

Master of Science 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)

To address these challenges and other vital community and economic issues confronting the human community, this program prepares the participants in the fundamentals and advanced principles of community and economic development and economic recovery. In an increasingly challenged global environment, governments, NGOs, and the broad array of development organizations need to develop and transform leaders capable of dealing with complexity of issues and move forward in the face of limited resources and manpower. This program delivers the dynamic frameworks that enable government agencies, NGOs and international development organizations, business and corporate entities to engage in the massive undertaking of community and economic development and economic recovery worldwide.

ENTRY REQUIREMENTS

As prerequisites for acceptance to the Master of Science in Community and Economic Development participants should have completed the equivalent of a recognized Bachelor's degree in an appropriate field of study and have several years of meaningful and increasingly responsible experience in NGO and nonprofit management, international development agencies, international social and economic recovery programs, anti-poverty programs, public administration, and community programs from business and industry.

The Bachelor's degree requirement is never waived. However, on occasion, well qualified applicants are accepted to the Master of Science lacking elements of preparation. Under these conditions, participants are required to add the missing competencies at the onset of their program, at their own expense. Participants should be proficient in collegiate English language skills, have access to a computer, email, and the Internet, and business journals and library resources to support study and research.

DEGREE REQUIREMENTS

Students in the Master of Science in Community and Economic Development complete a minimum of 40 credits above the baccalaureate level including a major project. The coursework requirements include core foundational studies, a major concentration, research preparation, a business practicum, examinations and a research project in community and economic development. The program activities are conducted under world class faculty by mentored distance education. Participants in the Master of Science in Community and Economic Development complete the following required program elements:

Degree Requirements (40 credits)

Master of Science in Community and Economic Development (MS)

- Core Academic Studies (18 credits)
- Major Concentrations (9 credits)
- Research Preparation (3 credits)
- Comprehensive Review (2 credits)
- Development Project Proposal (2 credits)
- Development Project (4 credits)
- Oral Review of Development Project (2 credits)

Core Academic Studies (Required: 18 credits)

These course modules are the foundational competencies in theories, principles, and practices, and the historical, philosophical, and social-cultural implications of the discipline. These courses represent the essential elements, which define your field of community and economic development and recovery and establish the underlying foundations upon which participants base their advanced professional development. Core coursework examines the details of community development, economic recovery, international economic development, antipoverty programs, and NGO and nonprofit service programs.

Participants complete core foundational studies, as outlined below:

Required: Each of the following modules:

- CED 503: Growth in Underdeveloped Countries (3 credits)
- CED 504: Poverty Reduction Models (3 credits)
- CED 507: Facilitating Development Projects (3 credits)
- CED 508: Social Impacts of Development (3 credits)
- CED 512: NGO's and Development (3 credits)
- CED 520: Gender, Environment & Development (3 credits)

NOTE: Alternative core studies can be negotiated by the student with senior faculty in charge of the program, at the time of study plan design following student registration.

Major Concentrations (6 credits)

Requirements for this part of the program include completion of two modules in a specialization studies in community and economic development, one module in research preparation, and modules covering a comprehensive examination, the major project proposal, major project, and oral review of major project. Participants are guided by world class mentors via distance learning and project oriented learning by Akamai University, USA.

Participants select three modules from a single area of concentration:

Economic Development
Economic Recovery

Nonprofit Administration
Entrepreneurship for Women

Required: Participants complete three academic modules from one of the following concentrations, including the Development Practicum:

Economic Development

CED 591: Development Practicum (3 credits)

PLUS: Two of the following three modules:

CED 500: Readings in Economic Development(3 credits)

CED 514: Organizational Policy for Nonprofits (3 credits)

CED 515: Resources and Development in NGO Administration (3 credits)

CED 516: Legal Issues in the NGO Sector (3 credits)

CED 522: Environmental Impact Assessment (3 credits)

CED 524: Economics of Sustainable Development (3 credits)

CED 525: Agriculture in Third-World Development (3 credits)

CED 526: Aid, Trade and Development (3 credits)

CED 551: Affiliations, Coalitions and Partnerships (3 credits)

Economic Recovery

CED 591: Development Practicum (3 credits)

PLUS: Two of the following three modules:

CED 522: Environmental Impact Assessment (3 credits)

CED 524: Economics of Sustainable Development (3 credits)

