THE UNIVERSITY OF THE WEST INDIES

DEPARTMENT OF SOCIOLOGY, PSYCHOLOGY AND SOCIAL WORK

Ph.D. Organisational Behaviour

Academic Year 2014-2015

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The University of the West Indies, Mona Campus, Kingston 7, Jamaica, W.I.
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Disclaimer: The contents of this Brochure are accurate as at 15 May 2014. They do not preclude any change to the charges, course schedule, syllabus, regulations or programme content deemed necessary by the Human Resource Development Graduate Programmes Unit, the Department of Sociology, Psychology and Social Work or the Faculty of Social Sciences, and approved by the University of the West Indies.
**TARGET GROUP**

The programme is designed to develop scientists and practitioners who are adequately prepared for an academic or a professional career in organisational analysis and intervention, whether in consultancy or within industry or the public sector. This new doctoral programme will therefore seek to provide the theoretical foundation and the technical skills needed to understand the complex issues which arise from social interaction within organisations.

**ENTRY REQUIREMENTS**

It is expected that students who are admitted to the doctoral programme will already have a Masters degree with a substantial background in management or the behavioural sciences. Successful applicants are likely to be those with at least a B+ average during their graduate programme. Admission decisions are based on evaluation of the complete record for the applicant, which includes academic performance, work experience, evaluations and recommendations and evidence of motivation and skills relevant for a successful professional career. These include writing and communication skills. Personal interviews will be conducted with all applicants.

**COURSE STRUCTURE**

The core courses are all 3-credit offerings with the exception of the former elective course HRNM7303 Advanced Seminar in Organisational Design and Change that is worth two credits and is now a programme requirement. The courses in research methodology and quantitative analysis are also 3-credit offerings. Additionally, students will be required to take at least two seminars to comprise six credits from a list of approved courses. The structure of the revised programme is summarised below:

- 7 courses in organisational studies
- 5 courses in research methodology and statistics
- 2-3 seminars in the specialisation (6 credits required)
- 1 Practicum (550 hours)
- Comprehensive Examination

The research requirements for this degree are a 6-credit research paper and a dissertation which is equivalent to 24 credits (total 30 research credits). The research paper is expected to be approximately 15,000 words, while the students, after consultation with their supervisory team, will be given the choice of either a traditional dissertation of at least 60,000 words or the submission of a manuscript-based thesis as outlined in Appendix II.

In accordance with international practice and the stipulations set out in BGSR.P.5 2008/2009, the university’s *Guidelines for the Preparation of Manuscript-Based Theses*, this option would comprise a collection of shorter papers that describe a single programme of research of which the student is the author or primary co-author. Additionally, the thesis would conform to the prescriptions for formatting and other presentation requirements made in the UWI’s *Thesis Guide*. Students will continue to be required to take a comprehensive examination on completion of the doctoral coursework, and complete both a research paper on a topic of their choice along with a dissertation proposal and the dissertation. Students will also be required to make a public oral defence of their thesis. In summary, the revised Ph.D. in Organisational Behaviour will be structured as follows:
<table>
<thead>
<tr>
<th>COURSES</th>
<th>NO. OF CREDITS</th>
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<tbody>
<tr>
<td><strong>CORE THEORY REQUIREMENTS</strong></td>
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<tr>
<td>1. HRNM7301 Complex Organisations (3 Credits)</td>
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<tr>
<td>2. PSYC6008 Psychology of Work and Motivation (3 Credits)</td>
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<tr>
<td>3. PSYC6010 Organisational Learning (3 Credits)</td>
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<tr>
<td>4. HRNM7102 Psychological Assessment in Organisations (3 Credits)</td>
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<tr>
<td>5. HRNM7703: Interactions and Organisation in the Caribbean (3 Credits)</td>
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<tr>
<td>6. HRNM7303 Advanced Seminar in Organisational Design and Change (2 Credits)</td>
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<tr>
<td>7. HRNM7101 Contemporary Issues in Organisational and Social Psychology (3 Credits)</td>
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<tr>
<td><strong>METHODOLOGY REQUIREMENTS</strong></td>
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<tr>
<td>8. HRNM7401 Qualitative Research Methods in Organisational Studies</td>
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<tr>
<td>9. HRNM7402 Organisational Theory Based Empirical Research</td>
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<tr>
<td>10. SOCI6115: Quantitative Data Analysis in the Social Sciences</td>
<td></td>
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<tr>
<td>11. SOCI6068: Advanced Social Research Methods II</td>
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<tr>
<td><strong>FIELD ELECTIVES</strong></td>
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<tr>
<td>Six credits from among the following specialisation fields:</td>
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<tr>
<td>13. HRNM7302 Strategic Leadership and Change Management (3 Credits)</td>
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<tr>
<td>14. HRNM7304 Organisational Decision-Making (2 Credits)</td>
<td></td>
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<tr>
<td>15. HRNM7305 Organisational Theory Seminar (2 Credits)</td>
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<tr>
<td>16. HRNM7501 Advanced Training (3 Credits)</td>
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<tr>
<td>17. HRNM7601 Organisational Consulting (2 Credits)</td>
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<tr>
<td>18. HRNM7602 Career Counselling (2 Credits)</td>
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<tr>
<td>19. HRNM7701 Selected Topics in Human Resource Development (2 Credits)</td>
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<tr>
<td>20. HRNM7702 Ergonomics, Health and Safety (2 Credits)</td>
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<tr>
<td>21. HRNM7801 Computer Applications for Human Resource Managers</td>
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<tr>
<td>22. HRNM7802 Strategic Management in Organisations (3 Credits)</td>
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<tr>
<td>23. SOCI6001: Multivariate Analysis (3 Credits)</td>
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<tr>
<td><strong>PRACTICAL/ REQUIREMENTS</strong></td>
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<tr>
<td>24. HRNM7002 Major Practicum (550 hours) (8 (Pass/Fail)</td>
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<tr>
<td><strong>EXAMINATION/RESEARCH REQUIREMENTS</strong></td>
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<tr>
<td>25. HRNM7004 Comprehensive Examination Pass/Fail</td>
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<td>26. HRNM7003 Research Paper</td>
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<td>27. HRNM7005 Dissertation</td>
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<td><strong>TOTAL NUMBER OF CREDITS (3-4 years duration)</strong></td>
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<td>79</td>
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**TABLE 2: SAMPLE PH.D. ORGANISATIONAL BEHAVIOUR PROGRAMME SCHEDULE (PART-TIME)**

