



**Mona School
of Business &
Management**

MSBM The University of the West Indies, Mona

ANNUAL REPORT

2016/2017

Vision

Mission

Strategy

Outcomes





MSBM



ANNUAL
REPORT
2016/2017

Contents

- 3. MISSION STATEMENT
- 4. PRINCIPAL'S STATEMENT
- 6. CHAIRMAN'S STATEMENT
- 8. EXECUTIVE DIRECTOR'S SUMMARY
- 12. ACADEMIC PROGRAMMES
- 17. STUDENT DEVELOPMENT ACTIVITIES
- 22. STUDENT & ALUMNI ENGAGEMENT
- 33. STAKEHOLDER RELATIONS
- 36. QUALITY ASSURANCE
- 38. STUDENT ACHIEVEMENTS
- 45. ENTREPRENEURIAL PROGRAMMES
- 47. SPECIAL EVENTS
- 48. PROFESSIONAL SERVICES UNIT (PSU)
- 51. CENTRE OF EXCELLENCE (CoE) FOR IT-ENABLED BUSINESS
INNOVATIONS
- 53. OFFICE OF SOCIAL ENTREPRENEURSHIP (OSE)
- 56. CONFERENCES/SYMPOSIA/SPECIAL LECTURES
- 67. RESEARCH & CONSULTANCY
- 69. FACULTY PUBLICATIONS
- 76. AWARDS/GRANTS
- 77. PUBLIC SERVICE
- 79. FACULTY
- 94. BOARD OF DIRECTORS
- 95. MSBM FINANCE AUDIT & ASSESSMENT COMMITTEE
- 96. INSTITUTIONAL LINKAGES
- 100. THE LINK - UWI's SCHOOLS OF BUSINESS

Our Mission



To be a solution-oriented school of business and management which produces internationally competent and capable professionals and leaders through teaching, research and service.



Principal's Message

Professor Archibald McDonald

MB BS, FRCS Ed., FACS, DM (Surg) UWI
Professor of Surgery and Emergency Medicine
Pro Vice Chancellor and Principal
The University of the West Indies, Mona Campus

In what can be considered one of its most exceptional years of achievement, the Mona School of Business and Management (MSBM) has once again surpassed expectations for being the premier business school in the Caribbean. As a higher learning institution, the UWI is home to a diverse array of academic programmes that are geared at meeting the academic and professional needs of the 21st century student. In this regard, the MSBM has become one of our most versatile and ever evolving schools on campus. Year after year the School continues to build on exceptional academic programmes that are focussed on infusing practical skills and knowledge of business with an educational background that will make all our graduates formidable performers in the international business arena. For the academic year 2016/2017 the MSBM has once again illustrated its commitment to creating and executing world class business and management academic programmes that are intended to create first class business and management professionals. As Principal, I am once again pleased to recognise and celebrate the outstanding work being carried out by this team,

and to applaud the achievements of the School's pioneering students.

One of the most recognizable achievements of the MSBM, and a testament to its exceptional delivery of first class tertiary education, is the re-accreditation it received for its MBA Programme from the Association of MBAs (AMBA). The MSBM is one of only two schools in the Caribbean to have received accreditation from the AMBA. The MBA Programme has proven its commitment to producing a world class curriculum and has surpassed the international benchmark in educational delivery in this field. In its re-evaluation of the programme's curriculum a compulsory Ethics course, a Field Project and a Business Analytics course were included. This revised programme provides an opportunity for students to interact more with industry leaders, whilst also ingraining them with the knowledge of best and ethical business practices in order to build on the integrity of the sector in the Caribbean.



MSBM

I am also pleased to acknowledge the success of the MSBM's seven DBA students who were awarded doctoral degrees in this academic year. Defending their dissertations on a wide and diverse range of topics, these students represent the highest quality of research and doctoral supervision being carried out by UWI. Their success proves once again that the MSBM has become the premier business institution for the Caribbean. It further confirms the School's commitment to producing critical and complex research in business and management that will certainly aid in redefining how we approach and understand this field of expertise and support its ongoing evolution in the Caribbean. I am pleased to recognise the accomplishment of these students and I am confident that they will be able to parlay their doctoral success into meaningful and productive careers in business and management research and practice.

