modern computer systems, networks and write programs simulating their performance.

Assessment40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6011

TITLE: Pricing and Revenue Management

CREDITS: 3

Description

This course will introduce students to the methodology of revenue management and familiarize them with its application in the supply chain. They will learn about the concepts of differential pricing and market segmentation and how to use mathematical models to determine the best price for each market segment.

At the end of this course students will be able to:

- Identify and exploit opportunities for revenue optimization in different business contexts and review the main methodologies used in each of these areas
- Discuss legal issues associated with different pricing strategies and survey current practices in different industries.

Assessment40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6012

TITLE: Public Sector Analysis

CREDITS: 3

Description

In this course, students will learn the principal differences and similarities between the public sector and private sector. After completing this course, they will be familiar with methods and approaches to decision making that have worked well in the public sector; they will also have developed their knowledge of public sector decision problems and will have acquired the skills necessary for identifying suitable management science approaches to solving these problems. A selection of the following topics will be examined: - Performance management; Rationalizing health care services; Location of emergency facilities; Cost benefit analysis; Funding models for public service projects; Use of qualitative methods for decision making; Operations research models for public sector decision problems; Scenario planning.

Assessment40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6013
TITLE: Project Management
CREDITS: 3

Description

The aim of this course is to familiarize students with the methodology of project management. They will learn different approaches to organizing and managing resources so as to achieve the successful completion of specific project goals and objectives. They will also learn how to implement project management in supply chains.

During this course students will learn:

- Project life cycle approach – including strategic initiation, planning and organization, time management, budget estimation, execution, quality and risk management, and closing.
- Integrated monitoring and controlling through case studies, projects in various industries.
- To create a project plan using project tools and technology.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6014
TITLE: Logistics II
CREDITS: 3

Description

This course covers how to develop and apply effective logistic strategies when operating internationally, considering shipping regulations; transportation concerns; and cultural differences.

During this course students will:

- Identify and appreciate the skills necessary to interpret the effects of managing international projects with constantly increasing legislative controls, with respect to safety, legislation, environmental issues and green logistics.
- Learn the techniques that are crucial to be successful on their jobs.

Appreciate the real-life examples, which are hard to find in many published texts.

- Get the necessary motivation to pursue careers in the growing field of Logistics & Supply Chain Management.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: LGSC 6999
TITLE: Research Paper
CREDITS: 12

Description

The Research Paper should contain a **maximum** of 15,000 words inclusive of footnotes/endnotes, bibliography/references, tables and appendices. A supervisor will be appointed to guide the candidate's research paper.

Assessment

100 % Coursework

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; and 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 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 6203

TITLE: Contemporary Management Issues 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 and participation

COURSE CODE: MGMT 6300

TITLE: Corporate Communication Workshop

CREDITS: 0

Description

The Workshop in Corporate communication for the Masters programmes in Management Studies was established to sensitize students to the theory and practice of elements of Corporate Communication. Corporate Communication theory has been gaining attention in both the academic and business arena from the late nineties onward and it continues to gain prominence with the current world economic downturn and the reestablishment of several business norms and protocols. Students who complete the workshop will have a broad understanding of the interconnectedness of corporate communication principles and other disciplines including, but not limited to, marketing, human resource management and general management.

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: MGMT 6302

TITLE: HR Information System Workshop (MSc HRM students only)

CREDITS: 0

Description

Human resource information systems provide vital functionality and connectivity in the performance of modern business activities. Its centrality demands that employees and students in human resources management disciplines alike must be exposed fundamentally to the rudimentary knowledge concerning the planning, design, implementation and maintenance of information computer technology. Human resource information system is delivered in a workshop format to give participants basic information that would improve their confidence in those system interfaces which they encounter technologically.

The workshop reviews briefly the differences between traditional personnel administration and contemporary human resources management. It then examines human resources administration as an information-handling business through record-keeping and reporting. Major functional areas such as personal employee information, performance appraisal, wages and salaries among others are examined. The advantages and limitations of automated human resources are examined. A typical model of the HRMS development process is discussed with emphasis placed on planning and designing operations.

