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## MANAGEMENT TRAINING IN JAMAICA

A Strategy for the Bureau for Private Enterprise  
of the U.S. Agency for International Development

*Report to the*

Committee on Industrial Policy for Developing Countries

Commission on Engineering and Technical Systems

National Research Council

*by*

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The trip report that constitutes this document is one of several commissioned by the Committee on Industrial Policy for Developing Countries. These reports were intended to be used as working papers in a study of the state of management education and training in developing nations. The committee was originally charged by the Bureau for Private Enterprise of the U.S. Agency for International Development with recommending a strategy by which the Bureau could rapidly assist and spur private contributions to the improvement of management development in five selected countries. To understand the specific problems for current management development in the selected countries, and to generate a set of optional training approaches from which to distill its recommendations, the committee appointed teams of two or three consultants to conduct interviews and other research in each country and to provide trip reports.

As a result of changes in the scope of work requested by the Bureau for Private Enterprise in late 1982, the plans for the general study were scrapped, and two additional countries designated for team visits. This visiting team report thus represents the work of the individual team members and not that of the Committee on Industrial Policy for Developing Countries. The report has not been subjected to the normal National Research Council review process, but is presented in the belief that the several optional courses of action conceived or identified by the authoring team will be of interest and use to the Bureau and others concerned with its work and objectives.

The work for this paper was supported by funds provided by the Agency for International Development of the U.S. International Development Cooperation Agency under Grant No. OTR-0001-G-SS-3182-00.

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## STUDY BACKGROUND

The Bureau for Private Enterprise of the U.S. Agency for International Development (AID/PRE) requested that the National Research Council (NRC) assess the management training needs of Thailand, Sri Lanka, Indonesia, Kenya, Ivory Coast, Pakistan, and Jamaica. For the Jamaica study, the National Research Council selected Dr. Max Wortman, Jr., currently the William B. Stokely Professor of Strategic Management and Director of the Institute for Strategic Management, University of Tennessee, Knoxville, and E. Brian Veasy, who is currently President of the Marion Group, a management consulting firm specializing in marketing strategies, executive search, and management training.

The study team traveled to Jamaica in February 1983, with these objectives:

- assist Jamaican businessmen (including senior executives) in large and small businesses, educators in management training and development institutions and universities, along with representatives of AID/PRE in formulating a strategy for high impact, short term management training for Jamaica;
- establish a priority ranking of possible AID/PRE project activities for private sector management training;
- develop a pilot seminar and/or demonstration program for AID/PRE personnel and senior Jamaican executives to initiate implementation of the management training strategy;
- propose, in a final report, immediate management development programs using existing Jamaican institutions.

## INTRODUCTION

Jamaica is the third largest island in the Caribbean Sea, with an area of 4,244 square miles and 2.2 million inhabitants. Captured from Spain by the British in 1665, the island became a valuable sugar colony, based on the plantation system. Jamaica gained independence from Britain in 1962, and now has full dominion status within the British Commonwealth.

Jamaica has traditionally depended on mining and agriculture to provide employment and foreign exchange. As a major producer of bauxite, Jamaica is extremely vulnerable to world economic trends. During the most recent world economic slump, bauxite production fell to 11.5 million tons in 1979 and 12.1 million tons in 1980, in contrast to an historical level of 15 million tons.<sup>1</sup>

Jamaica's two main agricultural products, bananas and sugar, have also been depressed. Banana exports fell nearly 50 percent between 1972 and 1978, and sugar and sugar cane production dropped 25 percent in the same period.<sup>2</sup> However, agriculture remains the most important source of employment, providing jobs for 36.8 percent of employed Jamaicans in 1980, compared to only 10.8 percent in manufacturing.<sup>3</sup>

Depressed exports and increasingly expensive imports have caused severe foreign exchange shortages and have led to a substantial foreign debt, \$1.6 billion in 1980.<sup>4</sup> Jamaica has received IMF assistance, as well as major developmental aid from the World Bank and the United States, but has been unable to improve economic growth or provide jobs for its people. Between 1975 and 1982, GNP fell over 20 percent and unemployment fluctuated between 27 and 37 percent.<sup>5</sup> Providing employment by establishing steady economic growth and expanding the manufacturing base remain elusive goals for Jamaican policymakers.