### Year I - Academic Year 2014 – 2015

<table>
<thead>
<tr>
<th>Semester I</th>
<th>Semester II</th>
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<tbody>
<tr>
<td>SOCI6115: Quantitative Data Analysis in the Social Sciences</td>
<td>HRNM7401 Qualitative Research Methods in Organisations</td>
</tr>
<tr>
<td>PSYC6008 Psychology of Work and Motivation</td>
<td>PSYC6010 Organisational Learning</td>
</tr>
<tr>
<td>HRNM7102 Psychological Assessment in Organisations</td>
<td>HRNM7703: Interactions and Organisation in the Caribbean</td>
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</tbody>
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**Summer 2015**

HRNM7301 Complex Organisations

### Year II - Academic Year 2015 – 2016

<table>
<thead>
<tr>
<th>Semester I</th>
<th>Semester II</th>
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</thead>
<tbody>
<tr>
<td>SOCI6068: Advanced Social Research Methods II</td>
<td>HRNM7303 Advanced Seminar in Organisational Design and Change</td>
</tr>
</tbody>
</table>

**Summer 2016**

HRNM7402 Organisational Theory Based Empirical Research

### Year III - Academic Year 2016 – 2017

<table>
<thead>
<tr>
<th>Semester I</th>
<th>Semester II</th>
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</thead>
<tbody>
<tr>
<td>Elective I</td>
<td>Elective III (If necessary)</td>
</tr>
<tr>
<td>Elective II</td>
<td>HRNM7002 Major Practicum (275 hours) OR all 550 hours of HRNM7002 if possible.</td>
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<tr>
<td>HRNM7002 Major Practicum (275 hours)</td>
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</table>

**Summer 2017**

HRNM7003 Research Paper
HRNM7004 Comprehensive Examination

*Year IV - Academic Year 2017 – 2018*

<table>
<thead>
<tr>
<th>Semester I</th>
<th>Semester II</th>
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</thead>
<tbody>
<tr>
<td>HRNM7005 Dissertation</td>
<td>HRNM7005 Dissertation</td>
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</table>

*Year V - Academic Year 2018 – 2019…

<table>
<thead>
<tr>
<th>Semester I</th>
<th>Semester II</th>
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</thead>
<tbody>
<tr>
<td>HRNM7005 Dissertation</td>
<td>HRNM7005 Dissertation</td>
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</tbody>
</table>

* Students will normally be expected to register for each academic year during which they are pursuing their fieldwork and the write-up of their thesis. The University of the West Indies allows up to seven years for the completion of the programme. 
### Table 3: Sample Ph.D. Organisational Behaviour Programme Schedule (Full Time)

#### Year I - Academic Year 2014 – 2015

<table>
<thead>
<tr>
<th>Semester I</th>
<th>Semester II</th>
</tr>
</thead>
<tbody>
<tr>
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<td>HRNM7102 Psychological Assessment in Organisations</td>
<td>HRNM7301 Complex Organisations</td>
</tr>
<tr>
<td>HRNM7101 Contemporary Issues in Organisational and Social Psychology</td>
<td>HRNM7303 Advanced Seminar in Organisational Design and Change</td>
</tr>
<tr>
<td>Elective I</td>
<td>HRNM7703: Interactions and Organisation in the Caribbean</td>
</tr>
</tbody>
</table>

#### Year II - Academic Year 2015 – 2016

<table>
<thead>
<tr>
<th>Semester I</th>
<th>Semester II</th>
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<tbody>
<tr>
<td>Elective II</td>
<td>HRNM7402 Organisational Theory Based Empirical Research</td>
</tr>
<tr>
<td>Elective III (If necessary)</td>
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</tbody>
</table>

