FACULTY OF MANAGEMENT
DEPARTMENT OF INDUSTRIAL PSYCHOLOGY AND PEOPLE MANAGEMENT

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DEPARTMENT OF INDUSTRIAL PSYCHOLOGY
AND PEOPLE MANAGEMENT

1. WHO ARE WE?

Today’s challenging work context with its unprecedented demands requires People Professionals who are outstanding leaders, both professionally and organisationally. As leaders in their own right, People Professionals must be able to discover possible futures and to realise a shared, chosen desirable future for their organisations with and by their people.

In an intellectual capital-based world where 85% plus of organisations’ assets are intangible, people have taken centre stage in ensuring the sustainable future success of their organisations. People probably make up 70% of the intangible assets of an organisation. People fulfil the undisputable central role of value unlockers and wealth creators in their organisation’s future success.

The mission of the University of Johannesburg’s Department of Industrial Psychology and People Management is to develop outstanding People Professionals, who are up to the critical leadership task of making their organisations and people future fit as they move into a radically different future. The Department is independently acknowledged as one of the top departments in its field, nationally and beyond – not least because of our cutting-edge research into pressing people issues.

In moving into a different future, our Department has adopted the following strategic positioning, infused by the overarching strategic passion of “Be the Best”:

- Globally engaged:
  - Thinking globally and acting locally
- An emerging country/economy perspective
- Thought leadership fusing Theory and Practice seamlessly
- High profile, strong seamless partnering
- Articulated, integrated research/practice based, teaching and learning
- Relentless innovation
- The development of top researchers and practitioners
- An uncompromising ethical foundation

Our ultimate dream is to be globally recognised as Thought Leaders in our field with a visible, unique, academic footprint in the emerging countries niche, especially in Africa.

2. WHAT IS OUR OFFERING?

The Department has a comprehensive offering at the undergraduate and postgraduate levels, both in traditional university qualifications and professional development opportunities, as illustrated below. Our respective programmes and qualifications are linked to form interconnected career paths.

Our comprehensive offering comprises four major programmes: Industrial Psychology; Human Resource Management (HRM); Leadership; and Professional Development. All our postgraduate qualifications require that the student conducts in-depth research.
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<td>BA / BCom Honours Industrial Psychology</td>
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<td>Certificate in Education, Training and Development (ETD)</td>
<td>High Potential Leadership Development Programme</td>
<td>Management Leadership Development Programme</td>
<td>Senior Leadership Development Programme</td>
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3. WHAT IS THE PROFILE OF THE GRADUATES WE AIM TO DELIVER?

The profile of graduates from our Department is depicted in our Graduate “Periodic Table” given below. Our Learning and Teaching Philosophy centres around the theme “Learning To Be … a People Professional”.

<table>
<thead>
<tr>
<th>Level</th>
<th>Type of person delivered</th>
<th>Thinking / working mode required / and working context</th>
<th>% Theory (What)</th>
<th>% Research (Why)</th>
<th>% Practice (How)</th>
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</thead>
</table>
| **Post-doctoral (Why/ What)** | • Fully independent Specialist Researcher  
• Theoretical or Practice Thought Leader in field | Systemic, holistic, complexity thinking, bringing into being validated theoretical/practice frameworks; a global/strategic frame of reference; exercising leadership in wider practice and/or discipline contexts | -               | 100%            | -                |
| **Doctoral (Why/ What)**   | • Practice or Theoretical Thought Leadership  
• Mentored Researcher | Systemic, holistic, complexity thinking, bringing into being validated theoretical/practice frameworks; global/strategic frame of reference; exercising discipline/functional leadership in wider practice and/or discipline contexts | -               | 100%            | -                |
| **Masters (Why/ What/ How)** | • Overall Functional Leader  
• Statutory Professional-in-training*  
• Consultant: internal/external  
• Apprentice Researcher | Systemic, holistic, complexity thinking, using/applying validated theoretical frameworks; a global/strategic frame of reference; exercising discipline/functional leadership at an organisational level | 40%             | 50%             | 10%              |
|                          |                                                                                          |                                                                         | 20%             | 50%             | 30%              |
|                          |                                                                                          |                                                                         | 20%             | 50%             | 30%              |
|                          |                                                                                          |                                                                         | 25%             | 75%             | -                |
| **Honours (What/ Why/ How)** | Advanced Functional Specialist/ Leader of a Functional Specialisation  
(SABPP: Chartered HR Practitioner)* | Integrated systems thinking using validated theoretical frameworks; a global, tactical frame of reference; exercising subfunctional/subdiscipline leadership within function/discipline | 60%             | 20%             | 20%              |
<table>
<thead>
<tr>
<th>Level</th>
<th>Type of person delivered</th>
<th>Thinking / working mode required / and working context</th>
<th>% Theory (What)</th>
<th>% Research (Why)</th>
<th>% Practice (How)</th>
</tr>
</thead>
<tbody>
<tr>
<td>B-degree (What/How)</td>
<td>Intermediate Transactional Practitioner (SABPP: Chartered HR Practitioner)*</td>
<td>Problem-solving/trouble shooting thinking using theory sourced constructs/principles; conceptual-analytical; a local/operational frame of reference; exercising team leadership</td>
<td>70%</td>
<td>15%</td>
<td>15%</td>
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<tr>
<td>(B-degree &amp; B Tech on same level)</td>
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<tr>
<td>B Tech/Advanced Diploma (How/What)</td>
<td>Intermediate Transactional Practitioner (SABPP: HR Practitioner)*</td>
<td>Problem-solving/trouble shooting thinking from leading/best practice base; analytical; a local/operational frame of reference; exercising team leadership</td>
<td>50%</td>
<td>20%</td>
<td>30%</td>
</tr>
<tr>
<td>Diploma (How)</td>
<td>Basic Transactional Practitioner/Technician (SABPP: HR Practitioner)*</td>
<td>Problem-solving/trouble shooting thinking using best procedures; analytical; a local/operational frame of reference; operational delivery</td>
<td>50%</td>
<td>10%</td>
<td>40%</td>
</tr>
</tbody>
</table>

