

PROGRAMME OBJECTIVES

This degree programme will:

- Develop the student's ability to plan, execute, monitor/control and evaluate projects through learning multiple quantitative and qualitative concepts, skills, tools and techniques, then integrating and applying them to real projects embedded throughout the programme;
- Increase the capability of graduates to develop and implement projects that contain clear criteria for success, and to utilise various techniques for measuring whether project performance has met its objectives, even when projects are driven by quasi-intangible goals such as social welfare and /or sustainable development;
- Raise student's 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; and
- 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 their own initiatives and by showing others how to increase organizational effectiveness with appropriately tailored project management practices.

AUDIENCE

Entrance to this degree programme is competitive, and open to people in any sector of the economy, in any country within or beyond the Caribbean. Individuals who are pursuing or who wish to pursue careers in project management or evaluation, or who are in positions requiring the management of projects, are encouraged to apply. No prior training in project management is required, but on-the-job experience in project management and/or evaluation is a positive factor.

The entry requirements for this degree programme are:

- candidates with a degree from an approved University and appropriate experience; and
- candidates with required qualifying courses and experience to the satisfaction of the University.

REVISED PROGRAMME STRUCTURE ACADEMIC YEAR 2011-2012

Please note that the programme is currently under revision. Prospective applicants should therefore note the following:

- Total programme credits will move from 42 credits to 45 credits.
- Full time status will move from 12 months to 18 months (including Practicum).
- Part time status will be a maximum of 4 years (including Practicum).
- All courses except the Practicum will be worth 3 credits.
- Mandatory (not for credit) workshops covering specific topics may replace some of the current course content and several new courses in accounting and research methodology will form part of the revised programme content.

COST OF GRADUATE PROGRAMMES

For current cost, log on to the website for the School of Graduate Studies and Research at www.cavehill.uwi.edu/gradstudies

CONTACT INFORMATION FOR MSc. Project Management and Evaluation

Programme Coordinator

Dr. Nadini Persaud, CGA

Email: nadini.persaud@cavehill.uwi.edu

Tel: (246)417-4297/4927

TAUGHT HIGHER DEGREE PROGRAMMES

FACULTY OF HUMANITIES & EDUCATION

MA African Studies

MA in Caribbean Studies:
Languages/Literatures

MA Cultural Studies

MA Heritage Studies

MA History

MA Linguistics

MA Theology

Diploma in Education (*Secondary*)

Master in Education (*MEd*)

MFA Creative Arts

FACULTY OF LAW

Diploma/LLM Corporate &
Commercial Law

Diploma/LLM Legislative Drafting

Diploma/LLM Public Law

FACULTY OF MEDICAL SCIENCES

DM Anaesthesia and
Intensive Care

DM Emergency Medicine

Diploma, MSc., DM
Family Medicine

DM General Surgery (*Parts I and II*)

Diploma in Health
Service Management

DM Internal Medicine

DM Obstetrics and Gynaecology

DM Ophthalmology

DM Paediatrics

DM Psychiatry

Master in Public Health -
Health Services Management

FACULTY OF SOCIAL SCIENCES

MSc. Applied Psychology

MSc. Banking & Finance

MSc. Building & Construction
Management

MSc. Counselling Psychology

MSc. Cricket Studies

MSc. E-Governance for
Developing States

MSc. Financial & Business
Economics

MSc. Integration Studies

MSc. International Management

MSc. International Trade Policy

MSc. Investments & Wealth
Management

MSc. Labour & Employment
Relations

MSc. Logistics and Supply
Chain Management

MSc. Management
offered in four specialisations:-

Financial Management,
Human Resource Management,
International Management
and Marketing