Manufacturers in Jamaica are diverse in size, products, and level of technology. Many foreign firms have located in Jamaica to take advantage of government inducements and low labor costs. These firms, along with large domestic concerns such as Grace Kennedy Corporation, require a high level of sophistication in their management. At the other end of the spectrum, small businesses constitute 40 percent of the manufacturing sector and have contributed the largest increase in employment in recent years. Training in basic management skills for small business managers would improve their competitiveness and spur future entrepreneurship. A management training strategy designed to address weaknesses in both large and small firms could have a rapid and dramatic effect on the Jamaican private sector.

## METHODOLOGY

The study team attempted to meet with as representative a sample of the Jamaican economy as possible in the limited time available. Between February 27 and March 11, 1983, we interviewed 24 executives, training and development managers, and consultants; these are listed in Appendix A. Interviews were designed to allow the interviewees to voice specific areas of concern and to address general topics of significance to the Jamaican economy. These discussions provided information on existing training facilities, deficiencies in the management training process, and the overall economic environment in Jamaica. The study team also received valuable information and support from AID officials in Jamaica.

As a way to clarify our observations and conclusions, the study team held a Jamaica-United States Management Training Conference in Kingston at the end of our visit. Fifteen of the Jamaican management interviewees and eight members of the AID mission in Jamaica attended the conference, allowing the team to present preliminary conclusions and obtain the reactions of people having in-depth familiarity with the Jamaican economy. The results of this conference were used to further refine our impressions, leading to the observations and suggestions presented in this report.

## GENERAL OBSERVATIONS

### EXISTING TRAINING FACILITIES

A variety of academic, private, and government institutions in Jamaica provide management training, but their efforts are poorly coordinated and fail to provide the specific types of training that would be most beneficial to the private sector. In particular, training for small businessmen is virtually non-existent. Problems are exacerbated by the shortage of appropriate training materials and adequately trained instructors.

At the undergraduate level, the University of the West Indies and the College of Arts, Science, and Technology provide courses in basic accounting, marketing, and finance. Undergraduates achieve a basic skill level in practical management, but have no specialized expertise. At the graduate level, facilities are limited to a small, part-time master of business administration (MBA) program established by Nova University of Miami and a masters degree program in Applied Behavioral Science instituted by The Johns Hopkins University. Each of these programs accommodates 15 to 20 students annually.

A number of private institutes (see Appendix B) compete among themselves to provide training programs and seminars to corporate clients. These programs usually address first-line supervisory, middle management, and some technical training needs. They are usually fairly specific, offering instruction, for example, in a particular type of accounting procedure or specified project management, but also include updating seminars for top executives. In general, the private institutes augment corporations' in-house management training programs, but both the private institutes and the in-house programs seem to lack current materials and adequately trained personnel.

Jamaica also has several government facilities (see Appendix B) that provide training programs for private sector managers, often through joint training efforts with private firms. These government efforts also appear to lack sufficient materials and trained personnel.

Despite the number and variety of institutions providing management training programs in Jamaica, the lack of appropriate resources seems to limit their effectiveness. The typical background of a management trainer is in primary or secondary school teaching, not management training. The number of trainers working in management training programs is also inadequate. The shortage of general training materials, such as case studies, experiential exercises, and simulations, and the virtual non-existence of materials designed specifically for Jamaica, are other serious shortcomings of existing training facilities. Consequently, current training resources appear to be inadequate to effectively provide the future management needs of Jamaican business.

## TRAINING DEFICIENCIES

There appear to be substantial deficiencies in training at all levels of management. The most glaring deficiency is in training for small businessmen. Although small businessmen comprise the largest group of managers in Jamaica, there are currently no programs addressing the unique needs of small business managers. Available programs are not designed for small businessmen and are not accessible to them. Marketing, basic accounting, and general management techniques would be beneficial elements of a small business management training program. Improved accessibility would also benefit this important segment of Jamaican management.

At the first-line supervisory and middle management levels, the major shortcoming appears to be a lack of functional training. Many executives with whom we spoke voiced a concern that this level of management is excessively oriented toward general management and lacks sufficient industry specific functional skills. Production techniques, personnel and machinery utilization, and financial skills for specific industries are the types of training that Jamaican business leaders would like to see provided for supervisory and middle managers.

Training for upper management also seems deficient in several areas. Based on our observations, we perceived the need to expand training for executives beyond the trend seminars currently provided into areas such as strategic management, investment opportunities, joint venture participation, and technological developments appropriate to the Jamaican economy. Top executives should also be exposed to alternative management styles, particularly more participative management techniques. Many executives in Jamaica tend to monopolize information and decision-making authority, regardless of the capabilities of lower level management. However, the study team perceived a willingness on the part of executives to delegate authority if the benefits could be demonstrated. Seminars on such management techniques could provide important training in the techniques and benefits of participative management.