* Registration with the appropriate bodies also has experience and level of practice requirements
4. MASTER’S IN HRM/HRD/EMPLOYMENT RELATIONS
(Research Based)

WHAT ARE THE QUALIFICATION OBJECTIVES?

The student should develop applied competencies and practical skills in the acquisition, interpretation and reflection on related research methodology, and proper written and/or oral communication of the research process and findings. The aim is also to ensure that the student is capable of sound reflection on research findings. The student should show evidence of independent and original scientific work.

In order to obtain any of the degrees mentioned, the student must do independent research that can be published in a thesis and a research article.

Master’s students are guided by a supervisor who is a lecturer at the Department, but the responsibility for the eventual product lies with the student. The supervisor acts as a sounding board to evaluate the student’s work and gives feedback on work submitted.

We aim to deliver an HRM/HRD/Employment Relations specialist who is able to:

- provide leadership in employment relationships in his/her organisation.

WHAT ARE THE ADMISSION REQUIREMENTS?

- A module in Research Methodology at honours degree level is essential.
- A module, at least at undergraduate level, in statistical methods or analytical techniques.
- You should previously have distinguished yourself as a manager, or human resource manager, or senior consultant, with considerable work experience in organisations (minimum 3-5 years).
- You must be computer literate and have Internet access.

Since only a limited number of students can be accommodated annually, applicants will be subjected to a selection process.

DURATION

Academic Regulations state that you have a maximum of 3 years to complete this degree. Academic registration for the full qualification is dependant on acceptance of your research proposal. All students are pre-registered for a period of 6 months during which you have to present your research proposal to a panel.
APPLICATION DETAILS

A paper-based selection will take place after receipt of your application.

We take a holistic approach towards selecting candidates, which incorporates considering academic achievements as well as the work experience, background and developmental potential of prospective students. Although a particular academic profile is required as a minimum foundation for master’s studies in this field, the total profile of candidates is considered, as well as supervisor availability for your specific research topic. Unfortunately, since we receive more applications than we can academically accommodate, meeting basic admission requirements cannot guarantee acceptance into the master’s qualification.

You are welcome to also submit applications at another academic institution. Please note that most institutions finalise their selections at about the same time towards the end of the year, thus implying that waiting for an answer before applying elsewhere would not be advisable.

Please take note that the dates below may change due to unforeseen circumstances.

**Online Psychometric Assessment (October of each year)**
Should you meet all of the abovementioned application criteria, you will be required to complete online psychometric assessments. Collation of these results will be finalised by 31 October.

**Interviews (two days in November of each year)**
Should you meet the psychometric assessment criteria, you will be invited to interviews. The final result will be communicated to you directly after the interviews.

**Compulsory Research Study School (during the last week of January of each year)**
You will be required to attend a compulsory research study workshop, duration usually 5 days. Rooksana Sheik (rsheik@uj.ac.za) is the contact person for this January Kick-off research study school.

**INTERNATIONAL STUDENTS**

Please note that international students must first contact the International Office (Tel: 011 559 4517) or send an email to international@uj.ac.za before submitting an application. The general deadline for international applicants is 12:00 on the last Friday of August of each year.

**APPLICATION CLOSING DATE**

Before 30 September of each year.

All applications are done online. Please visit the UJ website (www.uj.ac.za) for online process.

**WHO CAN BE CONTACTED?**

Amanda Ferreira
Tel: 011 559 2079
Email: amandaf@uj.ac.za
5. MASTER’S IN INDUSTRIAL PSYCHOLOGY
(COURSEWORK AND A MINOR DISSERTATION)

WHAT ARE THE QUALIFICATION OBJECTIVES?

Do you want to obtain a professional qualification that will give you an edge in the workplace? Influence strategy at board level?

Then the master’s degree in Industrial Psychology is the qualification for you. This qualification will provide you with in-depth knowledge and excellent skills to perform and excel in the workplace. Since its conception in the early 1900’s, Industrial Psychology has greatly extended its scope to encompass virtually all aspects of human behaviour within the workplace.

