

## DEPARTMENT OF MANAGEMENT STUDIES

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

### WORK OF THE DEPARTMENT

During the 2009-10 academic year, the Department continued to work within the framework of its own strategic response flowing from the *UWI 2007-2012 Strategic Plan*. Within this context the Department sought to fulfil its mission by continuing to advance research, education and public service in the normal way. Some of these activities were of particular significance in terms of their impact and potential impact on the nation and or region.



Among the highlights of this were the works of:

- **Dr. K'adamawe K'nife** whose efforts in advancing and sustaining our BSc Management Studies (Entrepreneurship) programme has been sterling and who has made significant progress in advancing his own teaching, research and outreach around the crucial area of *Social Entrepreneurship*.
- **Dr. Densil Williams'** scholarship in enterprise competitiveness, among other things resulted in the launch of his book "Understanding Exporting in the Small and Micro Enterprise", in October 2009, and the presentation of a paper, "Does size matter? Using the small firm to anchor an export growth strategy for Jamaica" at the Econnet research seminar, Inter-American Development Bank, and later at a symposium on Economic Development at the Howard University Le Baunche Centre for International Affairs.

- **Dr. Lou Anne Barclay** who was on research fellowship during the period under review focused on, inter alia, a research project entitled, “FDI-facilitated Development and Institutional Efficiency: The Case of the Bauxite Industry of Selected CARICOM countries”.
- **Dr. Hilton McDavid** who continued his contribution to national/regional security through his involvement with the *Caribbean Defense and Security Course* at the National Defense University, Center for Hemispheric Defense Studies, Washington, DC.; and planning and delivery of a workshop on ‘Reconstruction of Stability in the aftermath of Tivoli Gardens’ for the Jamaica Constabulary Force in conjunction with Centre for Hemispheric Defense Studies, July 27 – 30, 2010.
- **Dr. Hilary Robertson-Hickling** who conducted Cultural Therapy workshops along with Professor Frederick Hickling in *Suriname at the Mental Health Congress* (October 11,12); in Birmingham , University of Birmingham, Birmingham and Solihull Mental Health Trust (November 2 ) and London (November 6) East London Mental Health Trust with Learning Links International.
- **Dr Anne Crick, Mr Diaram Ramjee Singh, Mr Allan Wright** and **Mr Andrew Spencer** who among others continued to focus on various dimensions of the region’s critical tourism industry.

## Research

- Faculty members presented twenty-four (24) papers at conferences/seminars throughout the year.
- There were eleven (11) publications of refereed journal articles.

## Capacity Building

- Two members of staff **Delroy Chevers** and **Sandria Tennant** successfully defended their PhD theses.

- Andrew Spencer proceeded on study leave at the start of semester two to see to the completion of his PhD programme at Bournemouth University.
- Allan Wright continued to work on his PhD being supervised by Professor Roland Craigwell of the University of the West Indies, Cave Hill Campus.

## Teaching and Learning

- Three members of the Department (Dr Noel Cowell, Ms Tanzania Saunders and Mr Allan Wright) continued work towards the completion of the Certificate in University Teaching while another two (Dr K'adamawe K'nife and Dr Paulette Henry) joined the second cohort of the programme.
- The BSc Management Studies (Entrepreneurship), which was designed as a major contributor in the UWI's teaching, research and outreach efforts admitted its second batch of students during the year under review. Generally there has been increased interest in this area of study and student enrolment in entrepreneurship courses has increased steadily. The programme has also attracted attention from other areas of the campus and the option leader, Dr. K'adamawe K'nife, has been asked by numerous groups including, Student Associations, Halls of Residence, the Student Services offices and other faculties and departments to make presentations as well as to develop courses which incorporate entrepreneurship. In respect of the latter, Dr. K'nife has developed a Certificate in Entrepreneurship for UWI Open Campus, which is currently being offered.
- As part of his efforts to bring innovative teaching to the classroom, Dr K'nife participated in the Experiential Classroom X programme (2009) at Oklahoma State University in Tulsa. The programme comprised a three-day workshop focused on the most effective techniques for delivery of entrepreneurship education using experiential learning approaches. Dr K'nife received an award for excellence in Case Teaching.

