



THE UNIVERSITY OF THE WEST INDIES

Mona Campus

The Department of Sociology, Psychology and Social Work



Academic Programmes for the Period August 2024 – July 2025

Table of Contents

A Brief History of the University of the West Indies	3
Graduate Studies at the University of the West Indies, Mona	3
The Faculty of Social Sciences	4
The Department of Sociology, Psychology and Social Work	4
The HRD Graduate Programmes Unit at a Glance	4
Our Vision	10
Our Mission	11
Our Values	11
Our Motto	12
Target Groups	13
Admission Requirements	14
Specially Admitted Students	15
Occasional Students	15
Financing	15
Admission Procedures	16
Registration	17
Sequencing of Courses for the Part-Time MSc. Human Resource Development Programme	19
Course Descriptions	20
Special Workshops and Short Courses	26
Human Resource Development Prizes	27
Orientation 2024 – Save the Date	29
Diploma in Human Resource Development	30
Entry Requirements	31
Funding	32
Method of Assessment	33
Programme Structure	34
Course Descriptions	34
The PhD Programme in Organisational Behaviour	35
Target Groups	36
Entry Requirements	36
Course Structure	36
The Manuscript-Based Thesis	37
Structure of the PhD Programme in Organisational Behaviour	38
Sample PhD Programme Schedule (Part Time)	39
Sample PhD Programme Schedule (Full Time)	40
Course Descriptions	41
Schedule of Fees for the PhD Programme in Organisational Behaviour	52
The Application Process	52
Course Registration Procedures	53
Frequently Asked Questions	56
Job Opportunities Opened Up by our Degrees	77
Adjusting to Life at the UWI	78
The HRD Alumni Association	79
A Word to the Wise	83
Contact Us	84

A Brief History of the University of the West Indies

The University of the West Indies (The UWI) was founded in October 1948 as a College of the University of London. It received its own Charter in April 1962. There are five Campuses: Mona, the oldest, in Jamaica; St. Augustine, in Trinidad and Tobago, Cave Hill in Barbados and the newest, the Five Islands Campus in Antigua and Barbuda. The Open Campus, The UWI's virtual Campus, is also administered at Cave Hill. Together, these campuses serve the needs of 17 English-speaking countries in the Caribbean. The University has a very proud tradition of scholarship and public service. It is associated with three Nobel Laureates as Sir W. Arthur Lewis, the first Head of the Department of Economics, won the coveted prize in 1979; and Poet Derek Walcott, a graduate of the Faculty of Arts followed him in 1988. In 2007 Dr. Anthony Chin was part of the Environmental Action Group that shared the prize. Additionally, five regional Prime Ministers are also graduates of the University.

Graduate Studies at the University of the West Indies, Mona

The University's campus at Mona has seven Faculties and 12 Professional Schools that offer graduate degrees. The Faculties are Humanities and Education; Engineering through the Mona School of Engineering; Law; Medical Sciences; Science and Technology, Sports, and Social Sciences. Students may undertake degrees as either taught courses or by research. The Department of Sociology, Psychology and Social Work, a part of the Faculty of Social Sciences, offers both types of degree.

For detailed information about the courses on offer at the graduate level one may contact the Office of Graduate Studies and Research at their e-mail address postgrad@uwimona.edu.jm or on the University's Web Site at <http://www.mona.uwi.edu/postgrad/>.

The Faculty of Social Sciences

The Faculty of Social Sciences consists of three teaching Departments – Economics, Government and Sociology, Psychology and Social Work and the Mona School of Business and Management. Additionally, there is a strong alliance with The Sir Arthur Lewis Institute of Social and Economic Research (SALISES), an organisation that is affiliated with The UWI Centre. Each of the teaching departments and the Mona School of Business and Management offer both undergraduate and postgraduate programmes. One may contact the departments individually or the Admissions Section of the Registry for undergraduate queries or the Office of Graduate Studies for detailed information about any of the graduate programmes offered in the Faculty of Social Sciences.

The Department of Sociology, Psychology and Social Work

Headed by Dr. Herbert Gayle, the Department offers several programmes at the graduate level, each functioning independently of the others. The Graduate Coordinator for the Department is Dr. Sharon Priestley. Each programme has an independent Programme Coordinator who is responsible for guiding the technical contents of his/her programme and ensuring that University guidelines are observed. There is a Graduate Committee on which all graduate lecturers and supervisors (full-time staff) are represented.

The HRD Graduate Programmes Unit at a Glance

The Master's Programme in Human Resource Development was initiated in 1995 by the Department of Sociology, Psychology and Social Work at The University of the West Indies, with significant input from the professional fraternity of human resource practitioners in Jamaica. Students are drawn from the NGO, public and private sectors, and work in HRD contexts as well as in direct management positions, service organisations and private consultancies.

The idea to teach human resource development at the UWI Mona campus emerged from several sources and coalesced as the programme that was launched in January 1995. One of these strands occurred during a coffee break at a conference of the Jamaica Association of Training and Development (JATAD) (now the Human Resource Management Association of Jamaica (HRMAJ)) in the early 1990s. At that time, one of the participants asked the Dean of the Faculty of Social Sciences, Professor Don Robotham, why it was that UWI wasn't teaching a comprehensive programme in this discipline. Professor Robotham agreed with Dr. B. Grace Martin-Hall and asked his former department to remedy that gap.

Interestingly, Professor Robotham did not realise that the seeds of that dream had already been sown in the Department, and that a pair of staff members had begun to discuss the possibility of this endeavour with a group of HR professionals. After much work by the Department's staff to define their interpretation of the philosophy of the discipline in the roots of the sociology, psychology and social psychology taught within the department, the Department of Sociology, Psychology and Social Work launched the Masters Programme in Human Resource Development in 1995 with Professor Patricia Anderson and Mr. Clement Branche as Academic Coordinators, Administrative Assistant Mrs. Simone Wong and Clerical Officer, Ms. Sophia Morgan leading a faculty of practitioners and academic theorists.

This programme was built upon the traditional strengths of the department in teaching sociological and psychological theory and sociological psychology and applying these to Caribbean organisational life. These foundations are still to be seen at the core of the programme that pays close attention to the interpersonal and group processes at the dyad, small group and organisational levels along with the theories of training, adult education, learning and development, as well as the traditional human resource management functions and the principles of strategic management. These have been blended into an amalgam of theory and practice in a scientist-practitioner model of education that prepares students to contribute to their organisations' long-term as well as immediate development.

The programme also capitalises upon the opportunities that present themselves to develop its students through the augmentation of the core programme with several workshops. Many of these were developed in response to the gaps perceived in the students' readiness for the competitive environment in the workplace. Others were prepared as answers to the employee challenges posed by our stakeholder groups. The result is a programme that is unique in the Caribbean as it focuses upon Human Resource Development as well as on human resources management, the mainstay of other graduate HR programmes in the region.

The Ph.D. in Organisational Behaviour

Although the HRD Unit was operationally separate from the rest of the Sociology Unit within the Department it was really a single course and not a "Unit" until January 2006 when it launched the doctoral programme in Organisational Behaviour. This programme was developed after several years of recognising the need to push HRD education beyond the Master's level. Things came to a head though with the death of one of the main lecturers in the MSc. HRD, Mr. Gordon Draper, and the subsequent upset of six courses in the MSc HRD programme. Although Mr. Draper taught only three of these courses himself, the difficulty with which he was replaced for his own courses and the fact that we were forced to shore up three other courses taught by two persons who would have had to withdraw in response to his death in another programme, signaled that the delay in training the next generation of human resource and organisational behavior academics could be tolerated no longer. This self-interested motive was supplemented by independent analyses of the myriad gaps in organisational research and effective responses to our concerns in the region. The variance between our needs and the resources available to meet these requirements was far more widespread than within the HRD Unit. Regionally, this was apparent in the drive to re-train persons after organisational restructuring in both the public and private sectors in many of the countries served by the UWI as well as the rethinking of our industrial relations norms and with the CSME imperative forcing our hands the stage was set for the introduction of a UWI catalyst to galvanise organisational growth.

The current Unit Coordinator, Olivene Thomas, presented the initial draft of the Doctoral Programme in Organisational Behaviour to the other members of the Unit's Coordinating team. She and Professor Patricia Anderson, one of the Unit's Founders, then worked with significant help from Professor Garth Lipps of the Psychology Unit of the Department to refine the programme. When advertised, the programme attracted 210 applicants for the five spots on offer. This programme sought to develop a sound theoretical and technical base from which our graduates could build careers in organisational analysis and intervention in academia and consultancy. These goals remain to be realized but the students are serious individuals who are committed to the process as well. After 16 years and seven graduates, former Unit Coordinators Mr. Cement Branche and Professor Disraeli Hutton with help from Senior Administrative Assistant, Ms. Doraine Valentine, began a process of revision for the PhD OB. This process is being finalised by Professor Garth Lipps and Olivene Thomas.

The Higher Degrees Diploma in Human Resource Development

The Higher Degrees Diploma in Human Resource Development was launched in September 2006. This programme sought to distil the functional courses from the Masters programme and re-package them along with strategic human resource development theory and accounting to serve the needs of professionals who, while being trained in other disciplines, found themselves functioning as professional HR Practitioners. The programme is being marketed to various professional groups to support their thrust for continuing education for their members and to persons who wish to matriculate for the MSc HRD programme.

For the future

Today, Unit's coordinating team is now led by Ms. Olivene Thomas and it includes Professor Disraeli Hutton, the training guru who has been with the MSc. HRD Programme from the start and Ms. Doraine Valentine, a graduate of MSc HRD Cohort XV. This group of persons is now concerned with such processes as introducing the Unit's offerings online and at the University's Western Jamaica Campus, modernising

the administration of both our academic and day-to-day activities, democratising policymaking, professionalizing the discipline, launching an academic journal and stabilising our finances by expanding our sources of income. Additionally, the Team is examining the feasibility of offering other Master's degrees based on specialist areas of the HRD experience and re-engaging our alumni and the wider public in realising our vision and mission.

Table I: HRD Unit Major Event Timeline	
Date	Event
September 1995	Launch of the Masters Programme in Human Resource Development.
1997	Launch of the HRD Alumni Association by the members of Cohort II of the MSc. HRD.
June 2000	First formal review of the programme. The semesterised structure is changed to a modular one.
September 2000	First full-time cohort of students for the MSc HRD programme admitted.
August 2001	Introduction of the Human Resource Development Prize.
August 2003	Launch of the HRD Inter-Cohort Games.
July 2004	Launch of the HRD Job Placement Service.
July 2004	Launch of the HRD Speakers' Bureau.
September 2004	Introduction of the Gordon Draper Prize in Organisational Development.
September 2004	Introduction of the HRD Alumni Association Prize.
January 2006	Launch of the Doctoral Programme in Organisational Behaviour. Twelve students were welcomed into the first cohort.
September 2006	Launch of the Higher Degrees Diploma in Human Resource Development. Three students were welcomed into the first cohort.
December 2007	Development of the HRD Prize for Consultancy.

Table I (Cont'd.): HRD Unit Major Event Timeline

Date	Event
December 2007	Development of the HRD Prize for Leadership.
December 2007	Development of the Diploma in Human Resource Development Prize.
February 2009	Launch of the first HRD Grad Progs. and HRD Info pages on the Facebook social networking site.
March 2009	Launch of The HRD Herald e-zine.
April 2011	Redesign and relaunch of the PhD Organisational Behaviour.
September 2013 – July 2014	Re-design and relaunch of the MSc HRD Programme.
June 2014	Re-opening the discussions to launch a Blended MSc. HRD Programme.
January – December 2015	Celebration of the HRD Unit's 20 th Anniversary.
February 2015	Launch of the experimental HRD-Psychology Assessment Centre at UWI Research Days 2015.
May 2015	HRD 20 th Anniversary Conference held.
June 2015	Graduation of the first student from the PhD Organisational Behaviour; Dr. Claudette White. Dr. White's thesis was: "Whither Career Success? The Impact of Career Success Orientation on Organizational Commitment"
July 2015	Launch of the HRD TV Channel on YouTube.
August 2015	Redesign and relaunch of the Higher Degrees Diploma in HRD Programme.
January-February 2016	Expansion of the simulated HRD-Psychology Assessment Centre at UWI Research Days 2016.
March 2016	Partnership forged with the Mixed Methods fraternity.
January 2017	Further expansion of the simulated HRD-Psychology Assessment Centre at UWI Research Days 2016.
February 2017	HRD Unit's Consultancy launched. Psychometric testing is now offered on a commercial basis for the first time.

Table I (Cont'd.): HRD Unit Major Event Timeline	
Date	Event
May 2017	HRD Unit's Building Fund launched at the UWI's Development and Endowment Fund.
October 2018	The HRD Unit's Consultancy is rebranded as the Organisational Analysis and Assessment Centre (OAAC)
January – December 2020	Celebration of the HRD Unit's 25 th Anniversary is interrupted after two and a half months by the global COVID-19 pandemic.
April 2020	All courses in the MSc HRD and PhD OB are taught online for the first time because of the global COVID-19 pandemic.
August 2022	Launch of The HRD Orators Toastmasters Chapter, the first specialist Chapter of Toastmasters International. The Chapter will concentrate on leadership, knowledge and skill development in the areas of human resource development, management, organisational behaviour and industrial relations.