Industrial psychologists are differentiated from human research practitioners in terms of the extent to which they are behavioural specialists. As such, a firm grounding in the theory and extensive skills in the practice of understanding, predicting and changing the behaviour of individuals, groups and organisations, are required. The thorough grounding in psychological principles gives you an edge, as it provides you with understanding of aspects related to the most important asset in every organisation, namely its employees. To truly effect meaningful changes in an organisation, to attract and retain talented employees, to motivate them and to care for their wellbeing, a deep understanding of people, and individual differences, are necessary.

If you wish to further your knowledge of the role of psychology in the workplace and to apply yourself as an Industrial Psychologist, you should apply for the master’s degree in Industrial Psychology.

The programme in Industrial Psychology is renowned for developing student competence in applying psychological principles and theory to the work context, which enables you to work on an advanced level in the fields of Industrial Psychology and/or Human Resource Management. The mastery, analysis, interpretation and understanding of Industrial Psychological principles and methods are the primary aims of this qualification.

We aim to deliver an industrial psychologist who is able to:
• think and act professionally;
• understand his/her professional role in contributing to societal sustainability;
• appreciate scientific rigour and the importance of evidence-based decision-making;
• apply psychological principles in a workplace marked by diversity and change; and
• operate in an emerging country context and also hold his/her own globally.

CURRICULUM

The coursework component consists of three subjects, namely Advanced Industrial Psychology Theory, Advanced Industrial Psychology Practice and Advanced Industrial Psychology Research. The following modules are offered in each subject:

Advanced Industrial Psychology Theory:
• Meta-theory
• Ethics and the industrial psychologist
• Advanced organisation theory
• Positive industrial psychology
• Advanced personnel – and career psychology
• Ergonomics and consumer psychology
Advanced Industrial Psychology Practice:
• Psychological assessment
• Counselling, coaching and consulting
• Organisation development and change
• Professional and personal capacity building
• Applied industrial psychology in a developing economy

Advanced Industrial Psychology Research:
• Qualitative research design and analysis
• Quantitative research design and analysis
• For the research component, you are required to complete a minor dissertation and a publishable research article. On completion of the qualification you will be in a position to register as a Personnel Practitioner with the South African Board of People Practices (SABPP) and upon completion of an approved internship, to register as a Psychologist, in the category: Industrial, with the Professional Board for Psychology of the Health Professions Council of South Africa (HPCSA).

WHAT ARE THE ADMISSION REQUIREMENTS?
• An honours degree in Industrial Psychology, obtained with a minimum average of 65%.
• An acceptable module or course completed in research methods at an honours level is essential.
• A module, at least at undergraduate level or above, in statistical methods or analytical techniques.

Since only a limited number of students (maximum of 20 students) can be accommodated annually, applicants will be subjected to a selection process.

INTERNATIONAL STUDENTS
Please note that international students must first contact the International Office (Tel: 011 559 4517) or send an email to international@uj.ac.za before submitting an application. The general deadline for international applicants is 12:00 on the last Friday of August of each year.

APPLICATION CLOSING DATE
Before 30 September of each year.

All applications are done online. Please visit the UJ website (www.uj.ac.za) for online process.

WHO CAN BE CONTACTED?
Elmarie Stapelberg
Tel: 011 559 2858
Email: elmariest@uj.ac.za

DURATION
The master’s qualification is a one-year, fulltime qualification. Compulsory lectures take place 4-5 days per week, mostly during the mornings. Additional workshops and training opportunities are also provided. The course is structured around three core dimensions, namely theory, practice and research. These dimensions are integrated in a meaningful manner to enable those who complete the qualification to function as scientists and practitioners.
6. MASTERS IN LEADERSHIP IN PERFORMANCE AND CHANGE
(COURSEWORK AND A MINOR DISSERTATION)

WHAT ARE THE QUALIFICATION OBJECTIVES?
– Lead people practice with persuasion
– Direct human resource decisions
– Influence strategy at board level

In today’s fast-paced business environment, the success of a business depends on the creative ways in which people are mobilised. Executive decisions and leadership actions have a direct bearing on the levels of employee engagement and productivity. It is the role and place of Human Resource executives to translate business opportunities into people actions, to persuade key decision makers of the importance of employee matters, and to influence board members to govern with a focus on positive people outcomes.

Do you believe that people are the only real differentiator a company possesses? Are you keen to inspire employees and collaborate with key executives? Are you able to balance business reality and people imperatives? Do you consider yourself able to operate at an executive and board level?

The master’s degree in Leadership in Performance and Change provides a platform for you to deal with HR issues from a systems and executive perspective. In this degree you will cover coursework and do research over a two-year period.

We aim to deliver a HR Professional who is able to:
• influence strategy with a strong sense of your worldview and values;
• determine and instil an appropriate strategic people philosophy and approach for the context and culture of the organisation;
• utilise the people side of the enterprise to support and drive organisational performance;
• interface people practices with organisational functions systemically across the entire organisational value chain;
• determine the impact of people strategy and practices, and the realities of an emerging market, on organisational competitiveness and outcomes;
• design mechanisms that appropriately focus and engage performance behaviour; and
• base people decisions on evidence.
CURRICULUM
- Systems Thought in Change
- People Strategy
- Management of Human Capital
- Strategic Organisational Performance
- Visionary Leadership and Change Management
- Qualitative and Quantitative Data Management
- Integrated Leadership Thought
- Minor Dissertation

In order to support you in succeeding, coursework is spread appropriately over the duration of the degree to apportion sufficient time for formal training in research methods and for completion of your minor dissertation. Formal classes will be facilitated by industry and academic experts and you will become part of a team of researchers in highly focused niche areas, led by specialists at the Department of Industrial Psychology and People Management. This key differentiator will give you a competitive edge as you will be able to address business issues informed by solid evidence – a key skill that will stand you in good stead over time.

