

DEPARTMENT OF MANAGEMENT STUDIES

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– Head of Department

WORK OF THE DEPARTMENT

The academic year 2010-2011 was an inflection point in the life of the Department of Management Studies. The imperatives of the market demand that we become internationally competitive if we are to offer high class management education to future managers in the Caribbean and beyond the shores of the Caribbean seas. As is expected of a high quality Department, we rose to the challenge and the transformation is truly on its way in helping to meet the goal of being a world class Department that offers high quality management education for future managers and entrepreneurs in both the public and private sectors.

At the beginning of the academic year, the Department launched its operational strategic plan with its core strategy of differentiation as its competitive advantage as it moves to compete in an increasingly competitive marketplace for higher education, especially in the field of Management education. The basic pillars of this strategy rest on three elements: **Research, Teaching and Learning**, and **Outreach**. The Department's strategy is well aligned with the wider UWI's corporate strategy. The achievements of the Department are aimed at ensuring that the UWI achieves its mandates that are outlined in its corporate plan. This report will highlight the major achievements of the Department over the last academic year. These achievements have helped the Department and the wider UWI to fulfill its strategic aims and objectives.

Major achievements in key strategic areas

Over the academic year 2010-2011, the Department had some notable achievements in the key areas of its operational strategy. These include:

Teaching and Learning

- Dr. Delroy Chevers won the Faculty of Social Sciences inaugural teaching award
- Mr. Damion Crawford placed second runner-up in the Guardian Life Teaching Award
- Re-alignment of staff members to teaching in core areas of their specialization
- Reduction in the number of part-time faculty and increased teaching load of full-time, tenured faculty
- A number of tenured faculty are pursuing courses with the IDU to improve their teaching performance.

Research

- All tenured faculty members have presented their research plan to the Department's research seminar and are working on their projects in order to generate publication in the next academic year.
- A number of staff members have published papers in refereed journals.

Outreach

- The department continues to service its community with some notable achievements in the following areas:
- A seminar on "Alternative Methods of Financing for SMEs" with keynote speaker Prof. Graham Hall of the University of Wales in Cardiff, U.K.
- A public lecture by Mr. Lewis Leung on "Management in a Time of Crisis"

- Hosting of monthly research seminars
- Research and wrote a case study for a private sector company
- The Office of Social Entrepreneurship continues its work in the prison system to train inmates in development of business plans and reading and writing skills.

In addition to these achievements, there were some notable policy developments. These include:

- The graduate programmes in the Department have now come under one umbrella and report to a Director of Graduate Studies, Dr. Lawrence Nicholson.
- All staff members are required to present their research plan and funding requirements
- Tenured faculty do not teach in summer school unless they have shown strong advancement in their research over the academic year.
- Tracking of submission of marked examination scripts and manuscript for examinations in order to ensure that we minimize disruptions to the examination process and, that students' grades are delivered on time.

These changes are aimed at improving the competitive position of the department in the delivery of services to its clients. Indeed, these changes among others; have begun to bear results. The Department for the first time in three years won the Deputy Principal's Customer Service Award in the Faculty of Social Sciences awarded at the recent Faculty Day.

The Department of Management Studies is on a path to sustained growth in its research output, its teaching and learning and outreach activities. The aim is to continue to develop these areas over the next academic year. The remainder of this report presents the detailed achievements of the Department in the core areas of its differentiation strategy.

PAPERS PRESENTED

Refereed

- **Crick, A.** “Rethinking Oldenburg: Third places and generation Y in a developing country context”, 12th Annual SALISES Conference, Kingston, March 23-25, 2011.
- **Robertson-Hickling, H.** “Are We Losing Some of Our Best? Human Resource Management and Migration in the Caribbean”. SALISES 50-50 conference, Jamaica Pegasus, March 25, 2011.
- **Spencer, A.,** Buhalis, D. (2011). “The Determinants of Firm Technology Adoption: Strategic Management Implications for Travel Retailers”. 18th International conference on Information Technology and Travel & Tourism, Innsbruck, Austria, January 26-28, 2011.
- **Williams, D.A. & K’nife, K.** (2011). “The Dark Side of Social Entrepreneurship”. Allied Academies International Spring Conference, Orlando Florida, April 6-9, 2011.
- **Williams, D. A.** (2010). “Modeling small locally-owned firms export behaviour: The role of language”. Allied Academies International Fall Conference, Las Vegas, October 13-15, 2010, pp. 1-23.