Our Vision

To be a globally recognised education, research and thought leadership partner in the development of world-class human resource and organisational behavior professionals who propel organisational and societal change, create strategic alignments and sustainability in 21st Century organisations.

Our Mission

The Human Resource Development Graduate Programmes Unit at the University of the West Indies' Mona Campus transforms global organisations and societies through the development of students who are equipped with the necessary academic, research and professional skills, theoretical knowledge in organisation and in the management and development of human resources by:

- modelling the scientist-practitioner approach in the direct application of these competencies and knowledge;
- providing innovative solutions that enhance individual, organisational and societal capabilities;
- supporting leaders and employees in developing a culture of exceptional service and continuous learning, and
- empowering employees to induce a sense of equity that contributes to organisational and societal development through their awareness of being respected, challenged and valued.

Our Values

We hold these values to define the core of who we are and how we operate:

- **Integrity** – We live by our word, and will not flinch from upholding the highest ethical and moral principles in dealing with our various stakeholders.
- **Courage** - We are unafraid to challenge convention, and interrogate ourselves and our stakeholders, as we seek bold and innovative solutions to our organisations' and nations' challenges.
- **Resilience** – Through a strong sense of purpose and an ability to see our daily challenges as opportunities for growth, we lead organisational and national transformation.

- **Discipline** – Our seriousness of purpose in working to engineer sustainable growth and transformation within Regional organisations and societies, guarantees that, at all times, we seek to meet the highest standards of interpersonal conduct and quality service delivery.
- **Accountability to all of our stakeholders** - To the degree that we are able, each of us exhibits an intrapreneurial spirit where we take personal responsibility for achieving the Unit's objectives.

Our Motto

Engendering meaning in work.

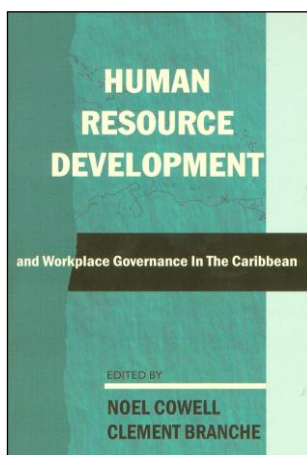


GRADUATE PROGRAMMES IN THE DEPARTMENT

The MSc. Human Resource Development programme is one of nine graduate programmes offered in the Department of Sociology, Psychology and Social Work. The others are:

- MSc. Applied Psychology
- MSc. Clinical Psychology
- MSc. Sociology (Social Policy and Administration, and the Sociology of Development)
- MSc. Demography
- Master of Social Work.
- MPhil/PhD Sociology
- Ph.D. Organisational Behaviour

For information about these choices, please call us at 876-977-0315 between 8:30 a.m. and 4:30 p.m. or you may e-mail us at spswork@uwimona.edu.jm.



Top Left: Graduation Day! Top right: The One Stop Graduation Centre was developed by a group of MSc. HRD students from Cohort V as a class project. Here, Lorna Baxter, a member of MSc. HRD Cohort V goes through the paces with UWI Placement & Career professional, Charlene Hewitt, a member of Cohort VI! ☺ Bottom left: Human Resource Development and Workplace Governance in the Caribbean edited by our PhD Organisational Behaviour supervisors Dr. Noel Cowell and Mr. Clement Branche. Both gentlemen are former lecturers in the MSc HRD and current supervisors in the Ph.D. OB.

THE MSc HUMAN RESOURCE DEVELOPMENT

Target Groups

The objectives of the HRD programme are to train professionals who can contribute to the strengthening of organisations both through organisational analysis and intervention and through training, team-building and effective leadership.

To date, the programme has graduated over 700 students from its first 24 cohorts and now has 88 persons at various stages of completion among the members of its 24th and 25th cohorts. The programme will welcome Cohort XXVI in August/September 2023.

Traditionally at the 'middle-management' level of their organisations, our students are drawn from a range of sectors in the economy and represent the Public Sector, the Private Sector, Banking, Non-Government Organisations, Education, the Trades Unions, and the Universities.

The MSc HRD Programme is currently being offered on a part-time basis only and face-to-face here at Mona in Jamaica. Despite this it has attracted international students from Nigeria, The Bahamas, Belize, St. Lucia, Antigua & Barbuda, Trinidad & Tobago, Norway, France and St. Kitts & Nevis. The programme is currently under review to transform its efforts in emergency remote teaching into a viable online programme and we have had inquiries from applicants representing The British Virgin Islands, Guyana and Japan.

Admission Requirements

The requirement for admission to the multidisciplinary MSc Human Resource Development is a lower Second-Class Honours degree or better - GPA of 2.75 in any discipline. Our students have come to us from Human Resource Development/Human Resources Management, Applied/I/O Psychology, Labour Studies, Management Studies, Business/Educational Administration, Industrial/Organisational Studies, Educational Studies/Teaching, Banking and Finance, Sociology, Social Work, Demography, Social Policy, International Relations, Communication Studies, History, Literature, Modern Languages, Engineering and Actuarial Sciences.

Course equivalents from other universities are accepted. Candidates with at least three years of full-time work experience, at a supervisory level, in any field and strong recommendations are at a distinct advantage for being selected. Candidates with GPAs exceeding 3.6 will be accepted with one year of full-time working experience in any field as well as part-time experience in an HRD-related field. All candidates with GPA of less than 2.75 will be subject to an interview if there is some compelling circumstance to warrant consideration. Good communication/writing/referencing and research skills are imperative; and candidates will be expected to demonstrate these in their application documents and in the English Language Proficiency Examination administered by the HRD Unit prior to beginning the programme.

Additionally, students will be required to get time off from work three days per week during the summer of their second year in the programme to do the compulsory HRD Practicum exercise. Students will NOT be allowed to complete the Practicum at their places of employment.

Specially Admitted Students

A very limited number of places may be available in individual courses for non-degree registration for persons interested in upgrading their skills in these areas. The tuition cost of each course is USD\$600.00 or equivalent.

For more information on how you can be enrolled as a Specially Admitted Student please contact the Office of Graduate Studies and Research at telephone numbers (876) 935-8995/7 or at e-mail postgrad@uwimona.edu.jm. For specific information about enrolling in any of the HRD Graduate Programmes on a Specially Admitted basis please telephone the HRD Unit Office (876-970-1962) or e-mail us at uwimschrd@gmail.com with your specific query.

Please note that admission and academic success on a Specially Admitted basis is in NO WAY an obligation on the part of the Unit to accept the candidate into the MSc. HRD or into any of our other programmes. Subsequent admission will be determined on a case-by-case basis.

Occasional Students

The tuition fees for occasional students are USD\$150 per course being observed. An occasional student is someone who sits in the class for the duration of the course but who does not intend to sit the examination or do the course work.



Financing

The tuition cost for persons entering the programme during academic year 2023-2024 will be USD\$7,000.00 for its two-year duration. This fee is likely to hold for academic year 2024-2025. Tuition is payable (a) in two equal instalments at the beginning of each UWI semester or (b) via an approved payment plan with the University's Bursary. This sum does not include any miscellaneous charges levied by the University. The miscellaneous charges for the year are due at the beginning of Semester I. Very limited financial assistance may be available, as we are able to afford, in the form of several annual book prizes to be awarded to the students who perform best in the programme during the preceding year.

Admission Procedures

There are many reasons to pursue graduate studies in the HRD Unit at Mona and these are explained here: <https://www.mona.uwi.edu/postgrad/recruitment>.

Having decided to come to us, prospective candidates may apply to the MSc. Human Resource Development programme online at the web page of the Office of the Assistant Registrar Graduate Studies at the UWI Mona Campus – i.e. https://sas.mona.uwi.edu/banndata1-srv_mona/uwm_adm.p_index. Application is free. For further information please consult their web page <https://www.mona.uwi.edu/postgrad/>.

The closing date for receipt of applications is the end of January, but applicants must find out the specific date for themselves. The next working day will apply where the date indicated falls on a Saturday, Sunday or Public Holiday.

Graduates of tertiary level institutions other than The UWI should request those institutions to forward transcripts DIRECTLY to the Office of Graduate Studies and Research and not to the Department. Failure to submit a transcript will result in the application form being set aside. Applicants from institutions other than The UWI will also be required to submit at least one reference that attests to the applicant's suitability for graduate studies. Applicants may download the referee form here: <https://www.mona.uwi.edu/postgrad/sites/default/files/postgrad/uploads/AmendedRefereeReport%20%281%29.pdf>

Registration

Registration for programmes, including the MSc. Human Resource Development, entails two activities. Students are required to select courses online at the University's Web Site for **both** semesters at the beginning of the academic year. They should also determine the total fees – tuition and any applicable miscellaneous

charges - from the Customer Service Department in the University Bursary and pay their fees at any approved collection points – e.g. at any NCB, Paymaster or Bill Express, online at The UWI's Website or in cash at the Bursary.

The amount quoted by the Bursary will reflect the payment due for the entire academic year, but students may pay for a semester at a time. Course selection and payment may be done in any sequence, but students will not be deemed as having been registered until BOTH stages of the registration process are completed. Failure to register within the prescribed time set by the University will result in either a financial penalty or the refusal to accept registration for the current academic year.

Registration for courses at the beginning of the academic year automatically means that students have registered for the examinations set for these courses. Failure to sit the exam for which one has registered will result in the student being marked Failed/Absent. Additionally, failed examinations or failed course work assignments attract a resit charge of USD\$130.00 for each examination (or part thereof) being redone.

SEQUENCING OF COURSES FOR THE PART-TIME MSc. HUMAN RESOURCE DEVELOPMENT PROGRAMME

THE STRUCTURE OF THE MSc. HUMAN RESOURCE DEVELOPMENT		
YEAR I		
TERM 1 (SEPTEMBER – DECEMBER)	TERM 2 (JANUARY – APRIL)	TERM 3 (MAY – JULY)
<i>HRNM6101: Applied Behavioural Sciences: Theories for Human Resource and Organisational Development (3 Credits)</i>	HRNM6402 Research Methods for Human Resource Development Practitioners (3 Credits)	HRNM6503 Training Design, Delivery and Evaluation (3 Credits)
<i>HRNM6102 Groups: Theory Development and Processes (3 Credits)</i>	HRNM6603 Job Analysis and Strategic Organisational Staffing (3 Credits)	
<i>HRNM6201 Organisational Strategy: Management, Leadership and Organisational Ethics (3 Credits)</i>	<i>HRNM6801 Information Technology for Organisation Development and Practice (3 Credits)</i> <i>Or HRNM6702 Small Business Development and Growth (3 Credits)</i>	
YEAR II		
TERM 1 (SEPTEMBER – DECEMBER)	TERM 2 (JANUARY – APRIL)	TERM 3 (MAY – JULY)
<i>HRNM6404 Financial Data Analysis for Human Resource Development Practitioners (3 Credits)</i>	HRNM6301 Organisations: Design, Intervention and Evaluation (3 Credits)	HRNM6017 HRD Practicum (6 Credits) <i>Or</i> HRNM6003 HRD Internship (6 Credits – Year Long)
HRNM6602 Compensation Management: Strategies, Systems and Theories (3 Credits)	HRNM6401 Statistics for Human Resource Development Practitioners (3 Credits)	
HRNM6604 Performance Management: Theories and Practices (3 Credits)	HRNM6701 The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation (3 Credits)	

Course Descriptions

HRNM6101: Applied Behavioural Sciences: Theories for Human Resource and Organisational Development

This is a course in Psychology, Social Psychology and Sociology. It examines the factors that produce and influence behaviour particularly in workplace settings. It is a theoretical course that is at the same time concerned with practice and research. "Applied", in the title of the course, emphasizes, for HRD, that theories and research studies should be investigated for their relevance to improvements in everyday work life. "Behavioural" refers to the general domain of study – human behaviour, including individual, interpersonal and group levels of analysis. The "Science" component must be emphasized as well, given that we seek to ground interventions in knowledge that is gathered through the scientific method. By situating work life in the context of larger social systems, the course offers the opportunity to appreciate Caribbean realities of social structure, history and culture. Through the theoretical perspectives of psychology, sociology and social psychology, we attempt to provide broad lens for understanding human behaviour. An emphasis is also placed on developing oneself as a scholar at the Master's level, and hopefully sets the stage for achieving excellence in the entire programme.

HRNM6102: Groups: Development, Processes and Theory

For Kurt Lewin (1951), group dynamics describes the phenomenon that occurs when individuals' behaviours combine synergistically in a group. In this process, the behaviour of group members is determined by the interaction of their personal qualities with factors present in their environment.

This course provides students with the opportunity to explore this complex interaction process in groups. Specifically, it seeks to develop students' awareness of their group behaviours and individual qualities, and how these influence the dynamics of the groups in which they operate, particularly those in their work organization setting. Utilising an experiential learning approach, the course will facilitate self-exploration and development and the assessment of students' interpersonal styles in a group setting. Additionally, it will draw on various interpersonal and group dynamics related theories to anchor the learning experiences for application within the work environment. Exposure to this course is likely to facilitate behavioural change, at least within the class itself, and this hopefully will be transferred to a wide range of group situations.

