

DEPARTMENT OF MANAGEMENT STUDIES

Noel M. Cowell BSc, MSc UWI, PhD Tor – Head of Department

WORK OF THE DEPARTMENT

During the 2008-09 academic year, the Department continued to work within the framework of its own strategic response flowing from the UWI 2007-2012 Strategic Plan. The Department of Management Studies DoMS Strategic Response created seven task forces focussed on curriculum review, building teaching skills, e-learning, research, enriching student experience, evaluation and promotion and reform of the administrative culture and processes.



While all the departmental objectives were not achieved for the year, significant steps were made towards their achievement for 2009-10.

Research

In terms of the implementation of its strategic plan, the Department made significant strides in terms of building a research culture and supporting sustained research through ongoing capacity building:

- Under the chairmanship of Dr Densil Williams, Departmental research seminars were held at least twice per month during semesters 1 & 2. The committee also organised and hosted a three day Writers Retreat. This year the department was joined by the Mona School of Business.
- Mrs. Celia Blake received the awards of Best Research Publication and Best Researcher (2008) in the Faculty of Social Sciences for her articles: “The Jamaican Creole Speaker in the UK Criminal Justice System” published in *Internal Journal of Speech Language and the Law* (2007) Vol. 14.2 and “The Role of Law in Language Education Policy: The Jamaican

Situation” published in the *Caribbean Journal of Education* (2007) Vol. 29 (2).

- Dr Densil Williams and Dr Derrick Deslandes received the “Best empirical paper” award for their paper entitled “Internationalization of small, locally owned firms from emerging economies: the role of personal factors”, which was presented at the International Council for Small Business (ICSB) World Conference 2009 in Seoul, South Korea. The paper was adjudged the best from a total of 230 rigorously reviewed empirical papers.
- The Department published a special issue of the *IDEAZ* journal Volume 6, titled “Tourism Marketing: Insights from the Caribbean”. This volume was jointly edited by Dr. Trevor Smith and Mr. Oniel Jones.
- Five students of the PhD Information Systems programme successfully defended their theses during the academic year.
 - George Stewart: “Factors Affecting Contribution to Knowledge Repositories in Environments without an Explicit Supportive Reward System”
 - Gunjan Mansingh: “Towards a Knowledge Infrastructure: Harnessing the Knowledge Sources of a Healthcare Organization”
 - Charlette Donalds: “Factors Influencing User Performance in ERP Environments”
 - Corlane Barclay: “The Evaluation of Information Systems Project Performance: A Multiple Perspective Approach to Improved Understanding”
 - Arlene Bailey: “Issues Influencing Telecentre Usage and Success: A Multi-Method Study of Telecentres in Jamaica”

Despite these efforts however per capita publications of 0.29 continues to be below our expected standards. This flows directly from the fact that the Department boasts only a small core of active research staff.

Student enrichment

The objective of deeper engagement with students continues to be a central goal of our Department. This process has benefited primarily from the efforts of Mr Archibald Campbell, Mr Damion Crawford, Dr Hilary Robertson-Hickling and Mrs Arlene Chambers-Baker. Among the notable developments in this regard were:

- The Department celebrated the achievement of its students by increasing the number of academic awards to top performing students. Seven additional undergraduate awards were presented at the 2009 Faculty Awards ceremony. Two of our graduate programmes, MSc CBMIS and National Security and Strategic Studies, presented awards for the first time.
- Representatives of the DOMS graduating class of 1983 made a presentation to student, Ramshia McKenzie (Marketing option), on March 26th at the DOMS staff meeting. Mr. McKenzie has represented the UWI at the Penn Relays and other events.
- The MSc Computer Based Management Information Systems programme had its 15th Anniversary celebration on December 2, 2008. On that occasion a special interest group was launched in collaboration with the Jamaica Computer Society. This special interest group will provide a forum for technology professionals, who have corporate responsibility for managing computer-based information systems, to discover, review, share and evaluate techniques and strategies for the development and management of these systems.
- The Department supported and nurtured a third group of students who, for the third time in a row, won the Annual First Caribbean case competition.
- The Department formalised proposals to consolidate its Advisement, Orientation and Internship programmes.