Non-Refereed

- **Crick, A.** “Rethinking the Tourism Employee: Moving from I come to Forget Me to I come to Get Me”, Festival in the Workplace Conference in Nassau. November 15-17, 2010.
- **Williams, D.A.** (2011). “Can your records run your practice: Improving competitiveness through information efficiency”. Medical Association of Jamaica, Symposium 2011, Jamaica Pegasus Hotel, Kingston June 4, 2011.
- **Williams, D.A.** (2011). “Funding tertiary education in Jamaica: some exploratory thoughts”. Jamaica Teachers Association

Seminar: Conversation on Education. Jamaica Teachers Association Conference Room, Kingston, June 22, 2011

- **Williams, D.A.** (2011). “Telecoms and competition policy in Jamaica: Issues and challenges”. ICT Policy Conference, Moan School of Business, UWI, Mona. May 17-18, 2011.

PUBLICATIONS

- * Crick, A. & Spencer, A (2010) – “Hospitality Quality – New Directions and New Challenges”. *International Journal of Contemporary Hospitality Management*, 23, 4, 463-78.
- * Smith, T. & Mills, A. (2011) “Knowledge Management and Organizational Performance: A Decomposed View”. *Journal of Knowledge Management*, Volume 15, No. 1.
- * Smith, T. & Spencer, A. (2011) “Predictors of Value for Money in Jamaican All-Inclusive Hotels” *International Journal of Humanities and Social Science*, Vol. 1, No. 3.
- * Williams, D.A. (2010). “An Empirical Investigation into the Financing of Family - Owned Business in Jamaica”. *Social and Economic Studies*. 59 (3) pp. 31-57
- * Williams, D. A. (2011). “Impact of firm size and age on the export behaviour of small, locally-owned firms: Fresh insights”. *Journal of International Entrepreneurship* 9(2), pp. 152- 174.
- * Williams, D. A. (2011). “Modeling small locally-owned firms export behaviour: The role of language”. *Academy of Entrepreneurship Journal*. 17 (2), pp.19- 35
- * Williams, D.A. and Jones, O. (2010). “Factors that determine longevity of small family owned firms”. *International Journal of Entrepreneurship*, 14 pp. 37- 58
- * Williams, D.A. & Morgan, B.J. (2010) “Benchmarking for international competitiveness: lessons for public policy”. *Forum Empresarial* (15), 2 pp. 1-35

AWARDS

Dr. Delroy Chevers walked away with the inaugural Faculty of Social Sciences Excellence in Teaching Award for 2009-2010 at the Faculty's Awards Ceremony held on Thursday, January 20, 2011.

Dr. Densil Williams won a distinguished research award for his paper entitled "Modeling Small, Locally-Owned firms Export Behavior: The Role of Language". This paper was presented at the Allied Academies International Fall Conference Held in Las Vegas Oct. 13-15, 2010.

Dr. Densil Williams was selected for the award of "The Best Research Publication" in the Faculty of Social Sciences. The research publication which earned him this award is "Export Initiation in Small Locally-Owned Firms from Emerging Economies: The Role of Personal Factors". He was presented this award at the Research Day 2011 Awards Ceremony.

Dr. Crick won the International Council on Hotel, Restaurant and Institutional Education (ICHRIE) Best Paper Award at the 2011 Conference in Denver, Colorado for her paper entitled "Rethinking Oldenburg: Third places and generation Y in a developing country context"

Dr. Cowell graduated from the IDU course on University Teaching at the November 2010 graduation ceremony.

OUTREACH

A public presentation of the findings of the USAID/COMET JCF Performance Survey was facilitated by the Department of Management Studies on the campus on the 29th November 2011.

Dr. Densil Williams served as moderator for a Panel Discussion, ICAC 29th Annual Conference, Jamaica Pegasus Hotel, Kingston. June 24th, 2011.

Williams, D. A., Crick, A., & Cowell, N. (2011). *GraceKennedy mergers and acquisitions: The human resource management challenge*. GraceKennedy Ltd., pp. 1-35.

Office of Social Entrepreneurship

The Department had a soft launch at the start of the academic year of an *Office of Social Entrepreneurship (OSE)*. The activities of the OSE are currently centred on two major programmes: Primary and Junior High School Outreach and “Saving Lives through Enterprise” programme. The initiatives under each programme are as follows.

Second Phase of Primary and Junior High School Programme:

Grade Nine Achievement Test (GNAT) Assistance Programme –

The team offers assistance through extra classes in Mathematics and English Language for students preparing for GNAT examinations, usually held in May of each year. Approximately, 100 students participated in the programme last year. University Students and community volunteers facilitate the sessions. Classes began on October 23, 2010 and are held every Saturday in the Department of Management Studies from 10:00am – 3:00pm.

Roll-out of OSE/YCWJ mandate in schools –

Launch of programme in schools. The team conducted refresher training sessions with core groups. There was also the organizing and mobilizing of students and staff to roll out projects in work plans.

