

Master of Science in Community and Economic Development

Akamai University

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Roughly 1.3 billion people live in absolute poverty with nearly 25 million being added to their numbers each year. Hundreds of millions of people have no running water to drink or bathe themselves. One hundred million people do not have homes to live in and must spend their lives on the streets and pavements, their children never knowing the security of a suitable shelter.

--- World Bank and the United Nations

Admission Requirements

As prerequisites for acceptance to the Master's degree, participants should have completed the equivalent of a recognized baccalaureate degree in an appropriate field of study and have several years of meaningful professional experience. Participants are expected to be proficient in collegiate English language skills. If you are a second language English applicant, you should submit records of TOEFL examination with scores of 550 minimum. You are expected to have access to a computer, email and the Internet and other outside library resources for the full extent of your program.

Duration of Degree Program

As a minimum degree requirement, Master's students must maintain enrollment at Akamai University for at least one calendar year. Most students complete their program within two years. After two years, a small continuation fee is assessed each calendar quarter. Up to four years is allowed to finish all requirements for the degree.

Degree Requirements

Master of Science participants in Community and Economic Development complete a minimum of 40 credits above the baccalaureate degree including a final examination, a thesis project (or major project in lieu of thesis), as outlined below. Coursework requirements include the core studies, a major concentration selected from available field of study, and research preparation coursework. Master's students complete a comprehensive examination at the conclusion of the academic coursework, prepare a formal thesis proposal, complete the thesis project, and prepare the manuscript for faculty review. Students also complete an oral review of thesis at the conclusion of the research review.

Core Studies (Required: 18 credits minimum)

Major Concentration (Required: 9 credits minimum)

Research Preparation (Required: 3 credits minimum)

EXM 880: Master's Comprehensive Examination (Required: 2 credits)

RES 885: Thesis Proposal (Required: 2 credits)

RES 890: Thesis (Required: 4 credits)

EXM 895: Oral Review of Thesis (Required: 2 credits)

Core Studies (18 credits)

Master's students must complete 18 credits in core coursework comprising an academic major. These are the foundational competencies in theories, principles, and practices, and the historical, philosophical, and social-cultural implications of the discipline. These courses represent the core competencies and essential elements, which define your field of study and establish the underlying foundations upon which you may base your advanced professional development. This concentration examines the details of community development, international economic development, antipoverty programs and NGO and transitional organizations.

Required: 18 credits, as outlined below:

DEV 500: Readings in Economic Development (3 credits)
PLUS minimum of 15 credits selected from:

- DEV 501: History of Global Development (3 credits)
- DEV 502: Globalization and Development (3 credits)
- DEV 504: Economics of Sustainable Development (3 credits)
- DEV 506: Growth in Underdeveloped Countries (3 credits)
- DEV 508: Poverty Reduction Models (3 credits)
- DEV 510: Facilitating Development Projects (3 credits)
- DEV 512: NGO's and Development (3 credits)
- DEV 514: Agriculture in Third-World Development (3 credits)
- DEV 516: Aid, Trade and Development (3 credits)
- DEV 520: Gender, Environment & Development (3 credits)
- DEV 522: Environmental Impact Assessment (3 credits)
- DEV 524: Social Impacts of Development (3 credits)
- DEV 522: Field Methods for Development Projects (3 credits)

Major Concentration (9 credits)

Master's students complete coursework comprising a 9 credit major concentration. The major concentration may examine details of community development, international economic development, antipoverty programs, and NGO and transitional organizations. The major concentration may also explore any of the following fields of inquiry.

- International Business Administration
- Nonprofit Administration
- Human Resource Management
- eCommerce
- Information Technology
- Entrepreneurship for Women
- Community and Economic Development
- Mix of Business Concentrations
- Coursework from other disciplines, with approval of senior faculty advisor

International Business Administration

Required 9 credits, as outlined below:

BUS 599: Practicum in Community and Economic Development (3 credits)

Plus: 6 credits selected from the following courses:

BUS 510: Business Impact on the Environment (3 credits)

BUS 511: Urban Economics (3 credits)

BUS 512: Econometric Theories and Forecasting (3 credits)

BUS 513: Financial Strategies and Decision-making (3 credits)

BUS 514: Global Trade and Finance (3 credits)

BUS 515: Transformation of Global Markets (3 credits)

BUS 516: International Taxation (3 credits)

BUS 517: Diplomacy and Trade (3 credits)

BUS 518: International Marketing Strategies (3 credits)

BUS 519: The Role of Gender in Globalization (3 credits)