Planning comprises four aspects: establishing the project team, defining system requirements, performing a feasibility analysis and building support for the HRMS. Designing evolves from the requirements definition in the planning phase.

Designing a simple database allows students to create a simple normalized table structure as a key component in database management. Hierarchical, network and relational database structures and their relative value in information processing are investigated. Finally, practical daily problems that arise in real world scenarios in human resources management systems are simulated and debated.

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: MGMT 6303

TITLE: Spanish Language Workshop

CREDITS: 0

Description

Geographically, Barbados is perfectly situated to benefit from linkages with Latin America and increasingly businesses are recognising this. The mandatory Spanish Language Workshop is designed to equip Management students with a basic working knowledge of Spanish developing their skills in speaking and reading through vocabulary and grammar enhancement.

Participants will also learn about the Hispanic culture which too will assist them in the conduct of business in the Spanish-speaking world. Areas such as greetings, taking a taxi or a flight, email protocol and booking hotel reservations are among those covered.

Upon completion, students will have the opportunity to travel to a Spanish-speaking country to fully immerse themselves in the culture, while attending classes to sharpen their skills in a wholly Spanish learning environment.

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: MGMT 6305

TITLE: Portuguese Language Workshop

CREDITS: 0

Description

The Portuguese Language Workshop is designed to equip students in the Department of Management Studies with a basic working knowledge of Portuguese through developing their skills in speaking and reading through vocabulary and grammar enhancement.

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: MGMT 6306

TITLE: French Language Workshop

CREDITS: 0

Description

The French Language Workshop is designed to equip students in the Department of Management Studies with a basic working knowledge of French through developing their skills in speaking and reading through vocabulary and grammar enhancement.

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: MGMT 6307

TITLE: Mandarin Language Workshop

CREDITS: 0

Description

The Mandarin Language Workshop is designed to equip students in the Department of Management Studies with a basic working knowledge of Mandarin through developing their skills in speaking and reading through vocabulary and grammar enhancement.

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: MGMT 6901

TITLE: Research Methods for Business and Social Sciences

CREDITS: 3

Description

This course is common to many programmes in the Faculty of Social Sciences. It addresses the need for scientific research and 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, 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

50% Coursework; 50% Final Examination

COURSE CODE: MGMT 6995

TITLE: MPhil Management Studies

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: MGMT 8000

TITLE: PhD Management Studies

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 80,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: MKTG 6000
TITLE: Marketing Management
CREDITS: 3

Description

This course will provide students with a solid foundation in marketing strategy and management. 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. The course will also provide students with exposure to the key marketing metrics necessary to make the link between marketing activities and firm profitability.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: MKTG 6010
TITLE: Consumer Behaviour
CREDITS: 3

Description

This course examines the cutting edge theoretical frameworks and concepts in contemporary consumer behaviour. It draws heavily on the disciplines of psychology, sociology, cultural studies and economics to provide students with the theoretical insight into the psyche of the consumer necessary to develop captivating positioning, promotion and branding strategies.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: MKTG 6030
TITLE: Marketing Research
CREDITS: 3

Description

Winning marketing strategies are grounded in cutting-edge and ongoing consumer and market research. This course provides the skills necessary to conduct a marketing research project and develop recommendations that will drive marketing strategy development.

Assessment

50% Coursework; 50% 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 6046

TITLE: Electronic Marketing

CREDITS: 3

Description

Electronic Marketing will introduce students to market development, marketing strategy and consumer engagement in the electronic and digital environments. Websites, social media and mobile media are the three main electronic interfaces. The course will address website and social media site design, and the development of mobile marketing campaigns. It will also introduce students to the analytical programmes which measure marketing success in the various interfaces, e.g. Google Analytics. The course will also cover several key issues in electronic marketing such as (a) Market Research in the electronic environment (B) Business to Business Marketing in the digital environment, and (c) The way forward for the Caribbean in the digital marketing arena.

