

DEPARTMENT OF MANAGEMENT STUDIES

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– Head of Department

WORK OF THE DEPARTMENT

During academic year 2007-08, the Department concentrated on developing and operationalizing its response to the *UWI 2007-2012 Strategic Plan*. Seven task forces were formed focusing on curriculum review, building teaching skills, e-learning, research, enriching student experience, evaluation and promotion and reform of the administrative culture and processes. Each committee provided a report embodying a set of recommendations directed at supporting the plan.



To a large degree this planning process formalised and extended work that had been taking place over several years. As such a number of the recommendations flowing from this planning process were implemented as the work of respective committees evolved.

Research and Capacity Development

The Department resumed its Research Seminar Series during October under the guidance of the Research Committee led by Dr Densil Williams. Five departmental seminars were held during semester 1 and three during semester 2.

On June 28, 2008, Lila Rao-Graham became the first student from the PhD Information Systems programme to successfully defend her thesis: *“An exploration of quality issues in the context of the design of Data Warehousing, Knowledge Management and E-commerce Systems”*.

Conferences and Public Events

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

- The Centre for National Security and Strategic Studies, DOMS, in conjunction with the Centre for Hemispheric Defence Studies, National Defence University, USA organised and conducted a Senior Leaders Seminar for the commanders of the Caribbean Security Forces at the Hilton Hotel, Tobago from December 3-6, 2007. The theme of the seminar was “*Lessons Learnt from Cricket World Cup 2007*”.
- The Centre for National Security & Strategic Studies (DOMS) presented a public lecture entitled “*Cuba after Fidel*” on April 17. The guest speaker was internationally renowned author and Professor of History and Warfare Studies at the Royal Military College of Canada, Professor Hal Klepak.
- The Department, represented by Archibald Campbell, in conjunction with the Institute of Chartered Accountants of Jamaica and the Ministry of Finance conducted a two-day training programme on International Financial Reporting at the Alhambra Inn in February. Participants were 34 accounting officers of the Ministry of Finance headed by Deputy Financial secretary Mrs Ann-Marie Rhoden.
- DOMS hosted a *Special Writing Workshop* over the period March 20-23. The three day retreat was specially planned with the objective of increasing the research output.
- In March, The Department in conjunction with the Mona School of Business hosted an “*Effective Teaching Seminar*” delivered by Professor Harvey Brightman, Regents Professor Emeritus of Managerial Sciences at Georgia State University.

Student transformation initiatives

Consistent with the objectives of the UWI Strategic Plan 2007-12, the Department continues to deepen its engagement with students, with a view to keeping them informed and enriching their experience at UWI. Among the key initiatives were:

- Several information sharing sessions held with students at each level differentiated between part-time and full-time.
- A seminar facilitated by Densie Gowdie on “Preparing for Graduate School” on November 15.

- Students of HM35A, under the leadership of lecturer, Kam-Au Amen, staged an expo on the entertainment industry on November 22, at the Old Dramatic Theatre.
- The Department of Management Studies' *Tourism Society* was officially launched on October 18. The Society now has a regular column entitled "In the Classroom" in the weekly edition of *Hospitality Jamaica*. This forms part of the tourism unit's strategy of publicizing its programmes.
- For the second year in a row, a team of five students from the Department, won the *First Caribbean Case Competition*, in Barbados. The team won the prize for the Most Original Team and Best Speaker (Tashna Silburn). The students who represented the Mona Campus were Kimberly Stephens, Rohan Christie, Tashna Silburn and Cherita Thomas, as well as two reserve members, Marlon Philips and Kereen Johnson. They were coached by 2007 team members, Claudia Hessing and Vanessa Hemans, and mentored by Dr Hilary Robertson-Hickling.

Teaching

There were 26 full time and 60 part time members of staff for the year. Teaching scores for both groups were on average 4.1 and 4.0 respectively. Total per capita publications of 0.38 is still below our agreed standards.

Departmental Objectives

During the coming year the report of the *DOMS Strategic Response Task Force* comprising of an amalgam of the reports of respective task forces will be reviewed and streamlined with a view to implementing the key recommendations in support of the Faculty and broader University Strategic Plan. In particular the Department intends, for the academic year 2008-2009, to advance certain well-defined objectives within the following domains of its work:

Administrative Reform

- In conjunction with the Faculty Office and the Faculty Administrative Reform Sub-Committee, a review of DOMS

administrative processes and an administrative manual will be finalized.

Student Enrichment

- Deepened engagement with student enrichment through a consolidation of our Advisement, *Orientation and Internship programmes*.

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.
- Working in conjunction with the Faculty to increase the flexibility of our delivery by implementing as a pilot programme, the DOMS Weekend University.