Nonprofit Administration

Required 9 credits, as outlined below:

BUS 599: Practicum in Community and Economic Development (3 credits)

Plus: 6 credits selected from the following courses:

BUS 521: Theory and Practice of Nonprofit Organizations (3 credits)

BUS 522: Strategic Management for NGOs (3 credits)

BUS 523: Nonprofit Financial Management (3 credits)

BUS 524: Resources and Development in Nonprofit Administration (3 credits)

BUS 525: Marketing Management for Nonprofit Organizations (3 credits)

BUS 526: Organizational Assessment for Nonprofits (3 credits)

BUS 527: Human Behavior in NGOs (3 credits)

BUS 528: Legal Issues in the NGO (3 credits)

BUS 529: Affiliations, Coalitions and Partnerships (3 credits)

Human Resource Management

Required 9 credits, as outlined below:

BUS 599: Practicum in Community and Economic Development (3 credits)

Plus: 6 credits selected from the following courses:

BUS 531: Strategic Human Resource Management (3 credits)

BUS 532: Training and HR Development (3 credits)

BUS 533: Strategic Resourcing and Rewards (3 credits)

BUS 534: Conflict Management and Negotiation (3 credits)

BUS 535: Human Resources Information Systems (3 credits)

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eCommerce

Required 9 credits, as outlined below:

BUS 599: Practicum in Community and Economic Development (3 credits)

Plus: 6 credits selected from the following courses:

BUS 550: eCommerce Management (3 credits)

BUS 551: Security for Computer Systems (3 credits)

BUS 552: Database Design (3 credits)

BUS 553: Internet Technology (3 credits)

BUS 554: Computer Resources and Information Management (3 credits)

BUS 555: Internet Management Applications (3 credits)

BUS 556: Synchronous & Asynchronous Training Options (3 credits)

BUS 557: Human-Computer Interaction (3 credits)

BUS 558: Multimedia Applications and Networks (3 credits)

BUS 559: Internet Transaction Processing and Security (3 credits)

Entrepreneurship for Women

Required 9 credits, as outlined below:

BUS 599: Practicum in Community and Economic Development (3 credits)

Plus: 6 credits selected from the following courses:

BUS 570: Women Entrepreneurs and New Venture Formation (3 credits)

BUS 571: Women in Leadership (3 credits)

BUS 572: Businesses Women Prefer (3 credits)

BUS 573: Women Entrepreneurship (3 credits)

BUS 574: Ethical Theories for Business (3 credits)

BUS 575: Management in the Face of Change (3 credits)

BUS 576: Addressing Workplace Diversity (3 credits)

BUS 577: Ethical Theories for Business (3 credits)

BUS 578: Discrimination in the Workplace (3 credits)

BUS 579: Global Entrepreneurship (3 credits)

Community and Economic Development

Required 9 credits, as outlined below:

BUS 599: Practicum in Community and Economic Development (3 credits)

Plus: 6 credits selected from the following courses:

BUS 580: History of Global Development (3 credits)

BUS 581: Globalization and Development (3 credits)

BUS 582: Economics of Sustainable Development (3 credits)

BUS 583: Growth in Underdeveloped Countries (3 credits)

BUS 584: Poverty Reduction Models (3 credits)

BUS 585: Facilitating Development Projects (3 credits)

BUS 586: NGO's and Development (3 credits)

BUS 587: Agriculture in Third-World Development (3 credits)

BUS 588: Social Impacts of Development (3 credits)

NOTE: Courses completed in the core studies cannot be repeated for credit in the Major Concentration

Research Preparation

Master's students must pursue studies providing advanced research knowledge necessary for success in their final projects (thesis). At least three semester credits of research preparation coursework are required. This coursework might focus upon quantitative and qualitative methods or participatory action research techniques including subject selection, research design, and statistical analysis, as appropriate to each student's proposed project. Through this requirement, students learn to effectively define applied problems or theoretical issues and articulate the rationale for the study. They learn to present an effective scholarly review of the academic literature and implement quantitative, qualitative or participatory action methods for evaluating academic issues.