Finally, the course provides opportunity for theoretical/research and experiential exploration of issues related to groups which impact organisational functioning and performance. Also, the course is designed to further develop skills that will enhance the HRD practitioner's capacity in dealing with the variety of group-based issues and problems in organisations.

HRNM6201: Organisational Strategy: Management, Leadership and Organisational Ethics

This course is a foundation course for the other courses in the Masters in HRD programme. Its objective is to provide a discussion of the role of strategic decision-making from the organisation's leaders and how these persons harness the major HRM functions within the framework of ethical practice. Further, this course is intended to enhance students' awareness of the issues that most challenge ethical practice in business. The course will expose students to models of ethical decision making to develop their skills in this area, and to deepen their professional commitment to the creation of ethical organisations that support the various sectors of economic activity within Jamaica.

HR6301: Organisations: Design, Intervention and Evaluation

Within today's intensively competitive and constantly changing business environment, the ability of an organisation to thrive is largely dependent upon its management's ability to evaluate the organisation's design. Equally, as the business environment changes, the management will also have to know how to redesign appropriately. It is imperative, therefore, that managers gain the required knowledge and skills in the discipline of organisational design and development to achieve these objectives.

The aim of this course, therefore, is to expose students to the various theories and skills that underlie traditional and contemporary organisational theory and design. The course will help students to enhance their ability as potential managers and to engage competently in the process of effecting organisational realignment for enhanced competitiveness and long-term survival. Equally important, the course is also focused upon developing the necessary change management skills which are required to manage the transformation process. This course also introduces students to the techniques of first diagnosing and subsequently developing intervention strategies, intended to increase organisational effectiveness in a practical way.

Finally, the course provides an opportunity for participants to work in teams to address real life problems that exist in different types of organisations. Participants are expected to develop additional insights and competencies that are required to provide focused interventions to add value to the organisation. The course is practical in orientation and represents a culmination of the stream of courses offered in the MSc. HRD programme. This group project also serves as learning exercise that will equip students with the skill, knowledge, and abilities to conduct their practicum on an independent basis.

HR6401: Statistics for Human Resource Development Practitioners

To strengthen students' skills in the analysis and interpretation of data collected and used in HRD contexts.

HRNM6402: Research Methods for Human Resource Development

This course is intended to demonstrate the use of investigative and analytical thought in Human Resource Development as an essential information resource in problem identification and formulation while identifying relationships. As such, HRD students will be exposed to an understanding of the types of research, the goals of research and research designs with a view to solving HRD problems.

HRMN 6404: Financial Data Analysis for HRD Practitioners

This course will provide students with a solid conceptual and practical understanding of the discipline of cost accounting and the opportunity to develop competence in the computation of costing methods. It will assist Human Resource practitioners to appreciate the decision-making process and how the use of numerical data can be used to make better decisions.

HRNM6503: Training Design, Delivery and Evaluation

This course seeks to introduce students to the basic elements of the training process and determine how these elements assist in achieving training goals and objectives. It will examine the role played in the training process by the main constituents inside and outside of the organisation to determine relevance, centrality and influence. The course will also give special attention to the significance of evaluation and, in particular, measuring of return of investment (ROI) or the impact of training on company investment. The course will analyse the principles of adult learning and identify the strategies and tools used for effective training. In addition, it will analyse current issues surrounding training, education and development in the face of strong demands from business and industry for greater value from the training input.

HRNM6602: Compensation Management: Strategies, Systems and Theories

The **Compensation and Employee Benefits** discourse is positioned firmly within the broader exploration of the 'Human Resource Management and Development' activity and process. Indeed, it is treated in this course as one of the most important aspects of human resource management and development, for the simple and logical reason that it directly and indirectly affects employee recruitment, promotion and succession as well as the increasingly important area of performance and productivity Management. In addition, significant legal aspects of employment are related to compensation and employee benefits.

The course focuses on the meaning, philosophy and practice of compensation. As such, important impacting issues and factors such as the economy (local and international), policy (governments' and companies'), trade unionism/activism/negotiation, performance, efficiency and competence and technology are recognised and given appropriate consideration.

The subject is explored as well in relation to broad concerns of pay adequacy and equity, skills and competencies versus the job and status or rank order of positions.

Practical citations are made from real life situations of Jamaica, the wider Caribbean as well as internationally.

HRNM6603: Job Analysis and Strategic Organisational Staffing

The capacity of an organisation to execute its business strategies and remain competitive in complex and dynamic environments resides primarily in the quality of its employees. Organisation performance and survival is, therefore, hinged on acquiring and effectively deploying employees with the appropriate and optimal mix of skills, abilities and attitudes. The practice of staffing has changed significantly. Hiring managers and human resource professionals need to be familiar with strategic staffing techniques.

We will also take a comprehensive look at job analysis. Job Analysis is a human resource management/development activity aimed at defining and understanding jobs, individually and according to their relevant cluster(s) or families across the organisation or enterprise. The process guides the actual location or placement of the job(s) within the organisational and operating structure, thereby facilitating appropriate recruitment and selection, relevant training and orientation programmes, employee promotion and succession planning and compensation and rewards management. Beyond and above the relevance at the organisational/enterprise level, job analysis serves a broader function of standardisation of jobs, proper classification by industry, nationally and internationally, and integration of the relevant institutional network.

HRNM6604: Performance Management: Theories and Practice

The content of this course also includes information to assist practitioners in gaining an understanding of the different approaches to performance management, thereby providing the knowledge required to make informed choices in evaluating and selecting a performance system. This course seeks to provide participants with an awareness of the processes involved in linking employee behaviours and results with the organisation's strategic objectives.

HRNM6701: The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation

This course seeks to establish the institutional framework within which organisations and workers operate within the Caribbean. The organisation is located within the regulatory framework, and in relation to the activities of formal organisations such as trade unions, employers and workers associations, and other relevant groups in

the wider society. It is intended that an appreciation of the way in which labour/management relations are realised in actuality will be achieved. However, rather than being strictly descriptive, it is expected that there will be evidence of a reasonable degree of analytical ability among the participants.

HRNM6702: Small Business Development and Growth

The purpose of this course is to explore the issues attendant on small business creation and growth as a phenomenon in both independent and corporate settings. By linking theory and practice the course aims to provide students with practical experience in the development and subsequent growth of small business ventures. This course, along with HRNM6404: Financial Data Analysis for Human Resource Development Practitioners and participation in the HRD Internship, forms a programme of study that will assist students to develop effective practice skills for helping to steer small businesses into a long-term future.

The prevailing economic conditions have brought to the fore the importance of individuals creating their own work rather than the traditional model of having employment provided for them. Through this course students will be given the opportunity to harness their knowledge, skills and abilities in human resource development to study the wider applications of their discipline to the creation of work for themselves and for others. Participants are required to develop a small business idea and analyse through case studies and discussions with real life entrepreneurs, the issues that stymie this type of ambition.

By participating in this course students will gain evaluative discernment of the knowledge, skills and abilities necessary in developing small businesses in the contemporary Jamaican landscape. Specifically, they will:

- analyse the context for entrepreneurship and critique the role of the small and medium business enterprise in aiding the economic and social development of the Caribbean.
- deconstruct the characteristics of entrepreneurs and the entrepreneurial process and interpret these within the framework of their understanding of the realities of small business development and growth in the Caribbean.
- analyse the design and planning processes and develop and present an effective business plan for a new venture.

HRNM6801: Information Technology for Organisation Development and Practice

Information Systems (IS) were developed to obtain cost savings by automating routine clerical work. Today, they have evolved and are now used to develop new products and services, to support and enhance managerial decision making and to coordinate work within and across organisations. The application of information technology (IT), which accounts for a significant percentage of the organisation's capital investment has led to the development of new business models. Traditionally,

the responsibility for managing the acquisition and use of IT in organisations was explicitly assigned to functional IS managers. Today, with the dispersal of IT and its increasing importance throughout the organisation, most of this responsibility is devolving to line managers who are generally ill-prepared to accept it. Consequently, managing IT has become simultaneously more important and increasingly difficult. Along with this greater significance, the interdependencies of the business processes that are targeted by IS require effective governance at both the executive and line-management levels to ensure appropriate adoption and diffusion for the attainment of necessary business value. It is impossible to manage a modern organisation without a focus on IS, an analysis of how they affect the organisation and its employees and an evaluation of how they catalyse business competitiveness.

HRNM6003: HRD Internship (6 Credits - Semester II – January - July 2023)

Like the HRD Practicum, this course offers students an opportunity of a supervised practical attachment to a regional organisation. Where this course differs from the HRD Practicum is in its focus. This course is targeted at affording students who have little prior work experience in the HR Department the opportunity to gain this at a broad level. They will learn the fundamental skills and abilities necessary to be consummate HR professionals through participating in a wide-ranging series of HR related assignments under the supervision of a seasoned practitioner. While they may be invited to participate in one large project that calls on multiple HR skills and deep subject-related knowledge, as would be the case with the HRD Practicum, this is not necessary. The aim here is to hone the students' skills at a broad level to prepare them for working within the organisation's HR Department. The HRD Unit at The UWI does not insist that organisations pay students for their services.

HRNM6210: Retirement Home Management

This course builds upon the foundations of the extant human resource management and development knowledge discussed in the various courses in the programme to advance students' ability to manage a retirement home as a practical exercise. As with other courses in the programme it has been designed as an independent offering in the scientist-practitioner mode endorsed by the various Human Resource Development courses.

HRNM6017 - HRD Practicum (6 Credits - Summer – May - July 2023)

The HRD Practicum is structured around the core content of the courses offered in the HRD Master's programme with the intention of broadening and deepening, by means of a supervised practical attachment, the knowledge and skills of the students in the chosen area of concentration. Students are provided with an opportunity to test, improve and further develop their conceptual and practical abilities in relation to any of the areas of programme concentration. Students are required to be at their practicum sites for 3 days per week for two months during the summer of their second year.

Special Workshops and Short Courses

Throughout the duration of the programme the taught courses are complemented from time to time by a series of workshops in specialised areas of interest. Regularly scheduled offerings are held as follows:

- HR Analytics
- Conducting Focus Groups
- Designing Questionnaires
- Negotiation Techniques
- Business Process Re-engineering
- Organisational Counselling
- Delivering Winning Presentations
- Career Planning and Development
- Ergonomics
- Training of Trainers

Additionally, several Public Lectures and panel discussions in areas of interest are hosted by the programme throughout the year. Annual events include the HRD Speakers' Forum in January, the HRD Practicum Showcase in October and the UWI-HRD Open Seminar.

For a list of the other courses that we have developed in the unit please contact our offices at telephone numbers (876)970-1962 via e-mail at uwimschrd@gmail.com.

Courses to be included as part of any of our degree programmes must go through the Uwi's course approval process, but we would be willing to offer specialised non-degree workshops in any of our areas of competence for a modest fee through our organisational analysis and assessment centre (oaac).

If you require the services of a member of our staff to come to your office to host one of our seminars or if you wish us to custom design one to meet the specific needs for your organisation please do not hesitate to contact us at (876)970-1962 or via e-mail at [OAAC Services <oaac.services@gmail.com>](mailto:oaac.services@gmail.com). Our Organisational Analysis and Assessment Centre (OAAC) would be happy to custom design a face-to-face or online professional or personal development course for your organisation. We also conduct psychometric testing and offer organisational audits and document archiving services.

Human Resource Development Prizes

1. MSc. HUMAN RESOURCE DEVELOPMENT PRIZE

Funded by the MSc. Human Resource Development programme offered by the University of the West Indies through the Department of Sociology and Social Work this prize is awarded annually to the student who best exemplifies the general academic and personal excellence expected of the consummate Human Resource Development practitioner.

The recipient must be fully registered in the MSc. Human Resource Development programme, who has not failed any course while pursuing the programme, and who has maintained at least a 70% average during the academic year. Additionally, this person was first nominated by another student as being the person who has done most to ensure the general welfare of the class.

2. THE GORDON DRAPER PRIZE IN HUMAN RESOURCE DEVELOPMENT

The Gordon Draper Prize, created in memory of our beloved External Examiner and later Lecturer, Gordon Draper, who died on 12 August 2004, is given annually to the student who has the highest grade in the organisation development and change course offered in the MSc. Human Resource Development programme in the Department of Sociology, Psychology and Social Work.

The organisation development and change component of the HRD programme is offered in the second year of the programme and as a result, the awardee will be someone chosen from among the students finalising the programme.

3. THE HRD ALUMNI ASSOCIATION PRIZE IN HUMAN RESOURCE DEVELOPMENT

As part of its outreach, the HRD Alumni Association makes an annual academic award to a worthy student. The HRD Alumni Association Award is given to the student who has the highest average score on completion of the Year I of the MSc. Human Resource Development programme offered by the Department of Sociology, Psychology and Social Work. The student must not have failed any course during the academic year. Year I of the MSc. HRD programme consists of seven courses taken over 10 months – three terms. The Prize is donated annually by the HRD Graduate Programmes Unit on behalf of the HRD Alumni Association.

4. THE HRD PRIZE FOR LEADERSHIP

The **HRD Prize for Leadership**, is given annually, on the recommendation of their peers, to at most four students who, while maintaining passing grades in all courses, have served as Class Representatives for the entire academic year immediately preceding the award of the Prize. Prizes in this category may be awarded to worthy persons registered in any of the Human Resource Development Graduate Programmes (i.e. the Ph.D. in Organisational Behaviour, the MSc. in Human Resource Development and the Diploma in Human Resource Development).