Assessment

70% Coursework; 30% Final Examination

COURSE CODE: MKTG 6070

TITLE: Integrated Marketing Communications

CREDITS: 3

Description

Marketers use the tools of the marketing communications mix to talk to current and potential customers. This course gives students an intimate understanding of the tools used in integrated marketing communications. The students also undertake a real world project to develop a provocative and winning IMC strategy. The course emphasises the need to for a holistic approach to marketing communication strategy. 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.

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: MKTG 6101

TITLE: Pricing and Revenue Management

CREDITS: 0

Description

This not-for-credit workshop in the MSc Marketing programme consists of five (5) three (3) hour sessions. It exposes marketing students to the legal issues, techniques, and procedures involved in pricing. This workshop covers costing approaches, pricing methodologies, Activity-based Costing (ABC) for services, revenue optimizing approaches, and revenue management. This workshop will extend the knowledge of the student in the important but difficult marketing function of pricing.

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: MKTG 6102

TITLE: Product Planning

CREDITS: 0

Description

The not-for-credit workshop in the MSc Marketing programme consists of five (5) three (3) hour sessions. It deals with some of the contemporary issues in Marketing concerning the product. The areas that will be dealt with include - new product development strategies, product categorisation, and product management strategies. Emphasis will be placed on the extended product life cycle, and branding concepts. The overall aim of the workshop is to assist students in having a contemporary and holistic understanding of product management strategies.

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: MKTG 6900

TITLE: MKTG Research Paper

CREDITS: 6

Description

This course code is relevant to the MSc Marketing students and normally follows the completion of the taught courses.

The basic objective of this programme 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: MKTG 6990

TITLE: MKTG Practicum

CREDITS: 6

Description

This course code is relevant to the MSc Marketing students and normally follows the completion of the taught courses. Students will work on 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. During fieldwork, students are required to investigate aspects of their projects that demonstrate competence in the use of skills acquired during their taught element of the programme.

Assessment

100% Practicum Report

COURSE CODE: PSMA 6003

TITLE: Comparative Practice and Development of Public Sector Management

CREDITS: 3

Description

This course in comparative practice and development of public sector management explores the major debates, both theoretical and applied, that frame contemporary discussions about administrative systems and processes.

It also examines the impact of competing perspectives and methods on issues such as public governance and management, globalization, public private partnership, integrity and ethics, e-government and the like.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: PSMA 6004

TITLE: Policy Analysis and Management

CREDITS: 3

Description

This course examines the way in which public policy is made and implemented. It explores the major debates, both theoretical and applied, that frame contemporary discussions about administrative management processes of public policy making, and examines the impact of competing conceptions, normative perspectives and methods on concepts such as governance, globalization, ethics/corruption, privatization, efficiency, effectiveness, the new public management and other public administration issues.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: PSMA 6300

TITLE: Public Sector Financial Accounting and Management

CREDITS: 3

Description

This course provides participants with a comprehensive understanding of the nature and functions of the Public Sector Financial Accounting & Management systems.

The course assesses the impact of financial resource allocation and management within the public sector. Participants are guided in navigating the integrated management cycle of resource allocation that is used extensively in public sector planning, budgeting and resource allocation, performance management and direction (implementation), reporting and review, and input to planning for the next resource allocation cycle. The emphasis is on developing each part of the cycle as an integral part of the management of resources, and demonstrating the importance of integrating finance, human and organizational resources into an overall planning structure.

Assessment

40% Coursework; 60% Final Examination

COURSE CODE: PSMA 6310

TITLE: Economics for Public Sector Managers

CREDITS: 3

Description

This course assesses the impact of financial resource allocation and management within the public sector. Participants would be exposed to the implications of the integrated management cycle of resource management used extensively in public sector planning, budgeting and resource allocation, performance management and direction (implementation), reporting and review, and input to planning for the next resource allocation cycle. The emphasis is to develop each part of the cycle as an integral part of the management of resources, and demonstrate the importance of integrating finance, human and organisational resources into an overall planning structure.