DURATION
Part-time: Two years minimum, three years maximum

WHAT ARE THE ADMISSION REQUIREMENTS?
- An appropriate honours degree, with an average of at least 65%, in the borderer field of Human Resource Management namely, Human Resource Management; Industrial Psychology; Human Resource Development; or Employment Relations.
- A module in Research Methodology at honours degree level is essential.
- A module, at least at undergraduate level or above, in statistical methods or analytical techniques.
- Since the course is aimed at executive and board level preparation, you should previously have distinguished yourself as a manager or human resource manager with considerable work experience in people management in organisations (minimum 3-5 years).
- You must be computer literate and have Internet access.

Student placement constraints necessitate a rigorous selection process including psychometric assessments and interviews.

INTERNATIONAL STUDENTS
Please note that international students must first contact the International Office (Tel: 011 559 4517) or send an email to international@uj.ac.za before submitting an application. The general deadline for international applicants is 12:00 on the last Friday of August of each year.

APPLICATION CLOSING DATE
Before 30 September of each year.

All applications are done online. Please visit the UJ website (www.uj.ac.za) for online process.

WHO CAN BE CONTACTED?
Amanda Ferreira
Tel: 011 559 2079
Email: amandaf@uj.ac.za
7. MASTER’S IN MANAGEMENT (LEADERSHIP IN EMERGING COUNTRIES)

(COURSEWORK AND A MINOR DISSERTATION)

WHAT ARE THE QUALIFICATION OBJECTIVES?

- Lead within an emerging economy context
- Leadership focused on sector specific challenges
- Professional practicing leadership mastery

Developing countries includes a large and diverse group of countries. Economic or political reforms are allowed to enter the world economy. Education, foreign investment, domestic consumption and domestic entrepreneurship are stressed. Critical leadership skills are required by specific sectors (within these developing countries) which these leaders have to lead and manage.

Do you aspire to leadership excellence in emerging countries as it relates to a specific sector within these countries? You know that leadership excellence is central to the success of your team, organisation, sector, community and country. The credibility and legitimacy of leadership itself is intensely questioned. How do you equip yourself to become an effective leader, under these more challenging conditions?

The master’s degree in Management (Leadership in Emerging Countries) provides a platform for you to deal with the challenges faced by a leader in an emerging economy. In this degree you will cover coursework and do research over a two-year period.

We aim to deliver a line manager who is able to:

- demonstrate leadership excellence in an emerging country within his/her specific sector of leadership.

CURRICULUM

- Leadership Challenges in Emerging Countries
- Strategic Management in Emerging Countries
- Personal and Professional Leadership
- Research Methodology: Leadership
- Minor Dissertation

and a choice of one of the following:

- Public Sector Leadership
- Political Leadership
- Engineering and Maintenance Leadership
- Entrepreneurial Leadership

In order to support you in succeeding, coursework is spread appropriately over the duration of the degree to apportion sufficient time for formal training in research methods and for completion of your minor dissertation. Formal classes will be facilitated by academic and industry experts, and you will become part of a team of researchers in highly focused niche areas, led by specialists at the Department of your choice area. This key
differentiator will give you a competitive edge as you will be able to address business issues informed by solid evidence – a key skill that will stand you in good stead over time.

**DURATION**

Part-time: Two years minimum, three years maximum

**WHAT ARE THE ADMISSION REQUIREMENTS?**

- An appropriate honours degree in any one of the following fields: Public Governance, Political Sciences, Legal and Constitutional Studies, Education, Environmental Studies, Engineering, Health and the Creative/Graphic Sciences.
- A student must have attained a minimum of 65% average across all modules in the honours degree or any other equivalent qualification to be considered for admission.
- A module in Research Methodology at honours degree level is essential.
- It will be expected of a student to pass a recognised literacy test.
- Since the course is aimed at executive and board level preparation, you should previously have distinguished yourself as a manager with considerable work experience in people management in organisations (at least 3 years).
- You must be computer literate and have Internet access.

Student placement constraints necessitate a rigorous selection process including psychometric assessments and interviews.

**INTERNATIONAL STUDENTS**

Please note that international students must first contact the International Office (Tel: 011 559 4517) or send an email to international@uj.ac.za before submitting an application. The general deadline for international applicants is 12:00 on the last Friday of August of each year.

**APPLICATION CLOSING DATE**

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**WHO CAN BE CONTACTED?**

Amanda Ferreira
Tel: 011 559 2079
Email: amandaf@uj.ac.za
8. MASTER’S IN PERSONAL AND PROFESSIONAL LEADERSHIP
(COURSEWORK AND A MINOR DISSERTATION)

WHAT ARE THE QUALIFICATION OBJECTIVES?