The MSBM's academic team has also had an extraordinary year of excellence. This year, several faculty members were awarded the Principal's Research Day Award for Best Research Publication. The awardees included Dr Lawrence Nicholson for his book: "Understanding the Caribbean enterprise: Insights from MSMEs and family owned businesses" and Dr Delroy Chevers, Mr Stanford Moore and Prof. Evan Duggan for their article entitled, "An evaluation of software development practices among small firms in developing countries - A test of a simplified software process improvement model". Mr. Craig Perue also received the President's Award for Advancing the Profession from the Project Management Institute (PMI) Jamaica Chapter. I am also pleased to recognise several grant

recipients from the faculty which included the Centre of Excellence receiving the IDRC Research Grant worth Cdn\$285,000 for the regional project, "Going global: Digital jobs and gender in Haiti" which is exploring the delivery of online/distance education to Haitian women living in urban and rural communities.

In the continuation of its public advocacy series the MSBM hosted a wide array of public fora and lectures that brought the insight and knowledge of the faculty to the doorsteps of the general public. The main thread that connected these engagement opportunities was the need to provide a platform for the exploration of critical concerns that are shaping the evolution, research and practice of business throughout our regional community. In light of this, the Spur Tree/MSBM Public Advocacy Series held public fora on a variety of issues such as "Trumpism and its implications for the Caribbean" and "Public Private Partnerships: A development tool for Jamaica".

The MSBM has had an incredible year of growth which proved once again that it deserves the distinguished title of being the premier business and management higher learning institution in the Caribbean. I am positive that its further evolution into becoming a School of global excellence in business and management is on the horizon. As Principal, I am honoured to commend the work of the entire staff and the accomplishments of the MSBM student body for yet another stellar year; and I implore them to continue on this golden path to excellence.



Chairman's Statement

Mr Patrick Hylton, C.D.

Chairman, MSBM Board of Directors
Group Managing Director,
National Commercial Bank Jamaica Limited

The Annual Report 2016 – 2017 of the Mona School of Business and Management (MSBM) records an eventful year of activity, innovation and excellence. The MSBM pursued its mission to be a solution-oriented school of business and management which produces internationally competent and capable professionals and leaders through teaching, research and service.

The MSBM continue to hold its position as one of the top graduate educational institutions in the region. The MBA programme offered by MSBM has been reaccredited by the prestigious Association of MBAs (AMBA) for a period of five years, which is the longest period offered by AMBA. The programme was first accredited in June 2011 for three years and reaccredited in June 2014 for a further three years. The achievement of a five-year period of accreditation is therefore a testament to the School's continuing commitment to quality and excellence. AMBA is internationally recognised as the global standard for all MBA, MBM, and DBA

programmes. The 2016 Eduniversal ranking of the best Masters programmes in Latin America and the Caribbean (LAC) ranked the MSBM's MSc Accounting 10th in the top 10. The other MSBM programmes were ranked in the top 20.

Special mention must be made of our students and past students who continue to excel in their respective disciplines. The MSBM alumni continue to take up leadership position and make outstanding contribution to the development of the region. The UWI Accounting Co-op Programme, is one of the more sought after programmes. The programme seeks to place accounting students for a month-long internship, with partner companies such as Ernst & Young (EY), and PricewaterhouseCoopers (PWC). Some of these placements are with international branches of these firms. Students who participate gain invaluable work experience, and are in a better position to source enviable positions at the end of the programme. Seventy cooperative accounting



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students were placed on internships with Ernst and Young (EY) and PricewaterhouseCoopers (PWC) both internationally and locally. All the students in the Coop programme completed all their courses with a 100% pass rate and the 21 final year students in the programme will graduate, seven with first class honours, and 14 with second class honours.

The five member MSBM team of undergraduate students won the 2016 inaugural Certified Financial Analyst Caribbean Regional Research Challenge competition. MSBM students also won the 2016 Jamaica Tourist Board (JTB) and Global Travel and Tourism Partnership (GTTP) Case Study Research Competition.

The working relationship between the MSBM and partners from the corporate world, government and public sector was evidenced by our collaboration with the many conferences, symposia, fora, seminars, outreach programmes, research and consulting projects. MSBM will introduce four new MSc programmes in the coming financial year these are the: MSc

Corporate Finance, MSc Logistics and Supply Chain Management, MSc Marketing and Data Analytics and MSc Procurement Management.

The academic year, 2016/2017 was the final year of the MSBM's 2013-2017 strategic planning cycle. The way forward for the MSBM is one of excellence and progress in the face of change, of responsiveness and relevance to the region's needs and exceptional quality in all areas of its operation.

On behalf of the Board of Directors, I congratulate the Management and Staff of the MSBM for a job well done. I would also like to thank the students and clients of MSBM for their support during the last financial year.