## ENSURING PARTICIPATION

Many past management training programs in Jamaica have been ineffective because incentives and encouragement to participate were lacking. The business leaders with whom we spoke were somewhat skeptical of the success of new training programs unless attitudes could be changed and incentives provided. Many employees seem to consider themselves too indispensable to consider spending time away from their jobs in training programs, and they tend to question any personal advantage to participation. On a national level, Jamaicans tend to resent foreign influences in general, and management training programs sponsored by AID could easily be construed as foreign interference.

Measures can be taken to combat these negative attitudes and provide incentives for participation. An initial step might be a well-planned marketing strategy to advertise the availability and accessibility of training programs, outline the short and long term benefits of trained managers, and discourage any impression that



Jamaica is being "Americanized." An effective theme of such a marketing campaign could be national development. If the overall management training effort is promoted as part of the drive for national development, we believe the training programs will be much more successful and effective.

In addition to this marketing strategy, efforts should be made to involve Jamaicans in the design and implementation of specific training programs. Soliciting advice and assistance from Jamaican business leaders will create support within the business community and encourage the idea that improving management training is a national effort. Another step might be to involve qualified Jamaican expatriates in the training process. They could provide a valuable resource and limit the number of foreigners actually performing the training function. This would greatly enhance the receptiveness of ordinary Jamaicans to participation in the training.

## IMPLEMENTATION

At present, no organization in Jamaica appears capable of coordinating demand for and delivery of management training programs designed to address the training needs described in this paper. The variety of academic, government, and private institutions currently providing management training are uncoordinated and often redundant in some areas while large gaps remain in other areas. Managers in these organizations are aware of each other's general activities, but not of specific program content. The Jamaican Association of Training and Development might serve as a coordinative group, but it is essentially a loose association of all management trainers without the authority to coordinate implementation.

Consequently, central to the implementation of all following policy options in this report is the establishment of an Advisory Council on Management Training and Development to coordinate views from the business, government, and academic communities, evaluate and implement the training program options noted in this report, and propose additional management training and development programs in the future.

The study team took the first steps toward forming this advisory council on our last day in Jamaica. However, final membership of the advisory council has not been established. Managers from academic institutions, private industry, private management institutes, and management consultants are appropriate members for the council. It is essential that the advisory council be made up of Jamaicans. Membership should be small enough to ensure effectiveness, but broad enough to develop consensus. The goal of the council should be to establish a broad-based, impartial, and authoritative group to oversee implementation and evaluate future training needs in an unbiased fashion.

The most visible function of the advisory council would be as a channel for AID funds for specific management training programs approved by AID. This function requires the council to establish credibility within the Jamaican business community by establishing a reputation for impartial and independent funding decisions. The council will allocate funds to existing training institutions to maximize their effectiveness and reduce duplication. While it should be made clear that funding is provided by AID, the council should emphasize that no strings are attached regarding allocation. AID personnel will offer suggestions but will serve primarily as observers. Their role as observers will facilitate AID interaction with the economic power base in Jamaica and establish trust between AID officials and the business community.

The advisory council will also develop future management training programs based on Jamaican perceptions of Jamaican needs. The council will provide a forum for discussing management training needs for businesses of all sizes and will provide a continuing framework for interaction between the business community and AID.

## MANAGEMENT TRAINING PROGRAM OPTIONS

In addition to the establishment of an Advisory Council on Management Training and Development to allocate funds, ensure local participation, and implement programs, the study team has devised the following options for management training in Jamaica. It should be noted that all options could be undertaken; it is not a matter of choosing among them.

### OPTION 1: TRAINING THE TRAINERS

The study team found that many of the present Jamaican trainers were well educated but did not have backgrounds or preparation in the training and development function. Several different projects could be conducted under the supervision of the Advisory Council on Management Training and Development in Jamaica.

1. Regular training and development workshops could be conducted to train trainers in new content areas of training, including new types of materials and resources, new methods, and techniques of instruction suitable to Jamaican circumstances. These workshops could be led by two-person teams from the United States. Teams would include an academician in management training and development and a practitioner in management training and development from a major U.S. corporation. Jamaican expatriates should be actively sought as participants.