Research Preparation (Required: 3 credits minimum)

- RES 500: Survey of Research Methods (3 credits)
- RES 502: Understanding Research Journal Articles (3 credits)
- RES 504: Introductory Research Statistics (3 credits)
- RES 506: Advanced Research Statistics (3 credits)
- RES 508: Qualitative Research (3 credits)
- RES 510: Participatory Action Research (3 credits)
- RES 512: Effective Data Analysis (3 credits)
- RES 520: Social Science Research Methods (3 credits)
- RES 524: Techniques in Transpersonal Research (3 credits)
- RES 526: Biological Illustration (3 credits)
- RES 527: Biological Modeling (3 credits)
- RES 528: Environmental Science Research Methods (3 credits)
- RES 529: Calculus for Environmental Science (3 credits)

Comprehensive Examination (Required: 2 credits)

Once students have completed the coursework elements of their degree, they will be asked to schedule the Comprehensive Examination. The primary mentor and a faculty member representing the secondary academic area conduct both the written and oral components of the examination. The written portion is open book style with selected essay questions requiring creative responses that reach for the higher levels of cognition. Your answers are expected to draw from both the primary and secondary competencies of your program with proper referencing of the scholarly literature. The oral component of the examination is normally completed by telephone conference and is intended to allow detailed investigation of your written responses.

Required: EXM 880: Comprehensive Examination (Required: 2 credits)

Thesis Proposal (Required: 2 credits)

You are expected to prepare a formal proposal related to your concept for research under the direction of your primary faculty advisor and according to University expectations. At a minimum, your research proposal should clarify the thesis statement and methodology (including the data gathering instruments and data analysis techniques) and provide an effective overview of the scholarly literature that sets the foundation for the thesis. Your research proposal should also include a brief manuscript outline that demonstrates how you will present in written form the various elements of the research project.

Required: RES 885: Thesis Proposal (Required: 2 credits)

Thesis Project (Required: 4 credits)

Following approval of your thesis proposal, you will begin your research project. Your thesis may take the form of a traditional research project or it may be a major scholarly project of the type appropriate to the discipline. Whichever approach to the thesis is chosen, the resulting project must demonstrate mastery of a body of knowledge in the major field of study, be your original work and represent a meaningful contribution to the betterment of the human condition or an improvement to the professional field.

Your thesis research may be conducted via quantitative, qualitative, or participatory action research. The body of your thesis manuscript, structured according to a set of approved manuscript guidelines, should exceed 75 double spaced, typewritten pages. If your thesis takes the form of a scholarly project, it must follow the guidelines provided by the University for such projects.

Required: RES 890: Thesis Project (Required: 4 credits)

Oral Review of Thesis (Required: 2 credits)

Once you have prepared the thesis manuscript, you will be asked to schedule the formal review process. Your primary faculty advisor and a faculty member representing the secondary academic area will conduct both the formal physical review of the thesis manuscript and the oral review of thesis.

The physical review of the thesis manuscript usually takes the review committee four to six weeks. Each reviewer will prepare questions and commentary relative to your underlying review of the literature, the thesis methodology, the mechanics of your project, and your presentation of the findings, conclusions and recommendations.

The Oral Review of Thesis is conducted under the direction of your primary faculty advisor with the assistance of one qualified member of the faculty. The examination is carried out by telephone conference call and is designed to allow detailed investigation of your thesis. The faculty reviewers explore with you issues related to your thesis including methodology, review of literature and interpretation of the findings.

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One outcome of the thesis review process is a set of final expectations directing you through the remaining tasks for completing the thesis manuscript. Once your final manuscript is approved, you will submit the formal document to an approved bindery and later ship the bound thesis to the University for permanent archival storage.

Required: EXM 895: Oral Review of Thesis (Required: 2 credits)

Program Faculty

Seamus Phan, DBA
Program Director

Premkumar Rajagopal, DipMan, BBA, MBA, Ph.D.
Business Administration and Executive Training

Harvey Menden, Ph.D.
Organizational Behavior and Corporate Training

Mirjana Radovic, Ph.D.
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Niranjan Ray, Ph.D.
Information Technology

George M. Ackerman, JD, MBA
International Business Law

Ashok Kumar, LLM (Syd,Aust) GCDR(UTS,Aust) CA(Aust) CA(NZ) ACIS FTIA AAMINZ
Business Administration

Daniel Joseph O'Shea, JD
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Richard K. Tweneboah, Ph.D.
International Business and Nonprofit Management

H. Alan Kesten, Ph.D.
Business Administration and Nonprofit Management

George W. Shippey, Ph.D.
Human Resources and Organizational Behavior

Course Descriptions

DEV 500: Readings in Economic Development (3 credits)

Graduate students pursue detailed readings in the theories, principles and practices of economic development. Reading projects might include studies in the economics of sustainable development, natural resource and environmental economics, productivity and economic growth, energy economics, population expansion, land economics, biodiversity conservation, political economy, and technological development and sustainability. Course intended for Master's students.