- An important aspect of innovation in outreach and teaching has emerged in the Social Entrepreneurship initiatives being undertaken by the Department. As an outgrowth of the Social Entrepreneurship course (MS34I), a total of seventeen groups of students engaged communities and assisted them in developing business plans, strategic plans as well as project proposals for the local community based organisations. These plans were presented and an exit interview conducted with the community members. The community members expressed sincere gratitude for the effort and quality of work done by the students. These efforts by the students were not only evidenced by the final document (both hard and digitized DVD), but also by the video footage which were incorporated in their projects as well.
- Prof. Barry Chevannes has requested that the Social Entrepreneurship programme play a more direct role in supporting the University Township Project. Even prior to this request however, three groups of students had been aiding the community members of Elletson Flats and the August Town Football Club in developing strategic and/or business plans. The feedback from the community members has been very good.

### **Evaluation Promotion and Work Equity**

- Several members of staff notably Dr Densil Williams, Mr Francis Morrissey and Dr Derrick Deslandes completed the work of the department's Evaluation and Promotion sub-committee by developing a web-enabled personal evaluation model. This was designed to allow members of staff to evaluate their own readiness for promotion prior to making an application through their Head of Department. The model has been tested in the department and will be presented to the Faculty Board with a view to testing and adoption on a faculty-wide basis.

### **Curriculum Review**

- The department completed the process for approval of and implementation of the BSc Management Studies (Corporate

Governance and Ethics) degree. The degree will be offered as of September 2010.

- Faculty members agreed to implement a “rolling review” policy that would ensure that the DoMS curriculum is kept up to date.

## **Administrative Reform**

- In conjunction with the Faculty Transformation Committee, members of staff worked towards the streamlining and documentation of our procedures manual. It is expected that these efforts will be continued and completed for 2010-11.

## **Work Plans**

The department is encouraged by the research interests and public service of its members. On the strength of their work plans for 2010-11, the department will no doubt continue to impact national/regional imperatives. Among the work plans are research in the areas of:

- Advertising and Tourist Arrivals
- Investigation into the Financing of Family - Owned Business in Jamaica
- Implications of Global Risk Trends for the Caribbean
- Saving Lives through Enterprise – the convergence between the criminal mind and the entrepreneurial mind
- Women and participation in organised crime network – emphasis on soft/non-violent crime
- Inventing Entrepreneurs – how to stimulate high growth entrepreneurship through tertiary education – understanding the drivers
- Developing benchmarks and indicators for police performance in Jamaica – USAID, MNS and JCF
- Youth Social Participation Strategy – USAID and Community Empowerment and Transformation Project (COMET)

## PAPERS PRESENTED

- **Chevers, D.A.** & Duggan, E.W. (2010). “A preliminary study of the use of software process improvement initiatives in Jamaica”. 3rd International Conference on Information Resources Management (Conf-IRM), Montego Bay, Jamaica, May 18, 2010.
- **Crick, Anne.** “Inside the All-inclusive Bubble: Implications for Jamaican Tourism”, 1st International Tourism Conference -Beyond the Boundary: Creating New Epistemologies, Cave Hill, December 8-11, 2009.
- **Crick, Anne.** “Within the bubble - Conceptualizing the Jamaican All-inclusive hotel”, UTECH Faculty of Business and Management conference, Jamaica Pegasus, November 10-11, 2009
- **Donalds, Charlette** (2010). “Towards an ERP Individual Performance Model”. International Conference on Information Resources Management (Conf-IRM 2010), Montego Bay, Jamaica, May 16-18, 2010
- **Robertson-Hickling, Hilary** with Cecille Maye-Hemmings, “Doing Research in My Diaspora” 2nd Caribbean Conference of Qualitative Inquiry (CQI2009), UWI, Mona, October 30, 2009. 29 pages.
- Anthony Clayton, **Andrew Spencer,** and **K’adamawe K’nife,** “Tourism, Biodiversity and Sustainability in Jamaica: An Integrated Assessment Approach”, 1st International Tourism Conference, Cave Hill, December 8-11, 2009.
- **Smith, T. A.,** & Mills, A. M. (2010). “Exploring the impact of knowledge management capabilities on organizational effectiveness”. International Conference on Information Resources Management (Conf-IRM 2010), Montego Bay, Jamaica, May 16-18, 2010. 29 pages.
- **Tennant, Sandra** (2010). “The Role of Transportation Infrastructure in Correcting Regional Disparities through Business Clustering: Case Study of a Jamaican Highway Project”,