Each team would spend five working days with 15 to 25 trainers in a training and development update seminar addressing materials, resources, and methods. The team would also provide a framework for a full training and development system which should exist in an outstanding training and development program. This framework would include: needs analysis, determination of goals (short, medium, and long range) and their cost effectiveness, implementation steps, and evaluation of the training and development programs on a regular basis. A further option for the team might be to hold training and development workshops, not only for current personnel but also to train new personnel entering the training and development field.

Several different options would be available for the two-person teams: the same team could be sent in at six-month intervals for two years, different two person teams could be sent in at six-month intervals for two years, or time intervals could be quarterly or bimonthly with the same or differing teams.

2. For more personal training efforts, a program might rotate individual training and development directors from U.S. firms to work in firms in comparable industries in Jamaica.

These assignments would normally be for a two-week period. During this time, the U.S. and Jamaican training and development directors would work together in the Jamaican firm. The U.S. corporation could continue to pay the individual's salary, and AID/PRE could pay the expenses of the training and development director to and from the United States and while in Jamaica. Such a program could be established at low cost through coordination with the American Society for Training and Development, which has its headquarters in Washington, D.C.

The number of training and development directors involved in the first year of such a program probably would be from three to six, followed by six or more new directors each year until all firms with training and development directors in Jamaica had participated.

3. Training and development directors from U.S. corporations could be sent to Jamaican corporations that do not have training and development programs for the purpose of establishing such programs. The U.S. training and development directors could work alongside Jamaican top managements to determine goals, scope, and plans of management development programs in their firms. It is suggested that three directors be sent from the United States at one time, each one working in a different company. In this way, interaction between the three could resolve problems that might not be solved by one training and development director alone.

During the first year, two groups of three training and development directors could be sent for one or two weeks each. After the first year, the program could be evaluated for its potential. The program would be under the direction of the Advisory Council on Management Training and Development in Jamaica.

#### OPTION 2: MASTERS DEGREE IN BUSINESS ADMINISTRATION

As a valuable adjunct to the training the trainers process, the establishment of a full-time MBA program could significantly improve management development opportunities in Jamaica. Creation of a strong management faculty with interests in the private sector, parastatal organizations, and government organizations would be an important addition to management training facilities, capable of providing leadership in training management trainers throughout the Caribbean region. The faculty would also be instrumental in providing Jamaican-based training and development materials, as well as assistance to an evolving managerial group in both the public and private sectors.

In addition, the graduate faculty in this program could support other management development and training institutions in Jamaica, such as the Jamaica Institute of Management, Institute of Management and Production, Management Advisory Services, Management and Consulting Services, and College of Arts, Science, and Technology. It also could support training and development operations in private firms and public agencies.

This degree program might not be the traditional Masters of Business Administration, but rather a Masters of Management, which would cover management education in all types of organizations.

The study team found that there appeared to be a strong demand for graduate training in management in Jamaica. Executives in manufacturing firms, mining, insurance, and banking all responded favorably to the establishment of a full-time MBA program as soon as it is feasible. Several part-time MBA programs either have been initiated or are planned by U.S. institutions in conjunction with Jamaican organizations, but a full-time, indigenous program is needed to provide enough graduates to meet future demand. A small class of 30 students each year for a two-year course of study could initiate the program, and an ultimate class size of 60 students per year is not unreasonable.

To assist the Advisory Council on Management Development in Jamaica in the development of the Masters Degree in Business Administration program, the American Assembly of Collegiate Schools of Business could be contacted. Currently, this organization accredits business and management schools in the United States and Canada.

### OPTION 3: JAMAICAN-BASED MATERIALS

A broad set of materials, especially Jamaican-based materials, should be provided to ensure access for all levels of Jamaican managers. General business and management materials are needed in Jamaica, particularly up-to-date books and periodicals, which are increasingly expensive and difficult to obtain. Materials that can be used outside a classroom are particularly important to small businessmen. Such materials would include cassettes, workbooks, business games, and periodicals; the technical level of these materials should be carefully evaluated to ensure that they are appropriate and understandable to small businessmen.

A small consultative committee of two or three people should be established to provide information on new management development resource materials and methods. The committee could consist of one or two experienced faculty members from major U.S. business schools (who have been involved in running large numbers of management development programs), one member from the American Society for Training and Development corporate headquarters, and perhaps one from a major producer of training materials (e.g. University Associates, LaJolla, California).