5. THE HRD PRIZE FOR CONSULTANCY

The **HRD Prizes for Consultancy**, are given annually, on the recommendation of both the academic supervisor and the corporate recipient, to students who develop Practicum interventions that contribute to the significant and quantifiable advancement of the operations of the organisation in which they conducted the HRD Practicum.



Please save these dates for Orientation 2024

The HRD Unit will have face-to-face and virtual orientation activities to deal with student issues specific to our programmes during August 2024. These activities include disseminating relevant videos and interaction via e-mail, on Zoom and via the learning management system OurVLE. Additionally, students are invited to participate in the general Graduate Orientation sponsored by the Office of Graduate Studies and Research on Thursday, 29 August and the Faculty of Social Sciences on Friday, 29 August. Following these sessions, The HRD Unit will conduct one FINAL online session via Zoom to answer any lingering questions about registration and fee payments.

HIGHER DEGREE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT

Academic Year 2023 – 2024



Offices: 1B Aqueduct Flats, University of the West Indies

Telephone: 876-970-1962

E-mail: uwimschrd@gmail.com (best address)**

hrddiploma@gmail.com

diphrd@uwimona.edu.jm

The **Postgraduate Diploma Programme in Human Resource Development** (Diploma HRD) seeks to distil a package from the functional courses offered in the MSc. Human Resource Development degree. It is designed to offer continuing education credits either to persons who already possess at least a Bachelor's degree and who work in an administrative capacity with the human capital of the organisation but who do not have the requisite academic training for their posts or to persons who take it for continuing education credits as prescribed by an recognised professional body.

The programme will rest upon the foundation of the various curricula in which the students registered have participated. It will benefit from their rich practical problem-solving skills and this advantage will naturally extend to the Masters Programme where these students share classes with the MSc. HRD students as well. These skills will be developed further through a combination of coursework, research activities, independent study and experiential learning.

ENTRY REQUIREMENTS

Candidates for this Higher Degree Diploma will be required to have a minimum requirement of a Bachelor's degree and at least three years' post-graduation practical work experience at a senior management level. Alternatively, candidates may be accepted where they are taking the course for continuing education credits for certification by an approving body, for example, the Nursing Association of Jamaica, the Medical Association of Jamaica or for a similar professional body that has entered into this agreement with the University. Where the candidates do not fall into these categories and they cannot submit to the University a statement from their employer stating that the qualification is vital for the survival of the organisation, they will be required to either register for the individual courses without the formal terminal diploma certification.

Once committed to the Diploma, candidates may opt to upgrade their registration to the full MSc. Human Resource Development Degree within their first year in the programme IF they are completing it over two years. Upgrading will then require the candidate to seek permission formally from, and change their registration at, the Office of Graduate Studies and pay any difference in the requisite tuition fees. They may then apply for credit exemptions for the courses already taken. Alternatively, persons registered for the MSc. Human Resource Development may opt to qualify at the diploma status if for some reason they cannot continue in the Masters Programme. The HRD Graduate Programmes will determine the portion, if any, of the tuition fees paid for the Master's Degree that will be refunded. The HRD Graduate Programmes Unit will not guarantee that persons who have upgraded their programmes will complete the MSc HRD within one year of their upgrade.

FUNDING

Regular Tuition Fees

The Diploma will cost regular participants USD2,500.00 or equivalent. This tuition fee is subject to annual review and change and does not include books, other incidentals or the miscellaneous charges levied by The University of the West Indies. Students who choose to upgrade from the Diploma to the MSc HRD programme will be required to pay the difference between the two programme fees at the time of their upgrade.

Tuition Fees for Specially Admitted Students

A very limited number of places may be available in individual courses for non-degree registration for persons interested in upgrading their skills in these areas. The cost of each course is USD600.00 or equivalent.

For more information on how you can be enrolled as a Specially Admitted Student please contact the Office of Graduate Studies and Research at telephone numbers (876) 935-8995/7 or at e-mail postgrad@uwimona.edu.jm. For specific information

about enrolling in any of the HRD Graduate Programmes on a Specially Admitted uwimschrd@gmail.com or at diphrd@gmail.com with your specific query.

Please note that admission on a Specially Admitted basis is in **NO WAY** an obligation on the part of the Unit to accept the candidate into the Diploma in HRD or any of our other programmes.

Tuition Fees for Occasional Students

The tuition fees for occasional students are USD\$150.00 per credit. An occasional student is someone who sits in the class for the duration of the course but who does not intend to sit the examination or do the course work.

Examinations re-sits cost USD\$130.00 per course for the Exams Only option for all students. Students must re-sit the portions of courses that they fail. This means that if a student fails either the examination or course work components or both the examination and coursework (s)he must redo the examination, coursework or both aspects of the assessment as is necessary.

METHOD OF ASSESSMENT

Courses will be assessed based on coursework and formal examinations. These examinations may take the form of projects and by written submissions where deemed appropriate to the learning objectives of the course by the lecturer in consultation with the Academic Directors. Students are expected to obtain at least 50 percent of BOTH the course work and examination components of the course where applicable. Failure to get a grade of 50 percent in either the coursework or the final examination will result in failure of the course. Students will be allowed to repeat any course only once. Failing more than 50% of the courses taken in any semester or failing any course more than once may result in the student being asked to withdraw from the programme. Students may be required to withdraw from the programme if their rate of progress is unsatisfactory. Students who obtain a GPA of at least 3.6 while registered in the programme will have earned a Distinction.

PROGRAMME STRUCTURE

The Diploma Programme in Human Resource Development will be delivered on a part-time basis over a one-year period. It comprises 24 credits from taught courses. The schedule of taught courses includes eight courses that are structured on the standard 39-hour (three credit) semester model. These courses cover a range of content areas that include human resource theory and opportunities for personal development.

THE STRUCTURE OF THE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT		
TERM 1 (SEPTEMBER – DECEMBER)	TERM 2 (JANUARY – APRIL)	TERM 3 (MAY – JULY)
HRNM6102 Groups: Theory Development and Processes (3 Credits)	HRNM6301 Organisations: Design, Intervention and Evaluation (3 Credits)	HRNM6503 Training Design, Delivery and Evaluation (3 Credits)
HRNM6201 Organisational Strategy: Management, Leadership and Organisational Ethics (3 Credits)	HRNM6603 Job Analysis and Strategic Organisational Staffing (3 Credits)	
HRNM6404 Financial Data Analysis for Human Resource Development Practitioners (3 Credits)	HRNM6701 The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation (3 Credits)	
HRNM6604 Performance Management: Theories and Practices (3 Credits)		Total 24 credits

Course Descriptions

Please see the relevant course descriptions on pages 21 – 27 of this brochure.



THE UNIVERSITY OF THE WEST INDIES

DEPARTMENT OF SOCIOLOGY, PSYCHOLOGY AND SOCIAL WORK

Ph.D. Organisational Behaviour

Academic Year 2023-2024



Contact: (876) 970-1962

E-mail: phdob@uwimona.edu.jm or hrdgradprogs@gmail.com*

Offices: 1B Aqueduct Flats

The University of the West Indies, Mona Campus, Kingston 7, Jamaica, W.I.

Please note that the Ph.D. Organisational Behaviour programme is now being revamped and is not taking new students for Academic Year 2023-2024. What follows is for information purposes about what currently exists in the current programme. We will be happy to discuss our progress with relaunching the programme in January 2025.

TARGET GROUPS

The programme is designed to develop scientists and practitioners who are prepared adequately for an academic or a professional career in organisational analysis and intervention, whether in consultancy or within industry or the public sector. This doctoral programme seeks 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 Master's 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 except for the former elective course HRNM7303 Advanced Seminar in Organisational Design and Change that is worth two credits and which is now a programme requirement. 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
- Research Paper, Dissertation Proposal and the Dissertation

The research requirements for this degree are a 6-credit research paper and a dissertation which has been assigned 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 100,000 words or the submission of a manuscript-based thesis as outlined in Appendix II.

The Manuscript-Based Thesis

Students have the option to do either a traditional thesis or a Manuscript-Based thesis. 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 Ph.D. in Organisational Behaviour will be structured as follows:

Table 5: STRUCTURE OF THE Ph.D. PROGRAMME IN ORGANISATIONAL BEHAVIOUR	
COURSES	NO. OF CREDITS
CORE THEORY REQUIREMENTS 1. HRNM7301 Complex Organisations (3 Credits) 2. PSYC6008 Psychology of Work and Motivation (3 Credits) 3. PSYC6010 Organisational Learning (3 Credits) 4. HRNM7102 Psychological Assessment in Organisations (3 Credits) 5. HRNM7703: Interactions and Organisation in the Caribbean (3 Credits) 6. HRNM7303 Advanced Seminar in Organisational Design and Change (2 Credits) 7. HRNM7101 Contemporary Issues in Organisational and Social Psychology (3 Credits)	20
METHODOLOGY REQUIREMENTS 8. HRNM7401 Qualitative Research Methods in Organisational Studies 9. HRNM7402 Organisational Theory Based Empirical Research 10. SOCI6115: Quantitative Data Analysis in the Social Sciences 11. SOCI6068: Advanced Social Research Methods II 12. PSYC6032: Applied Research Methods in Psychology and Organisational Behaviour	15
FIELD ELECTIVES Six credits from among the following specialisation fields: 13. HRNM7302 Strategic Leadership and Change Management (3 Credits) 14. HRNM7304 Organisational Decision-Making (2 Credits) 15. HRNM7305 Organisational Theory Seminar (2 Credits) 16. HRNM7501 Advanced Training (3 Credits) 17. HRNM7601 Organisational Consulting (2 Credits) 18. HRNM7602 Career Counselling (2 Credits) 19. HRNM7701 Selected Topics in Human Resource Development (2 Credits) 20. HRNM7702 Ergonomics, Health and Safety (2 Credits) 21. HRNM7801 Computer Applications for Human Resource Managers 22. HRNM7802 Strategic Management in Organisations (3 Credits) 23. SOCI6001: Multivariate Analysis (3 Credits)	6
PRACTICAL/ REQUIREMENTS 24. HRNM7002 Major Practicum (550 hours)	8 (Pass/Fail)
EXAMINATION/RESEARCH REQUIREMENTS 25. HRNM7004 Comprehensive Examination	Pass/Fail
26. HRNM7003 Research Paper 27. HRNM7005 Dissertation	6 24
TOTAL NUMBER OF CREDITS (3-4 years duration)	79

TABLE 6: SAMPLE PH.D. ORGANISATIONAL BEHAVIOUR PROGRAMME SCHEDULE (PART-TIME)	
Year I - Academic Year 2024 – 2025	
Semester I	Semester II
SOCI6115: Quantitative Data Analysis in the Social Sciences	HRNM7401 Qualitative Research Methods in Organisations
PSYC6008 Psychology of Work and Motivation	PSYC6010 Organisational Learning
HRNM7102 Psychological Assessment in Organisations	HRNM7703: Interactions and Organisation in the Caribbean
Summer 2025	
HRNM7301 Complex Organisations	
Year II - Academic Year 2025 – 2026	
Semester I	Semester II
HRNM7101 Contemporary Issues in Organisational and Social Psychology	PSYC6032: Applied Research Methods in Psychology and Organisational Behaviour
SOCI6068: Advanced Social Research Methods II	HRNM7303 Advanced Seminar in Organisational Design and Change
Summer 2026	
HRNM7402 Organisational Theory Based Empirical Research	
Year III - Academic Year 2026 – 2027	
Semester I	Semester II
Elective I	Elective III (If necessary)
Elective II	HRNM7002 Major Practicum (275 hours) OR all 550 hours of HRNM7002 if possible.
HRNM7002 Major Practicum (275 hours)	
Summer 2027	
HRNM7003 Research Paper	
HRNM7004 Comprehensive Examination	
*Year IV - Academic Year 2027 – 2028	
Semester I	Semester II
HRNM7005 Dissertation	HRNM7005 Dissertation
*Year V - Academic Year 2028 – 2029...	
Semester I	Semester II
HRNM7005 Dissertation	HRNM7005 Dissertation

** 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 7: SAMPLE PH.D. ORGANISATIONAL BEHAVIOUR PROGRAMME SCHEDULE (FULL TIME)	
Year I - Academic Year 2024 – 2025	
Semester I	Semester II
SOCI6115: Quantitative Data Analysis in the Social Sciences	HRNM7401 Qualitative Research Methods in Organisations
PSYC6008 Psychology of Work and Motivation	PSYC6010 Organisational Learning
HRNM7102 Psychological Assessment in Organisations	HRNM7301 Complex Organisations
HRNM7101 Contemporary Issues in Organisational and Social Psychology	HRNM7303 Advanced Seminar in Organisational Design and Change
Elective I	HRNM7703: Interactions and Organisation in the Caribbean
Year II - Academic Year 2025 – 2026	
Semester I	Semester II
SOCI6068: Advanced Social Research Methods II	PSYC6032: Applied Research Methods in Psychology and Organisational Behaviour
Elective II	HRNM7402 Organisational Theory Based Empirical Research
Elective III (If necessary)	
*Year III - Academic Year 2026 – 2027	
HRNM7002 Major Practicum (500 hours)	HRNM7005 Dissertation
HRNM7003 Research Paper	
HRNM7004 Comprehensive Examination	
*Year IV - Academic Year 2027 – 2028	
Semester I	Semester II
HRNM7005 Dissertation	HRNM7005 Dissertation

** 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) [Part of the practicum since 2010]

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.