Assessment

60% Coursework; 40% Final examination

COURSE CODE: PSMA 6335

TITLE: A Reflection Paper/Project: Contemporary Issues In Public Sector Reform

CREDITS: 3

Description

Students will be asked to actively participate in all sessions. Ultimately, students should end the semester with an enlightened look at data and reports, and they should be infused by research skills. Therefore, they should be able to discuss existing literature and others' work in a rigorous way, and start their own work according to the best practices. The focus of the lectures will be conceptual as well practical: while students will read about and learn how to develop a research design from start to finish, they will also have to operationalize their learning with a direct application to their own research work. Individual advising will be provided by the lecturer, in preparation for the final evaluation.

Assessment

100% Coursework

COURSE CODE: PSYC 6090

TITLE: Practicum Lab

CREDITS: 0

Description

The purpose of this pre-practicum course is to help students to 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. 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 and participation

COURSE CODE: PSYC 6100

TITLE: Advanced Developmental Psychology

CREDITS: 3

Description

This on-line 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

100% Coursework

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 6120**TITLE:** Psychometrics II: Personality Testing**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 6220**TITLE:** Psychometrics I: Intellectual and Cognitive Abilities**CREDITS:** 3**Description**

This course provides 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 Negotiations**CREDITS:** 3**Description**

Human Resource, Negotiation and Conflict Management in projects examine the strategic and interpersonal 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 and 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

40% coursework 60% Final Examination

COURSE CODE: PTMT 6002

TITLE: Information Management for Project Managers

CREDITS: 3

Description

The course in the MSc Building and Construction Management programme 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: 3

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: 3

Description

Having the role of Project Manager is different from holding a title of “Manager” 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

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. 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 6011

TITLE: Project Evaluation

PREREQUISITES: PTMT 6005; PTMT 6009

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.

Assessment

40% coursework, 60% Final Examination

COURSE CODE: PTMT 6020

TITLE: Project Development Workshop

CREDITS: 0

Description

This Project Development Workshop is centred on the theories and practices of project management – focusing on endeavours that have a beginning a clear and final end; projects that combine human and non-human resources pulled together in an organization, to achieve a specific purpose. The objective of this Workshop is to stimulate and sustain interest among participants in the essentials of Project Management, especially the definitional, conceptual, formative and developmental aspects of project development. It is expected that students' participation in the Workshop will enable them to appreciate the project concept, approach, organization and management process; emphasize the project life cycle and dynamics; understand project design issues; and underscore project management's contribution to management practice and development processes.

Project development is critical to project completion and to effective and efficient goal attainment for both project and organization. The Workshop incorporates core processes and areas and integrates elements crucial for managers to develop projects in contemporary times.

Assessment

Pass/Fail based on satisfactory attendance and participation

COURSE CODE: PTMT 6021

TITLE: Information Management for Projects Workshop

CREDITS: 0

Description

The workshop in the MSc Project Management and Evaluation programme will focus on project management information systems through the fundamentals of information technology and information systems and their use within a business enterprise.

Assessment

Pass/Fail based on satisfactory attendance and participation

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 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 6900

TITLE: MPhil Economic Development Policy

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SALI 6901

TITLE: MPhil Governance and Public Policy

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SALI 6902

TITLE: MPhil Social Policy

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SALI 8000

TITLE: PhD Economic Development Policy

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to 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

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to 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

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 80,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SAMG 6000

TITLE: Case Management in Substance Abuse Treatment

CREDITS: 3

This course serves to introduce students to the concept of case management and how it can be applied to the provision of substance use treatment services. The topics to be covered in this course include: the definitions and functions of case management, history and development of case management, the various models of case management currently used in substance abuse treatment, ethical and legal aspects of case management, and the required skills and values needed for effective case management. On completion of this course, students will be able to apply the principles and methods of case management to successfully aid individuals with substance use disorders access needed social services and become healthy, substance-free individuals.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: SAMG 6001