These consultants could provide regular programs on training materials in Jamaica, approximately every six months for up to two years. These programs would consist of provision of the materials to management development organizations in Jamaica, with instructions on their use; demonstrations of techniques and methods related to the instructional materials; and updates on current and innovative materials being produced in English. Furthermore, the consulting team would provide lists of materials and resources for a centralized library in Jamaica. For example, it could be an addition to the University of the West Indies where resources would be generally available. However, certain types of materials (e.g., University Associates' Facilitators' Annual Handbooks) should be provided for all major management development organizations, as well as several copies of major periodicals in management, marketing, finance, and accounting.

These materials and resources include such items as cases, simulations (both computer and non-computer), video tapes, role plays, experiential exercises, movies, slide-tape presentations, new teaching techniques, books, and periodicals.

In addition to general materials and materials designed for the use of individual small businessmen outside the classroom, cases related to Jamaican organizations should be developed. The cases could be developed under the direction of the Advisory Council on Management Development in Jamaica.

The Case Research Association, which consists of case writers in business administration and public administration in the United States, could be asked to provide a seminar and teaching materials for techniques in writing Jamaican specific cases. A two-person team could be established to write Jamaican specific management cases. The team could consist of one Jamaican and one U.S. (or Jamaican expatriate) trainer, or two Jamaicans plus one U.S. trainer initially. The Jamaican specific case writers would work under the direction of the Advisory Council for Management Training and Development in Jamaica. The two case writers could be assisted on a periodic basis by consultants from the Case Research Association. During the first year, the case writers would be expected to write at least 20 cases and provide them to management development organizations in Jamaica. A secretary would be employed to assist the case writers.

#### OPTION 4: EXECUTIVE DEVELOPMENT PROGRAMS

At the executive level, new development programs should be instituted using existing management training institutions and involving major U.S. universities in design and implementation where possible. An effective executive development program would require seminars and workshops to address many of the management shortcomings and broaden general management skills at the executive level. The seminars should be oriented toward executives (vice-president and above) and top middle managers who are about to become executives. An initial set of programs should include such topics as:

- the office of the president;
- multiple executive teams;
- participative management at the top level;
- delegation for executives;
- matrix management; and
- project management.

In addition, executive programs should review general management skills in such key areas as human resources, finance and accounting, marketing and sales, computers and information technology, business economics and law, and areas of strategic management. Techniques of interfacing with foreign firms in joint ventures is another area that deserves attention. Such programs could be designed in conjunction with U.S. universities and could offer certificates as an incentive to participate. Dr. Neville Ying, Director of the Institute of Management and Production, is already making progress in implementing similar programs, but requires funding assistance.

## OPTION 5: INDUSTRY-SPECIFIC FUNCTIONAL PROGRAMS

After an analysis of the management development and training programs in Jamaica, the study team found most supervisory and middle management training programs to be directed at general management, but not specific for a given firm or a given industry. Almost all of the interviewees felt that industry-specific training was needed at the supervisory level, partly because of the need for technical as well as managerial skills. Information regarding product markets, raw materials, financial aid, production techniques, and machinery utilization is needed for virtually all Jamaican industries.

Such a management development program could involve an exchange program with firms in the United States, under the supervision of the Advisory Council on Management Development. The following priority listing of industries was suggested by Jamaican executives (highest priority listed first):

1. Garment
2. Food and agro-industry
3. Chemical, cosmetics, and pharmaceuticals
4. Plastic products
5. Bedding, building, and metal products
6. Wooden products
7. Printing, packaging, paper products, and outdoor signs
8. Footwear, tanning, and allied products
9. Miscellaneous and jewelry
10. Electric and electronics

A U.S. consultant could be hired to recommend leading firms in the United States that would participate in the program. These firms might be selected through an informal survey of trade associations. Jamaican firms would be selected by the Advisory Council in conjunction with appropriate employers' associations.

This program might follow these steps:

- a. The Advisory Council would select specific industries to be assisted.
- b. The U.S. consultant would work with appropriate trade associations to select firms and appropriate personnel.
- c. Each month a different industry would be selected. Two U.S. managers would be sent to assist Jamaican firms, and two Jamaican managers would be sent to U.S. firms for on-the-job experience. Each year, approximately 24 Jamaican managers would go to the United States for functional training in specific industries.

As an example of this program, a firm in the furniture products industry might send a first-line supervisor from Jamaica to a comparably sized firm in North Carolina. The same U.S. firm could send a manager at the same level to Jamaica. This exchange program should strengthen the managerial development programs of the firm selected in Jamaica.