MSc. Management

MSc. Project Management &
Evaluation

MSc. Sociology

Master of Social Work

MSc. Tourism and Events
Management

MSc. Tourism & Hospitality
Management

MSc. Tourism with Project
Management

MSc. Tourism and Sport
Management

MSc. Tourism Marketing

MSc. Transport Economics

FACULTY OF PURE & APPLIED SCIENCES

MSc. Electronic Commerce

MSc. Natural Resource and
Environmental Management

CAVE HILL SCHOOL OF BUSINESS

Doctor of Business
Administration

Executive Master in
Business Administration

International Master in
Business Administration

Master in International Events
Management



The University of the West Indies
Cave Hill Campus



Masters Programme
Faculty of Social Sciences



DEPARTMENT OF MANAGEMENT STUDIES

MSc. Project Management and Evaluation

(Programme being restructured
for Academic Year 2011-2012)

2011-2012



UWI also offers a range of MPhil and PhD programmes in a number of areas.
Information on these as well as our application process, online application forms,
and the documentation required can be found at:

www.cavehill.uwi.edu/gradstudies

JOIN THE TRADITION OF EXCELLENCE

PROGRAMME OVERVIEW

The graduate programme in Project Management and Evaluation provides education and training in a much needed area in the Commonwealth Caribbean. Raising and sustaining management capability, analytical capacity, implementation skill, evaluation ability and operational efficiency in the region’s public and private sectors—with special reference to project development, execution, evaluation and operations—continue to be regarded as some of the key elements, growth initiatives and development strategies necessary for national development.

PROGRAMME STRUCTURE

- The Programme will consist of eleven required courses conducted over two semesters – September to December and January to May, plus a two-semester Practicum project (see Course Descriptions following); and
- Currently, the majority of courses are scheduled for Monday-Thursday in the evening (5-8pm), but, to complete a semester’s schedule, some courses must be offered in the afternoon, on Saturdays, or in “Modular” format. Each student should take this into account when planning their commitments. All students are expected to attend all classes.

DURATION

FULL-TIME REGISTRATION

The duration of the programme will normally be one year of full-time study. The maximum time allowed to complete all the requirements for the degree will normally be 2 years.

PART-TIME REGISTRATION

The duration of the programme will normally be two years of part-time study. The maximum time allowed to complete all the requirements for the degree will normally be 4 years.

Course Selection for Part-Time Students

Part time students are required to register for 3 courses in each semester. Students are advised to choose a combination of courses that encompass both 100% coursework and coursework and examination components. In addition it is strongly recommended that students take the undermentioned courses in their first semester of study:

- PTMT 6001 Project Analysis/Appraisal
- PTMT 6003 Project Implementation
- PTMT 6005 Monitoring and Evaluation
- It is also advisable to ensure that PTMT6005 is taken before either PTMT6009 or PTMT6011.

Note: The programme is rigorous. Thus, students who work full-time are required to enroll in the part-time time programme.

COURSE DESCRIPTIONS

PTMT6000 – MANAGEMENT OF NEGOTIATIONS

Competency in negotiation and conflict management is essential in projects. Major elements of a project are always negotiated – e.g., the scope of work/contract, schedules, deliverables, team roles and responsibilities, risk response methods, to name a few – and the interdependency of people in a project setting gives rise to various types of disputes over process or outcome. The

focus of the course will be the concepts and practice of negotiation as a method for accomplishing well-strategized agreements about project content and process, wherever they arise in the project lifecycle. Students will study and practice ways to approach disputes and achieve optimization of project opportunities as they present themselves in dealings with all levels of project stakeholders.

PTMT6001 – PROJECT ANALYSIS/APPRaisal

The essential tool kit used for project analysis and selection; advanced implementation models, tools and techniques geared to tracking, assessing the financial and nonfinancial performance characteristics of the project, or of the project portfolio is a critical component of this course. Optimisation of project benefits through metrics for choosing one project over another, is a key theme throughout the course. The concepts of CMMI and project benchmarking will also be covered.

PTMT6002 – INFORMATION MANAGEMENT FOR PROJECTS

The course will focus on (1) Project Management information systems that support project implementation, tracking and control, on (2) Project Productivity tools such as MS Project 2007 and Visio, and (3) on Project Collaboration tools such as MS Groove 2007. The implications of automating certain aspects of Project Management processes will be stressed, and students will critically analyze the process of making a business case for IT support for their projects.