Teaching and learning

A central objective of the Department is to improve quality, access and innovation in teaching and learning. We seek to do this through our E-learning Initiative and through our standing committees on

Curriculum Reform and Teaching and Learning. Among the key initiatives flowing from these groups were:

- Four members of staff enrolled in the first cohort of the Certificate in University Teaching Programme offered by the Instructional Development Unit.
- The Department embarked on a programme to train all lecturers in online course delivery through OurVLE. All lecturers are currently using the system though a small number still require assistance to distribute content through OurVLE.
- The Department carried out a review of its existing curriculum, agreed on key delimiting parameters for our curriculum and on a process for ongoing curriculum review.
- Students of HM30B (Meetings & Convention Management) staged a seminar and exhibition on the theme “Alternative Tourism – Beyond the Sun, Sea and Sand”. The alternative aspects of tourism which were featured were: sports, health, culinary, community and culture and heritage tourism.
- Students of HM329 (Tourism Management) staged a parliamentary presentation on November 24 in the Assembly Hall. The students assumed the roles of the Ministers of Government and their Opposition counterparts to discuss a topic relating to the tourism industry using each portfolio.

The Department employed 28 full time and 16 part time members of staff during the year. Teaching scores for both groups were on average 4.2 and 4.1 respectively.

Conferences and Public Events

The Department staged or contributed to the staging of conferences and public events during the year. Among them were:

- A three day regional workshop on “Caribbean Community Pandemic Influenza” from January 20-22, 2009 at the Jamaica Pegasus Hotel hosted by the MSc National Security & Strategic Studies in conjunction with the Microbiology department. The goal of the workshop was to collaborate with interagency and intergovernmental agencies that will be involved in the management of an influenza pandemic crisis

across the region. The workshop included plenary sessions and several facilitated breakout sessions to discuss prevention measures, impact on critical infrastructure and maintaining fuel and food resources to ensure trade continues, as well as sustainment of health care facilities and economic recovery plans following a pandemic.

- A lecture on: “*The Emerging Market in China*” by Prof. Wolfgang Georg Arlt, on February 10, in conjunction with the Institute for Hospitality and Tourism. Prof. Arlt is the Professor for Tourism, Management and Director of China Outbound Tourism Research Institute, West Coast, University of Applied Science, Germany.

Other Initiatives

Among the other areas considered important for sustaining standards of excellence in the Department are: *Evaluation, Promotion and Work Equity, Administrative Reform*, rationalising our taught *graduate programmes* and supporting our efforts to build a research culture by engaging graduate students in business scholarship. Unfortunately due to limited resources, little progress was made in these areas.

Departmental Objectives

During the academic year 2009-10, the Department intends to advance the following objectives:

Administrative Reform

- The implementation of an appropriate administrative structure seems crucial for the progress of the Department. We intend to revisit this matter and work in conjunction with the Faculty and the Office of the Principal in ensuring that the administration of the Department is properly configured.

Student Enrichment

- Deepened engagement with student enrichment through a consolidation of our Advisement, Orientation and Internship programmes.
- Seek external funding to support students awards.

- Continue to support student initiatives such as the Association of Aspiring Accountants, the Toastmasters' Club and the First Caribbean Case Competition.

Teaching and Learning

- Enhancements in Teaching and Learning through capacity building: improvements in teaching quality, measurement, certification in tertiary education teaching, the scholarship of teaching and mutual support.

Evaluation Promotion and Work Equity

- Development and submission to the Faculty of a comprehensive policy on Evaluation and Promotion featuring an equitable policy on workload distribution and a rebalancing of incentive structures.