#### Year III - Academic Year 2016 – 2017

<table>
<thead>
<tr>
<th>Semester I</th>
<th>Semester II</th>
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<tbody>
<tr>
<td>HRNM7002 Major Practicum (275 hours)</td>
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</tr>
<tr>
<td>HRNM7003 Research Paper</td>
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**Summer 2017**

HRNM7004 Comprehensive Examination

*Year IV - Academic Year 2017 – 2018*

<table>
<thead>
<tr>
<th>Semester I</th>
<th>Semester II</th>
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*Students will normally be expected to register for each academic year during which they are pursuing their fieldwork and the write-up of their thesis. The University of the West Indies allows up to seven years for the completion of the programme.*
COURSE DESCRIPTIONS

HRNM7101: Contemporary Issues in Organisational and Social Psychology (3 Credits)

In addressing the social psychology of organisations this course looks at contemporary issues both in social psychology and in the social psychological processes in organisations. It also provides multidisciplinary coverage of the organisational contexts in which social psychologists may work in a variety of professional domains. Familiarity with social psychological methods is assumed but their application within organisational processes and contexts will be examined in detail within the course.

The course aims to give a social psychological perspective on the elements of continuity and change in contemporary organisational life allowing students to develop a critical and reflective understanding of these key processes. The course will be informed throughout by a dual mandate: a rigorous approach to theory yet one firmly placed within the context of emerging organisational issues and relevant, current topics of debate.

HRNM7102: Psychological Assessment in Organisations (3 Credits)

This is a course in theory and practice. The course covers the necessary skills that students will need to select, administer, interpret and report on the psychological assessment of individuals within organisations.

Students will learn how to administer tests of interest such as the Strong-Campbell Vocational Interest Inventory, Tests of Aptitude such as the Differential Aptitude Test, Tests of Personality such as the 16-PF; Behavioural Sampling Techniques such as In-Basket Exercises and integrate the findings of these into a comprehensive report. As part of this course students will be expected to conduct four assessments.
HRNM7201: Legal, Ethical and Professional Behaviour (1 Credit)

This course will entail a review of the guidelines for the use and application for psychological tests internationally. Material will be derived from the Codes of Ethics for programme evaluators – American Evaluation Association, American Educational Research Association and the Canadian Psychological Association among other sources. Group discussion of ethical dilemmas will be a feature of the course.

Additionally, students will have a module on the implications for human resource practitioners of the law of tort, contracts, employment, intellectual property, partnerships and companies.

HRNM7301: Complex Organisations (3 Credits)

This is a course in the theory of organisations. It surveys the current state of the art of organisational analysis from a variety of disciplinary perspectives. Particular emphasis is placed on identifying new and emerging organisational networks in an increasingly globalised world.

Course Objectives

After completing the course the student should be able to understand and explain:

- dimensions describing the organisational structure, including the degrees of formalisation, specialisation, standardisation, complexity, and centralisation; the shape of the hierarchy of authority and the degree of professionalism among other parameters;

- dimensions describing the organisational context, including the size of the organisation, the question of global scale, the technology, environment, goals and strategies and its internal culture;
how these contextual and structural dimensions are interrelated, and

- the mechanisms underlying major organisational processes including innovation and change, information processing and control, decision-making, the dynamics of internal politics and intergroup conflict and relationships among organisations and populations of organisations.

**HRNM7302: Strategic Leadership and Change Management (2 Credits)**

This seminar will cover theories of leadership as well as group dynamics within a multi-cultural context. It also incorporates a strong practical and experiential component based on the recognition that leadership qualities and skills are linked to self-awareness, the ability to manage oneself in different situations, and a high level of interpersonal skills. In this context, participants will have the opportunity to assess and explore their leadership experiences and styles of communication, with the aim to define areas of strength as well as areas that need further development.

The course provides students with the ability to reflect upon and improve their capacity to act effectively as innovators and change agents. It introduces students to the nature of power and politics in organisations, how this dimension of organisational life impacts upon individual careers and organisational success, commonly recommended approaches and techniques for managing politics, and the personal and ethical issues involved in either participating in or abstaining from politics. The subject reviews current management research on organisational politics and change management, and provides checklists, case studies, guidelines and exercises for improving the students’ practical knowledge and experience.
HRNM7303: Advanced Seminar in Organisational Design and Change (2 Credits)

Organisational theorist Alfred Chandler is famous for his 1962 insight that strategy drives structure. In other words managers of organisations chart their strategy and then seek a structure that helps them to pursue that strategy. In this course we will adopt Chandler’s perspective as we explore the issue of organisational structure and design. We will begin by building our theoretical foundation as we explore theories and concepts in organisational design. We continue our journey by reviewing traditional organisational designs such as Weber’s bureaucracy and highlight both their strengths and weaknesses. Recognizing that structure is only a part of organisational design we will examine those factors that impact and are impacted by structure. These include leadership, rewards and decision making. We will then review contemporary organisational designs and critique their strengths and weaknesses. Recognising that organisational designs contain certain assumptions and values we will explore the fit between both traditional and contemporary designs and Caribbean organisations. We conclude our journey by examining issues that suggest the need for organisational redesign and we explore the challenges that confront managers who attempt to change the design of organisations.

