

DEPARTMENT OF MANAGEMENT STUDIES

Densil A. Williams, BSc, MSc *UWI*, PhD *Manchester Business School*
– Head of Department

WORK OF THE DEPARTMENT

The academic year 2011/ 2012 saw some significant developments in the life of the Department. Over this period, the Department continued its focus on operationalizing its 3 year strategic plan. The core thrust of the plan is to differentiate the Department of Management Studies at Mona from other entities that offer Management education in the domestic marketplace. To this end, the academic year started off with our usual Departmental retreat where we planned the activities for the year; that will help us to achieve our central strategic goals. Our focus in the planning exercise was on the main areas of responsibilities for the Department: **Teaching and Learning, Research and Innovation and, Outreach and Internationalization.** The activities around these core areas formed the nucleus of the work which the Department focused on over the year.



Teaching and Learning

In the area of teaching and learning, our critical focus for the year was the review of the Department's curriculum. We benchmarked our curriculum against the top schools that offer management degrees and based on the results from this bench-marking exercise, we revised our curriculum to reflect the current trends in the market place for higher education in business and management. The exercise led to us revising the curriculum to allow students greater flexibility in pursuing their degrees in Management Studies. The Department moved away from offering specials and options, to offering majors and minors, a move which allows

students to undertake double majors and also major and minors in areas of interest that lie outside of the Department. This greater flexibility will help us to develop more rounded management students who, upon graduation, will not only be knowledgeable in the management disciplines but will also have a greater appreciation for the work done in other areas of the academe such as the natural sciences, the arts and liberal studies.

In August of 2012, the Department got approval from the various Campus and University committees to start offering majors in the following areas:

- Management Studies (General)
- Accounting
- Operations Management
- Marketing
- Human Resources Management
- Entrepreneurship
- Tourism Management
- Finance for our Western Jamaica Campus operations only

We also offer two minors in the areas of:

- Management Studies
- Accounting

These new offerings are just one step in the curriculum review process. There are many more changes that will have to be made in other areas of the curriculum as we strive to provide a world class management education to our students. This first step however, is a strong foundation for the other changes to come.

Besides the curriculum reform, other activities in the teaching and learning area included:

- Staff members attending IDU training seminars in order to improve their teaching delivery.

The Department – under the leadership of Dr. Chevers, the chairman of the teaching and learning sub-committee – held a training workshop at the beginning of the semester to help faculty members better prepare for their lectures and interaction with students. This workshop included facilitators from the Department of Education and the IDU.

- The department also continued its strong performance in teaching with staff members achieving scores above 4.5 out of a possible 5.

Research and innovation

A main focus of the Department's differentiation strategy is the creation of new knowledge in the area of Management and Business Research. To this end, we continued to undertake research in various areas of the Management discipline. All full-time faculty members have become engaged in the research process through their participation in conferences, seminars and publication in high quality refereed journals. The high quality research from the staff members over the academic year are reported on further in this report. Some of the major highlights in this regard were:

- Mrs. Joan Thomas-Stone and Dr. Charlette Donalds won a Best Paper Award for their paper entitled "The effect of Blended Learning versus Conventional Delivery on Students' Academic Performance in Jamaica: The Case of the University of the West Indies" at the Academy of Business Research Conference in March 2012.
- Dr. Delroy Chevers won Best Paper Award in the Management Section at the Academy of Business Research Winter 2011 Conference. The title of the paper he co-authored is "Factors influencing information systems quality and success in English-speaking Caribbean firms".
- Dr. Densil A. Williams won a distinguished research award from the Allied Academies Fall Conference for his paper entitled "Industry sector and the export behavior of small, locally-owned firms".

- Dr. Andrew Spencer's received the Institute of Travel and Tourism PhD thesis of the Year 2011/2012 award after his thesis was voted as the best thesis in the field of Tourism from the Institute of Travel and Tourism Education and Training Committee, United Kingdom.
- The research output in refereed journals for the period grew by fifty percent over the previous academic year, from eight to twelve journal publications.

Outreach and Internationalization

Another critical element in the Department's drive to differentiate itself was its focus on outreach and internationalization. We continued to engage our external and internal stakeholders in the knowledge generation process. To this end, the Department engaged in a number of research seminars and symposia and also engaged the students in the communities of the inner cities of Jamaica to help persons better develop their entrepreneurial talents. Some of the major highlights in this area include:

1. The Department held a symposium on how to help small firms to prepare for listing on the stock exchange. Prof Shaun Carraher of Indiana Christian University was the keynote speakers. The Minister of State for Industry and Investment and Commerce, Mrs. Sharon Ffolkes Abrahams also brought greetings on behalf of the Government
2. The Department also held a seminar on Management challenges in the 21st century. Mr. Jerome Maxwell, President of JAMALCO delivered the main address. Dr. Carlton Davis, former Cabinet Secretary and expert in the Bauxite and Alumina sector served as main discussant for the presentation.
3. In the arena of internationalization, the Department also welcomed its first cohort of South African students to its MSc in Accounting programme.