The achievement of a five-year period of accreditation is therefore a testament to the School's continuing commitment to quality and excellence.



Executive Director's Summary

Michael Williams
Executive Director, MSBM

Organisational Overview and External Environment

Mona School of Business and Management (MSBM) is a company limited by guarantee. The principal activities of the business are: (1) the delivery of graduate and undergraduate business and management programmes; (2) research; (3) executive education and professional development training; and (4) management consultancy. The number of local and overseas universities offering business and management programmes are increasing, the newest university is the Caribbean Maritime University. In order to stay current and maintain our competitive edge we have revised the MBA curriculum, introducing for example a course in data analytics and we have also reduced the length of the programme to 2 years in keeping with international best practice. We have also developed five new MSc programmes for offer in the next financial year. The economy can be characterized as stable with a low inflation rate during the period under review.

Governance

MSBM Board of Directors is diversified, with representation from the business community; The University of the West Indies (UWI), Mona; UWI Regional Headquarters and a student representative. Many of the Board members from the business community have a wealth of experience locally and internationally. The Board regularly reviews the strategic initiatives of the School. The Board is supported by one sub-committee, the Finance, Audit and Investment Committee, which has oversight over the investment portfolio and the audit function. The committee regularly reviews the un-audited interim accounts, the investment portfolio and the budget. The majority of the committee members are non-board members. The Board and the Committee meets on a quarterly basis.



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Executive Director's Summary

Risk

A major financial risk is low revenue growth due to a mature MBA programme and a significant decline in demand for the EMBA. This risk is being mitigated by the revision of the MBA, the cessation of the offering of the EMBA and the development of new taught masters programmes. The lack of adequate lecture room space during Monday to Friday and lack of office space for staff is a major operational risk. The School is planning to build a new state of the art building in the next 5-year strategic cycle to mitigate this risk.

Strategy

Of the fifteen strategic initiatives for 2016-17, eleven were fully achieved, two with a degree of completion of over 70% and two were not achieved. The major strategic initiative for the 5-year 2012-2017 strategic cycle was the School's application submission for AACSB accreditation. This was not achieved as the AACSB requires a single submission for The UWI. The School will be developing a new 5-year strategic plan for 2017-2022, for approval by the Board of Directors.

Performance

The audited financial statements for the School reflect a significant improvement in the surplus for the year when compared with the corresponding financial year. Total assets have also increased and the liquidity has improved.

The reaccreditation of the MBA programme by AMBA for a five year period is a first for the School and The UWI. MSBM students representing The UWI won the inaugural Caribbean Chartered Financial

Analysts Research Challenge Competition in March 2017. MSBM tourism students won the Jamaica Global Travel and Tourism Partnership Student Case Study Competition.

The 2nd Business and Management Conference was successfully held under the theme "Connecting the dots: Enterprise, entrepreneurship and sustainable development" at the Jamaica Pegasus in Kingston with 130 attendees.

The National Commercial Bank sponsored applied research project on corporate transformation was completed and the official presentation ceremony of the research document was held on January 5, 2017 at the NCB Wellness & Recreational Centre.

The first MSBM "Research Insights" was distributed to the business community and other stakeholders in June 2017. This is part of the 2016-17 strategic initiative to inform the business community about the School's research and build a strategic alliance with the business community.

Outlook

The customer service Excellence Seminar that was held assisted staff members in clarifying their role as drivers of service excellence and in the future will enhance the quality of the service provided by MSBM staff to internal and external customers.



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Executive Director's Summary

The introduction of a Quality Assurance Unit will reap future benefits as the Unit will ensure the adherence to educational quality assurance standards for courses and programmes. This will certainly assist us in maintaining the highest educational standards for our courses and programmes.

The inaugural MSBM Sport Day has significantly improved staff morale at MSBM. We will continue to build team spirit and the family culture by having staff members participate fully in the development of the 2017-2022 strategic plan. The high staff morale will certainly be an asset in the future as we build the MSBM brand in Jamaica and the Caribbean.

The strategic marketing of the Professional Services Unit has seen a growth in revenue and net surplus for the Unit and this is expected to continue in the next financial year. The introduction of the new taught Master of Science degrees should provide the School with a significant growth in gross revenue in the next financial year.

Thank You

I would like to thank the Board of Directors, the management team, staff members, our students, our clients, the business community, and the members of the wider University community for their support during the last financial year. I look forward to your continued support.