HRNM7304: Organisational Decision-Making (2 Credits)

This seminar considers topics from organisational science and strategic management that are related to organisational decision making. Topics include organisational power and politics, managerial cognition, strategy formulation, organisational learning, and organisational information processing. The course is concerned with how decisions and strategies are developed in organisations, rather than how they should be. The intent is to develop a better understanding of organisational decision making, particularly at the top management level and particularly when the task is strategy formulation. A related intent is to review and develop theories about organisational decision processes, and thereby help
us predict the outcomes of these processes. The content of the course is based on the readings and in-class analysis of journal articles and book chapters.

**HRNM7305: Organisational Theory (2 Credits)**

This foundation seminar aims to enhance participants’ understanding of the impact of organisational structures and managerial strategies and practices on people’s behaviour. Students will study the overall relationship of management and organisation structure and their impact on the performance of individuals and groups within the organisation.

**Learning outcomes**

- Identification and analysis of effective organisational practices
- Research and evaluation of common patterns of behaviour within organisations
- Identification and recommendation of methods of assessing organisations and monitoring their progress

**HRNM7401: Qualitative Research Methods in Organisational Studies (3 Credits)**

Organisational research takes a broad multi-disciplinary qualitative approach to the study of organisations and organising. This course provides students with a detailed understanding of the issues underlying the conduct of rigorous, theoretically correct and practically relevant qualitative organisational research. Students who have completed this unit will, at an advanced level, be able to design research proposals; collect qualitative data using a variety of research techniques; analyse qualitative data; and design probability and non-probability samples for conducting qualitative research.
HRNM7402: Organisational Theory Based Empirical Research (3 Credits)

To meet these two objectives, the seminar has been divided into two modules, with the first module focused on crafting new theoretical models from existing theories and the second one focused on the process of conducting empirical research.

The first module uses the “learning by modelling” and “cooperative learning” approaches for developing skills in crafting theory-based research models and for becoming familiar with some major theoretical areas in the organisational and economic theory domains. Two types of papers are assigned to impart learning using these approaches. The first type of papers includes some seminal theory papers on specific topics. The second type includes application papers that utilise theories (covered in the first type of papers) for developing new theories as well as developing new empirical research models. Application papers include three types of applications: 1) extension and integration of theory papers into new theories; 2) development of new theoretical models from theory papers which are then tested using qualitative approaches; and 3) development of new theoretical models from theory papers which are then tested using quantitative approaches.

The second module of the seminar will also use the “learning by modelling” and “cooperative learning” approaches but will focus on the empirical research process. It will review topics pertaining to the philosophy of science, research design, data collection techniques including qualitative and quantitative approaches, and analysis/interpretation of data. Emphasis here will be on learning the substantive aspects of the research process through a careful review of the literature in this area and through an examination of some applications of some of the research methods and techniques in organisational research.

HRNM7501: Advanced Training (3 Credits)

This course will focus for the most part upon the actual performance of the training exercise rather than taking the mainly theoretical approach used in the
HR65A: Training Design, Delivery and Evaluation course taught in the programme at Level I. The course will involve site visits and the development of a training programme.

HRNM7601: Organisational Consulting (2 Credits)

This seminar involves the study, analysis and presentation of recommendations for solving significant problems confronting organisations. Specifically, it will provide an opportunity to explore action inquiry, the different perspectives on organisation, review current consulting practice and the alternative approaches to the consulting process. Students will also examine their relationship to the broader social context in which they work.

HRNM7602: Career Counselling (2 Credits)

The course “Career Planning/Development Counselling” is designed to provide the Human Resource Manager with the requisite technical and professional skills to effectively guide the human resource development within his/her organisation.

In addition, the course will place emphasis on the methodologies and strategies to be implemented in guiding the human resource development for the organisation as well as the individual workers within such organisation.

Exit Competence:

On the successful completion of the course, the participants should be able to:

a) Provide career counselling to adults at the beginning (entry level), middle as well as at retirement and after retirement;

b) Understand, and appreciate those critical variables, and special issues that impact positively and/or negatively on career development;
c) By taking a proactive approach, identify when an employee needs career planning and/or career development counselling.

d) Develop the skills necessary to successfully determine and influence the career path in the determination of the human resource management for, and in the interest of the organisation as well as for the individual worker(s);

HRNM7701: Selected Topics in Human Resource Development (2 Credits)

This seminar will focus, as necessary to meet student demand, on topics such as compensation, job evaluation, staffing organisations, employee assistance, quality assurance, quality management and performance management. The seminar will build on the material covered in Level I of the programme that is not addressed by any other specific course or seminar in Level II.