Further developments in these core areas of the Department's work are reported in the next section of this report.

While these core activities were at the heart of the work that the Department engaged in over the last 12 months, they were not exhaustive. The Department also continued with its day- to-day administrative and clerical functions. We continued to serve our internal and external clients in the most efficient ways. Indeed, the Department was once again the winner of the Deputy Principal's award for customer services at the Faculty of Social Sciences annual Faculty day. This is a testament to the hard work of the staff in the Department and our commitment to excellence in delivering service to our internal and external customers.

The remainder of the report will outline in detail, the specific achievements of the Department in the various areas of its core function of research, teaching and outreach. It will list the conferences, research papers, outreach activities of the members of staff which were carried out in order to further advance the development of the Jamaican economy and the wider Caribbean Society.

PAPERS PRESENTED

- **Blake, C.** “The Effectiveness of Law in Expanding the Use of Caribbean Non-dominant Languages”, International Conference on Law, Language and Discourse, City University of Hong Kong, Hong Kong, August 20-22, 2011.
- **Chevers, D.** “Key influencing factors of information systems quality and success in Jamaican organizations”, 17th Americas Conference on Information Systems, Detroit, Michigan, August 4-7, 2011.
- **Crick, A.** “They’re not Starbucks: The Emergence of Coffee Shops in Jamaica”, International Conference on Business Hospitality and Tourism Management, Runaway Bay, St. Ann, October 12-14, 2011.
- Haughton, A., **Knife, K.** & Lynch, O. 2012. “Social Entrepreneurship – reducing crime and improving the perception of police performance within developing countries”. Allied Academy Conference New Orleans, 2012.

- **Smith, T.** (2011). “Personality Trait as a Predictor of Brand Loyalty”. Academy of Business Research. Trump Plaza, Atlantic City, NJ, September 13-15, 2011.
- **Williams, D. A.** “Industry Sector and Export Performance of Small, Locally-Owned Firms”, Allied Academics International Conference in Las Vegas, October 12-15, 2011. pp 1-18
- **Williams, D. A.** (2012). Impact of entrepreneurial training on business discontinuation rate: A multi-country study. International Council of Small Business World Conference 2012, University of Massey, Wellington, New Zealand. pp. 1-22
- **Williams, D. A.** (2012). “Influence of R&D on export propensity of small, locally owned firms”. USASBE, New Orleans, USA. Jan 12-15, 2012. pp. 1-24
- **Williams, D. A.** (2012). International Standards and Trade: Evidence from Caricom Economies. QUEST for Global Competitiveness Conference, San Juan, Puerto Rico, March 15-16, 2012. pp 1-20.
- **Williams, D. A. & Hare, L.** (2012): “Competitiveness of Small Hotels in Jamaica: An exploratory analysis”. 2nd International Tourism Conference, UWI, St. Augustine, Trinidad & Tobago Jan 19-21. pp 1-35.

Non-refereed

- **Crick, A.** “No problem mon – Buffering hotel guests from external shocks”, Caribbean Studies Association Conference in Guadeloupe, May 28 – June 1 2012.
- **Eaton, S.** “Financial Regulation and Unregulated investment Schemes or Fraudulent Schemes”, the Academy of Business Research Conference in Las Vegas, USA on November 16, 2011.

- **Smith, T.** “Personality Trait as Drivers of Brand Loyalty with implications for Market Segmentation”, Rotary Club of Kingston, September.
- **Bean, D., & Spencer A.** (2012): An application of Butler’s theory of Performativity to the study of creative industries: the case of entertainment coordinators in hotels. UWI 2nd International Tourism Conference: “Tourism, Culture and the Creative Industries: Exploring the Linkages”. Trinidad and Tobago, January 18-21, 2012.
- **Guzder, J., Hickling, F. & Robertson-Hickling, H:** The Dream-A-World Project: A Multimodal Cultural Therapy project for disturbed 8-y-o children from Allman Town Primary School, Kingston Jamaica. July 3, 2012.
- **Hickling, F. & Robertson-Hickling, H.** (2012) Contextualizing Mental Health Primary Care and Resilience in Jamaica: The School as an Indigenous Institution for Psychological Transformation, Global Mental Health Seminar. McGill University, Montreal, Canada, July 3-4, 2012.
- **Hickling, F. & Robertson-Hickling, H.** (2011) Naming The Pain: Concepts of Intergenerational Trauma, World Psychiatric Association Buenos Aires Argentina September 18-23, 2011.
- **Williams, D. A.** (2012). Driving Growth and Returns in a Complex Brand World. Synergy Communications Brand and Marketing Summit, Jamaica Pegasus, April 19, 2012 pp 1-7.
- **Williams, D. A.** (2012). Michael Manley - 40 Years On - Looking Back, Looking Forward. Kingston and St. Andrew Parish Library- February 29, 2012.
- **Williams, D. A.** (2011). MSME Contribution to GDP Growth. Jamaica Business Development Centre Business Dialogue Series- November 15, 2011.