Surely leadership and what it is supposed to entail seems to be as limitless as the number of quotes found on Google. But with infinite information available on how to be a successful leader, why is it that so few people ever master it? With this almost infinity of descriptions, definitions and opinions one would think that the globe should be flooded by unlimited leadership talent. Facing reality rather enlightens a different picture.

Simply put, the majority of leadership development training and education is based on prescriptive solutions, rather than introspective journeys!

The fact is that within the current reality, humankind is facing a leadership challenge rather than an economic one. Whether leading a little-league football team or a multi-faceted corporation, leadership at any level has some very consistent factors that may impact the relative success of your organisation.

To address these factors, leaders need to get the "X-factor", the leadership ability to bring about the change and lead within it. On a day-to-day basis, the world and our own personal world is changing and setting out new challenges. In the workplace, success criteria are constantly being redefined. The proverbial goalposts are being shifted to such an extent that the game is not the same and that a different set of rules applies.

If leadership empowerment towards the X-factor is not done, our relevance as leaders will be challenged in this radically changing world. The question can thus be asked: How do you equip yourself to become an effective leader under these demanding conditions?

To meet this pressing need to excel in leadership as a practising leader, the Department of Industrial Psychology and People Management at the University of Johannesburg has crafted a unique, sector-specific, two-year master’s degree focusing on the empowerment of the modern-day leader.

Yes, this degree is exclusively about leadership excellence in which focus is placed on three central themes:

- Personal Leadership
- Interpersonal Leadership
- Professional Leadership

We aim to deliver Leadership Consultants and Thought Leaders who are able to:

- understand and contribute to the latest thinking regarding leadership as applicable to the world of tomorrow;
- turn the latest thinking regarding leadership into effective leadership interventions that can make their organisations future-fit; and
- build and deliver leadership development programmes that will enhance and deepen the leadership capabilities of their organisations.
CURRICULUM

• Intrapersonal Leadership
• Spiritual Leadership
• Interpersonal Leadership
• Professional Leadership
• Individual and Organisational Wellness
• Individual and Group Leadership Consultation
• Research Methodology
• Minor Dissertation

DURATION

Part-time: Two years minimum, three years maximum

The modules are offered through two to three-day study schools, spaced over four to six week periods, with a high emphasis on self-assessment in order to engender self-insight, self-awareness and action learning, with the participation of leading practising leaders and guest lecturers.

WHAT ARE THE ADMISSION REQUIREMENTS?

• An appropriate honours degree or its equivalent.
• A student must have attained a minimum of 65% average across all modules in the honours degree or any other equivalent qualification to be considered for admission.
• A module in Research Methodology at honours degree level is essential.
• It will be expected of a student to pass a recognised literacy test.

• Since the course is aimed at executive and board level preparation, you should previously have distinguished yourself as a manager with considerable work experience in people management in organisations (at least 3 years).
• You must be computer literate and have Internet access.

Student placement constraints necessitate a rigorous selection process including psychometric assessments and interviews.

INTERNATIONAL STUDENTS

Please note that international students must first contact the International Office (Tel: 011 559 4517) or send an email to international@uj.ac.za before submitting an application. The general deadline for international applicants is 12:00 on the last Friday of August of each year.

APPLICATION CLOSING DATE

Before 30 September of each year.

All applications are done online. Please visit the UJ website (www.uj.ac.za) for online process.

WHO CAN BE CONTACTED?

Elmarie Stapelberg
Tel: 011 559 2858
Email: elmariest@uj.ac.za
9. MASTER’S IN LEADERSHIP COACHING  
(COURSEWORK AND A MINOR DISSERTATION)

WHAT ARE THE QUALIFICATION OBJECTIVES?
In complex business environments organisations depend upon capable leadership to guide them through unprecedented change. Coaching has become a critical strategy for leadership development to build a leader’s capabilities to achieve professional and organisational goals. Despite increasing popularity, the majority of coaching training programmes provide little evidence of scientific rigour and professional competence.

Our Master’s degree in Leadership Coaching provides a platform for you to develop applied competence at an advanced level in providing professional leadership coaching interventions. This will be done by developing the competences of contracting, assessing needs, constructing development plans, delivering individual and team coaching sessions and the evaluation of the impact of different coaching interventions through coursework and supervised practical coaching.

Through a minor-dissertation, you will show evidence of competence at scientific research and the ability to reflect on the holistic context of leadership coaching. The Qualification will further provide a personal development experience in becoming a competent and professional leadership coach in South Africa meeting ethical guidelines and professional standards.

We aim to deliver Professional Leadership Coaches who are able to:
- operate as competent and professional Business, Leadership and Executive coaches
- deliver evidence-based coaching practices meeting ethical guidelines and professional standards
- build leader’s capabilities to achieve personal, professional and organisational goals
- evaluate the impact of coaching interventions
- develop an authentic style of coaching

CURRICULUM
- Psychological theories of coaching
- Leader, Leadership and Leadership Culture development: theories and practice
- Competence/psychometric assessment in leadership coaching
- Practical coaching competencies
- Specialised area of professional practice: Business coaching/coaching psychology
- Research Methodology

Course work is spread appropriately over the duration of the Qualification to provide sufficient time for practical skill
development, peer coaching as well as supervised coaching experience. You will further be exposed to seven coaching sessions with a professional coach. Formal classes will be facilitated by recognised industry and academic experts in their respective fields. The Qualification is aligned to the Academic Program Standards Framework of the Graduate School Alliance for Executive Coaching (GSAEC) at Master degree level.