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

- Continued implementation of the recommendations of the *DOMS Curriculum Development Task Force* and finalization of a comprehensive review of its undergraduate curriculum with the objective of putting a revised curriculum in place by September 2009.
- Promote independent learning by building research skills. The curriculum will, in line with the UWI Strategic Plan, 2007-12,

place strong emphasis on leadership, technology and entrepreneurial skills.

- Implement the *BSc Management Studies (Entrepreneurship)* degree, which has been approved.
- Seek approval with a view to implementing the *BSc Management Studies (Ethics and Corporate Governance)*, which has already been designed and is being taken through the approval process.

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

- Chevers, D.A. and Duggan, E.W. “Agile versus Structured Software Development: A conflict of Priorities?”, 2008 International Conference on Information Resources Management (Conf-IRM), Sheraton Fallsview Hotel and Conference Centre Room – Hennepin North, May 20, 2008
- Cowell, Noel M. “ICT and the Emergence of Telework in the Caribbean” at the Second Latin American Congress On Telework, Buenos Aires, Argentina, September 19-20, 2007

K’nIfe, K’adamawe

- “Plantation School Revisited, Insights for Developing Economies in the Caribbean: An Analysis of the Jamaican Experience, between 1962 and 2000”. SALISES Conference, UWI. March 28, 2008.
- “Rastafari - an Ethic for Sustainable Development: Insights from Deep Ecology”. ACS Conference, Cultural Crossroads, UWI, Mona. 2008.

- “Accommodating Uncertainty and Minimising Risk – Can Foresighting and Scenario Planning provide a more durable basis for Sustainable Tourism Development in the Caribbean?” IIPT Community Tourism Retreat, The Pegasus Hotel, Kingston, Jamaica. June 23, 2008

McDavid, Hilton

- “Political Issues of CWC 2007”, Senior Leaders Seminar-Center for Hemispheric Defense Studies, National Defense University and The University of the West Indies, Trinidad and Tobago, December 2007.
- “Regional Security Issues”, Senior Leaders Seminar-Center for Hemispheric Defense Studies, National Defense University and The University of the West Indies, Trinidad and Tobago, December 2007.
- “An Agenda for Cutting Edge Research in Security and Policing”. Intercessional Conference of the Association of Caribbean Commissioners of Police, Bridgetown, Barbados, December 2007
- “Cooperating in Natural Disasters”, Thematic Meeting, Conference of the Defense Ministers of the Americas 2008, Costa Rica, November 2007
- “Corporate Security versus National Security”. Annual Conference: Association of Caribbean Commissioners of Police, Nassau, Bahamas, 2007
- “An Agenda for the Defense Ministers of America Conference 2008”, Thematic Meeting, Conference of the Defense Ministers of the Americas 2008, Costa Rica, November 2007

Ramjee Singh D.

- “Small Island Developing States (SIDS), Tourism and Economic Development”, Aitner Conference in Greece, August 2007
- (with Wright, Allan). “Determinants of Hotel Occupancy in Jamaica: 2000 - 2006”, Central Bank Conference, Barbados, July 2008

Robertson-Hickling, Hilary

- “Migration of Caribbean Health Workers, CSME and Mobility of Health Professionals”, IOM/UNCHR Regional Seminar: Mixed Migratory Flows in the Caribbean: Strengthening Collaborative Responses to Migration, Refugee protection and Trafficking in Persons. November 6-8, 2007, Grand Cayman, Cayman Islands.
- (with Professor Frederick Hickling). “Cultural Therapy and Reasonable Accommodation”, in collaboration with McGill University and Concordia University in Montreal Canada, November 8-15, 2007.

Williams, Densil

- (with Nicholson, L. A. and Garvey, M.) “Succession Planning in Ethnic Family- Owned Businesses: Evidence from Jamaica”, Institute of Small Business and Entrepreneurship Conference, Glasgow Scotland, November 7-9 2007
- (with Ben K. Ofili). “Investigating the Entrepreneurial of Native American Indian Graduates: A Case for Intergenerational Mobility”, ISCB 2008 Conference in Halifax Nova Scotia, Canada, June 22-25, 2008

PUBLICATIONS

Refereed Journal Articles

Brown-Blake, Celia

- * “The right to linguistic non-discrimination and creole language situations: The case of Jamaica”, *Journal of Pidgin and Creole Languages* 23(1):32-73. (2008)
- * (with Chambers, Paul) “The Jamaican Creole speaker in the UK criminal justice system”, *International Journal of Speech Language and the Law* 14(2):269-294. (2007)

Chevers, D.A.

- * (with Duggan, E.W.) “A Modified Capability Framework for Improving Software Production Processes in Jamaican

Organizations,” *The Electronic Journal on Information Systems in Developing Countries*, 30, 4 (2007) pp 1-18.

Cowell, Noel M.

- * “Human Resource Development and Enterprise Competitiveness in Jamaica”. *JECS*, 32, 4, 31-56

Crick, Anne P.