PUBLICATIONS

Book Reviews

- * **McLeod, M.** 2012. 'A Review of "Planning for Tourism, Leisure and Sustainability, International Case Studies."' *Tourism Management*, 33:6, 1605-1606.
- * **McLeod, M.**, Vaughan, D. R., Edwards, J. 2012. "Knowledge networks in the tourism sector of the Bournemouth, Poole and Christchurch conurbation: a preliminary analysis." In Scott, N. and Laws, E. Eds. *Advances in service network analysis*, Oxon: Routledge, pp. 71-87.
- * **McLeod, M.** 2012. 'A Review of "Thinking Through Tourism."' *Tourism Management*, 33:3, 725-726.
- * **McLeod, M.** 2011. 'A Review of "Understanding Tourism: A Critical Introduction."' *Tourism Geographies*, 13:1, 158-160.

Books

- * **Robertson-Hickling, H.A.** (2011). "White Squall on the Land. Narratives of Caribbean People" CARIMENSA Press, University of the West Indies. St. Andrew, Jamaica.
- * **Williams, D. A., & Morgan, B. M.** (2012) Competitiveness of Small Nations: What Matters? Arawak Publishers. Kingston: Jamaica pp. 1-186.

Refereed

- * **Barclay, L.** (2012) The Bauxite Industry of Suriname: Institutional Inefficiency in a Century of FDI-facilitated Underdevelopment, *Social and Economic Studies*, 61 (2).
- * **Barclay, L.** and Henry, Ralph (2011) Black Power and Equitable Business Participation: Forty Years on in Trinidad and Tobago, *Social and Economic Studies* 60 (3&4): 103-133.
- * Hickling, F., Paisley, V. & **Robertson-Hickling, H.** "Deinstitutionalization and attitudes toward mental illness: a

qualitative study” *Revista Panamericana de salud Pública / Pan American Journal of Public Health*, 2011; 29(3):169-76.

- * Hickling, F. & **Robertson-Hickling, H.** (2012) Discrimination. In: Loue, M. & Sajatovic, M. (eds.) *Encyclopedia of Immigrant Health*. New York: Springer. Vol. 1, pp 554-556.
- * **Smith, T.** (2012). The Personality Trait Predictors of Brand Loyalty. *Academy of Business Research Journal*, 3, 6-20.
- * **Spencer, A.** (2011). Technology Adoption and the Leadership Imperative: Strategic Management Implications for Travel Firms. *Review of Tourism Research Journal* Vol. 9, No. 3., pp. 114-121.
- * Buhalis, D., **Spencer, A.**, & Moital, M. (2012). A Hierarchical Model of Technology Adoption for Small Owner-Managed Travel Firms: An organizational decision-making and leadership perspective. *Tourism Management Journal*. Vol. 33, No. 5, pp. 1195-208.
- * **Tennant, S.** (2011). Predicting the Likelihood of Firms Locating Along a New Road Facility: The Impact of Transportation Variables on Entrepreneurs’ Decision Making, *Regional Development Studies (United Nations Centre for Regional Development Studies)*, Vol. 14, 2011:1-10.
- * **Williams, D.A. & Deslandes, D.** (2012). Functional Co-operation in Caricom: The Pivotal Role of Institutions. *Transition Journal*, 41.
- * **Williams, D. A., & K’nIfe, K.** (2012). The Dark Side of social entrepreneurship. *International Journal of Entrepreneurship*. 16, pp 69-82
- * **Williams, D. A. & K’nIfe, K. A.** (2012). Correlates of Gender and Credit Behaviour in Small firms: Evidence from a small, developing economy. *Entrepreneurial Executive*. 17, pp 69-86

- * **Williams, D. A.** (2012). Technology and the export behavior of small, locally-owned firms: new insight. *Journal for the Advancement of Developing Economies.1*, (1) pp. 3-23