DEV 501: History of Global Development (3 credits)

The course examines international development strategies from an historical perspective. Topics cover issues of world history and global conflict, geography, colonialization and natural resources, and anthropology and sociology of poor economies. Students also investigate contemporary trends in poverty alleviation.

DEV 502: Globalization and Development (3 credits)

This course addresses issues of development and globalization. Topics investigate human rights concerns, the global political economy, and labor migration brought about by globalization. Topics also examine barriers to development presented by the push toward globalization in the world economy.

DEV 504: Economics of Sustainable Development (3 credits)

This course addresses the sustainability of current development paths. Topics evaluate the importance of natural resources, social-cultural influences, new technologies, and policy directions for sustainable development. Students examine mathematical growth models, fundamental principles of development, policy issues relative to the growth performance in developing countries.

DEV 506: Growth in Underdeveloped Countries (3 credits)

Students examine the characteristics of under-developed countries, and the relative importance to sustainable development of population pressures, income distribution, agricultural processes, industrialization, the role of foreign investment, alternative technology, trade, aid, and manpower development.

DEV 508: Poverty Reduction Models (3 credits)

This course addresses principles of banking and finance, the economics of poverty and community development. Topics review socio-economic aspects of poverty and the application of micro-finance models in poverty reduction. Students investigate the role of the state and alternative strategies and paradigms of development

DEV 510: Facilitating Development Projects (3 credits)

This course explores planning and managerial issues in economic development projects. Topics focus upon evaluating project environments, selecting appropriate team members, and managing the project. Students cover the project cycle from identification, feasibility and design, to

appraisal, financing and budgeting, through implementation, monitoring and evaluation, paying special attention to the need to be sensitive to local circumstances and needs.

DEV 512: NGO's and Development (3 credits)

Students investigate the role of non-government organizations (NGOs) in third-world development campaigns. Topics integrate economic, cultural, political, religious and ethnic concerns with the role of NGO's in the development arena.

DEV 514: Agriculture in Third-World Development (3 credits)

This course investigates the importance of agriculture to the sustainable development of the third world. Topics cover the relative contributions of various methods of agriculture and the impact of global agriculture to the development of the third world.

DEV 516: Aid, Trade and Development (3 credits)

This course examines the dominant themes and policy issues on aid and trade in third-world development. Topics examine the importance of sustainability, self-sufficiency, and efficacy to the economy development of third world countries within the global arena.

DEV 520: Gender, Environment & Development (3 credits)

This course addresses the gender and environmental complexities relative to theory and practice of development, theories of social change and development in the light of challenges to traditional goals of development (economic growth, poverty alleviation, and social justice).

DEV 522: Environmental Impact Assessment (3 credits)

This course explores the impact of political activities for development upon natural and cultural systems and how detrimental human impacts on the environment might be mitigated. Students explore the political and social systems through which they might construct practical solutions and treatments for ecological problems. Topics cover the theory and practice of environmental impact assessment, the characteristics of ecosystems that are most sensitive to change, and rates of change in ecosystems. Students pursue case studies from the development field of particular environmental problems from a number of ecosystems.

DEV 524: Social Impacts of Development (3 credits)

This course addresses the relationships between society and development, the techniques needed to undertake social impact assessments and to understand the details of these findings. Topics explore community consultation and dispute resolution, the relationship between economic restructuring and social impacts of development, quantitative and qualitative social survey techniques needed to undertake social impact assessments and the preparation of professional reports and assessments.

DEV 522: Field Methods for Development Projects (3 credits)

This course examines the major concerns of field project management. Topics include participatory planning, community motivation, equity and empowerment, political and cultural context, capacity building, organizational analysis and social sustainability. Students will assess the relative effectiveness of techniques such as survey, focus groups and ethnography with reflection upon local circumstances and needs.

BUS 501: Marketing Management (3 credits)

Topics include studies in marketing and the marketing environment including marketing segmentation, product, distribution and price issues, buyer behavior and market information, marketing communications, and international marketing issues and strategic market planning. Participants also explore industrial production marketing and services marketing. This course is conducted by distance learning with seminar support within the Asia-Pacific Region. Participants participate in seminar activities, complete assigned readings, answer short essay questions and prepare a brief scholarly paper or project.

BUS 502: Organizational Behavior (3 credits)

Participants examine the importance of management and organizational behavior to the overall success of the business firm. Topics include study of individual behavior and motivation, group behavior, organizational politics, organizational design and effectiveness, organizational process, leadership, communication and decision making. This course is conducted by distance learning with seminar support within the Asia-Pacific Region. Participants participate in seminar activities, complete assigned readings, answer short essay questions and prepare a brief scholarly paper or project.