**DURATION**
Part-time: Two years minimum, three years maximum

**WHAT ARE THE ADMISSION REQUIREMENTS?**
- A relevant Bachelor Honours Degree or a Professional Bachelor’s Degree with a minimum of 120 credits at level 8, in a relevant field: degrees in psychology, industrial/organisational psychology, human resources management, leadership, management and other degrees where the focus was either on human behaviour or leadership/management
- Attained at least a 65% average in your Honours degree
- A module in Research Methodology at a Honours degree level
- Since the Qualification is aimed at developing professional leadership coaches, you should previously have distinguished yourself as a manager with at least three years of work experience at the middle to senior management level
- Student number constraints necessitate a selection process consisting of psychometric assessments, a research competence exercise and interviews
- You must be computer literate and have Internet access.

**INTERNATIONAL STUDENTS**
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**APPLICATION CLOSING DATE**
Before 30 September of each year.

All applications are done online. Please visit the UJ website (www.uj.ac.za) for online process.

**WHO CAN BE CONTACTED?**
Elmarie Stapelberg
Tel: 011 559 2858
Email: elmariest@uj.ac.za
10. PHD HRM/HRD/EMPLOYMENT RELATIONS

WHAT ARE THE QUALIFICATION OBJECTIVES?

A doctoral qualification highlights that you are different. More importantly, a PhD from a reputable institution, under the guidance of a recognised subject matter expert, opens doors for you. A PhD from the Department of Industrial Psychology and People Management informs the world that you pushed yourself beyond the ordinary, that you have earned your stripes and that you are capable of adding value to business and academia. Candidates are required to address a research problem that will add new insights to the existing body of knowledge about people in the world of work. They will develop a thesis as well as a publishable research article by completion of the qualification.

The Department has specific research niche areas where students join a group with specialist researchers that have gained in-depth knowledge in a focused people management area. Doctoral students are guided through the research process by a supervisor that is a subject matter expert. Since there are no formal classes, doctoral candidates are provided with short workshops and other research tools to assist with research methodology. Students are required to independently conceptualise and conduct the research whilst the supervisor acts as a sounding board. By the end of the qualification, a student will be capable of conducting independent research which adds a new contribution to the existing body of knowledge.

We aim to deliver a HRM/HRD/ Employment Relations Specialist who is able to:

- provide thought leadership in a specialist area of HRM/HRD/ Employment Relations.

CURRICULUM

- A thesis on an approved topic is required. The general regulations for doctoral degrees are also applicable.
- Thesis: Candidates will be expected to write a doctoral thesis, based on a research subject. The research component must make a significant contribution towards the science and/or the subject. The research may not clearly overlap with work that has been done previously.
- Article: Candidates will be expected to write one publishable article on the thesis subject that will be assessed by external examiners.
DURATION

Part-time: Two years minimum, four years maximum.

Academic registration for the full qualification is dependant on acceptance of your research proposal. All students are pre-registered for a period of 9 months during which you have to present your research proposal to a panel.

WHAT ARE THE ADMISSION REQUIREMENTS?

• An appropriate master’s degree, with an average of at least 65%, in the broader field of Human Resource Management namely, Human Resource Management; Industrial Psychology; Human Resource Development; or Employment Relations.

• A module in Research Methodology at master’s degree level is essential.

• A module, at least at undergraduate level or above, in statistical methods or analytical techniques.

• Work experience in the field of people management in organisations is an advantage (minimum 3-5 years).

• You must be computer literate and have Internet access.

• Student placement constraints necessitate a rigorous selection process including psychometric assessments and interviews.

INTERNATIONAL STUDENTS

Please note that international students must first contact the International Office (Tel: 011 559 4517) or send an email to international@uj.ac.za before submitting an application. The general deadline for international applicants is 12:00 on the last Friday of August of each year.

APPLICATION CLOSING DATE

Before 30 September of each year.

All applications are done online.

Please visit the UJ website (www.uj.ac.za) for online process.

WHO CAN BE CONTACTED?

Amanda Ferreira
Tel: 011 559 2079
Email: amandaf@uj.ac.za
11. PHD INDUSTRIAL PSYCHOLOGY

WHAT ARE THE QUALIFICATION OBJECTIVES?

This qualification develops the intellectual and professional skills of the candidate. A relevant, problem-based, unique, original and executable topic on an advanced academic level within this discipline should be researched independently and reported on scientifically, in the form of a doctoral thesis. The thesis would constitute a decided contribution to knowledge of and insight into the subject discipline as well as the field of research. Qualifying candidates would also display competence in the application of related research methodology and the proper written and/or oral communication of the research process and findings. The qualification can also occur via a combination of independent research and developmental scientific work of original nature on such an advanced topic. This qualification will prepare candidates to reflect on their own economical applications to assess the effect thereof in the holistic context of Industrial Psychology within their everyday lives.