HRNM7702: Ergonomics, Health and Safety (2 Credits)

Organisations are legally required to provide their employees and contractors with safe premises, safe plant and equipment and safe systems of work. This seminar provides practical skills and advice in job safety management and examines issues affecting employee wellness. In this seminar participants will explore the physical, physiological, environmental and cognitive, design factors that affect productivity in the workplace, injury prevention in the workplace and community ergonomics, the development of protective clothing and practices in the workplace, the physical demands of work, HIV/AIDS and other chronic disease policies in the workplace, employee performance in extreme conditions of heat/cold/noise, the use of computers, cellular phones and audiovisual equipment at work and the evaluation of the effects of using these and other common workplace equipment on worker health (i.e. musculoskeletal discomfort/disease/stress).
HRNM7703 - Interactions and Organisation in the Caribbean (3 Credits)

This course establishes the nature of the “social psychological enterprise” at the conceptual/methodological, institutional and practical levels. After a brief history of social psychology; examining general issues and problems in theory and in method, we review, mainly from a psychological social psychology perspective, the topics of self, attitude, perception, communication and interpersonal relationships in Caribbean society and organisations.

HRNM7801: Computer Applications for Human Resource Management (3 Credits)

This course covers managerial applications of IT and also helps students develop their understanding of the underlying technologies and the frameworks needed to successfully manage these.

The course aims also at an understanding of the relationships between information technology and information systems, business strategy and organisational improvement. It will examine information technology as an enabler and facilitator of business strategy and as a control tool to track performance and improve managerial decision-making. Additionally, the course provides exposure and hands-on experience with software and hardware related to computer applications in human resource management. Students are required to complete a research project related to human resource management applications.
HRNM7802 - Strategic Management in Organisations (3 Credits)

This course provides an analysis of the needs, contexts and processes involved in strategic management within growing organisations. To do this, the course will examine the main underlying approaches to strategic management. These range from the commonly applied ‘prescriptive’ approaches and techniques to approaches which draw from the observation, experience and analysis of real management issues, contexts and behaviour. They also include approaches, which see strategy as a function of competitive market forces and cultural norms, and approaches which see strategy as an outcome of underlying skills, abilities and routines. Additionally, the course will focus upon the implementation and the evaluation of the strategic decisions taken as a result of these prescriptions.

HRNM7901: Dissemination Skills (1 Credit)

This course forms part of the weekly skills-building seminars that attend the preparation of the thesis. The course involves techniques essential to facilitate the utilisation and understanding of findings of research and consultation. It would involve training specifically in writing executive summaries, technical manuals and press releases. Additionally students will be taught how to engage the media. This would involve handling television, radio and telephone interviews, a radio interview and a telephone interview. Students will be taught the wedge format in structuring messages to the media. Students will also be instructed in the proper use of the media to disseminate the findings of their work. They will be taught how to negotiate an interview. Finally, students will be expected to make oral presentations to the stakeholders.

PSYC6608 – Psychology of Work and Motivation (3 Credits)

A key area of organisational psychology is work motivation. Indeed, it may be said that employee motivation is vitally important to Caribbean development as a whole. This course is designed to explore motivation and satisfaction at the
Employee level in the industrial/organisational context in the Caribbean. Employee motivation is related to critical issues such as employee satisfaction, turnover rates, performance and productivity. In this course students will learn the theories and principles of motivation and why motivation is crucial to organisational performance and employee satisfaction. Students will also develop the skills required to enhance motivation levels of employees at all levels.

**PSYC6010 - Organisational Learning (3 Credits)**

Learning in organisations has moved from a focus on the individual and on to the organisation itself. Indeed, the concept of the “learning organisation” may be critical for Caribbean development and the survival of our enterprises. Within this context, aspects of organisational learning are explored within a Caribbean development. This course explores the concept of the learning organisation and how such organisations maximize their levels of productivity through the utilization of effective organisational learning principles. Students will learn the fundamentals of organisational learning and why learning is becoming increasingly crucial to organisations. They will develop the skills required by learning and development consultants in high performance organisations.

**PSYC6032: Applied Research Methods in Psychology and Organisational Behaviour (3 Credits)**

In this graduate seminar we will review the major theories that have been developed by Health Psychologists, and explore the many social settings and situations in which this knowledge may be applicable. We will make a deliberate departure from the biomedical model, which assumes that psychological and social processes are independent of the disease/health process. Rather, the biopsychosocial model will guide our work as we explore linkages between the mind, environment, and the body, and ways in which this interaction influences health and illness.
In this course, students will:

- Gain an understanding of the kind of knowledge, training, research and interventions that health psychologists undertake.
- Develop expertise in applying health psychology theory, research methods, and evaluation tools to current social problems.
- Acquire and build on existing research skills by preparing for and making individual, in-class presentations based on a research project of their choice.

**SOCI6001 Multivariate Analysis (3 Credits)**

This course pursues more advanced topics in Multivariate Analysis such as structural-equation modelling. A theoretical approach is used, but emphasis is on applications to management and administrative problems. Applying packaged computer programmes to implement statistical tools is outlined as well as interpreting and analysing computer output. Additionally, the course will cover the mathematical methods for psychometric testing – Calculation of Reliability and Estimation of Validity including multi-trait/multi-method matrices that lead to item analysis and the item-response theory.