BUS 503: Human Resource Management (3 credits)

Participants review essential elements of HRM, including trends in the changing HRM environment. Topics include study of the impact of new management practices, discriminatory personnel management practices, employee resourcing, employee development, and employee relations.

BUS 504: Strategic Management (3 credits)

This course examines the strategic management process. Participants receive instruction in effectively establishing company direction, completing industry analyses, evaluation of company resources and competitive capabilities, strategic competitive advantages and strategic implementation. Topics also examine business models and strategies in the Internet era, building resource strengths and organizational capabilities.

BUS 505: Financial Management (3 credits)

Participants are provided a financial management overview including accounting, cash management, ratio analysis, cost accounting, pricing ratio, planning and budgeting, and investment appraisal. The course module will also explore financial management issues for international business.

BUS 506: Logistics and Supply Chain Management (3 credits)

This course covers the major elements of logistics management including gaining competitive advantages through logistics and supply chain, the customer service dimension of logistics, measuring logistics costs and performance, benchmarking the supply chain, the challenge and trend towards globalization in the supply chain, logistics pipeline management and strategic lead-time management, just-in-time and 'quick response' logistics, developing the logistics organization, managing the supply chain as a network and managing the supply chain of the future.

BUS 509: Business Practicum (3 credits)

Participants investigate core aspects of business and industry within the professional environment through close contact with practitioners and real world situations. Students may pursue practicum through a supervised practice, apprenticeship, professional practice, advanced field study or other external exploration under the direction of a qualified mentor and an approved field site sponsor. Students participate in the practicum for a minimum of 50 contact hours. The field placement is expected to afford students appropriate practical hands on experience and in-depth knowledge of a specific area of business. Students complete a daily journal and prepare a scholarly paper summarizing their findings for the practicum.

BUS 515: Transformation of Global Markets (3 credits)

This course explores the global business environment, and investigates the elements of building the global organization, managing strategic alliances, organizational transformation and change, managing across cultures, communicating in multicultural teams and global organization in the networked digital economy. Topics also include techniques for organizational transformation, new Internet-enabled business models, E-business, building and managing global brands, and global supply chain management.

BUS 517: Diplomacy and Trade (3 credits)

This course addresses diplomacy and trade from the perspective of contemporary international politics. Topics evaluate international law and environmental law policies, public management and policy, ad development of diplomats, and the importance of international development organizations.

BUS 518: International Marketing Strategies (3 credits)

Students examine strategies for marketing products and services across the global community. Topics review the political, legal and cultural factors across the international arena including understanding the international marketing environment, conducting international market research and carrying out business transactions across national borders.

BUS 521: Theory and Practice of Nonprofit Organizations (3 credits)

This course examines the theoretical foundations, structures, and processes of nonprofit organizations. Topics explore historical development and impact, and the social, political, legal, and economic environment in which nonprofit organizations exist. Students will also study the complexities of organizational governance confronted by volunteer and professional administrators.

BUS 524: Resources and Development in Nonprofit Administration (3 credits)

This course reviews the principles and practices of fundraising and development for nonprofit organizations. Topics examine planning the campaign and successful strategies; identifying sources of support, promotional campaigns and public relations, and management issues including recruiting and managing volunteers. Students investigate proper procedures in acquisition and maintenance of resources.

BUS 528: Legal Issues in the Nonprofit Sector (3 credits)

This course analyzes the principal legal issues affecting nonprofit organizations. Topics include liability, contracts, procedures related to boards of directors and members, employment law, incorporation and bylaws, tax exemption and reporting requirements, and political advocacy. Principal relations between nonprofit organizations and federal, state, and local government, and relationships with funding sources are studied.

RES 531: Strategic Human Resource Management (3 credits)

This course examines the strategic contribution of human resource management to successful organizations. Topics address the attainment of competitive advantage by application of effective people skills, the human resources cycle (selection, performance appraisal, rewards, and development); mental mastery (systems thinking, mental modeling, shared vision, and team learning); trust; empowerment; corporate governance; and the role of transformational leadership.

BUS 532: Manpower Training and Development (3 credits)

This course examines formal and informal approaches to manpower training and development. Topics explore the history of human capital development, the effectiveness of varying industry and government approaches to manpower development.

BUS 534: Alternative Dispute Resolution (3 credits)

This course presents business uses of alternative dispute resolution including mediation in business and civil disputes, arbitration, and the art of negotiation.