CED 525: Agriculture in Third-World Development (3 credits)

CED 526: Aid, Trade and Development (3 credits)

Nonprofit Administration

CED 591: Development Practicum (3 credits)

PLUS: Two of the following three modules:

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

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

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

Entrepreneurship for Women

CED 591: Development Practicum (3 credits)

PLUS: Two of the following three modules:

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

BUS 571: Women in Leadership (3 credits)

BUS 576: Addressing Workplace Diversity (3 credits)

Research Preparation (Required: 3 credits minimum)

Master's participants pursue studies providing advanced research knowledge necessary for success in their development projects. At least three credits of research preparation are required although for particular students, more than one module will be recommended to assure effective readiness to undertake the favored development project identified by the student. Preparation might focus upon quantitative-statistical methods, qualitative methods or participatory action research techniques. The focus of the research preparation covers subject selection, project design, and statistical analysis, as appropriate to each participant's final project. Through this requirement, participants learn to effectively define applied problems or theoretical issues and articulate the rationale for the study. They should learn to present an effective

scholarly review of the academic literature and implement research methods for evaluating development issues.

Select one of the following research preparation modules

- CED 572: Field Methods for Development Projects (3 credits)
- CED 589: Participatory Action for Development Projects (3 credits)
- RES 504: Introductory Research Statistics (3 credits)
- RES 506: Advanced Research Statistics (3 credits)
- RES 508: Qualitative Research (3 credits)

Comprehensive Review (Required: 2 credits)

Once the participants complete the subject modules, they are requested to schedule the Comprehensive Review. The Review Committee shall provide directions for the written component of the review. When the Committee has reviewed the participant's written submission, an exchange of communications is conducted to assist the Committee in exploring the details of the written submission.

Required: Complete the following module

- EXM 880: Comprehensive Review (2 credits)

Development Project Proposal (Required: 2 credits)

Participants prepare a formal proposal related to the concept for the development project following the guidelines provided by the Review Committee and the University.

Required: Complete the following module

- RES 885: Development Project Proposal (2 credits)

Development Project (Required: 4 credits)

Following approval of the development project proposal, participants begin their projects. The business project may be conducted via an established mode of business research or by quantitative, qualitative, or participatory action research methods. The body of the manuscript is to be structured according to a set of approved manuscript guidelines and exceed 50 double spaced, typewritten pages. Participants complete a project that adheres to field their major concentration.

Required: Complete the following module

- RES 890: Development Project (4 credits)

Oral Review of Development Project (Required: 2 credits)

Once the participants have prepared the business project manuscript, they schedule the formal review process. The Review Committee will conduct the formal physical review of the thesis manuscript and prepare for the oral review. The physical review of the manuscript usually takes the Review Committee four to six weeks. Each reviewer will prepare questions and commentary relative to the underlying review of

the literature, the project methodology, the mechanics of the project, the body of the manuscript, and the presentation of the findings, conclusions and recommendations. The oral review of the project is carried out by approved electronic means and is designed to allow detailed investigation of the project report. The Review Committee will explore issues related to the project including methodology, review of literature, presentation, and interpretation of the findings. One outcome of the review process is a set of final expectations directing the participant through the remaining tasks for completing the project manuscript. Once the final manuscript is approved, the participant will submit the formal document to an approved bindery and later ship one bound manuscript to University headquarters for permanent archival storage

Required: Complete the following module

EXM 895: Oral Review of Development Project (2 credits)

PROCESS OF PROGRAM COMPLETION

Step #1: Assignment of Faculty Review Committee

After the participant's admission and registration, as the first step in the program, the cooperating universities will assign the participant's Review Committee, one senior faculty member from each institution. Once the primary faculty advisor of the Committee has been assigned, the participant shall begin the preliminary activities of the degree program, first selecting and structuring a plan for study.

Step #2: Study Plan Process

The first academic activity of the participant's degree program is the completion of the study plan document, which shall guide 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 development project activities to be completed as expectations for the degree, and includes a preliminary schedule and timeline.

Step #3: Core and Foundational Subject Modules

Participants enter the subject module phase of their program on campus, completing seven modules including the business practicum under the direction of University of Colombo in Sri Lanka or via another means approved by the residential University.

Step #4: Specialized Modules in Community and Economic Development

Participants complete two additional subject modules in a specialized area of community and economic development, conducted by distance education under the mentorship of Akamai University.