TITLE: Common Co-Occurring Disorders

CREDITS: 3

This course will examine some of the most common co-occurring disorders, specifically providing an in-depth exploration of the complex relationship between mental disorders and substance abuse. Students will be educated on the screening and assessment tools used in identifying the presence and severity of co-occurring disorders, before examining some key treatment models and interventions in this area. The course will also describe some of the most common mental health disorders that frequently co-occur with substance use, including depression, bipolar, schizophrenia, anxiety, attention deficit hyperactivity, post-traumatic stress, and personality disorders. Additionally, the course looks at three co-occurring medical disorders, before moving on to an analysis of co-occurring disorders in the context of specific populations such as geriatrics, adolescents and the homeless.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: SAMG 6002

TITLE: Counselling skills for Substance Abuse Professionals

CREDITS: 3

This course serves to introduce students to the counselling process, and to provide a comprehensive overview of the various counselling theories, strategies, and styles commonly used in the field of substance abuse counselling. Emphasis will be placed on the fundamentals of the helping relationship; core counselling skills needed to be an effective counsellor; individual, group, and family counselling; and the ethical requirements of a therapeutic relationship. Through experiential exercises, skill demonstration, and individual/group assignments, students will be given the opportunity to build the foundation for developing a personal counselling approach and key competencies needed to provide substance abuse counselling to individuals, groups, and families.

Assessment

100% Coursework

COURSE CODE: SAMG 6003

TITLE: Crisis Intervention for Substance Abuse Professionals

CREDITS: 3

This course serves as an overall introduction to crisis intervention, and the application of crisis intervention strategies to substance abuse treatment. It focuses on teaching students how to effectively identify signs and symptoms that are indicative of an individual who is in a crisis and apply proven intervention techniques to deescalate a crisis situation involving persons with substance abuse disorders. The course will expose students to key areas, such as: types, causes and phases of a crisis, models and strategies of crisis intervention, and the practice of crisis intervention with addicted individuals and their partners/families. Suicide identification and the importance of counsellor's safety and self-care will also be discussed.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: SAMG 6004

TITLE: Intake, Screening, Assessment, Treatment Planning and Documentation

CREDITS: 3

Description

This course is designed to provide a comprehensive overview of screening, assessment, treatment planning and documentation in substance abuse treatment. Students will learn about the intake process, the principles of assessment, treatment interventions and planning, and client record documentation. This course will also familiarize students with techniques of assessment and diagnosing Substance Abuse Disorders, using the DSM 5 Manual, and equip them with the skills necessary to accurately screen and assess addiction behaviours using valid screening and assessment tools. Additionally, this course highlights the importance of documentation in these processes, while also outlining some of the key ethical considerations practitioners need to be aware of. By the end of this course, students will possess the necessary knowledge and skills to be effective and efficient in these respective processes.

Assessment

60% Coursework; 40% Final Examination

COURSE CODE: SAMG 6005

TITLE: Physiology and Pharmacology for Substance Abuse Treatment

CREDITS: 3

This course provides an overview of the physiology of addiction as a brain disease and the pharmacology of psychoactive substances, with a focus on the biological mechanisms involved in drug effects and addiction. Key topics to be covered in this course include the general principles of drug action, pharmacokinetics, the variability in drug response, the brain reward system, tolerance, dependence, and the individual differences in addiction. On completion of this course, students will possess knowledge in the key areas of physiology and pharmacology, which will enhance their current or future professional practices.