**SOCI6068 - Advanced Social Research Methods II (3 Credits)**

This course will develop students’ research skills rather than explore formula derivation proofs. It covers the material with a very practical approach emphasising the interpretation of results and the computer application of the techniques covered. The course will give an introduction to the simple linear model and explore the multivariate regression model, heteroskedasticity, multicollinearity, dummy dependent variables, using the regression equation and factor analysis along with other principal components.
**SOCl6115: Quantitative Data Analysis in the Social Sciences (3 Credits)**

This course is an introduction to the practice of statistics in the social sciences for beginning graduate students. It is designed to provide students with a sound understanding of a wide range of commonly used statistical and research methods so that they are able to undertake data analysis for their Master’s thesis confidently, and complements the advanced statistics course that students are expected to take. At the end of the course, students should be able to confidently and effectively carry out univariate and bivariate data analyses and have an appreciation of regression. The theoretical knowledge that students should gain will be complemented by “hands on” training in the application of statistical techniques to social science research problems using Statistical Package for the Social Sciences (SPSS) software.

**HRNM7002 Major Practicum (8 Credits)**

This course involves a supervised 550-hour attachment to an organisation. It gives students an opportunity to participate in an organisational change process that will allow them to:

1. Plan and manage a participatory change project, including communication with key stakeholders, and adherence to agreed-upon elements of proposal and/or intentionality of changes to the plan.

2. Identify and evaluate organisational change goals and, whether successful or not in achieving those goals, provide an in-depth reflection on the change process, and its relation to the larger systems and processes of which it is a part.

3. Identify and engage with - at a theoretical and practical level - issues and dilemmas of organisational behaviour theory incorporating relevant scholarship and professional knowledge.
4. Engage in the exploration of and in-depth reflection on his/her personal and professional capabilities to lead change, incorporate relevant professional knowledge and personal awareness.


HRNM7003 Research Paper (6 Credits)

The research requirements for this degree include a six-credit research paper. This research paper is expected to be 12,000 - 15,000 words long. Specifically, the aim of the Research Paper is to provide students with an opportunity prior to attempting their dissertations to demonstrate a detailed understanding of the issues underlying the conduct of rigorous, theoretically correct and practically relevant research in accordance with the scientist-practitioner model endorsed by the programme. Specifically, in order to complete this paper successfully, students will be required to demonstrate an ability to design a research study; collect data using a variety of research techniques; analyse and evaluate this data; and conduct validity and reliability checks of their data all within the guidelines of international standards of ethical scholarship. It is expected that the work done for this course will form the basis for the full dissertation study to be undertaken by the student independently. Although it is advised that everyone do it, this course is a requirement for persons whose Masters programme did not include an independent research paper.

HRNM7004 Comprehensive Examination

Students will be required to take a comprehensive examination on completion of the doctoral coursework. Through the means of two examinations of three hours duration each students will be afforded the opportunity to demonstrate their expertise to harness their knowledge in each of the six key competencies that have been developed during the course work stage of the programme. These are: designing, conducting and communicating original research, analysing and
synthesising the findings and key concepts from extant literature and from their original studies and applying this theoretical knowledge to their professional practice in academia, public service and industry.

Only students who succeed in these examinations will be allowed to proceed to the dissertation stage of the programme. Students who fail either or both of these examinations will be allowed a single opportunity to re-sit the examination.

**HRNM7005 Dissertation (24 Credits)**

The research requirements for this degree include a dissertation which is equivalent to 24 credits. The dissertation may take two forms: first, the traditional thesis which must be at least 60,000 words long; or second, with the agreement of the supervisory committee, the dissertation may take the multi-paper format.

Specifically, the aim of the Dissertation is to provide students with an opportunity to demonstrate through mainly independent study, reflection and analysis a detailed understanding of the issues underlying the conduct of rigorous, theoretically correct and practically relevant research in accordance with the scientist-practitioner model endorsed by the programme. Specifically, in order to complete this paper successfully, students will be required to demonstrate an ability to design a research study; collect data using a variety of research techniques; analyse and evaluate this data; and conduct validity and reliability checks of their data all within the guidelines of international standards of ethical scholarship.

Students will also be required to make a public oral defense of their thesis.
# Schedule of Fees for the PhD Programme in Organisational Behaviour for Academic Year 2014-2015

<table>
<thead>
<tr>
<th>Category</th>
<th>Fee Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Tuition</td>
<td>JA$30,000.00 per credit for all courses</td>
</tr>
<tr>
<td></td>
<td>JA$375,000.00 per annum for the Dissertation phase.</td>
</tr>
<tr>
<td>Examinations Re-sits</td>
<td>JA$10,000.00 per course for Exams Only option</td>
</tr>
<tr>
<td>Occasional Students (i.e. Auditing a course)</td>
<td>JA$6,000.00 per credit</td>
</tr>
<tr>
<td>Specially Admitted Students</td>
<td>JA$90,000.00 per course</td>
</tr>
</tbody>
</table>