BUS 550: eCommerce Management (3 credits)

This advanced unit will explore the current practices and the fundamental theories pertaining to electronic commerce. The subject examines the ramifications of electronic commerce and how it is best managed within the modern organization.

BUS 551: Security for Computer Systems (3 credits)

This course explores the principles and techniques of network security and management. Topics investigate security attacks, security policies, auditing, intrusion detection, key management, network security, and database security. Topics might also include encryption, public-key cryptology, cryptographic algorithms, and authentication and digital signatures and typical network security applications.

BUS 556: Synchronous & Asynchronous Training Options (3 credits)

This course is an examination of distance technologies available for educational and training. Students are introduced to automation systems for delivering synchronous (near-real time) and static (non-real time) distance learning techniques. Students may explore and apply delivery modes that allow dynamic student-instructor interaction including text-only, voice and video teleconferences over the Internet. Topics may also cover application of static delivery modes including Internet pages, email, newsgroups and list servers and a variety of other electronic venues. Students should be able to assess the training needs of a specific population of learners and plan the appropriate delivery model.

BUS 570: Women Entrepreneurs and New Venture Formation (3 credits)

This course is an intensive study of concepts, tools, methods, and theories of research in women entrepreneurship and new venture formation. Topics cover major aspects of small business management from starting a business through financing, marketing, and managing.

BUS 571: Women in Leadership (3 credits)

The course examines issues of women in leadership within the general business and social environments. Topics stress the new role of women in leadership, the emergence of the new business and organizational culture. Students examine research revealing the favorable contributions of women in business leadership and success of the contemporary business culture.

BUS 576: Addressing Workplace Diversity (3 credits)

Students address the complexities of increasing diversity in the workplace and the challenges facing business managers. Topics examine the foundations and demographics of differing cultural groups, and the contemporary legislation shaping the work environment.

BUS 582: Economics of Sustainable Development (3 credits)

This course addresses the sustainability of current development paths. Topics evaluate the importance of natural resources, social-cultural influences, new technologies, and policy directions for sustainable development. Students examine mathematical growth models, fundamental principles of development, policy issues relative to the growth performance in developing countries.

BUS 584: Poverty Reduction Models (3 credits)

This course addresses principles of banking and finance, the economics of poverty and community development. Topics review socio-economic aspects of poverty and the application of micro-finance models in poverty reduction. Students investigate the role of the state and alternative strategies and paradigms of development.

BUS 585: Facilitating Development Projects (3 credits)

This course explores planning and managerial issues in economic development projects. Topics focus upon evaluating project environments, selecting appropriate team members, and Master of Business Administration managing the project. Students cover the project cycle from identification, feasibility and design, to appraisal, financing and budgeting, through implementation, monitoring and evaluation, paying special attention to the need to be sensitive to local circumstances and needs.

RES 500: Survey of Research Methods (3 credits)

This course inspects the foundational techniques of scholarly research. Topics explore sources of scholarly research literature, proper methods for evaluating research reports, fundamentals of qualitative and quantitative research methods.

RES 502: Understanding Research Journal Articles (3 credits)

This course empowers students in assessing the effectiveness of research papers from professional journals. Topics investigate the rigor or various research methods, replicability, bias and validity issues, and the appropriateness of statements of findings and recommendations from research. Students study effectiveness and problems in collecting, analyzing, and interpreting

data from studies and investigate the applicability and generalization of findings and the proper manner of presenting the details of their own research studies.

RES 504: Introductory Research Statistics (3 credits)

This course covers the basic statistical concepts, theory and methods in statistical research. Topics include variables, graphs, frequency distributions, measures of central tendency, measures of dispersion, probability theory, binomial, normal and Poisson distributions, statistical sampling theory, and statistical decision theory.

RES 506: Advanced Research Statistics (3 credits)

This course covers parametric and nonparametric hypothesis testing. Topics include sampling theory, Chi-square test, least squares regression, correlation theory, non-linear regression, analysis of variance, Student's t-test, and various methods in nonparametric analyses.

RES 508: Qualitative Research (3 credits)

This course provides detailed study of qualitative research methods. Topics survey historical and theoretical foundations of qualitative research, explore major qualitative research strategies, and build an understanding of the art and science of collecting, analyzing, and interpreting qualitative information. The course provides background on applied qualitative research, the politics and ethics of qualitative inquiry, and the major paradigms that inform and influence qualitative research.

RES 510: Participatory Action Research (3 credits)

This course provides the foundational principles of participatory action research. Topics survey theoretical foundations of action research, the methodology and applications of PAR in contemporary culture. Students assess the rigor and usefulness of participatory action research in addressing major world problems.