The 2nd Business and Management Conference was successfully held under the theme "Connecting the dots: Enterprise, entrepreneurship and sustainable development" at the Jamaica Pegasus in Kingston with 130 attendees.



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Reporting Relationships



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**MSBM
Board**

**Academic
Board**

Principal

**Board for
Graduate Studies**

**Faculty
Board**

The MSBM, as an institute within the UWI, has a special reporting relationship. For academic purposes it reports through the Faculty Board of the the Faculty of Social Sciences; with accountability to the UWI's Academic Board, Board for Graduate Studies and the Principal.

The school has autonomy over its financial affairs and as such is also accountable to the MSBM Board of Directors.



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ACADEMIC PROGRAMMES

The academic year, 2016/2017 was the final year of the MSBM's 2013-2017 strategic planning cycle. This Annual Report records the School's achievements during the period August 1, 2016 – July 31, 2017, highlighting significant developments, operations, teaching and learning, research and innovation and public service/outreach to our various stakeholders.

Student Recruitment

The School's annual marketing campaign started December 2016 for all of MSBM's programmes slated for a September 2017 intake. Activities to garner interest included island-wide information sessions, where prospective students received information on the graduate programmes and options for financing their tuition fees, had their questions addressed, and met the coordinators of the various programmes. Programme Coordinators also participated in the school visits organized by the UWI Marketing Department.





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ACADEMIC PROGRAMMES



Student Numbers

Student admissions and enrolment at the MSBM for the last two academic years are summarized below (see Table 1).

Table 1 Student admissions and enrolment

NEW STUDENTS ADMITTED	2016-2017	2015-2016	change
Undergraduate	1,161	997	16%
Postgraduate	291	321	-9%
TOTAL	1,452	1,318	10%
TOTAL STUDENT POPULATION / ENROLMENT			
Undergraduate	2,901	2,646	10%
Postgraduate	661	640	3%
TOTAL	3,562	3,286	8%

Source: Student Records, UWI Mona



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ACADEMIC PROGRAMMES

Summer School 2016-2017 had student registrations of 1,025 across the 21 undergraduate courses offered (See Table 2).

Table 2: Student registrations

	2016-2017	2015-2016
Summer School	1,025	1,021

Source: Student Records, UWI Mona

Students enrolled in Short Courses offered by MSBM's Professional Services Unit (PSU) during the period under review are summarized in Table 3:

Table 3: Short Courses student enrolment

ADDITIONAL STUDENTS	2016-2017	2015-2016	change
Scheduled Short Courses	328	342	-4%
Customised Short Courses	355	253	40%
TOTAL	683	595	15%

Source: PSU Database

MSBM Graduates 2016

The ceremony for the presentation of MSBM graduates was held on October 29, 2016. Table 4 below summarizes the number of graduates by programme compared to 2017 (graduation exercise held on November 14, 2017), showing a 13% increase in numbers.

Table 4: Graduates 2017 and 2016

Groups	No. of Graduates		
	2017	2016	change
Undergraduates	436	380	
DBA	7 ¹	0	
MBA	104	109	
Master in Business Management (MBM)	18	5	
Executive MBA	9	14	
MSc. Enterprise Risk Management	7	15	
MSc. Taxation	3	5	
MSc. Accounting	42	36	
Computer-Based Management Information Systems (CBMIS)	27	9	
MSc. National Security & Strategic Studies	11	12	
MSc. Tourism & Hospitality Management	8	3	
Diploma in Business Administration	3	8	
TOTAL	675	596	13%

Source: Student Records, UWI Mona

¹ This is the highest number of graduates from the Doctorate in Business Administration programme in a given year since the inception of the programme in 2008.



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ACADEMIC PROGRAMMES

New & Revised Programmes

The academic year saw significant investment of time in the development of a number of new programmes and the revision of others in order to make the school's offering more attractive to the needs of the market in the 21st century. MSBM designed 5 new MSc programmes - MSc. Corporate Finance; MSc. Logistics and Supply Chain Management; MSc. Marketing and Data Analytics; MSc. Procurement Management; and MSc. Services and Retail Management, which went through the rigorous UWI approval system. They were all approved and will be delivered in September 2017.

The year also saw the introduction of the revised MBA programme in August 2016. The revised programme received high praises from our international accreditor, the Association of MBA's (AMBA) and strong endorsements from industry players as well.

After extensive consultation with stakeholders at various levels, the MSc in Accounting programme (the oldest graduate programme in the school) received approval from The UWI approval system to be transmitted via video conferencing to the wider Caribbean where there is a strong demand.