We aim to deliver an Industrial Psychologist who is able to:

• provide thought leadership in a specialist area of Industrial Psychology.

CURRICULUM

• A thesis on an approved topic is required. The general regulations for doctoral degrees are also applicable.
• Thesis: Candidates will be expected to write a doctoral thesis, based on a research subject. The research component must make a significant contribution towards the science and/or the subject. The research may not clearly overlap with work that has been done previously.

• Article: Candidates will be expected to write one publishable article on the thesis subject that will be assessed by external examiners.

DURATION

Part-time: Two years minimum, four years maximum

Academic registration for the full qualification is dependant on acceptance of your research proposal. All students are pre-registered for a period of 9 months during which you have to present your research proposal to a panel.

WHAT ARE THE ADMISSION REQUIREMENTS?

A potential candidate should possess:

• An MCom/MPhil qualification in Industrial Psychology and should have studied statistical methods or analytical techniques undergraduate and have passed a course in research methodology at masters level.
• Where applicable: Related experience which is considered relevant and sufficient by the Department of Industrial Psychology and People Management will also be assessed, subject to approval of the Faculty Board.
Since only a limited number of students can be accommodated annually, applicants will be subjected to a selection process.

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WHO CAN BE CONTACTED?

Elmarie Stapelberg
Tel: 011 559 2858
Email: elmariest@uj.ac.za
12. PHD LEADERSHIP IN PERFORMANCE AND CHANGE

WHAT ARE THE QUALIFICATION OBJECTIVES?

Evidence-based Human Resource Leadership:
- Inform people practice
- Direct human resource decisions
- Influence strategy at board level through evidence-based practice

The development of knowledge is essential for the growth and value of the field of Human Resources. Successful companies take executive decisions based on fact and often collect data to verify the appropriateness of human resource practices. Successful Human Resource executives engage with new knowledge and ensure that people practices, processes and policies are informed by rigorous results.

Are you a Human Resource executive that is keen to investigate organisational practice in order to improve people practices? Do you spend time collecting evidence of successes, or failures, in order to reflect and learn from daily practice? Are you interested in specialising in a particular area of Human Resource Management? Do you want to make a unique contribution to the expansion of knowledge in the Human Resource field?

The PhD Leadership in Performance and Change provides an opportunity for you to engage with formal methodological training and rigorous study over a three year period. As a PhD candidate you will become part of a team of researchers in highly focused niche areas, led by specialists at the Department of Industrial Psychology and People Management. You will produce a thesis and publish your research findings in key academic journals to ensure that your contribution influences developments in the field.

We aim to deliver an HR Executive Leader who is able to:
- provide thought leadership in a specialist area of human resource management.

CURRICULUM
- A thesis on an approved topic is required. The general regulations for doctoral degrees are also applicable.
- Thesis: Candidates will be expected to write a doctoral thesis, based on a research subject. The research component must make a significant contribution towards the science and/or the subject. The research may not clearly overlap with work that has been done previously.
- Article: Candidates will be expected to write one publishable article on the thesis subject that will be assessed by external examiners.
DURATION
Part-time: Two years minimum, four years maximum.

Academic registration for the full qualification is dependant on acceptance of your research proposal. All students are pre-registered for a period of 9 months during which you have to present your research proposal to a panel.

WHAT ARE THE ADMISSION REQUIREMENTS?
• An appropriate master's degree, with an average of at least 65%, in the border field of Human Resource Management namely Human Resource Management; Industrial Psychology; Human Resource Development; Employment Relations.
• A module in Research Methodology at master's degree level is essential.
• A module, at least an undergraduate level or above, in statistical methods or analytical techniques.
• You should previously have distinguished yourself as a manager or human resource manager with considerable work experience in people management in organisations (minimum 3-5 years).
• You must be computer literate and have Internet access.

Student placement constraints necessitate a rigorous selection process including psychometric assessments and interviews.

INTERNATIONAL STUDENTS
Please note that international students must first contact the International Office (Tel: 011 559 4517) or send an email to international@uj.ac.za before submitting an application. The general deadline for international applicants is 12:00 on the last Friday of August of each year.

APPLICATION CLOSING DATE
Before 30 September of each year.

All applications are done online. Please visit the UJ website (www.uj.ac.za) for online process.

WHO CAN BE CONTACTED?
Amanda Ferreira
Tel: 011 559 2079
Email: amandaf@uj.ac.za
13. PHD PERSONAL AND PROFESSIONAL LEADERSHIP

WHAT ARE THE QUALIFICATION OBJECTIVES?

Leadership is one of the buzzwords of our time. As markets become increasingly complex and confusing, more executives are realising that the current challenge is finding and utilising good quality leadership. However, in order to ensure that we develop the right kind of leaders for the ever-changing landscape, it is important to continually challenge the definition of leadership to ensure we get the required leadership.

So, if you are ...

- working in the training, facilitation, coaching or mentoring field;
- a business leader or manager;
- an educator, clergyman or social worker; or
- a person who wishes to further your personal, interpersonal and professional leadership abilities ... then you have to consider our unique PhD (Human Resource Management) Personal and Professional Leadership degree that will give you that firm place to stand in order to move the earth.