RES 512: Effective Data Analysis (3 credits)

This course examines modern scientific data analysis including the elements of effectiveness in study design, data gathering, processing of statistics and interpretation of findings.

RES 520: Social Science Research Methods (3 credits)

This course examines essential issues in social science research. Topics include assessment of data gathering techniques using selected case studies from journal articles. Students learn to measure attitudes and performance, use tests in data gathering, contrast and compare uses of statistical and qualitative methods, and evaluate focus group research.

RES 524: Techniques in Transpersonal Research (3 credits)

This course offers an exploration of qualitative research methods that are specific to studies in the transformative and spiritual dimensions of human experience. Topics investigate ways of knowing such as intuition, direct knowing, emotional and bodily cues, dreaming, and other internal phenomena. Students apply transpersonal methods to the research process, and contrast transpersonal methods to traditional empirical methods.

RES 526: Biological Illustration (3 credits)

This course investigates in detail the skills of drawing and painting by hand or camera lucida, photographic methods, video and digital imaging in biological illustration.

RES 527: Biological Modeling (3 credits)

This course explores the analytical and quantitative approaches to the study of biological systems. Topics include fitting data to models, dynamics of systems, transects, random sampling, coring, volumetric measurements, tracking and global positioning. This course presents different mathematical and statistical approaches including deterministic, chaotic, stochastic as well as discrete and continuous models.

RES 528: Environmental Science Research Methods (3 credits)

The course investigates the application of knowledge and understanding to problems of original research in environmental studies. Topics distinguish and interpret the differences among research paradigms and methods. Students review essential principles of ecological problems and how they are approached, the minimal requirements of experimental design in ecology, trade-offs in ecological experimentation. Students analyze current literature, critique existing research methodologies and studies, develop practical research skills, and formulate approaches to scholarly research., and prepare a scholarly paper.

RES 529: Calculus for Environmental Science (3 credits)

This course covers the fundamental topics of derivatives and integrals with emphasis on methods and applications. It is especially directed towards environmental studies in order to provide a valuable and useful device to help solve problem.

EXM 880: Comprehensive Examination-Master's Students (2 credits)

Masters students complete this comprehensive examination as a required element of their academic program, prior to undertaking the thesis. The examination usually includes both written and oral components and is confined to the programs of studies completed by the student.

RES 885: Thesis Proposal (2 credits)

This course is required of all Master's students designed to guide them through the formal research proposal process for their final projects, including the development of the research methodology, data gathering device and data analysis techniques. Students also prepare annotated bibliographies of the major scholarly works underlying their project.

RES 890: Thesis Project (4 credits)

This course governs the conduct of the thesis project for the Master's level student. The Masters thesis is the demonstration of the mastery of a body of knowledge in a given field and is presented in a manuscript usually 75 or more pages in length. The final project may take any of several forms, depending upon the field of study and the expectations of faculty. This may be quantitative or qualitative research, participatory action research, or a major project demonstrating excellence. Master's students may re-enroll for this course for no-credit, as needed.

EXM 895: Oral Review of Thesis (2 credits)

This examination is an oral review of the Masters thesis conducted by the graduate committee immediately following their reading of the thesis manuscript.

Process for Program Completion

Step #1: Assignment of Faculty Review Committee

After the participant's admission and registration, as the first step in the program, the University will assign the participant's Graduate Review Committee, including a Chair and one supportive faculty members. Once the Committee Chair has been assigned, the participant shall begin the preliminary activities of the degree program.

Step #2: Study Plan Process

The first activity of the program is the completion of the Study Plan document, which guides the participant and review committee through the degree process. The Study Plan clarifies the specialization that will be pursued, itemizes the subject modules, and clarifies the project activities to be completed as expectations for the degree, and includes a preliminary timeline of completion of each of activity.

Step #3: Core Studies

Participants enter the core study module phase of their program, completing six modules.

Step #4: Major Concentration

Participants complete the major concentration module phase of their program, completing modules totaling six credits in a selected area of focus plus the business practicum.

Step #5: Research Preparation

All participants shall complete at least one three-credit research preparation module related to the type of project they plan to undertake. Research preparation is carried out under Akamai University instruction and coordination. As the primary outcome of this activity, participants produce a brief paper that focuses upon the background and problem statement for the business project and clarify the methods by which they shall undertake their project.