PTMT6003 – PROJECT IMPLEMENTATION

The course provides an in-depth knowledge of various tools and techniques for planning, implementation and termination processes. This course will introduce students to: (1) the history and literature of Project Management, the unique nature of projects and the implications and methodology associated with the triple constraint model, (2) the Project Management life cycle and activities associated with each, (3) project scope, time, cost, risk, uncertainty, knowledge, and quality management; (4) stakeholder communications management; (5) project negotiation, procurement and contract management; (6) project leadership and stakeholder communication management; and (7) differences between process and projects, as applied to a current, field-based business process improvement project.

PTMT6004 – PROJECT FINANCING

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 in financing projects. The real-world issues involved in budgeting and costing projects will also be examined.

PTMT6005 – MONITORING AND EVALUATION

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 evaluation and monitoring activities. The course will focus on providing students with the knowledge and skills required to design and conduct an evaluation. By the completion of the course, students will know and appreciate the use of programme evaluation as a tool for decision-makers, programme managers, and financiers.

PTMT6006 – CONTRACT MANAGEMENT AND PROCUREMENT

This course will introduce students to the basic principles and methods involved in project Contracting, Procurement and Disbursement. The main topics will include 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, students 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 discussed.

PTMT6007 - ESSENTIALS OF MANAGEMENT FOR PROJECT MANAGERS

Understanding the fundamentals of organisations and management is critical to effective project completion. This course introduces students to the concepts, principles and micro/macro issues of organisations and management from the perspective of project-driven work. Topics covered will include strategy development, organisational design, management functions, leadership and organisational behaviour. The course will incorporate lectures, exercises, simulations, as well as a major student project, research and presentations.

PTMT6009 – SOCIAL AND ENVIRONMENTAL IMPACT ASSESSMENT

Every project is executed at a cost— an investment that is made in the stated goals/objectives/ outcomes or impact of the project itself. Thus, project managers must have data to show why they are making an investment in one project over another, data to help clarify the expected output and impact, and, subsequently, data to help demonstrate whether the investment achieved its targets. This is true whether the project is one involving the development and delivery of a product or service (or both), or one involving pure research. Every project requires the selection, collection and analysis of different sets of data that will help the project manager specify, deliver and evaluate the investment undertaken. In this course, students will engage in an in-depth study and practice of key quantitative and qualitative methodologies, including cost analysis, 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 estimated impact, and/or to evaluate whether a completed or terminated project has achieved its promised impact. Projects may have social, economic, political or environmental impact, and each of these can be quantified and qualified in ways that make sense to those who provide the project’s 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.

PTMT 6010 – PROJECT DEVELOPMENT

The objective of this course is to stimulate and sustain interest among participants in the essentials of Project Management, especially the definitional, taxonomic, theory-type, model-type, formative and developmental aspects of project development. The topics covered include the project approach and rationale, objectives, definitions, programme/ project, nature/characteristics, project cycle, project identification, project design and illustrations/lessons.

PTMT 6011 – PROJECT EVALUATION

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 non-linear programming; goal programming; proportions; analysis of social survey data; linear equations and functions; multivariate and other statistical techniques.

PTMT 6008 – 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 Practicum may be started only after approval is given by the Programme Coordinator and a supervisor has been assigned. The Practicum shall normally be completed within the final 6 months of study. Candidates are required to submit the written Practicum report no later than July 15 of the expected year of graduation. General issues related to the Practicum will be communicated to students via the course code PTMT6008 on myelearning (<http://myelearning.cavehill.uwi.edu>). Students who are doing their Practicums but have registration issues should contact the Programme Coordinator to alert the Coordinator that they are not officially registered or they will be unable to access the Practicum website. Full time students must submit their Practicum proposals in Semester 1, Year 1. Part time students must submit their Practicum proposals in Semester 1, Year 2. Proposals are due by September 30. Note that registration for the Practicum must be done in both Semester 1 and 2 (i.e., 3 credits per semester). Full time students should therefore register in Semester 1 and 2 of Year 1 and part time students should register in Semester 1 and 2 of Year 2.