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)

In this course we will adopt Alfred Chandler's perspective that strategy drives structure as we explore the issue of organisational structure and design. We will explore the merits and limitations of traditional and contemporary theories and concepts in organisational design. Recognizing that structure is only one factor in determining organisational design we will examine other contributing influences. 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 the course by examining issues that suggest the need for organisational redesign and by exploring the challenges that confront managers who attempt to change the design of organisations.

HRNM7304: Organisational Decision-Making (2 Credits)

This seminar examines how decisions and strategies are developed in organisations and analyses 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. Participants will develop an understanding of organisational decision-making and strategy formulation at the top management level. Students will be given the opportunity to review and develop testable theories about organisational decision processes.

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.

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 sound 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)

The seminar has been divided into two modules, with the first module focused on crafting new theoretical models from existing theories and the second 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. Students will examine seminal theory papers on specific topics and application papers that have developed new theories and empirical research models from these. The application papers will deconstruct the extension and integration of extant theory papers into new theories and the development of new theoretical models from theory papers which are then tested using qualitative, quantitative and mixed methods 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 placed upon learning the substantive aspects of the research process through a review of the literature and through an examination of some applications of the research methods and techniques being analysed.

HRNM7501: Advanced Training (3 Credits)

This course will focus for on the actual performance of the training exercise rather than taking the mainly theoretical approach used in the HRNM6503: Training Design, Delivery and Evaluation course taught at the Master's level. 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 allow students to examine their relationship to the broader social context in which they work while providing an opportunity to explore action inquiry, the different perspectives on organisation, review current consulting practices and recommend alternative approaches to the consulting process.

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 and methodological knowledge to guide human resource development within his/her organisation.

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

- a) Provide career counselling to adults through the entire career life-cycle.
- b) Analyse the critical organisational and individual variables that impact career development.
- c) Develop the skills necessary to determine and influence career paths in the interest of the organisation as well as for the individual employees.

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 workspaces, and safe systems of work. This seminar provides practical skills and advice in job safety management and examines issues affecting employee wellness. 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 practices in the workplace, the physical demands of work, chronic disease policies in the workplace, employee performance in extreme conditions of heat/cold/noise, the use of information and communication technologies at work and the evaluation of the effects of using these and other common workplace equipment on employee wellness (i.e. musculoskeletal discomfort/non-communicable 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 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. The course will examine the main underlying approaches to strategic management including the 'prescriptive' approaches and techniques and those that which emerge organically from the observation, experience and analysis of real management issues, contexts and behaviour. The course will also examine approaches which view strategy as a function of competitive market forces and cultural norms, and those which see strategy as an outcome of the underlying skills, abilities and routines that exist within the organisation. Additionally, the course will focus upon the implementation and the evaluation of the strategic decisions taken resulting from these approaches.

HRNM7901: Dissemination Skills (1 Credit)[Part of the Practicum since April 2011]

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 involves 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. 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 and how to negotiate access to these various media. Finally, students will be expected to make oral presentations to various stakeholders as part of the course assessment.

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 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 introduce 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.

SOCI6115: 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. Resting upon the information given, the skills developed, and the techniques learned, 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 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. Evaluate at a theoretical and practical level the issues and dilemmas of organisational behaviour theory using relevant scholarship and professional knowledge.
4. Engage in reflection on his/her personal and professional capabilities to lead change, incorporate relevant professional knowledge and personal awareness.
5. Write and present a comprehensive report that synthesizes the Practicum experience.

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 valid and practically relevant research in accordance with the scientist-practitioner model endorsed by the programme. Specifically, 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.

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 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 100,000 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, 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 defence of their thesis.

Visit us on the web

For all your course outlines, past exam papers, back issues of *The HRD Herald*, a link to our Caribbean HRD TV channel and information about the happenings in the Human Resource Development Graduate Programmes Unit please visit our website at <http://www.uwihrdob.com/>

**SCHEDULE OF FEES FOR THE PHD PROGRAMME IN ORGANISATIONAL BEHAVIOUR
FOR ACADEMIC YEAR 2023-2025**

Regular Tuition	US\$200.00 per credit for all courses US\$2,500.00 per annum for the Dissertation phase.
Examinations Re-sits	US\$130.00 per course for Exams Only option
Occasional Students (i.e. Auditing a course)	US\$150.00 per credit
Specially Admitted Students	US\$600.00 per course

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). Additional resit 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 (if not a graduate of The UWI) and a basic research proposal. It is understood that applicants may want to modify 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)

Course Registration Procedures

The online registration process is similar for all programmes. What follows is an example for persons taking the regular/recommended course load for Year I of the MSc Human Resource Development for Academic Year 2023-2024. Those persons would be expected to register for their courses as described below. Students registering for the first time for the Diploma in HRD or the PhD in Organisational Behaviour would register for the programme as described in Tables 4, 6 and 7 on pages 36, 41 and 42 respectively:

Semester I

- HRNM6101: Applied Behavioural Sciences: Theories for Human Resource and Organisational Development
- HRNM6102: Groups: Theory Development and Process
- HRNM6201: Organisational Strategy: Management, Leadership and Organisational Ethics

Semester II

- HRNM6503: Training Design, Delivery and Evaluation
- HRNM6603: Job Analysis and Strategic Organisational Staffing
- HRNM6403: Research Methods for Human Resource Development Practitioners
- One elective (e.g. HRNM6801: Information Technology for Organisation Development and Practice **or** HRNM6702: Small Business Development and Growth)

Please note that students are to register for **BOTH** semesters in August 2022. Please read the course codes and names **very** carefully and register for these courses

ONLY. Please note that there is a financial penalty for having to fix registrations outside of the regular registration period, so please ensure that you register on time and for the correct courses only.

Finally, please print your registration information or save a print screen copy of it as this will be your only proof that you registered on time if there is a problem with your registration.

Some of the courses may require students to request an override to be fully registered for them. If you see that you need to request an override please just do so and notify the HRD office. Someone here will go online and approve your registration for you.

For the second year of the programme for Academic Year 2023-2024 students will be invited to register as follows:

Semester I

HRNM6404: Financial Data Analysis for HRD Practitioners

HRNM6602: Compensation Management: Strategies, Systems and Theories

HRNM6604: Performance Management: Theories and Practice

Semester II

HRNM6017: HRD Practicum

HRNM6301: Organisations: Design, Intervention and Evaluation

HRNM6401: Statistics for HRD Practitioners

HRNM6401: SPSS Lab

HRNM6701: The Theory and Practice of Industrial Relations, Conflict Resolution

Again, please read the course codes and names carefully and register for **ONLY** these courses. The exception to this, of course, is persons who must do re-sits of courses failed previously, or for examinations that were missed because of illness. Students in this position are expected to register for the outstanding Year I courses in the appropriate semester.

Students must add US\$130.00 for each course that you must re-sit to their regular HRD tuition and miscellaneous fees for the year. Although registering for the course, students will be required to sit only the portion of the course failed (i.e. the coursework, final exam or the entire course where necessary).

Requesting a Leave of Absence for Semester I must be done by the end of the second week of the semester. Students requesting Leave of Absence for Semester II must do so by the end of the first week of the semester. Students who must repeat a course (or portion thereof) during Semester II but who do not have a course scheduled for Semester I must apply for Leave of Absence during Semester I.

For the technical aspects of registration for courses please visit the UWI's website and press the link **"Current Students"** then **"Register for Courses"** then **"Enter Secure Area"** then enter your **ID number** and **password**. If that does not work please call the UWI's MITS at 935-8442 or 935-8992 and ask for a password reset.

Once in, please read the disclaimer and click **"I Agree, Continue"** if you agree ☺, then click **"Register"** and choose the courses that have been recommended here under the section that says **Look up classes to add**. Remember to do this for BOTH semesters.

To select courses: Click **"Look up classes to add"** under the Registration Menu, then click **"Class Search"** than scroll down that list until you find HRNM, then click **"Course Search"** then click **"View Sections"** then click in the box next to the courses for which you have been instructed to register and ONLY in the boxes next to those courses. Then click **"Register"** then click on the next set of **"View Sections"** then **"Register"** etc. Finally click **"Submit Changes"**. If your course comes up in blue then you are registered for the course automatically.

If your course comes up in red with a notification that you must request an override, then please click **"Request Override"**. You will be asked why you need this Override, so just say something like *"Course necessary for degree programme."*

Someone from the UWI's staff will respond to all the override requests.

Finally, the honour of graduating with Distinction is gained only by persons who have at least a GPA of 3.6.

Frequently Asked Questions

Q: *What is the difference between Human Resource Development and Human Resources Management?*

A. **Human resource development** is an approach to the extension, elaboration, and transformation of human capacity that is historically rooted in the training function. HRD operates both at the micro and the macro levels. At the macro level, the focus is the organisational context and here, the concern with sustainable training extends to issues of organisational diagnosis and change. **Human resource management**, a specialisation in HRD, is concerned with co-ordination and managing the activities of the individuals within the organisation to ensure that maximum efficiency and effectiveness is attained.

Q: Is it true that I must pass both my course work and final exam individually to pass a course at the Masters level?

A: This is indeed true. You must get a minimum of 50% of the marks on each component of your course assessment.

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

A: You need to ask the Bursary about this since formulae for determining refunds vary within the general guidelines prescribed by the University. However, a general response would be that the longer you remain in the class during the semester, the less your refund will be; so, you need to make up your mind about us early.

Interestingly, the longer that you take to make up your mind is a negative for you in another sense, since any delay in paying your fees is punishable by fines that are calculated using compound interest.

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 of the next academic 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.: *If you entered the programme before AY2021-2022 and are still here with us you would normally be allowed only one re-sit of a course. This means that if you failed your re-sit then we would have needed special permission from the Office of Graduate Studies and Research for you to be allowed to have another try. Their permission is influenced by such factors as your academic record in other courses in your programme of study. If the Office of Graduate Studies does not give permission for you to re-sit the course then you will be required to withdraw from your programme of study for at least two academic years. Please note that The UWI and the programme are not obliged to readmit you once the two years have passed.*

If you joined the programme for AY2021-2022 or after your programme will be governed by the GPA Scheme. Grading for this is outlined below.

Graduate GPA Scheme

Table 1: Comparison of the Proposed GPA Scheme with the Undergraduate Scheme

Undergraduate Scheme			Proposed Graduate Scheme		
Grade	Grade Point	% Range	Grade	Grade Point	% Range
A+	4.30	90-100	A+	4.30	90-100
A	4.00	80-89	A	4.00	80-89
A-	3.70	75-79	A-	3.70	75-79
B+	3.30	70-74	B+	3.30	70-74
B	3.00	65-69	B	3.00	65-69
B-	2.70	60-64	B-	2.70	60-64
C+	2.30	55-59	C+	2.30	55-59
C	2.00	50-54	C	2.00	50-54
F1	1.70	40-49	F1	1.70	40-49
F2	1.30	30-39	F2	1.30	30-39
F3	0.00	0-29	F3	0.00	0-29
			FE/FC	1.70	≥50

Note: Students failing a component (coursework or exam) of a course but receiving an overall mark of 50 or more will be entitled to a grade of FC/FE. The Grade Descriptors provided clarify the standards embodied by each letter grade.

[The major difference in the proposed graduate scheme as compared to the old is in the percentage grading bands. The current grading scheme for graduate courses is: A = 70%+ B+ = 60-69% B = 50-59% F = 0-49%]

Description:

- 1 The GPA system will apply to PG Certificates, PG Diplomas, Masters and Professional Doctorates.
- 2 The grade point/percentage bands as shown in the Table 1 (Graduate Scheme) above should apply. These are identical with the bands as for the undergraduate GPA.
- 3 The descriptors which apply for the relevant range of marks are attached in Appendix 1.
- 4 The Minimum GPA need for a student to graduate is 2.00 (C).
- 5 All coursework done for graduate credit is also computed in the GPA.
- 6 A student who fails any element of a course that counts towards the final grade (whether coursework or final examination) will be deemed to have failed that course and will be assigned the grade FC or FE (Fail Coursework, Fail Exam), even if they obtain an overall mark of 50% or higher. A student who passes an

element of a course but does not obtain an overall mark of 50 or higher, will fall into the grade category in the grade scale in alignment with the mark achieved i.e., F1, F2, F3.

- 7 Academic standing will be based on the Semester GPA. If a student's Semester GPA falls below 2.0, the student will be given a warning in the first semester. If the student's GPA falls below 2.0 for two consecutive semesters, the student will be "required to withdraw".
- 8 **Distinction** will be awarded on the basis of a Programme GPA of 3.70 (an A-average)
- 9 **Merit** will be awarded if the student's GPA Average is 3.00-3.69
- 10 **Pass** will be awarded for students whose GPA falls below the B+ average (i.e., 2.0-2.99).
- 11 **Research Project will be considered another course and will NOT require Distinction scores separately for the project - for the overall distinction**
- 12 The new GPA system will only apply to newly admitted students. All continuing students will be assessed under the existing system and will not fall under the GPA system.
- 13 Departmental pre-requisites should not impact on a student's GPA, and grading should be based on pass/fail. Non-GPA courses for each programme must be clearly indicated
- 14 The GPA system will come into effect from academic year 2021-2022
- 15 The Regulations requiring amendments in order to ensure conformity towards implementing GPA have been approved BGSR.