SALISES 11th Annual Conference - Turmoil and Turbulence in Small Developing States: Going Beyond Survival. Trinidad and Tobago, 24th-26th March 2010. 29 pages

- **Williams, D.A. and Spencer, A.** “Advertising and Tourist Arrivals: Evidence from Jamaica”. 1st International Tourism Conference, UWI Cavehill Campus, Barbados, December 2009.
- **Williams, D.A. and Morgan B.** Benchmarking for improved international competitiveness: lessons for public policy. 7th Quest For Global Competitiveness Conference. University of Puerto Rico, March, 2010
- **Williams, D. A and K’nIfe, K.A.** Correlates of Gender and credit behaviour in Small Firms: Evidence from a Small, Developing Economy. ICSB World Conference. Hilton Hotel Cincinnati, Ohio. June, 2010.
- **Allan Wright, and Diaram Ramjee Singh.** “Tourism led Growth Hypothesis – the Case of Barbados, Jamaica and the Bahamas”. 1st International Tourism Conference -Beyond the Boundary: Creating New Epistemologies, Cave Hill, December 8-11, 2009.

## **PAPERS PRESENTED**

### **Non-Refereed**

- **Chevers, Delroy** “Production and Operations Management: Positioning Jamaica in the Global Arena”, UTECH 15th Annual Student’s Conference, Jamaica Conference Centre, April 8, 2010.
- **Crawford, Damion** “Recovering from Terror”, UTECH Faculty of Business and Management conference, Jamaica Pegasus, November 10-11, 2009
- **Crick, Anne** “Engaging or Disengaging?: How UWI students view and use third places”, 2nd Caribbean Conference of Qualitative Inquiry (CQI2009), UWI, Mona, October 30, 2009.

## **Cowell, Noel**

- “Working in the War Zones: The Experience of employees who work in an environment marked by high levels of crime and criminal violence” . 2nd Caribbean Conference of Qualitative Inquiry (CQI2009) UWI, Mona, October 30, 2009:
- “Employment Relations Practices in Family-Owned Businesses: The Case of Jamaica” with Tanzia S. Saunders. 2nd Caribbean Conference of Qualitative Inquiry (CQI2009) UWI, Mona, October 30, 2009:

## **McDavid, Hilton**

- “Military Initiatives in Creating Stability and Good Governance: A Caribbean Perspective”, Kingston Conference on International Security, Canadian Department of Defense and Queen’s University, Queen’s University, Kingston, Ontario, June 21-23, 2010
- “Law Enforcement, Maritime Security and the Caribbean”, COPONA 2010
- “Naval Requirements and Challenges for the Americas”, Intercontinental Hotel ,Santiago, Chile, February 24, 2010

## **Williams, Densil**

- “Does size matter? Using the small firm to anchor an export-led growth strategy for Jamaica”. Econnet research seminar, Inter-American Development Bank, November 18, 2009 .

## **Allan Wright**

- “Local Perspectives on Global Risk Trends: Implications for the Caribbean”. Mona School of Business Roundtable 2010, Mona Visitor Lodge, Jamaica, March 2010
- Tennant, David and **Tennant, Sandria** (2010). “Policy Suggestions for Improved Financing and Enhanced Human Resource Development in Jamaican Micro, Small and Medium-Sized Enterprises – Two Key Burdens Affecting



MSMEs: Financing and Tax Administration”, UWI/JTI Breakfast Symposia Series: Creating A Policy Framework for the MSME Sector. Jamaica, May 12, 2010.

- Roland Craigwell, **Allan Wright** and **D Ramjee Singh**: “Jamaica’s exchange rate determination, using microstructures and macroeconomic fundamentals with a co-integration approach”. Mathematics research seminar, September 18, 2009 UWI, Mona Campus, Mathematics Department.

## PUBLICATIONS

### Book

- \* Densil Williams (2009). “Understanding Exporting in the Small and Micro Enterprise”. Nova Science Publishers: New York. 88pgs

### Refereed Journal Articles

- \* **Barclay, Lou Ann**, ‘Creating an Institutional Environment for FDI-facilitated Development: The case of the bauxite industry of Jamaica’ *European Journal of Development Research*, 22, 2. 2010
- \* **Robertson-Hickling, Hilary**, Vanessa Paisley, Jaswant Guzder, Frederick Hickling “Fostering Resilience in Children at Risk through a Cultural Therapy Intervention in Kingston Jamaica”, *Journal of Healthcare for the Poor and Underserved*, 20, 4, November 2009
- \* **Smith, T. A., Mills, A. M. & Dion, P.** (2010). “Linking business strategy and knowledge management capabilities for organizational effectiveness”. *International Journal of Knowledge Management*, 6(3), 22-43.
- \* **Tennant, Sandria, Clayton, Anthony** (2010). “The Politics of Infrastructural Projects: A Case for Evidence –Based Policymaking”, *International Journal of Public Administration*, Vol.33: No.4, pgs. 182-191.