Assessment

50% Coursework; 50% Final Examination

COURSE CODE: SAMG 6090

TITLE: Substance Abuse Management Practicum

CREDITS: 6

Description

The Substance Abuse Management Practicum requires students to complete a pre-practicum experience over the summer semester of 36 contact hours, and a total of 1000 supervised hours of training over two semesters in an approved substance abuse treatment setting. Such a requirement means that the student will be onsite full-time. The overall focus of the experience will be on providing students with the opportunity to gain real-life experience treating clients while developing their core skills in substance abuse management, including: counselling, case management, intake, screening, assessment, treatment planning, and crisis intervention.

Assessment

100% Coursework

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: 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 the 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. It 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
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. It will provide knowledge and skills that involve micro-mezzo- 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 totalling 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 Master of Social Work programme. 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 6995

TITLE: MPhil Social Work

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to produce a thesis of approximately 50,000 words under the supervision of a member of Faculty.

Assessment

Pass/Fail

COURSE CODE: SOWK 8000

TITLE: PhD Social Work

CREDITS: 0

Description

Students are required to register for this section every semester and are expected to 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 Workshop

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 and participation

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 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

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 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 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 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.

Topics covered are: - Understanding events operations management- issues and context; Theories of logistics and supply chain management for event; Theories of logistics and supply chain management for events; Market trends in Events Operations and implications for resource management; Feasibility study and analysis; Managing the operations- client brief, site selection, logistics and design; Critical management issues - financial, human resources and procurement; Risk, safety and security management; Partnerships in event operations management; and Event Evaluation.

Assessment

60% Individual Coursework; 40% Group Coursework

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: 3

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.

Assessment

100% Coursework

COURSE CODE: TOUR 6160

TITLE: Sport Policy and Development

CREDITS: 3

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.

Assessment

50% Coursework, 50% Final Examination

COURSE CODE: TOUR 6900

TITLE: TOUR 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: TOUR 6910

TITLE: TOUR 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: -TREC 6000

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: TREC 6001

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.

Students 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: TREC6002

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: TREC 6003

TITLE: Welfare Economics and Cost-benefit Analysis

CREDITS: 3

Description

The aim of this course 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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6004

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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6005

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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6006

TITLE: Economics of Transport Appraisal

CREDITS: 3

Description

The objectives of this course are 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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6007

TITLE: Freight Transport Planning and Management

CREDITS: 3

Description

The objectives of this course are 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; and 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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6008

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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6009
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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6010
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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6011
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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6012
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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6013

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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6014

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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6015

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

40% Coursework, 60% Final Examination

COURSE CODE: TREC 6999

TITLE: TREC Research Paper

CREDITS: 9

Description

The Research Paper should contain a **maximum** of 15,000 words inclusive of footnotes/endnotes, bibliography/references, tables and appendices. A supervisor will be appointed to guide the candidate's research paper.

Assessment

100% Research Paper

LIST OF SUBJECT CODES WITH DESCRIPTIONS

Courses are listed in the Class Schedule in the Cave Hill on-line system by subject area. Following is a list for all subject codes used in this handbook for easy reference at registration.

Code	Description	Notes
ACCT	Accounting	
BUAD	Business Administration	
COEM	Construction Engr And Mgmt	<i>MSc Building & Construction</i>
COSY	Counselling Psychology	
ECON	Economics	
FINA	Finance	
GEMA	General Management	<i>MBA programme</i>
GOVT	Government	
GRSM	Postgraduate Research Seminars	
HRNM	Human Resource Management	
IMGT	International Management	
INBA	International MBA	
LAER	Labour & Employment Relations	
LGSC	Logistics & Supply Chain Management	
MGMT	Management	
MISY	Management Information Systems	
MKTG	Marketing	
PSMA	Public Sector	<i>Post grad Dip PSMA and MBA programme</i>
PSYC	Psychology	<i>MSc Counselling Psychology</i>
PTMT	Project Mgmt & Evaluation	
SALI	Sir Arthur Lewis Institute	<i>Research programmes in SALISES</i>
SAMG	Substance Abuse Management	<i>Post Graduate Diploma</i>
SOWK	Social Work	
TOUR	Tourism Management	
TREC	Transport Economics	