Please note that 50 percent of annual fees must be paid at the start of the academic year (i.e. in August/September) while the balance is payable at the start of the second semester (i.e. in January). Re-sit fees and those payable by Occasional and Specially Admitted Students are due in the semester in which the course will be sat.
The Application Process

Applicants are invited to visit the UWI’s Website in order to apply online at http://campuspipeline.uwimona.edu.jm/cp/tn/fs and submit their CVs along with all non-UWI transcripts, two academic references and a basic research proposal. It is understood that applicants may want to change the topic of their study while doing the programme, but this initial statement will be used to secure potential supervisors from early in the student’s programme. The outline of the proposal follows:

1. Introduction
2. Statement of the Problem
3. Rationale (Show relevance for the development of the discipline and for Caribbean Region)
4. Objectives of the Research
5. Literature Review (Show that you have read something on your passion)
6. Methodology Proposed
7. Conceptualisation/Operationalisation
8. Ethical Issues (Show appreciation of the sensitivity necessary for working with human subjects)
9. Bibliography (Please use the APA Style for all citations and references)
Frequently Asked Questions

Q: What should I do if I really feel that I cannot cope with graduate studies?

A: The first thing that you should do is – not panic. Remain calm and speak with one of the coordinators of your programme. We will try to help you see if your problems are related to poor study techniques or time management. If there is anything that we can do we will help you or get the necessary help. Your concerns will be confidential in as far as your classmates and persons who are not directly involved in the helping process will not violate your privacy. If you have more serious problems then we will give you the best advice and referrals that we can. We genuinely want to see you graduate from your programme having learned as much as possible and, yes, having enjoyed your time with us as much as possible too. 😊

Q: Can I take a course in another programme?

A: In some cases this is possible but you will need to speak with the coordinator of the programme to see if you will be given credit for taking the external course. The coordinator will speak with the coordinator of the other programme to see if you can take the course.

Q: What must I do if I am dissatisfied with my grade?

A: This depends on whether you actually failed the exam or not. If you failed then you may go to the Office of Graduate Studies to request a ‘Go Through’ with the First Examiner or Lecturer of the course. During the Go Through you will see where you fell down in your answers. If you are still dissatisfied then you may request that the Office of Graduate Studies ask the Department to recommend an independent Examiner so that your
paper can be re-marked by this newly appointed Examiner. There is a fee payable for the re-mark process and the grade given by this person will be final. If you passed the paper, but are dissatisfied with the grade then you may request a ‘Review’ of the script. Here, your script will be examined to ensure that marks are allocated to all answers given, that course work marks are added and that the total marks received is correctly added and reflected accurately on the mark sheet. Again, if you are still dissatisfied you may request and pay for a re-mark.

Q: *Do you take transfers from other PhD programmes?*

A: We do not accept transfers from other programmes at this time.

Q: *How much of my money do I get back if I withdraw from a programme?*

A: You need to ask the Programme Coordinator about this since formulae for determining refunds vary with the length of time spent in the programme.

Q: *If I fail a course when can I re-sit it?*

A: The University’s regulations state that a course or part of a course failed may be sat at the next available sitting of that course. This means that if a course is offered in Semester I but not in Semester II then you would have to wait until Semester I next year to be given an opportunity to re-sit your course. You are allowed to re-sit a course only once. If you fail your re-sit, you will be required to withdraw from the programme.
Q: How often am I allowed to fail a course?

A: You are normally allowed only one re-sit of a course. This means that if you fail your re-sit then we would have to get special permission from the Board of Graduate Studies and Research for you to be allowed to have another try.

Q: Are there any scholarships available for graduate study?

A: From time to time the Office of Graduate Studies and Research publishes notices of available scholarships. You would have to apply for these there. Although we do not offer scholarships in the Unit we do offer a few “Book Prizes” for students who excel in certain criteria announced by the department.

Q: What do I get for my fees?

A: You will receive excellent tuition and research supervision. Unfortunately your fees do not include the cost of your books and handouts. You should budget an additional JA$60,000.00 to meet the cost of your reading materials when calculating what graduate school will cost. Please note that you will not do as well as you might if you are not consistent with your reading.

Q: Where do I get the course materials?

A: The course text books are ordered by the Unit through the University Bookshop. You may also borrow books from the libraries. The library that caters to graduate students in the Faculty of Social Sciences is the Documentation Centre at the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES).
Q: How can I get a letter from the HRD Office to help me to do my business?

A: Quite simple really... You need only send an e-mail to the office using the address phdob@uwimona.edu.jm or hrdgradprogs@gmail.com (preferred) stating your name, ID number, the nature of the letter required and the full name, title and street address of the recipient. If you wish us to fax the letter for you then please supply the fax number as well...

Q: When are classes for the PhD in Organisational Behaviour held?