Step #6: Comprehensive Review

After completion of the research preparation module, participants complete the Comprehensive Review. The primary assignment for this activity is the preparation of an effective Summary of the findings from the modules with clear reflection upon the theme of the thesis. The Review Committee shall present instructions for completion of the assignment in written format to the participant. Upon review of the participant's written submission, the Review Committee shall conduct an exchange of email dialogue helping the participant perfect the summary. Participants **MUST** back-up the paper to CD or another media, as this is a required submission.

Step #7: Community and Economic Development Project Proposal

Participants submit the business project proposal under the direction of the assigned member of the Akamai faculty. After making the required changes and additions, the proposal is approved. Students MUST back-up the proposal to CD or another media, as this is a required submission.

Step #8: Community and Economic Development Project

Participants shall complete the Project guided by the approved Project Proposal. Referencing of the literature throughout the manuscript is a vital element of the manuscript, without which it shall not receive University approval. Participants MUST back-up the draft project report to CD or another media, as this is a required submission.

Step #9: Review of Project

The Review Committee is provided a draft version of the thesis manuscript for physical review. The Committee prepares a listing of concerns and questions to be explored with the participant during the oral review of thesis. Participants are expected to be able to explore the thesis in detail. The oral component of the review of thesis should be recorded, video or audio. A written version of the Committee's questions and concerns, as well as a brief set of notes from the oral review is provided to the universities for permanent archival record. This is a required submission.

Step #10: Final Activities

Following the review of business project, the Review Committee shall provide the participant with instructions for completing final corrections and modifications to the business report manuscript. Following approval of the final manuscript, the participant then arranges for binding the manuscript, and the document is submitted to both universities, with any remaining quality control materials. The student completion is then acknowledged by both universities.

The Thesis Committee

Formation of Thesis Committee

Master's students have a Thesis Committee of two qualified graduate faculty appointed to oversee and govern the student's program structure, progress of studies, comprehensive examinations and thesis project

Responsibilities of Thesis Committee

The responsibilities of the Thesis Committee, under the leadership of the Committee Chair, are as follows:

- Directing the preparation and approval of the student's plan for study, clarifying the timeline for study and the assignment of faculty to provide instruction and to assist with the functions of the Thesis Committee.
- Providing direction regarding the student's core studies, major concentration, and research preparation coursework.
- Providing leadership by integrating appropriate research preparation coursework.
- Providing leadership for the written and oral components of the student's comprehensive final examination, in unity with the other Committee members

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- Providing oversight, direction, and mentorship during the conduct of the student's research project and manuscript preparation, in unity with the other Committee members
- Providing leadership for the physical and oral reviews of the research manuscript, in unity with the other Committee members.
- Assisting the student in making formal changes to the study plan and timeline by written addendum, as needed to assure effective progress through the program.
- Providing final approval for the student's thesis and overall degree program.
- Cooperating fully in building the appropriate archival records for the University.

Master's Committee Appointment Schedule

- The Committee Chair is appointed immediately following the Master's student's registration and continues in charge of the student's program until final completion is recorded at the University. The Committee Chair guides the development of the student's study plan and monitors the progress of the student throughout the progress through the degree.
- While the secondary member of the Committee is identified and confirmed at the onset of the program, and listed in the study plan, this member becomes active later. The Secondary Committee Member becomes active one month prior to commencing the written component of the Comprehensive Examination and continues with the student's program until final completion is recorded at the University.

Building the Student's Plan for Study

Immediately following registration, Master's students begin work with their assigned Committee Chair in structuring their formal study plan. The process determines and formalizes the elements of the student's degree program and the timeline for completion. The study plan includes the following essential elements:

- The designation of the degree major and major concentration for the Study Plan
- The identification of the contact information for the faculty participating in the delivery of the program.
- Identification of the required array of coursework for each element of the program.
- Identification of the secondary members of the Thesis Committee.
- Appointment and notification of the course module instructors
- Acceptance of transfer courses for the student's program.
- The timeline for completion of the degree program.

These activities require active participation in program planning by the student and may take considerable time to complete the dialogue and exchange of information. Students are strongly advised to discuss in detail the elements in the study plan including the coursework, the examinations, and elements of research, including the manuscript guidelines.

Once all of the decisions have been made concerning the study plan, the student and Committee Chair sign the formal document. Copies of the document are sent to the University headquarters for confirmation, and entry to the student's permanent record. The study plan is then distributed to the participating faculty and becomes the document that determines effective progress toward the degree. When the expectations laid out in the study plan have been successfully accomplished, the student is recommended for the degree by the Committee Chair.

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Students are alerted that the University can make no commitment to inclusion of course modules and assignment of instructors to a student program until after the study plan has been fully processed and approved.