- \* **Williams, D.A.** (2009). “Determinants of export market destination for outputs from small locally-owned firms”. *Small Business Institute Journal*, 4, pp15-47
- \* **Williams, D.A.** (2010). “Export Initiation in Small Locally-Owned Firms from Emerging Economies: The Role of Personal Factors”. *Journal of Developmental Entrepreneurship* 15 (1) pp. 101-122
- \* **Williams, D.A.** and Spencer,A.(2010). “Advertising and Tourist Arrivals: Evidence from Jamaica”. *Journal of Tourism and Hospitality Research* 10 (4) pp. 1-8
- \* **D RamjeeSingh, Allan Wright and Hilton McDavid.** “An Intense Influenza Pandemic- Possible Sub Type of H5N1- Its Implications for the Jamaica economy,” *West Indian Medical Journal* (2010: 59 (1):89)
- \* **D RamjeeSingh, Allan Wright and Hilton McDavid.**” Influenza Pandemic and its National Security and Macro Economic Implications for Jamaica,” *Security and Defense Studies Review* Volume 9, Issues 1&2, 2009
- \* **D RamjeeSingh, Allan Wright, Carolyn Hayle and Roland Craigwell.** ”Tourism Led Growth Hypothesis- The Case of Barbados, Jamaica and the Bahamas,” *Tourism Analysis Journal* Volume 15, Number 4, 2010
- \* **D RamjeeSingh, Allan Wright** and Carolyn Hayle. “Factors influencing hotel occupancy in Jamaica: The Role of Events, 1991-2008,” *Tourism Analysis Journal* Volume 15, Number 3, 2010.

### **Non-refereed**

- \* **Allan Wright** and Roland Craigwell. “ Jamaica’s New Relationship with the IMF: Questionable Strategies towards Economic Growth” *CMMB iQ* Vol. 3, No. 1, January 2010.

## Book Chapters

- \* McDavid, H(2009), Regional Security Versus National Security ,in Collins, Y(project manager), 'CARICOM: Policy Options for International Engagement, CARICOM Secretariat, Georgetown, Guyana

## Technical Reports

- \* Ian Boxill, D RamjeeSingh and **Allan Wright**: An analysis of National Commercial Bank performance scores data, 2009. (57 pages)

## PUBLIC SERVICE

### Anne Crick

- Director, JMMB
- Chair, HR/Culture Subcommittee
- Director, HEART Trust
- Editorial Board Member, *International Journal of Contemporary Hospitality Management*
- Member, Board of Studies, College of Insurance and Professional Studies

### Charlette Donalds

- Reviewer: International Conference on Information Systems (ICIS) 2009, International Conference on Information Resources Management (Conf-IRM) 2009, Hawaii International Conference on System Sciences (HICSS-43) 2010.

### Hilary Robertson-Hickling

- Member, Mary Seacole Foundation
- Member, Board of the St. Andrew High School for Girls

### **K'adamawe K'nIfe**

- Member, National Advisory Committee – UNEP and Institute for Sustainable Development, UWI, Integrated Assessment project.
- Member, Cluster Committee for Gift and Craft Sector – JBDC
- Director, Youth Crime Watch Jamaica (YCWJ)
- Local Coordinator, SAGE International
- Member, Awards committee – NCB Entrepreneurship Award
- Member, Churches Credit Union Entrepreneurship Awards Committee
- Member, International Institute for Peace Through Tourism (IIPT)

### **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

### **Sandria Tennant**

- Co-organizer: MSME policy forum. UWI, Mona

### **Densil Williams**

- Director, Caribbean Brands Ltd
- Editorial Board Member, *Journal of Business and Entrepreneurship*
- Editorial Board Member, *Journal of Ethics and Entrepreneurship*
- Reviewer, *International Council of Small Business Conference 2010, Social and Economic Studies Journal, Journal of International Entrepreneurship, Journal of Developmental Entrepreneurship*