E-learning

- Finalization of an E-learning Policy and 100% staff compliance with the requirements for competence in the use of Information and Communications Technologies in Teaching.
- Intensify our dialogue with the Open Campus to explore synergies in the delivery of online courses.

Curriculum Review

- Complete the process for approval of and implementation of the BSc Management Studies (Corporate Governance and Ethics) degree.
- Implement the new policy of a “rolling review” of DoMS curriculum.

Graduate Studies

- Complete an internal review of the taught Masters Programmes with a view to increased efficiency, synergy and transparency.
- The implementation of a Masters in Business and Management Research, which has been designed and for which approval is now being sought.

PAPERS PRESENTED

- **Blake, Celia** (2009) "Supporting justice reform in Jamaica through language policy change". Biennial conference of the International Association of Forensic Linguists in Amsterdam, The Netherlands: July 2009
- **Chevers, D.A.**, Moore, S., Duggan, E.W. & Mills, A.M. (2008). "Identifying Key Software Development Practices in the English-speaking Caribbean using the Nominal Group Technique." 19th Australasian Conference on Information Systems (ACIS), Christchurch, New Zealand, December 2008.
- **Chevers, D.A.**, Duggan, E.W. & Moore, S. (2008). "Using a Modified Nominal Group Technique Process to identify Key Process Maturity Practices in the English-speaking Caribbean". 3rd International Management Conference, Bridgetown, Barbados, November 2008.
- **Crick, Anne** "Hotels and new paradigms: The sustainability of Jamaica's all-inclusive product". University of Technology/ University of Delaware International Conference on Business, Hospitality & Tourism Management, Ocho Rios, Jamaica. October 8-11, 2008.
- **K'nife, K'adamawe** "Agricultural demand for water in a tertiary island economy: The Barbados case" SALISES Tenth Annual Conference. UWI, Cave Hill Barbados. March 25-27 2009.
- "The role of Social Entrepreneurship in addressing housing problems in Jamaica". National Entrepreneurship Conference. Knutsford Court, Jamaica, March 5-6, 2009.
- 'Good Governance and Planning – "Can Foresighting and Scenario Planning offer a more robust platform for establishing Sustainable Development Strategies in Jamaica?" Government and Governance Conference, Department of Government, Mona. UWI, Mona. January 2009.
- **McDavid, Hilton** (2009) "Tourism Recovery in the Wake of Pandemic Influenza".

- **Robertson-Hickling, Hilary** “Fostering Resilience in Caribbean People”. SALISES Tenth Annual Conference ‘Navigating Risks and Building Resilience in Small States’, UWI Cave Hill Campus, Barbados, March 2009.
- **Ramjee Singh, D. & Wright, A., Birch, A.** “Potential Economic Impact of Casino Gambling in Jamaica”, Policy Conference on Gaming, Council Room, UWI. April 2009.
- **Spencer, Andrew** (2009) “The Impact of Gender on Management Practices in the Hospitality Industry”. 14th Annual Graduate Research Conference in Hospitality and Tourism, University of Nevada, Las Vegas, January 4-6.
- **Spencer, Andrew** (2009). “Travel Agencies and Disintermediation: Implications for Industry Restructuring in Jamaica”. International Council on Hotel, Restaurant and Institutional Education Conference, July 29 – August 1, 2009.
- **Williams, D.A. and Jones, O.** (2009). “Longevity and Succession planning in family-owned businesses”. USASBE Conference, Anaheim California January 8-11, 2009.
- **Williams, D.A.** (2008). “Outward FDI from SIDS”. DOMS 2nd International Management Conference, UWI Cave Hill Campus, Barbados November 20-21.
- **Williams, D.A. and Deslandes, D.D.** (2009) “Internationalization of the small and micro firms from emerging environments: The role of personal factors”. ICSB 2009. Seoul, South Korea.
- **Wright, Allan & Ramjee Singh, D.** (2009) “Influenza Pandemic and its economic impact on Jamaica”.
- **RamjeeSingh, D. and Wright, A:** “Potential Macro Economic Implication of a Severe Influenza Pandemic on the Jamaican Economy”: Caribbean Community Pandemic Influenza Work Shop, 20-22 January, 2009.
- **RamjeeSingh, D. and Wright, A:** “Potential Economic Impact of Casino Gambling on the Jamaican Economy”, Mona Policy Conference Workshop, 28th November, 2008, Mona Campus and 18th, April, 2009, Ritz Carlton Hotel, Montego Bay.