Faculty & Staff Development

In the review period of this report, the MSBM continued to expose faculty and staff to various training opportunities. Some of those sessions are listed below:

The MSBM's Teaching and Learning (T&L) Committee on September 8, 2016, hosted a Webinar for faculty which was facilitated by Dr Robert Faff, Professor in Finance and Director of Research of the University of Queensland, Australia. He presented on "Pitching Research", setting out a simple and methodical approach

to pitching a new empirical research proposal, which will guide new researchers in overcoming a feeling of helplessness at the beginning of their research journey and assist research mentors in guiding their mentees. *"Pitching Research"* was recently identified as one of "30 Innovations that Inspire" across the AACSB network worldwide Business Schools. Thirty-four faculty participated in the session.

A special Banner System (accounting & procurement system) training was held for all staff members by the MSBM Accounting team on September 30, 2016. The training was organised as a refresher to previous banner training and to clarify any questions or concerns users may have had regarding the School's procurement process. Phase 2 of the Banner Upgrade Training took place on February 14, 2017. Staff from both the Mona campus and Western Jamaica Campus (WJC) attended the session.

Full and part-time Faculty members were invited to a training session on the Student Administrative System (SAS) on October 20, 2016, the aim of which was to familiarize lecturers with the system, as they are now required to enter final exam marks in SAS, prior to submission of the marked script to the Examination Unit in MSBM for final check and verification. The session covered topics such as Logging into the System, Entering Examination Grades, and Course Offering Reports.

Mr Michael Williams, MSBM Acting Executive Director; Ms Janice Henlin, Marketing Director; Dr Maurice McNaughton, Director for the Centre of Excellence (CoE) and two lecturers from WJC attended the FOROMIC Conference held at the Montego Bay Conference Centre, October 24-26, 2016. The theme for the conference was *"Creating Opportunities through Financial Inclusion."* Foromic is considered the most important annual event to be held in Latin America and



MSBM

ACADEMIC PROGRAMMES

the Caribbean, which addresses microfinance, entrepreneurship, financial inclusion and development of micro, small and microfinance enterprises within the region.

All staff were mandated to attend a training session on Customer Service Excellence, designed specifically for MSBM. The full-day sessions were held on March 16, 17, 24, and 31, 2017.

Professional Services Unit (PSU) associates on March 18, 2017, were familiarized in the use of the BigBlueButton Software to enable the Unit to offer virtual delivery of the Project Management Course.

MSBM Brown-Bag Research Seminar Series

MSBM Brown-Bag Research Seminars are used to provide an avenue for researchers to test their ideas as they work out the modalities of their research for publication in peer-reviewed outlets. This is an important on-going scholarly activity in the academic life of the School. Over the reporting period, the Research Committee co-ordinated and facilitated the following Brown-Bag Research Seminars on various topics, including:

- October 20, 2016 - Dr Michelle McLeod, MSBM Lecturer and Chair of the MSBM's Research Committee presented on the topic: *"Inter-business knowledge sharing behaviour in the tourism and hospitality industries"*. Dr Trevor Smith, Unit Head, MIBES, chaired the session with co-chair, Dr Kamau Chionesu, MSBM Lecturer.
- November 17, 2016 - Dr Tolulope Bewaji, Mrs Eritha Huntley-Lewis, MSBM Lecturers; and Dr Clive Scott, MSBM Senior Programmes Officer; were the co-authors of the presented paper entitled: *"The benefits of strengthening*

linkages between agriculture and tourism in small developing economies: A Jamaican perspective". Dr Trevor Smith, Unit Head, MIBES, chaired the session.

- February 9, 2017 - Dr Noel Cowell, MSBM Senior Lecturer, presented on the topic: *"The role of human resource management capabilities in business model transformation"*. The Chair was Mr Kamau Chionesu, MSBM Lecturer.

- March 9, 2017 - Dr Anne Crick, Senior MSBM Lecturer presented a paper co-authored with Dr Carolyn Hayle, Senior Programme Officer, Institute of Tourism, UWI; Ms Noriel Jacobs-Gray, Programme Coordinator in Hospitality and Tourism at Northern Caribbean University (NCU), and a graduate of MSBM's MSc Hospitality and Tourism Programme, on: *"The sharing economy meets tourism: A paradigm shift for Jamaican tourism?"* The Session Chair was Dr Trevor Smith.