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 in the HRD Unit do not offer scholarships we do offer a few "Book Prizes" for students who excel in certain criteria endorsed by our Faculty Board.*

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 US\$350.00 per annum 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: Do you have a payment plan for graduate programmes in the department?

A: *While we would prefer if you pay your fees for the entire academic year in August, you may pay for your courses in two instalments – half in August at the beginning of the school year and the balance in December before coming for your second semester. You will **not** be allowed to sit examinations until your school fees have been paid in full.*

Q: Where do I get the course materials?

A: *The course textbooks are ordered by the department 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: Do I have to fill in the Course Evaluation Forms?

A: *It is in your best interest that you do as the course Coordinators will be able to identify problems with the course and make the necessary adjustments. Similarly, if your review is good then the Lecturer is rewarded for good work. Please note that these forms are confidential. They are **never** seen by the Lecturer who taught the course, but rather the result of the entire class's evaluation is communicated by the Deputy Principal's Office to her/him. The lecturer will never be able to identify you individually, so you need have no fears of a reprisal.*

Q: How do I submit a request to amend any aspect of my programme?

A: *There will be times when you will need to make an adjustment to your programme. This may involve a change from full-time registration, a request for leave of absence, a request for change of course-registration, or a request for an extension of registration because your time has expired, etc. In all cases you should first discuss your situation with your Programme Coordinator. After that you may write directly to the Chairman, School of Graduate Studies and Research, but you should **always** copy this letter to the Head of the Department. Since your letters are routinely sent to the Head for comment, you save time by ensuring that you send a copy directly to the Head. It is also an expected courtesy. You should also remember that if your letter includes a reference to any other person (lecturer etc.) you are also expected to send that person a copy of your letter.*

Q: What can I do if I cannot take an examination?

A: *You need to advise the Office of Graduate Studies and Research if you must withdraw from an examination. If you must withdraw on medical grounds then you will have to submit a medical report from your practitioner that is addressed to the Chief Medical Officer of the University Health Centre. Please note that it is better to withdraw from a course than to fail it because you had a serious illness or crisis in your life. You ought to notify the Department or the Office of Graduate Studies if you have a non-medical crisis (you are going through a divorce, a close family member has died, you have lost your job*

etc.) before the examination as we will be more able to assist you if we know that you are having a problem. Under no circumstances should you just miss an exam because you did not feel like coming. Remember that you are registered for your course examinations by having registered for the course. You will be deemed to have failed the examination if you do not show up. The University will not accept excuses that you either misread or misheard the timetable and were therefore, unaware that you had an examination. You will have failed the examination.

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 for you. 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 may be possible but you will need to speak with the coordinator of your programme to see if you will be given credit for taking the external course. Your coordinator will then have to speak with the coordinator of the other programme to see if a cost will be involved in allowing you to take the course.*

Q: How easy is it to change from one programme to another graduate programme?

A: *The degree of difficulty is relative. You may be able to switch easily if the courses are compatible and you possess the required undergraduate foundation and if you apply for the switch early enough. If you have already begun the programme you would be required to withdraw your candidacy from your programme and apply for the other programme. If you have not begun the programme a simple letter or e-mail to the Office of Graduate Studies and Research asking for your application to be transferred to your new programme will suffice.*

Q: What is plagiarism?

A: *Plagiarism is theft. It is stealing the intellectual property of someone. The University of the West Indies has very strict sanctions against persons who are*

found cheating in this way. A quotation from the University's regulations should be taken as all the warning that you will receive against this practice.

The University Regulations Section IV (Conduct of Written Examinations) Item B, No. 73 states:

"Cheating is an attempt to benefit oneself or another by deceit or fraud. This includes any representation of the work of another person or persons without acknowledgement. Plagiarism is a form of cheating. Plagiarism is the unauthorised and/or unacknowledged use of another person's intellectual efforts and creations howsoever recorded, including whether formally published or in manuscript or in typeset or another printed or electronically presented form. Plagiarism includes taking passages, ideas or structures from another work or author without proper and unequivocal attribution of such source(s), using the conventions for attributions or citing (e.g. MLA; Chicago; ACS; AIP; ICMJE etc.) used in this University. Since any piece of work submitted by a student must be that student's own work, **all forms of cheating including plagiarism are forbidden.**"

Remember though, that even if you are caught red-handed while cheating that there are other University regulations that deal with that. We will, of course, not be discussing those here since it is to be hoped that no one reading this booklet will ever need to know these rules unless they are running for a post in student government. They can study the regulations for themselves at that point.

Q: What courses must I register for?

A: *You need to consult your programme brochure and/or the department's web site at URL <http://www.mona.uwi.edu/spsw/> for this information. Please be sure to consult a current copy of your programme's regulations as these may change from time to time. It is critical that you remember that the regulations that govern your course selections are the ones that were in effect during the year in which you entered the programme. Changes to the programme that occur after your entry do not apply to you UNLESS you had withdrawn from the programme (note, not while you were on official Leave of Absence) and return after these changes have been brought into effect.*

Q: Exactly where do I register for my courses?

A: *UWI registration is done entirely online. So, you will need to visit the SAS web site at <http://sas.uwimona.edu.jm> to select the courses prescribed in this booklet for your programme. Both the old and new course codes have been given here to facilitate your easy navigation of the SAS site. Consult the list of courses provided by your programme coordinator for guidance on the specific courses for which you must register. **Register for these courses only.** If*

you are in doubt about your course selection, do not guess about this. It is better for you to contact your course coordinator again to receive further instructions.

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

A: *This depends on whether you failed the exam or not. If you failed then you may go to the Examinations Section of the Mona Campus' Registry within one week of the publication of the results to request in writing a 'Go Through' or 'Review' with the First Examiner or Lecturer of the course. During the Go Through you will see that your scores were allocated correctly and where you fell down in your answers. **Reviews do not result in any changes of your grade unless there is clear indication of an error on the part of the lecturer or the HRD Office in computing your grade.** If you are still dissatisfied then, within 24 hours of the Review, you may request that the Examinations Section ask the Department to recommend an Independent Examiner so that your paper be re-marked by this newly appointed person. 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 call the HRD Unit's Office to ensure that all coursework marks were allocated correctly, however, you may not request a formal Review from the Examinations Section. While reviewing your score from the mark sheet lodged in the HRD Unit's Office, we will examine your grade 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. This process will not involve a retrieval of your script from the Examinations Section.

*Persons who have passed the course but who are still dissatisfied with their grades may request and pay for a formal 'remark' of the script. **This must all happen within one week of the publication of your results online by the Examinations Section because your script will be burned after this time.***

Q: I am returning to the classroom after a long break. Do you have any suggestions about how I can do well here?

A: *We've pulled out all the stops, and with the hope of being particularly inspirational, we contacted several persons who have graduated from the MSc. HRD programme with Distinction... The HRD Herald asked these persons to share with us their secrets for maintaining excellence in their academic performance. Their responses are being reprinted here. The original articles appear in The HRD Herald Volume 7, Issue 8: August 2015.*

We are grateful for these suggestions from our own Dr. Lois Parkes, a distinguished graduate from the third cohort of the programme and a former president of the HRD Alumni Association and Mrs. Tricia Dehaney-Williams, the Class Representative of MSc HRD Cohort XII. Please make use of these suggestions:

- 1) Find acronyms or word associations to help you remember to basic tenets of the material that you are studying.*
- 2) I also found it useful to paste these up on flip chart pages around the house. Then I and other study partners would speak to the charts/explain the concepts to each other.*
- 3) Good study partners are very helpful, but not everyone studies well in a group.*
- 4) Analysis is critical. You need to not only know the material but know the alternative viewpoints as well as having your own critical analysis/opinion.*
- 5) Develop examples to support arguments made. Texts, newspapers, leading HR websites are awash with these.*
- 6) Find a way to remember the various writers/thinkers and be able to paraphrase them in support of the arguments made. I must now confess that quoting Johnson and Johnson 1996 (writers of Joining Together) was very popular with my study group: it was easy to remember (just think of baby powder), and it was a text that was useful for almost every module that we did, so you almost could not be wrong.*
- 7) Lastly, I DO NOT believe in cramming at the last minute. You need to be doing work consistently during the semester, and you need to keep gaining an understanding along the way.*

- Lois Parkes

(MSc. HRD Cohort III)



MSc HRD Prize Winners from Cohort XII. This is a truly distinguished group of students. Here, Tricia Dehaney-Williams (centre in yellow blouse and dark jacket) is flanked by colleagues Heather Barnett (left), Tricia's husband, Stacy Gordon-Plummer, Yolande Hylton and Tennesha Hibbert-Nelson (right) at the FSS Awards Ceremony of November 2011. All of these students graduated with Distinction. Today Heather and Tennesha hold doctorates while Yolande is competing the DBA at the Mona School of Business and Management. Tricia is now a successful HR consultant in Jamaica and lecturer in the MSc and Diploma HRD programmes.

Tricia Dehaney-Williams (MSc HRD Cohort XII) graduated with Distinction despite facing MANY obstacles. We found her story particularly inspiring as a way of helping persons who must study while working full time, and we have received her permission to share it with you:

Q: Do you have any tips for managing one's time, and any study techniques that you would wish to share?

Tricia: Truth is that my achievement is not a result of anything new. The most I can do is tell you my mini story and you decide. You may not have known this, but I was still working in St. Mary during the programme. Because of the time classes end, and the need to have group meetings after class sometimes, I got a room in Kingston with shared facilities.

From the onset I knew that I could not survive the programme or do well on my own, and so I started and continued with that approach. I spoke with and shared with everyone, and I never hesitated to ask questions if I wasn't sure about anything.

I also knew that the programme wasn't going to last forever and so I placed self in frame of mind that if I do what I needed to do for the two years, it would be an investment in not only my education but my LIFE.

You may not believe this, but for the first year and odd I didn't own a laptop, but Vanessa [Ellis] who lives close to me usually offered me a ride home. After a while I would stay by her place after class and use her system. The library was also a dear friend of mine.

After a while we developed a study group and more often than not I would be the teacher. This was invaluable as there were times when I thought I understood but I really didn't and that became clear only after I couldn't explain it well enough, or if someone asked a question that I realised I couldn't answer. We camped out together, cooked, laughed, worshiped, you name it. God bless Vanessa as her home became the headquarters for most if not all activities.

I remember one day while preparing for an exam, Yolande [Hylton] called me and asked me to explain something to her. I had NO idea about that area/topic that she asked me about. But because I tried to assist my colleagues, one hand washes the other, I researched the area, and then I called her back and we discussed it. Believe it or not, that area that she asked me about was a compulsory question!!! If I wasn't open to helping my colleagues and believed that we could all do well, it is possible that I would have failed that exam.

I always loved reading and I have a tendency that can be more a curse than a blessing at times: my brain will NOT allow me to settle for not fully understanding something; so I didn't read or study just to pass an exam, I tried to make sure I understood the concepts, created the links etc.

I think all in all, as said before, I have nothing new: participants just need to recognise that the two year period is an investment in not only a piece of paper but of truly learning, being truly educated and for forming friendships and improving self in every way. There is power in unity. Help each other along the way what you know collectively is often greater than each individual in own corner. Be thankful, be pure and above all Trust our Heavenly Father.

I am so happy the day I decided to do the programme, though it was no well-planned out, long decision making process. LOL.

It has opened doors. Since being at MIND I have worked on so many projects locally and regionally. I am thankful to you and the programme, and to all the beautiful persons I was blessed and privileged enough to meet.

- Tricia

Q: I am not actually working full time while studying. How can I gain employment on the Campus? Do you have jobs for tutors in the HRD Unit?

A: *Your best option would be to contact the Placement and Career Services Unit of the Office of Student Services. Their numbers are 876-935-8224, 876-935-8332 or 876-927-1650. For e-mail inquiries please contact them at placemnt@uwimona.edu.jm. Alternatively, you may send your CV directly to the Head of the Department in which you wish to work with a polite cover letter of inquiry. In the Department of Sociology, Psychology and Social Work students may find employment as Teaching Assistants and Graduate Assistants; however, you should note that students are allowed to work for only 10 hours per week. Students who gain employment as Tutors are unlimited in the number of hours that they can work, but regular taxes apply to their emoluments.*

The HRD Unit has no jobs available for students. If you do extraordinarily well in the programme we may invite you to join our staff as a guest presenter or as a lecturer after you graduate; but these opportunities are very rare and are extended by us only where we feel that you fit in with our organisational culture and where we feel that you have knowledge or skills that we need to enhance our programmes.

Q: I have paid a lot of money in tuition fees for this programme; I want it to go well. What are my rights and responsibilities in terms of my classes?