- Craigwell, R, **Wright, A** and RamjeeSingh, D.: “Jamaica’s exchange rate determination, using microstructures and macroeconomic fundamentals with a co-integration approach”. Caribbean Money Finance conference, May 27-29, 2009 University of the West Indies, St. Augustine Campus, Learning Resource Centre.
- **Wright, Allan** & Ramjee Singh, D. and Craigwell, R.: “Evaluating Jamaica’s Fiscal Sustainability Using Co-integration, Primary Gap Indicators and Human Development Approach”. Barbadian Central Bank Seminar, July 27-30, 2009.

PUBLICATIONS

Refereed Journal Articles

- * **Crick , Anne** (2008). “McDonaldization, Mass customization and Customization: An analysis of Jamaica’s all-inclusive hotel sector”. *IDEAZ*, 6, 22-41 (with Archibald Campbell).
- * **K’nife, K. A.** (2009) “Managing Uncertainty and Minimising Risk: Can Foresighting and Scenario Planning provide a more durable Basis for Sustainable Tourism Development in the Region”. *IDEAZ*, 6, 63-89.
- * **Ramjeesingh, D.,** H. McDavid, A. Birch and A. Wright, “The Determinants of FDI in Small Developing Nation States”, *Social and Economic Studies*, Volume 57 no. 3&4.
- * **Smith, Trevor** (2008). “Destination choice and levels of satisfaction with Jamaican all-inclusive hotels”. *IDEAZ*, 6, 42-62.
- * **Williams, D.A.** (2009). “Understanding exporting in the small and micro enterprise”. New York: Nova Science Publishers
- * **Williams, D.A., Deslandes, D.D. and Crawford, D.** (2008). “Demographic factors that influence tourists’ vacation choice”. *IDEAZ*, 6, 5-21

- * **Williams, D. A.** (2008). "Export stimulation of micro-and small locally owned firms from emerging environments: New evidence". *Journal of International Entrepreneurship*, 6: 101-122
- * **Williams, D.A.** (2009). "Determinants of Outward FDI from Small Island Developing States". *American Journal of Economics and Business Administration*. 1(2) 45-54

Book Chapters

- * Arthur C, Hickling FW, Gibson RC, **Robertson-Hickling H**, Abel W. "The Stigma of Mental Illness in Jamaica". Perspectives in Caribbean Psychology. CARIMENSA Press, University of the West Indies, Mona. 2008.
- * **Robertson-Hickling. H.** "Resilience Secrets of Success in African-Caribbean People". Perspectives in Caribbean Psychology. CARIMENSA Press, University of the West Indies, Mona 2008.
- * **Robertson-Hickling H**, Hickling FW. "Risk and Resilience in African Caribbean Migration to the UK". Freedom and Constraint in Caribbean Migration and Diaspora Ed by Elizabeth Thomas Hope; Ian Randle Publishers, Kingston. 15 Oct 2008.
- * **Williams, D.A.** (2009). "Why Non-exporters Do Not Export: Some Exploratory Insights" in Tomas P. Nolin (ed) Handbook on Regional Economics. Nova Science Publishers: New York. ISBN978-1-60741-036-2 pp.
- * Ramjee Singh, D., **Wright, A.** and Birch, A: "The Potential Economic Impact of Casino Gambling on the Jamaican economy"; University of the West Indies, Mona Campus, Press. (Jamaica's Casino Initiative: The Policy Options), 2009, p.57-72.