## OPTION 6. BUSINESS DEVELOPMENT CENTERS

To ensure access to management training materials and provide constructive assistance to small businessmen in Jamaica, several business development centers should be created. These centers would be staffed with management experts who could offer advice and suggestions to small businessmen asking for help. The centers would also provide materials such as workbooks, tapes, and journals to managers who are unable to take advantage of classroom training.

Although primarily directed at small businessmen, the business development centers would be open to all levels of management in all sizes of firms. The types of skills needed by small business managers, such as cash flow management, inventory control, and marketing are also needed by managers of medium and large firms. The business development centers would facilitate valuable continuing access to advice and materials for all Jamaican managers.

Establishment of the business development centers could be accomplished in several ways. One of the academic institutions in Jamaica could be charged with staffing and maintaining the centers. Alternatively, the Jamaican Manufacturers Association or the Small Business Association could be given responsibility for the centers. Working in conjunction with the Advisory Council on Management Training and Development and a U.S. university or consulting group, the responsible Jamaican institutions could acquire the appropriate materials and make them available to the business community.

## OPTION 7: ENCOURAGE FORMATION OF COOPERATIVES

The structure of the Jamaican economy, with its large number of very small businesses, suggests that the development of cooperative arrangements would be highly beneficial to Jamaican small businessmen.

Such cooperatives would be designed to facilitate the provision of internal services to small businesses, allowing economies of scale to increase efficiency and profits. Areas such as accounting, maintenance, insurance, and advertising, as well as materials purchases and product sales, could be provided by cooperative organizations. Teaching the know-how to organize and run such cooperatives could have a rapid, dramatic impact on the small business sector in Jamaica.

The Advisory Council on Management Training and Development would supervise provision of the appropriate training. An American consulting group specializing in cooperative formation could be invited to conduct a feasibility study and provide the necessary training to establish several initial cooperatives to serve as pilot programs. These programs should provide the experience and demonstrate the value of cooperatives to ensure their spread in the future.



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APPENDIX A

LIST OF JAMAICAN INTERVIEWEES  
(IN ALPHABETICAL ORDER)

Mr. Noel Bennett  
Manager, Administration  
The Royal Bank of Jamaica, Ltd.  
30-36 Knutsford Boulevard  
Kingston 5, Jamaica

Mr. Roy Collister  
Group Managing Director  
T. Geddes Grant, Ltd.  
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Private Sector Organisation of  
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Formerly President, Private  
Sector Organisation of Jamaica

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Also Vice-President, Technology  
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Also Director, International  
Executive Service Corps.

Mr. Michael McLeod  
Human Resources Director  
Life of Jamaica  
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Also President, Jamaica Association  
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Mr. Geoffrey Messado  
General Manager  
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National Life Building  
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Also Chairman, Things Jamaica Ltd.

Dr. Gladstone Mills  
Dean  
Faculty of Social Sciences  
University of West Indies  
Mona  
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Grace Kennedy Corporation  
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Mr. Lloyd Stanley  
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Productivity Center  
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Small Business Association of Jamaica  
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Mr. Peter Stephenson  
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Also Vice-President, Training,  
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Mr. Wesley B. Vanriel  
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Mr. Hugh Wallace  
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Mr. Steadley S. Webster  
Managing Director  
Executive Search and Personnel  
Services, Ltd.  
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Also Chairman, Human Employment  
and Resource Training (HEART)  
Trust

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Dr. Neville Ying  
Principal/Director  
Institute of Management and Production  
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Kingston 10, Jamaica



APPENDIX B

JAMAICAN INSTITUTIONS PROVIDING MANAGEMENT TRAINING

1. The Administrative Staff College
2. Civil Service Training Center
3. The College of Arts, Science, and Technology
4. Division of Manpower Development, Ministry of Labor and the Public Service
5. The Finance and Accounts College of Training
6. The Institute of Management and Production
7. Jamaica Association of Training and Development
8. The Jamaica Industrial Development Corporation
9. The Jamaica Institute of Management
10. Management Advisory Services, Ltd.
11. Management Consulting Services
12. The University of the West Indies

## APPENDIX C

### MANAGEMENT TRAINING PROGRAMS AND SEMINARS

1. British Executive Service Overseas
2. Canadian Executive Service Overseas
3. Central Training Programs
4. International Executive Development Program by Keene, Monk and Associates, Inc.
5. International Executive Service Corps. (U.S.)
6. International Management Institute
7. International Survey Research
8. National Industrial Development Company
9. PA International
10. Project Administration Program
11. Sectoral Management and Special Group Training Program