Step #5: Research Preparation Module

All participants shall complete a minimum of one research preparation module related to the type of development 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 major project they shall undertake, clarifying the method by which they shall undertake their project.

Step #6: Summary Review

After completion of the project preparation module, participants complete the Summary 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: Development Project Proposal

At this stage in the program, participants submit the project proposal under the direction of the assigned member of the Review Committee. After making the required changes and additions, as directed by faculty, the proposal is approved. Students **MUST** back-up the proposal to CD or another media, as this is a required submission.

Step #8: Development Project

Participants complete the major 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 approval. Participants **MUST** back-up the draft project report to CD or another media, as this is a required submission. The Review Committee is provided a draft version of the project manuscript for physical review. The Committee prepares a listing of concerns and questions to be explored with the participant during the oral review of project. Participants are expected to be able to explore the project in detail.

Step #9: Oral Review of Development Project

The oral component of the review of project should be recorded by written anecdotal notations by faculty, or by video or audio recording. 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 project manuscript, the Review Committee shall provide the participant with written instructions for completing final corrections and modifications to the manuscript. Following approval of the final manuscript, the participant then must arrange for binding the manuscript according to university bindery guidelines, and the bound document is submitted to both universities, with any remaining quality control materials. The student's degree completion is then acknowledged by both universities.

COURSE DESCRIPTIONS

Core Academic Studies

CED 503: Growth in Underdeveloped Countries (3 credits)

Students examine the characteristics of developing 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 and other issues specific to a developing nation.

CED 504: 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

CED 507: 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.

CED 508: 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.

CED 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.

Alternate

CED 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.

Major Concentrations

CED 514: Organizational Policy for Nonprofits (3 credits)

This course studies the role of organizational strategy and its relation to policy formation within nonprofit organizations. Topics examine methods used for strategy analysis, how to relate to organizations with missions overlapping one's own, and how to develop sound organizational policy recommendations in all functional areas of the organization.

CED 515: Resources and Development in NGO 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.

CED 516: Legal Issues in the NGO 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.

CED 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).

CED 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.

CED 524: 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.

CED 525: 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.

CED 526: 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.

CED 551: Affiliations, Coalitions and Partnerships (3 credits)

This course studies the essential role of affiliations, coalitions and partnerships among nonprofit organizations, business, government, and charitable agencies in solving major community and international problems. Topics will examine prerequisites for successful partnerships, overcoming partnership constraints, building participatory partnership structures and methods for evaluating partnerships.

CED 591: Practicum in Community and Economic Development (3 credits)

The goal of the field study is to investigate core aspects of community and economic development an economic recovery within the real world environment through close contact with practitioners and challenging situations. Student participation should cover a minimum of 50 hours of contact and is expected to afford students appropriate practical hands-on experience and in-depth knowledge of the field. Students complete a daily journal and prepare a scholarly paper summarizing their findings for field study.

Research Preparation

CED 572: 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.

CED 589: Participatory Action for Development Projects (3 credits)

Students will investigate the available literature on participatory research techniques. This may include readings in the literature pertaining to implementing system-transforming innovations, participatory action for the workplace, reframing organizational culture, and self-reliant initiatives, as well as other qualitative and action science methodologies. Students will identify an appropriate mini-study, apply techniques from their readings, complete the study and prepare a technical paper of at least ten double-spaced typewritten pages referencing the literature and describing the value of participatory research techniques to the success of development projects.

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 participatory action research in contemporary culture. Students assess the rigor and usefulness of participatory action research in addressing major world problems.

Finishing Activities

EXM 880: Comprehensive Review (2 credits)

Participants 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 participant.

RES 885: Development Project Proposal (2 credits)

This course is required of all Master's participants designed to guide them through the formal proposal process of their final projects, including the development of the project methodology, information and data gathering procedures, and data analysis techniques. Participants also begin to prepare bibliographies of the major scholarly works underlying their project.

RES 890: Development Project (4 credits)

This course governs the conduct of the major project and is intended to permit the demonstration of the mastery of a body of knowledge in the field of community and economic development or economy recovery. This project may be quantitative, qualitative or participatory action research, or be a major project demonstrating excellence.

EXM 895: Oral Review of Development Project (2 credits)

This examination is an oral review of the major project in community and economic development conducted by the Graduate Committee.