Technical Reports

K'adamawe K'nIfé & Andrew Spencer

- * 'An Integrated Assessment of Jamaica's Sugar Industry.' International Association for Impact Assessment (IAIA) post conference site, 2009.

- * 'Assessing the implications of changes in international trade policy on Jamaica's Sugar Industry using an IA approach.' United Nations Environmental Programme (UNEP): Integrated Assessment (IA) Project 2009.

K'adamawe K'nIfé

- * 'Assessment of the National Intervention Programmes' United Nations Development Programme, May, 2009.
- * 'National Customer Service Policy, Public Sector Modernisation Programme', Cabinet Office of Jamaica. July, 2009.

PUBLIC SERVICE

Celia Blake

- Commissioner, Financial Services Commission
- Chair, Securities sub-committee, Financial Services Commission
- Member, Pensions sub-committee (FSC)

Archibald Campbell

- President, ICAJ
- Deputy Chairman, JMMB Board of Directors
- Member, Government of Jamaica Sugar Negotiating Team for the Divestment of the Sugar Industry in Jamaica.

Delroy Chevers

- Reviewer, The African Journal of Information Systems (AJIS) and The Communications of the Association for Information Systems (CAIS) Journal
- Member, University College of the Caribbean Academic Council
- Assessor, HEART/NTA for welding and machinist crafts

Anne Crick

- Chair, JMMB HRD/Culture Subcommittee
- Director, HEART Trust Board

- Member, Human Resource Management Association of Jamaica (HRMAJ)
- Member Editorial Advisory Board, *International Journal of Contemporary Hospitality Management*

Jenifer Daley

- Director, Jamaica Flour Mills Foundation
- Member, Audit Practice Committee, ICAJ
- Member, Editorial Board, *Journal of Business, Finance and Economics in Emerging Economies*

Shirley – Ann Eaton

- Member, Board of Trustees - NCB Pension Fund
- Member, Academic Committee - Board of St. Andrew High School for Girls

K'adamawe K'nIfé

- Member, National PSDP Target Growth Competitiveness Committee, Ministry of Industry, Investment and Commerce JBDC and JTI
- Member, Cluster Committee for Gift and Craft Sector – JBDC
- Board Member, Youth Crime Watch of Jamaica
- Member, National Commercial Bank Awards Steering Committee

Stan Moore

- Chairman, Mechanical Engineering Advisory and Industrial Engineering Committees - University of Technology
- Member, Book Merchant Ltd
- Member, Reading Solutions Ltd

Diaram Ramjee Singh

- Director, EHC Industries
- Director/Secretary, Brakesman Automotive Ltd.

Noel Reynolds

- Member, Jamaica Stock Exchange Best Practices Award Committee
- Member, Jamaica Stock Exchange Market Research Competition Committee

Hilary Robertson-Hickling

- Member, University Council of Jamaica Accreditation Team
- Member, Human Resources Management Association of Jamaica
- Member, Board of St. Andrew High School for Girls
- Board Member, Placement and Career Services Section
- Academic Advisor, UWI/First Caribbean Case Competition Team Mona

Michael Roofe

- President, GSB Cooperative Credit Union Limited
- Director, Credit Union Fund Management Company Ltd.
- Director and Chairman, Finance Committee Creative Production and Training Centre
- Treasurer, Jamaica Paralympics Association

Kiesha Sherman-Howell

- Professional member, Association for Computing Machinery, USA
- Member, EDUCAUSE, USA
- Member, Jamaica Cancer Society
- Member, Jamaica Environmental Trust

Joan Thomas-Stone

- Member, Jamaica Association for Distance & Open Learning

Michael Williams

- Director, Kiwanis Club, Liguanea

Densil Williams

- Editorial Board Member, Journal of Business and Entrepreneurship, John Massey School of Business
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