- * “Managing service workers: exploratory insights from a sample of Jamaican service workers”. *JECS*, 32, 4, (2008) 8-30
- * “No plantation work here: contemporary HR practices in Caribbean Hotels”. *International Journal of Contemporary Hospitality Management*, 20, 1, (2007) 79-89

Daley, Jenifer

- * “Financial Services – Authorization, Supervision and Enforcement: A Litigator’s Guide”, *The Financial Regulator*, 12, 2: 73-75
- * (with Matthews, Kent and Keith Whitfield) “Too-Big-To-Fail: Bank Failure and Banking Policy in Jamaica”, *Journal of International Financial Markets, Institutions and Money*, 18 (3), p.290-303

McDavid, Hilton

- * “Transformation vs. Amalgamation- A Policy Perspective of the Divergent Roles of the Military and Police in Small Developing Countries: The Case of Jamaica”, *Security and Defense Review*, Vol. 7, No. 3 (2007)

Williams, Densil A.

- * “Export Stimulation of Micro and Small Locally-Owned Firms from Emerging Environments: New Evidence”, *Journal of International Entrepreneurship*, May 6, 2008
- * (with Deslandes, D.) “Motivation for Service Sector Foreign Direct Investments in Emerging Economies: Insights from the Tourism Industry in Jamaica”, *The Round Table* 97. 396, pp 419- 437, (2008)

- * (with Clegg, P.) “Competitiveness and Caribbean Economies: Emerging Issues and Future Directions”, *The Round Table*, 97, 396, pp 335-340(2008)

Books

- * **Cowell, Noel, Campbell, A., Chen, G. and Stanford Moore.** “Ethical Perspectives for Caribbean Business”, Arawak Publishers, 2007

Book Chapters

- * Jaywardena, Chandi, **McDavid, Hilton** and Vindel Kerr (2007) *A Strategic Approach to Agro-Tourism in the Caribbean* with Jaywardena, C (Editor), Caribbean Tourism: Alternatives for Community Development, Ian Randle, Jamaica

TECHNICAL REPORTS

K’nIfe, K’adamawe

- * “Evaluation of the Jamaica Constabulary Force Reform and Modernisation Programme” DFID, Ministry of National Security and Justice, Jamaica Constabulary Force, 2008.
- * “Strategic Framework for Youth Advocacy in the Caribbean – JASTYLE”, USAID, Ministry of Health - 2008
- * “Jamaica Business Development Centre and Tourism Product Development: Company – Strategic Plan for Craft Markets in Jamaica” – 2007

Robertson-Hickling, Hilary

- * “Migrant Health and Social Care Workers in Jamaica for the Elderly” with Dr. Patricia Fagen Institute for the Study of Migration, Georgetown University Washington D.C. March 2008.
- * PAHO/WHO Office of Caribbean Program Coordination “CSME Policies and the Development of Country Level and CARICOM Level Physician and Nursing Workforce”, December 2007

Non-Refereed Publications

- * **McDavid, H** and **Noel Cowell**. An Agenda for Cutting Edge Research in Security and Policing, *Journal of the Association of Caribbean Commissioners of Police*, Eighth Annual Edition, 2008.
- * **McDavid, H, Ramjeesingh, D** and A. Birch (2007). Economic Development: An Analysis of the Rule of Law, Corruption and Crime – Deosarran, R and (editors), *New Challenges in Crime and Justice from Research to Policy*

PUBLIC SERVICE

Celia Blake

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

Archibald Campbell

- Vice President, Institute of Chartered Accountants of Jamaica (ICAJ)
- Deputy Chairman, JMMB Board of Directors
- Member, Government of Jamaica Sugar Negotiating Team for the Divestment of the Sugar Industry in Jamaica.

Anne Crick

- Chair, JMMB HRD/Culture Subcommittee
- 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’nIfe

- Member, Strategic Framework for Youth Advocacy – JASTYLE, Ministry of Health and USAID
- Member, National Advisory Committee – UNEP and Institute for Sustainable Development, UWI
- Member, National Export Strategy Committee – Ministry of Industry, Investment and Commerce JBDC and JTI

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

- Weekly Columnist, The Daily Gleaner
- Member, Caribbean Studies Association
- Member, Human Resources Management Association of Jamaica

Michael Roofe

- President, GSB Cooperative Credit Union Limited
- Director, Credit Union Fund Management Company Ltd.

Joan Thomas-Stone

- Member, Jamaica Association for Distance & Open Learning

Michael Williams

- Director, Kiwanis Club, Liguanea
- Director and Chairman, Finance Committee Creative Production and Training Centre
- Treasurer, Jamaica Paralympic Association

Densil Williams

- Editorial Board Member, Journal of Business and Entrepreneurship
- Reviewer, Academy of International Business - AIB (2008) Conference, Journal of International Entrepreneurship, Social and Economic Studies
- Board Member, Caribbean Brands Ltd.