A: *We will quote the FSS Regulations regarding how classes are to be conducted for you.*

BSS(M)P.36

2004/2005

*UNIVERSITY OF THE WEST INDIES, FACULTY OF SOCIAL SCIENCES, MONA
CODE OF CONDUCT AND GUIDELINES FOR INSTRUCTIONAL SESSIONS*

PREAMBLE

This Code has been established through a series of consultations between staff and students and approved unanimously by the Faculty Board. The University community is comprised of persons with varied backgrounds and who may have different norms for socially acceptable behaviour. Additionally, changes occur over time in terms of technology, culture and the environment within which we exist. We must therefore continually review our relationship with each other so that we may operate harmoniously within the same space. A code is deemed necessary, as in the absence of a well-defined standard, the community would be relying on each individual's definition of socially acceptable behaviour. The Code includes elements that are prescriptive while others are guidelines which the Faculty seeks to establish as normative behaviour.

CODE OF CONDUCT

1. *During the conduct of any class, there shall be no activity which disturbs the assembly and affects the order of the proceedings. Instructors have the right to require any student to leave the classroom if s/he is involved in disorderly conduct, or alternatively instructors have the right to leave the classroom themselves.*
2. *Cell phones, pagers and alarms of any type shall be turned off during classes. If there is an emergency for which a student or instructor may need to use the phone, this shall be indicated at/or just prior to the start of the class in a manner indicated by the instructor.*
3. *Entrance and Exit Doors to classrooms shall be used as designated. Students shall not enter the classroom prior to the end of the preceding lecture.*
4. *Children are only allowed in classes in exceptional circumstances and instructors must be notified. Where a child begins to disturb the class, s/he must be immediately taken out of the room.*
5. *Garbage shall not be left in the classrooms.*
6. *Classes are to start five minutes after the hour and end five minutes before the hour to facilitate students' and instructors' attendance at consecutive classes elsewhere. Students and instructors are to attend and leave classes punctually. Students who arrive late may be excluded from class. Faculty*

Guideline: Students may be excluded if they arrive 15 minutes or more after the time specified on the timetable.

7. *All white/chalk boards or other instructional aids shall be cleaned/removed at the end of any class.*
8. *Students are to be given at least one day's notice where the schedule for a class is being changed and students are to be notified by the scheduled starting time where a class is expected to commence with a delay.*
9. *There shall be no eating or drinking in classes, save in exceptional circumstances (e.g. students with diabetes or with classes from 11AM to 2PM who are unable to eat during a break between classes). Students who find they must eat shall do so in a manner that ensures the minimum disturbance to the class.*
10. *In dressing to come to class, students shall be conscious of their being part of a community, the way others see them based on their deportment, the standards of dress recognized within various professional environments and the impact that their mode of dress may have on other members of the community.*
11. *Student representatives for each course are to be selected by the end of the fourth week of classes.*

Q: Seriously, what is plagiarism? I asked before, but I have heard several times that the UWI has a zero-tolerance policy on plagiarism, so I want to be sure that I understand what it is.

A: *Former lecturers in the Department of Sociology, Psychology and Social Work, Drs. John Talbot and Judy Stanigar wrote an excellent piece about this and how to avoid it. To answer your question it is best to let you read what they had to say on this issue.*

What Plagiarism Is

The UWI Examination Regulations define plagiarism as follows:

Plagiarism is the unauthorized and/or unacknowledged use of another person's intellectual efforts and creations howsoever recorded, including whether formally published or in manuscript or in typescript or other

printed or electronically presented form and includes taking passages, ideas or structures from another work or author without proper and unequivocal attribution of such source(s), using the conventions for attributions or citing used in this University.¹

The Regulations define plagiarism as “a form of cheating” and state that it is “a major offense under these regulations.” The Regulations further state:

If the candidate is found guilty of cheating or attempting to cheat, the Committee shall disqualify the candidate from the examination in the course concerned, and may also disqualify him/her from all examinations taken in that examination session; and may also disqualify him/her from all further examinations of the University, for any period of time ...²

This means that **if you plagiarize, you will fail the course, at the minimum, and you could fail every course that you have done in the semester in which you plagiarized. You could also be asked to withdraw from the university for a semester, a year, or even longer.** In addition, the notation “Examination Irregularity” will appear on your transcript, which will alert anyone who looks at it to the fact that you failed because of some form of cheating. In the world outside the university, plagiarism is also considered a very serious offence; journalists, academics, and writers often lose their reputations, their jobs, and even their careers if they are found guilty of plagiarism. This is why you must learn to write without plagiarizing.

The **basic principle** is this: **When you submit a paper, essay, or assignment with your name and/or ID number on the front of it, you are claiming that this is your work, unless otherwise indicated.** This principle has now been made explicit by the Coursework Accountability Statement that you must sign and attach to all of your work.

We all know that in academic work we build on the ideas and the work of others. However, you are marked on the quality of *your* work, not on how well you can copy what someone else has written. Therefore, when a Lecturer evaluates *your* work, she must be able to clearly distinguish between what you have taken from others and what you have added to that. This is the function of the “conventions for attributions or citing used in this University” that are mentioned in the Examination Regulations. These conventions are embodied in the different citation styles: APA, Chicago, MLA, etc. Underlying all of these different styles are two fundamental conventions about how we acknowledge that we have used the work of others.

There are two basic ways of using the work of others, and each way has its own specific convention for indicating that this is the work of someone else and not yourself:

1 Examination Regulations for First Degrees, Associate Degrees, Diplomas and Certificates 2006/2007; Regulation 78 (iv), p. 28.

2 Ibid., Reg. 84 (i), p. 29.

1. **Summarizing or paraphrasing:** This is when you use someone else's ideas, but express those ideas *in your own original words and sentences*. This requires you to read the other person's work, understand it fully, and then re-express your understanding of their ideas in words and sentences that are different from the ones used by the other person. The convention for indicating this way of using others' work is to *cite the source*. Each citation style has its own slightly different format for doing this, e.g., with an in-text citation, like (Brown, 2003), or with a footnote. The difference between summarizing and paraphrasing is that the former is a very condensed expression of the main ideas in another person's work, while the latter is an expression of the detailed ideas presented in one portion of another person's work.
2. **Quoting:** This is when you use someone else's *exact words* to convey their ideas. The convention for indicating this way of using others' work is to *enclose the other person's words in quotation marks and cite the source*. (You may also use single quotes or inverted commas, or if it is a long passage, indentation.) You should also provide the page number on which the quote can be found. If you quote, you must use the other person's words exactly as written, spoken or otherwise recorded. No changes are allowed.

Any use of someone else's work that does not follow these conventions, is plagiarism, even if you did not intend to plagiarize. As the author of a paper or assignment, it is your responsibility to make sure that you have clearly separated your work from the words and ideas that you have borrowed from others. Any failure to do so, intentional or not, constitutes plagiarism.

Finally, of the two forms of using someone else's work that are described above, summarizing or paraphrasing are always preferred over quoting. This is because summarizing or paraphrasing requires some intellectual effort on your part, to understand and re-present the ideas of others, while just copying what someone else wrote requires little or no intellectual effort. You should restrict the use of exact quotes in your papers to a minimum; use them only when an author has presented their ideas in a particularly striking way.

Common Errors Made By Students That Constitute Plagiarism

The most common error made by students is **improper or "cosmetic" paraphrasing**. This involves taking a sentence from a source and changing or re-arranging a few of the words, so that it is no longer an exact quote. But the problem is that it is not a correct paraphrase either, because it still uses most of the words as well as the *sentence structure* of the source. It is not an idea that is expressed in *your own words*. Note that the definition of plagiarism quoted above is "taking passages, ideas or structures from another work ... without proper ... attribution." There is really no satisfactory way to properly attribute this type of use of someone else's work; therefore:

DO NOT DO THIS!! Either rewrite it as a proper paraphrase, or use it as an exact quote.

Since this is such a common error, here is an example to illustrate proper and improper paraphrasing:

Original Source:

"Despite the structural adjustment rhetoric of targeting and safety net cushioning, the limited scope of these ameliorative programs and their explicit focus on the most needy mean that they are not intended to counterbalance the increasing pressures on the lower-middle class, the working class, or even the mass of the poor. For these, the access to social facilities that had been available and taken for granted through public-sector provision was now called into question or affixed with a price tag."³

Proper paraphrase:

When structural adjustment programs were implemented, it was claimed that policies would be put into place to mitigate their effects on the poor and the lower classes; however, in practice these policies helped only a few of the poorest citizens (Gordon, Anderson, and Robotham, 1997).

Note that in this example, the sentence structure of the paraphrase is completely different from the sentence structures found in the source. Some of the same words, like "structural adjustment" and "poor" have to be used in the paraphrase in order to properly express the ideas contained in the original source. But this repeating of words is minimal. This is what someone else's ideas expressed *in your own words and sentences* should look like. Finally, note that since this is a paraphrase, the source has been cited (using Chicago style).

Improper or "cosmetic" paraphrase:

For the poor, the access to social services that had been taken for granted through provision by the public sector was now called into question, or had a price tag placed on it (Gordon, Anderson and Robotham, 1997).

3 This quote is taken from: Gordon, Derek; Anderson, Patricia; and Robotham, Don. 1997. "Jamaica: Urbanization during the Years of the Crisis," in Alejandro Portes, Carlos Dore-Cabral, and Patricia Landolt (eds.) *The Urban Caribbean: Transition to the New Global Economy* (Baltimore and London: The Johns Hopkins University Press), p. 195.

Note that this is a very close copy of the second sentence of the original source. The word “these” in the original has been changed to “the poor.” The word “facilities” in the original has been changed to “services,” and so on. But the *sentence structure* is almost identical to that of the original source, and most of the words are also the same. This is not proper paraphrasing because it does not re-express the idea of the original sentence in a new way. To a lecturer it appears that you have copied the sentence from the source and deliberately tried to disguise the copying. **Even though the source is cited, this is still plagiarism.**

Another common error is the **unacknowledged quotation**. This happens when you copy one or more sentences from a source into your paper, but neglect to enclose them in quotation marks (or in inverted commas, or indent a longer passage). To illustrate, suppose you used the second sentence from the original source above in your paper like this:

For these, the access to social facilities that had been available and taken for granted through public-sector provision was now called into question or affixed with a price tag. (Gordon, Anderson, and Robotham, 1997).

Note that this is an exact quote, but there are no quotation marks around it. Again, **even though the source is cited, this is still plagiarism**. An exact quote *requires both* citation of the source *and* quotation marks (or inverted commas or indentation). You should also provide the page number for the quote.

Another common error is the **unacknowledged paraphrase or summary**. If you wrote the proper paraphrase used in the example above, but left off the citation, like this:

When structural adjustment programs were implemented, it was claimed that policies would be put into place to mitigate their effects on the poor and the lower classes; however, in practice these policies helped only a few of the poorest citizens.

This would also be plagiarism. The ideas expressed in this sentence are the ideas of Gordon, Anderson, and Robotham, they are not your ideas. You must acknowledge the source of the ideas at the point in your paper where they are expressed. A mere inclusion of the source in your list of references is not sufficient. **Citations are not only used with exact quoting, they must also be used for paraphrases and summaries.**

A somewhat more technical error is **wrongly attributed borrowing**. You must attribute any quote, paraphrase or summary to the source that *you* used. For example, Boxill (2005) writes:

"As long ago as 1977, Theron Nuñez stated in a contribution to an anthology: 'For the last ten years, anthropologists have gone to study other things or other people and almost everywhere have discovered tourists. Why then have anthropologists only recently found tourism of scholarly interest?' (1977: 207)"⁴

If you wanted to use the quote by Nuñez in your paper, you could only attribute it to Nuñez if you had read the article written by Nuñez. If you found Nuñez's quote in the book written by Boxill, you would have to attribute it to Boxill, as follows:

As Nuñez stated, "For the last ten years, anthropologists have gone to study other things or other people and almost everywhere have discovered tourists" (quoted in Boxill, 2005, p. 7).

If you attributed the quote to Nuñez (1977), but did not mention Boxill, then you would be misleading your lecturer into thinking that you had read the article by Nuñez and extracted that quote yourself, when in fact you only read Boxill, and relied on the intellectual work that he had done to read Nuñez and extract the quote.

Also note that this is generally necessary only for *quotes*, not citations. If you are paraphrasing from a source that cites other sources (but does not quote them), you do not have to repeat all of those other citations in your paper. You only have to cite the source that you used. The main exception would be if the author cited in the source you are using is generally recognized as the originator of an idea. For example, if you are using Haralambos and Holborn's discussion of Weber's *The Protestant Ethic*, then the citation (Weber, 1905, as cited in Haralambos and Holborn, 2004) would be appropriate. Of course, if Haralambos and Holborn *quote* Weber, then you must use (Weber, 1905, as *quoted* in Haralambos and Holborn).

How to Avoid Plagiarism

Since the improper or "cosmetic" paraphrase is the most common error, the most important rule to follow is: **Never copy a sentence from a source and change or rearrange some of the words. This is always plagiarism. Do not keep your source open beside your paper while you are writing. Do not read a sentence from your source and then type a sentence into your paper.** This will almost certainly lead to plagiarism. Instead, read your source until you are sure you understand it, then close it and put it away where you cannot see it. Then write, *in your own words*, what you have understood. Finally, open the source again, and check to make sure that the structure of the sentence you wrote does not resemble the structure of any of the sentences in the source. This seems difficult and time-consuming, but it gets easier with practice. And it will prevent you from plagiarizing.