Technical assistance to administration –

There were preliminary discussions with principals and staff of additional needs, with emphasis on developing an entrepreneurial project.

“Saving Lives through Enterprise” programme:

Inter-American Institute for Cooperation on Agriculture (IICA) Urban Agriculture Training

Approximately 15 male participants from Trench Town, Rockfort and Arnett Gardens received training in urban agriculture at IICA. The

sessions ran from Oct. 27-29, 2010 at the IICA offices, with an aim to introduce the participants to various facets of the agricultural process.

Deepen relation with Food for the Poor

The OSE-YCWJ under the auspices of the Saving Lives through Enterprise programme continues to engage the Food for the Poor to implement their programme in Agriculture and Animal Husbandry. The collaboration aims at targeting the communities that the OSE-YCWJ have facilitated, in particular, the communities that have received capacity-building assistance.

Tower Street programme

The organization currently provides project management and implementation services for the Tower Street Adult Correctional Centre Education Programme. A team of volunteers currently offer tutelage to the students in the programme in remedial Mathematics and English; facilitating discussions on documentaries, docudramas and current affairs, as well as exposure to entrepreneurship.

RESEARCH SEMINARS

The department held the following seminars during the 2010/2011 year.

- “Linking Academia to Business Practice” – Dr. William Lawrence, Director, Professional Services Unit – Mona School of Business.
- “Criminal Investigation Knowledge System: An Architecture” - Dr. Charlette Donalds, lecturer, DOMS.
- “Management in Time of Crisis” - Mr. Lewis Leung, President of Prince Edwards Management Company.
- “Benchmarking the Perception of Police Performance” – Dr. K’adamawe K’nIfe, lecturer, DOMS
- “Alternative Methods of financing for SMEs in Jamaica”. The keynote address was delivered by Prof. Graham Hall, former

Director of the PhD programme at Manchester Business School and one of Europe's leading venture capitalist. Other speakers included Aubyn Hill, Douglas Lindo and Densil Williams.

- “Should we tear up the management text books? - is everything we teach irrelevant?” - Prof. Graham Hall
- “The Impact of Corporate Governance Practices on Firm Performance” – Noel Reynolds and Joan Thomas-Stone, lecturer, DOMS.
- “The Impact of Perceived Digital Divide and Organizational Climate of eLearning Outcomes.” - Dr. Karen Jones Graham, lecturer, DOMS
- “Financial Regulation: Unregulated Investment Schemes Or Fraudulent Schemes” - Shirley-Ann Eaton, lecturer, DOMS.

RESEARCH GRANTS

Dr. Delroy Chevers' application for a New Initiative Research Grant was approved for the project “Promoting the adoption of software process improvement (SPI) programs and Internet-enabled technologies in the English-speaking Caribbean”. The grant becomes effective August 2011.

Dr. Lawrence Nicholson's application for a New Initiative Fellowship Programme administered by the Office of the Principal-UWI Mona was approved. The project will conduct research on “Caribbean Family Business: Their Voices on Strategic and Entrepreneurial Imperatives”. The fellowship will become effective August 2011.

STUDENT ENRICHMENT

Since October 2010, regular meetings with the Executive have resulted in the development of job descriptions for all the key posts and a constitution. The Society has been reorganized to focus on the key areas of Vision, Vibes and Vitality. They are currently planning a recruitment drive and outreach programme which will involve mentorship of high school students desirous of attending UWI and pursuing a career in Tourism.

The Student Enrichment Committee hosted a Management Studies Award Ceremony on Thursday November 18th where eighty-one (81) students, the top 3 for each year group in each degree offering, were presented with awards. Each awardee received a trophy and a certificate while the runners up received certificates. All third year awardees received a package from the Mona School of Business.

Dr. Trevor Smith served as Academic coach for the 2011 UWI, Mona team, which competed in the FirstCaribbean International Bank Case Analysis Competition. The team won the prizes of Best Case analysis and Best Overall Presenter.

PUBLIC SERVICE

Celia Blake

- Member, Board of the Bank of Jamaica.

Anne Crick

- Attendee, CHTM's quality assurance review exercise.
- Director, JMMB
- Director, HEART Trust
- Member, Advisory Board - College of Insurance and Professional Studies

Lou Anne Barclay

- Member, Multilateral Investment Fund Project Steering Committee, administered by the Competitiveness Company of Jamaica.

Densil Williams

- Lead Facilitator, RADA Board of Directors Retreat- Eden Gardens
- Director, Caribbean Brands

K'adamawe K'nIfe

- Member, Board of the National Organization of Deported Migrants.

Mr. 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.