A: The timetable varies. During your first year you have to do courses with other groups - e.g. the students in the MSc Applied Psychology and the MSc. Sociology. You would have to attend these sessions when they are scheduled for these students. The courses that are created specifically for this programme are held between 5:00 p.m. and 9:00 p.m. Mondays - Thursdays. Additionally, we do have the possibility of classes on Saturdays and Sundays, especially, but not limited to, when we have foreign lecturers with us.
Job Opportunities Opened Up By Our Degrees

- University Lecturing – (PhD Organisational Behaviour, PhD Sociology, PhD Clinical Psychology, MSW, MSc. Demography, MSc. Sociology, MSc. HRD)

- Programme Management – (PhD. Sociology, MSc. Sociology, MSW)

- Public Sector Administration – (PhD Sociology, MSc. Sociology, MSc. Demography, MSc. HRD)

- Secondary Education – (MSc. Sociology, MSc. Demography, MSc. Applied Psychology, MSc. HRD)

- Programme Monitoring and Evaluation – (Ph.D. OB, MSc. Sociology, MSW, MSc. HRD)

- Strategic Planning – (Ph.D. OB, MSc. Sociology)

- Employee Benefits Management - (Ph.D. OB, MSc. HRD, Dip. HRD)

- Employee Assistance Plan Management - (Ph.D. OB, MSc. HRD, Dip. HRD)

- International Human Resources Management – (Ph.D. OB)

- Career Development/Career Counselling – (Ph.D. OB)

- Organisational Consultancy – (Ph.D. OB)

- Organisational/Peer Counselling – (Ph.D. OB)

- Organisational Research – (Ph.D. OB, MSc. Applied Psychology)

- Executive Coaching – (PhD OB)

- Ergonomics – (PhD OB)

- Compensation Analysis – (PhD OB, MSc. HRD, Dip. HRD)

- Training and Development/Training Management – (PhD OB, MSc. HRD, Dip. HRD)

- Conciliation/Mediation/Arbitration – (MSc. HRD, Dip HRD)

- Recruitment Consulting – (MSc. HRD, MSc. Applied Psychology, Dip. HRD)

- Management Consulting – (PhD OB, PhD. Sociology, MSc. HRD, MSc. Applied Psychology)

- Compensation, Benefits, and Job Analysis Consultation - (MSc. HRD, Dip. HRD)

- Occupational Analysis - (PhD OB, MSc. HRD, Dip. HRD)

- Industrial Relations - (PhD. OB, MSc. HRD, Dip. HRD)

- Labour Relations/Disputes Resolution - (PhD. OB, MSc. HRD, Dip. HRD)

- Performance Management – (PhD. OB, MSc. HRD, Dip. HRD)

- Project Management - (PhD. OB, MSc. HRD, Dip. HRD)

- HRMIS Management – (MSc. HRD)
We could not close without saying a word about your physical and emotional adjustment to life on the University Campus. If you experience feelings of excitement and fear at the prospect of embarking upon your new course of study then do not be alarmed. This is perfectly natural. The University’s Survival Booklet states that you can expect to feel this way for weeks. In the semesterised system however, you cannot afford the luxury of coasting through this period of transition as you have to remember that examinations are always just around the corner. We would suggest, therefore, that you make careful plans before doing anything. This will give you a sense of having control over your situation. You will need to plan the books that you intend to purchase and the photocopies on which you will spend your limited financial resources, select your courses where applicable, join an appropriate study group and manage to juggle your social life, job and family as well as your studies. Do not neglect to exercise regularly as this will assist you to control your stress levels.

For persons who are properly enrolled you may visit the University Counsellors if you feel the need to talk to someone or you may choose to see our Administrative Assistants and Programme Coordinators who will try to offer similar support. Please do not hesitate to call or make an appointment if you have a difficulty that you feel we should be able to help with. It would also help for you to get a copy of the Survival Booklet from the Health Centre and take a stroll through the stacks in the SALISES Documentation Centre in the Faculty of Social Sciences. The booklet will equip you with necessary information on how to study and manage your time and your stroll through the library will assist you to know the resources available in the library before you need them for an assignment. You are less likely to procrastinate about doing an assignment if you have already done some of the legwork. The coordinators of your programme are also a wonderful resource as they often know about past studies and other resources in you field of inquiry.

It is important that you attend all your lectures and tutorials. Additionally, this department has scheduled regular seminars, symposia and Public Lectures to enrich your appreciation of the various disciplines offered here. We also encourage you to participate in activities planned by the Faculty of Social Sciences as this will increase your sense of belonging. It is important also to remember that you do belong here. Your admission was no mistake. Admittedly, for some your previous academic performance may not have been what you would have wished it to be, but the fact that you are here says that the Academic Coordinators are confident that you will make a decent go of the programme. If you feel it necessary then spend a few hours in the library doing some remedial work during the weeks just before beginning your programme. This will shore up the foundation that you take into your studies. It will also give you an idea of the areas in which you will need to do a little more work. There is no need to be embarrassed if you need to so some remedial work. Unfortunately, there will be others in you class who do not face facts, develop this discipline and reap the rewards that you will in the long term.

It has been said that a good course of study is a completed course of study. There is no denying that this will involve a great deal of work. You need to remain focused. Perhaps the most important thing is for you to remember that even if you really came to graduate school only for the certification it is still an excellent opportunity to actually learn something. Do not let this opportunity pass you by. You have paid for it and it belongs to you.