⁴ Boxill, Ian. 2005. *Tourism & HIV/AIDS in Jamaica and the Bahamas*. Kingston: Arawak Publications, p. 7. Note that the convention here is to enclose the quote within the quote in inverted commas (single quotes). If you were using the inverted commas for your quotations, then the inner quote would be enclosed in quotation marks.

Don't try to paraphrase one sentence. This is the most difficult kind of paraphrase to write, and should only be attempted by skilled paraphraser. Instead, read a paragraph or group of paragraphs and then write in your own words your understanding of what you think are the most important ideas found in that block of text. This is much easier than paraphrasing a single sentence.

When you are using exact quotes, **make sure to put in the quotation marks.** If you are typing from a printed page, type the quotation mark first, and remember to put another one at the end when you finish typing the quote. If you are copying and pasting, the first thing you should do after clicking on "paste" is to go to the beginning of what you have just pasted and type a quotation mark. Then put another one at the end of it.

When you use information from a source, as a summary, paraphrase, or quote, **put in the citation immediately.** If you don't have the exact citation right there and don't want to take time to find it, use an abbreviation for the source that you will recognize easily, and put it into bold type or highlight it in red. When you are revising what you have written you will readily see it and remember that you must fill in the proper citation.

When you are searching for sources to use in your paper and you find one that you think you can use, stop and make sure that you have all of the necessary bibliographic information for that source, including author, year, title, etc. If you find it on the web, make sure that you have the *complete* URL. If you are printing or copying pages from a source, write this information on the page as soon as it comes out of the printer or copier, if it is not already there. If you are saving a file to your computer or jump drive, type the information into the saved file, if it is not already there. This will slow you down while you are finding sources, but will save you time when you are writing.

If you are reading a printed source and taking notes, always make very clear notations when you copy the words from your source. Put the quotation marks into your notes, so that when you go to use the material in your paper, you will be able to distinguish between your paraphrases of what the source said and your exact quotes from the source. When you put the material into your paper, make sure you also use the quotation marks.

Q: How do I effect a late change of a course for which I am registered?

A: Please follow these steps to add/drop a course:

- 1) Sign into the UWI SAS Portal
- 2) Agree to the UWI Policies
- 3) Click "Student Services"
- 4) Click "Registration"
- 5) Click "Late Adjustment to Registration with Penalty (located below "Add/Drop" option)

- 6) Select the Term – e.g. “2023-24 Semester 2” and then click Submit
- 7) Instructions will follow where you will agree to the terms by the UWI Mona Bursary to bill you at the applicable fee for the period.
- 8) Proceed to “Look Up Classes To Add” or To drop a course, select, “Add/Drop”.
- 9) To view your Registration, select, “Registration Status & Financial Clearance”
- 10) On completion, a receipt is generated and emailed to you where you will proceed to the Bursary to make payment for your “Late Registration Penalty”.

N.B. Please note once you agree to these terms, your time period to late add/drop ends at 11:59pm on the day.

Once the late registration period begins this process requires that a fine to be paid.

Job Opportunities Opened Up By Our Degrees

- ***School or Hospital Administration*** – (MSc. HRD, Dip. HRD)
- ***Mentorship*** – (MSc. HRD)
- ***Human Performance Technology*** – (MSc. HRD, Dip. HRD)
- ***Human Resource Development/Management*** – (MSc. HRD, Dip. HRD)
- ***Employment and Placement Management*** – (MSc. HRD, Dip. HRD)
- ***Retirement Management*** – (MSc. HRD, Dip. HRD)
- ***Motivational Speaking*** – (MSc. HRD, PhD Organisational Behaviour)
- ***Occupational Health and Safety*** – (PhD. OB,)
- ***University Lecturing*** – (PhD Organisational Behaviour, MSc. HRD)
- ***Public Sector Administration*** – (MSc. HRD)
- ***Secondary Education*** – (MSc. HRD)
- ***Programme Monitoring and Evaluation*** – (PhD. OB, MSc. HRD)
- ***Strategic Planning*** – (PhD. OB)
- ***Employee Benefits Management*** - (PhD. OB, MSc. HRD, Dip. HRD)
- ***Employee Assistance Plan Management*** - (PhD. OB, MSc. HRD, Dip. HRD)
- ***International Human Resources Management*** – (PhD. OB)
- ***Career Development/Career Counselling*** – (PhD. OB)
- ***Organisational Consultancy*** – (MSc HRD, PhD. OB)
- ***Organisational/Peer Counselling*** – (PhD. OB)
- ***Organisational Research*** – (MSc. HRD, PhD. OB)
- ***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, Dip. HRD)
- ***Management Consulting*** – (PhD OB, MSc. HRD)
- ***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)
- ***Journalism*** – (PhD OB, MSc. HRD)
- ***Human Resource Data and Recruitment Analysis*** – (MSc HRD)

ADJUSTING TO LIFE AT THE UWI

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 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 keep your stress levels under control.

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 Co-ordinators 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 your field of inquiry.

Make careful plans before doing anything. This will give you a sense of having control over your situation.

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 to remember that you **do** belong here. Your*

admission was no mistake. Admittedly, for some your undergraduate 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 and Heads of Department are confident that you will make a decent go of the programme for which you have been selected. 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 do some remedial work. Unfortunately, there will be others in your class who do not face facts, develop this discipline and reap the rewards that you will in the long term.

... you do belong here. Your admission was no mistake!

Perhaps the most important thing is from 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 miss this opportunity. You have paid for it and it belongs to you.

- 000-

The HRD Alumni Association

The HRD Alumni group was formed in late 1999, initially comprising members of Cohort II of the MSc Human Resource Development programme who had expressed the desire to preserve the camaraderie developed during their two years as graduate students. This group constituted the Steering Committee of what was later to become the HRD Alumni Association. Driven by the desire to maintain the network and contribute to the professional and social development of the membership, the group was formally convened in October 2000 as an Association.

In the early years the Association met monthly on the second Tuesday at the Conference Room of the Vice Chancellery on the UWI Mona Campus. The emphasis was on membership development as each meeting featured a presentation and discussion on issues and developments in the HR field. Meetings were later held at the Social Welfare Training Centre, Mona Visitors Lodge and, since 2002, at the Officers' Club, JDF.

Over the years the Association has been kept alive by the HRD Unit along with its executive members and a relatively small core group of alumni, who attend meetings and help to plan and implement events. Many of these events have enjoyed significant participation from the wider group; although, this participation has not generally evolved into active membership.

Activities and Achievements

At the inception the Association aimed to:

- Enhance the professional and social development of members
- Be an unbiased analytical voice on HRD issues in the public domain

In keeping with this, several activities and achievements have been realised. Among them:

1. Presentations and Panel Discussions on subjects of interest to HR practitioners;
2. Participation in the orientation of new cohorts of students in the HRD Graduate Programmes Unit;
3. Full affiliation with the UWI Alumni Association (UWIAA), including a seat on the Executive;
4. Recognition by, and strong support from, the HRD Graduate Programmes Unit in the Department of Sociology, Psychology and Social Work;

5. Participation in UWIAA 'Alumni Week' and UWI Commemoration Activities;
6. Publication of our *HRD Briefs* Newsletter;
7. Developing a Web page on www.uwialumni.org;
8. Hosting quarterly Limes;
9. Annual Christmas Parties (since 1999);
10. Offering networking and employment opportunities in conjunction with the HRD Graduate Programmes Unit at UWI;
11. Participation in the HRD Inter-Cohort Games;
12. Participation of current students in alumni events;
13. Updates and reports on conferences and other relevant events;
14. Recognition of members' achievements and milestones;
15. Development of a Speakers Forum and an Employment Bureau in conjunction with the HRD Graduate Programmes Unit;
16. Maintenance of independent financial stability.

Since its inception the HRD Alumni Association has had two persons serve as President. These are Mrs. Berletta Henlon-Forrester and Mr. Maurice Lewin. You may ask either of these persons or Ms. Olivene Thomas, the Administrative Officer of the HRD Programmes Unit, for more information about the HRD Alumni Association and its activities. While we are proud of our achievements, we are aware that there is much more that this Association can accomplish, especially in pursuance of the second aim.

The Way Forward

As with all voluntary organisations, we are challenged to maintain and improve the vibrancy, visibility, relevance and impact of the organisation. There are several areas that the Association needs to focus on to meet these challenges. Among them are:

1. Formal Organisation Structure & Systems
 - Constitution
 - Election of Officers
 - Payment of dues & UWIAA affiliate fees
2. Increasing the Membership
 - Recruitment from the 700 plus persons from 25 cohorts.

- Members in good standing
- Recruitment from current Cohort to begin prior to graduation
- Establishment and maintenance of database

3. Improving Participation

- Establishment and operation of committees
- Membership needs survey
- Review of Meeting time and format
- Broadening the range of activities

4. Increasing the Outreach

- Improved communication
- Regular publication of newsletter
- Optimal use of web page
- Contribution to public discourse on HRD-related matters

This is just a brief 'shopping list' of suggested areas to be explored. We have already started on the road to renewal. In the last two meetings we have brainstormed and developed a strategic framework for the short to medium term. This strategy map will be presented today. One factor that has been firmly established is that the desire to continue to collaborate remains strong. Let us capitalise on this. I urge all members and potential members to formalise and/or renew your commitment to your HRD Alumni Association. Let us build on the foundation established over the last five years. This is a good organisation. Let us make it a great organisation. So, if you, as a student who will enter any of the programmes offered by the University of the West Indies through the Unit in 2024 wish to contribute in any way please e-mail us at uwi.hrd@gmail.com. Persons entering the MSc. HRD in September 2024 will form part of our Cohort XXVII. Persons entering the Postgraduate Diploma in HRD in September 2024 will form part of Cohort V of that programme.

Berletta Forrester

Charter President

MSc. HRD Alumni Association



The Human Resource Development Alumni Association

The Information and Student Services Office, The Human Resource Development Graduate Programmes Unit, Department of Sociology, Psychology and Social Work, 1B Aqueduct Flats, The University of the West Indies, Mona Campus, Kingston 7, Jamaica
Telephone: (876) 970-6466; E-mail: uwimschrd@gmail.com

REGISTRATION FORM

PERSONAL DETAILS

NAME:
Surname First name Middle Initial (Mr / Ms / Mrs / Dr.)

COMPANY / INSTITUTION:

POSITION:

COMPANY ADDRESS:

COHORT Number: YEAR of ENTRY and EXIT

Day time TELEPHONE #: CELLULAR #:

HOME #: WHATSAPP

E-MAIL:

Please tell us the types of HRD Alumni Association activities in which you wish to participate. (Please tick all that apply.)

- ☐ Public Lectures ☐ Christmas Party ☐ Speakers' Bureau ☐ Employment Bureau
- ☐ HRD Inter-Cohort Games ☐ Personal Development Seminars ☐ Professional Development Seminars
- ☐ Organisational Analysis and Assessment Centre as a consultant *(Please attach your most recent CV)*
- ☐ Other *(Please suggest an activity)*

Completed forms may be:

E-mailed to: uwihrd@gmail.com

Delivered to: The Student Services and Information Office
The Human Resource Development Graduate Programmes
Department of Sociology, Psychology and Social Work
1B Aqueduct Flats
The University of the West Indies
Mona Campus
Kingston 7
JAMAICA, West Indies



A portion of the HRD Unit book collection in the SALISES Documentation Centre.

A Word to the Wise

Social Policy studies indicate that although investing in further studies is an expensive undertaking – in terms of time and money - the persons who do so begin to reap the benefits within three years and outstrip their colleagues who do not in terms of lifetime earnings. The University of the West Indies is an excellent institution of higher learning that is now being ranked in the Top 1% of universities globally and the Department of Sociology, Psychology and Social Work's Human Resource Development Programmes is one of its finest units. Do not let this opportunity pass you by.

Contact Us



If you like what you've seen and you're interested in joining us in the programme then please contact us at our telephone number (876) 970-1962 or ask The UWI's operator to transfer you to Extn. 8583.

Our Student Affairs and Public Information office hours are 8:30 a.m. – 4:30 p.m. on Mondays to Fridays but we have student assistants assigned to our lecture rooms between 5:00 and 6:00 p.m. and at 9:00 p.m. for quick consultation.

You may also e-mail us at: uwimschrd@gmail.com for information about the MSc HRD or the Postgraduate Diploma in HRD programmes, or at hrdgradprogs@gmail.com for information about the PhD Organisational Behaviour Programme.

Finally, please e-mail us at OAAC UWI oaac.services@gmail.com for information regarding our specialised professional and personal development programmes, our boutique training and educational courses, organisational auditing and psychometric testing services.

Disclaimer: The contents of this brochure are accurate on 16 August 2023. However, they do not preclude or supersede any change to the charges, course schedules, syllabi, regulations or programme content deemed necessary by The University of the West Indies, the Unit's Coordinating Team, or the Department of Sociology, Psychology and Social Work or the Faculty of Social Sciences and approved by the relevant authority at The University of the West Indies neither are they to be taken as negating any Rules or Regulations that are published by the Office of Graduate Studies & Research and The Examinations Section of the UWI Mona's Registry or by the Bursary or other official organisation of The UWI. The contents of this brochure as subject to the official programme Handbook.