The primary purpose of this qualification is to provide candidates with an in-depth understanding of concepts and theories underpinning the theoretical and practical aspects of PPL as well as with original and independent scientific research skills to contribute to the expansion of the PPL knowledge base.

Upon successful completion of the qualification, you will have acquired:

- an in-depth understanding of concepts and theories underpinning the theoretical of PPL, and
- original and independent scientific research skills to contribute to the expansion of the PPL knowledge base.

We aim to deliver an advanced Leadership Specialist who is able to:

- provide thought leadership in a specialist area of leadership.

CURRICULUM

- A thesis on an approved topic is required. The general regulations for doctoral degrees are also applicable.
- Thesis: Candidates will be expected to write a doctoral thesis, based on a research subject. The research component must make a significant contribution towards the science and/or the subject. The research may not clearly overlap with work that has been done previously.
- Article: Candidates will be expected to write one publishable article on the thesis subject that will be assessed by external examiners.
• Doctoral Seminar: Candidates will be expected to present a paper on their doctoral thesis at a doctoral seminar.

DURATION
Part-time: Two years minimum, four years maximum.

Academic registration for the full qualification is dependant on acceptance of your research proposal. All students are pre-registered for a period of 9 months during which you have to present your research proposal to a panel.

WHAT ARE THE ADMISSION REQUIREMENTS?
• An MPhil (Human Resource Management) Personal and Professional Leadership (Level 8); or another recognised master’s degree for which a mark of at least 65% was obtained.
• A module in Research Methodology at master’s degree level is essential.

Since only a limited number of students can be accommodated annually, applicants will be subjected to a selection process.

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WHO CAN BE CONTACTED?
Elmarie Stapelberg
Tel: 011 559 2858
Email: elmariest@uj.ac.za
14. OUR 2015-2017 TRENDSETTING RESEARCH AREAS

Our postgraduate students conduct their research in one of our ten trendsetting research programmes, identified from future expected trends in scientific thinking and research in

<table>
<thead>
<tr>
<th>Programme</th>
<th>Description</th>
<th>Leader</th>
<th>Contact e-mail</th>
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<tbody>
<tr>
<td>globalisation, Human Resources and Talent Management</td>
<td>The impact of globalisation on talent management, employee relations, organisational dynamics and people management policies</td>
<td>Prof Wilfred Ukpere</td>
<td><a href="mailto:wiukpere@uj.ac.za">wiukpere@uj.ac.za</a></td>
</tr>
<tr>
<td>Governance and Professional Ethics</td>
<td>Acting ethically; effecting sound governance; Professional ethics in Industrial Psychology and HRM; Ethics and governance in Higher Education Institutions; Corporate Social Responsibility; Governance at State-Owned Enterprises</td>
<td>Prof Adele Thomas Dr Linda Fourie</td>
<td><a href="mailto:adelet@uj.ac.za">adelet@uj.ac.za</a> <a href="mailto:lfourie@uj.ac.za">lfourie@uj.ac.za</a></td>
</tr>
<tr>
<td>Reward, Remuneration and Performance</td>
<td>The what and how of rewarding and recognising people</td>
<td>Prof Mark Bussin</td>
<td><a href="mailto:drbussin@mweb.co.za">drbussin@mweb.co.za</a></td>
</tr>
<tr>
<td>Psychological assessment in cross-cultural context</td>
<td>The development and validation of cross-culturally valid assessment tools</td>
<td>Prof Deon de Bruin Prof Carin Hill</td>
<td><a href="mailto:deondb@uj.ac.za">deondb@uj.ac.za</a> <a href="mailto:chill@uj.ac.za">chill@uj.ac.za</a></td>
</tr>
<tr>
<td>Leadership Excellence</td>
<td>The nature, dynamics and development of leadership in the emerging new order</td>
<td>Prof Theo Veldsman Dr Magda Hewitt</td>
<td><a href="mailto:theov@uj.ac.za">theov@uj.ac.za</a> mhe <a href="mailto:Witt@uj.ac.za">Witt@uj.ac.za</a></td>
</tr>
<tr>
<td>Work Identity</td>
<td>Work identity: people’s identification with work; and Identity Work: the process of developing a work identity</td>
<td>Dr Roslyn De Braine</td>
<td><a href="mailto:roslynd@uj.ac.za">roslynd@uj.ac.za</a></td>
</tr>
<tr>
<td>Human Capital Metrics and Analytics</td>
<td>Measuring the contribution of people to organisational success</td>
<td>Mr Mpho Magau</td>
<td><a href="mailto:mmagau@uj.ac.za">mmagau@uj.ac.za</a></td>
</tr>
<tr>
<td>Women in the Workplace</td>
<td>The creation of emerging work and places to enable the unique contributions of working women</td>
<td>Prof Anita Bosch</td>
<td><a href="mailto:anitab@uj.ac.za">anitab@uj.ac.za</a></td>
</tr>
<tr>
<td>Work and Organisational Well-Being (WoW)</td>
<td>Creating/sustaining positive organisations; resilience; wellness</td>
<td>Prof Freddie Crous</td>
<td><a href="mailto:fcrous@uj.ac.za">fcrous@uj.ac.za</a></td>
</tr>
</tbody>
</table>