AWARDS

- **Blake, C.** – Commonwealth Academic Fellowship at the London School of Economics and Political Science from January 15 – July 15, 2012.
- **Chevers, D.** – Best Paper Award in the Management Section at the Academy of Business Research Winter 2011 Conference (Las Vegas, USA) during November 14-16, 2011. The title of the paper he co-authored is “Factors influencing information systems quality and success in English-speaking Caribbean firms”.
- **Chevers, D.** – Best Paper Award for his paper entitled “The role of internal audit on good governance in the Jamaican Public Sector: A risk Management Perspective” at the Academy of Business Research Conference in New Orleans during the period March 14-16, 2012. Dr. Chevers co-authored the paper with Mrs. Jacqueline Chevers and Professor Trevor Munroe.
- **Donalds, C. & Thomas-Stone, J.** – Best Paper Award for their paper entitled “The effect of Blended Learning versus Conventional Delivery on Students’ Academic Performance in Jamaica: The Case of the University of the West Indies” at the Academy of Business Research Conference in New Orleans during the period March 14-16, 2012.
- **Knife, K.** – Distinguished Research Award, Allied Academies, 2011.
- **Smith, T.** – AACSB Best Paper Award for his paper entitled “Personality Trait as a Predictor of Brand Loyalty” presented at the Academy of Business Research Conference, Trump Plaza, Atlantic City, New Jersey during September 13-15, 2011.

- **Spencer, A.** – Institute of Travel and Tourism PhD thesis of the Year- 2011/2012. Institute of Travel and Tourism Education and Training Committee, United Kingdom.
- **Williams, D.** – Distinguished research award from the Allied Academies Fall Conference for his paper entitled “Industry sector and the export behavior of small, locally-owned firms”.

Research Seminars

The Department hosted a seminar on “Management Challenges in the Bauxite Sector in Jamaica”, October 21, 2011. The keynote speaker was Mr. Jerome Maxwell, president of Alcoa Jamaica Limited.

The Department hosted its Research Symposium on March 29th, 2012 in the UWI Council Room. The title of the symposium was “Managing Small Firms that Have gone Public”. The keynote speaker was Professor Shawn Carraher of the Indiana Wesleyan University, and featured speakers were Dr. William Lawrence of the Mona School of Business, Mrs. Michelle Chong of Honey Bun and Mr. Robin Levy of the Jamaica Stock Exchange. State Minister for Industry, Investment and Commerce – Mrs. Sharon Ffolkes-Abrahams brought greetings at the Symposium.

The Department, in conjunction with the Hugh Lawson Shearer Trade Union Education Institute, convened a four day workshop on ‘Re-inventing Collective Bargaining in the Public Sector’ during the period June 5-8, 2012 at the Faculty of Law – UWI, Mona campus.

Research Grant

Chevers, D. – Research Grant, under UWI’s New Initiative Grant, in August 2011 in the sum of J\$1,498,974, to pursue research work on the adoption of software process improvement (SPI) programs and Internet-enabled technologies in the English-speaking Caribbean.

Student Enrichment

The Tourism Society held its first executive retreat at Sandals Royal, Montego Bay at the invitation of the Sandals University from June 15-17,

2012. Main outcomes of the event was the redrafting of the constitution, planning activities and outreach for the new school year and forming a strategic alliance with the Sandals Resort International which should help to strength our image and motivate the students who have decided to pursue a career in tourism. The retreat was attended by six (6) outgoing and incoming executive members, the Faculty Advisor, Eritha Huntley Lewis, and representatives from Sandals Resort International including Mr. Wayne Cummings, Mark Fredericks, Mark Pike, Dr. Phillip Brown and Ms. Heather McDonald.

There was a ‘soft launch’ of the HRMAJ (Human Resource Management Association of Jamaica) UWI chapter on Thursday April 26, 2012. The guest speaker was HR specialist, Mr. Dayton Robinson. The club has approximately 30 members and was formed in March 2012. A formal launch will take place in the 2012/2013 academic year.

PUBLIC SERVICE

Dr. Lou-Anne Barclay

- Member of Executive Board, Academy of International Business –Latin American Chapter

Ms. Shirley-Ann Eaton

- Director of the Board, First Global Bank Limited and Chairman of the Audit Committee.

Dr. Hilary Hickling

- Member of the Board, St Andrew High School
- Member of the Board, Queen’s School
- Member of the Board, Placement and career Services
- Member, Teachers Services Commission
- Member, Mary Seacole Foundation

Dr. K’adamawe K’nIfé

- Director, Youth Crime Watch Jamaica
- Member, National Reparations Committee 2012.

- Local Coordinator, Student for the Advancement of Global Entrepreneurship
- Chief Examiner, for CAPE Entrepreneurship

Dr. Densil Williams

- Chairman, RADA National Board
- Deputy Chairman, Spectrum Management Authority
- Member, Audit Committee of the Spectrum Management Authority
- Commissioner, Fair Trading Commission
- Member, Steering Committee, Caribbean Centre for Competitiveness, UWI, St. Augustine Campus
- Member, Steering Committee, Collaborate for Life Project-Jamaica Exporters Association