- April 13, 2017 - Mr Robert Gregory, MSBM Associate Teaching Fellow, presented on the topic: *"Rationalizing pathways to market-driven workforce development in Jamaica: The proposed merger of Human Employment and Resource Training Trust- National Training Agency (HEART-NTA), the Jamaica Foundation for Lifelong Learning (JFLL) and the National Youth Service (NYS)"*. The seminar was chaired by Mr Kamau Chionesu, MSBM Lecturer.



MSBM

STUDENT DEVELOPMENT ACTIVITIES

Several activities were undertaken in the period to provide students with an enjoyable enriching student experience, build capacity, and enhance the employability of our students. Some of the highlights are summarized below.

Student Engagement & Enrichment Committee

The MSBM Student Engagement & Enrichment (SEE) Committee conducted orientation sessions for MSBM undergraduate students, where tips for student success, course registration information, and MSBM's undergraduate registration video were shared with the students. In the second school semester, another session was held in association with the School's Accounting, Human Resources Management, and Tourism Clubs. Ms Allison Montgomery from the School of Education was the special presenter and she spoke to approximately 135 students about *"Boosting your GPA"*.

The SEE Committee also hosted a seminar for students on November 3, 2016 on *"Time management"*, facilitated by Dr Anne Crick, MSBM Senior Lecturer in the Behavioural Science & General Management (BS&GM) Unit. The seminar aimed to provide students with the skills required to plan, prioritize and balance their academic demands with their personal activities. They will be able to meet deadlines and successfully fit all the competing parts of their lives together without undue stress. Sixty-two undergraduate students were in attendance.

An Evening with Vincent HoSang

The Hon. Dr Vincent HoSang, O.J., O.D., was the special guest at an event dubbed "An Evening with Hon. Dr Vincent HoSang" held at the Faculty of Medical Science's Teaching & Research Complex, on January 24, 2017. The approximately 100 attendees comprising of students, faculty, staff and alumni, were treated to a stimulating conversation



Mr Michael Williams, MSBM Executive Director (Acting) speaks at one of the MSBM undergraduate orientation sessions.

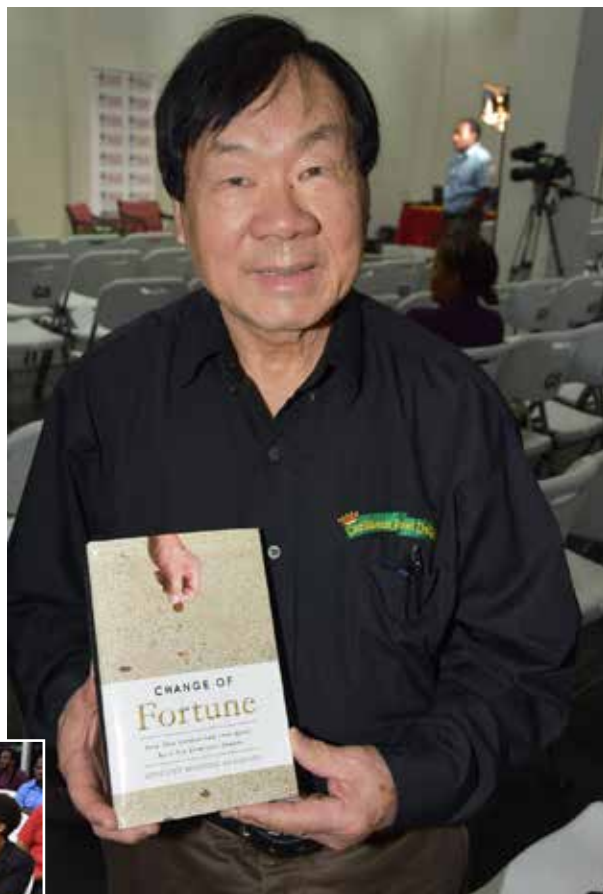




MSBM

STUDENT DEVELOPMENT ACTIVITIES

between Chairman of the event – Mr James Moss-Solomon, Executive-In-Residence, MSBM, and Mr Douglas Lindo, MSBM Lecturer. The Hon. Dr HoSang shared insights about his recently authored book *"Change of fortune: How one determined immigrant built his American dream"*, from which excerpts were read aloud. There was an interactive question and answer session where the audience were allowed to direct questions and comments to the special guest, who elaborated on his life's journey. The evening's programme featured greetings from Mr Michael Williams, MSBM Acting Executive Director and vote of thanks from Ms Janice Henlin, MSBM Marketing Director. Thirty copies of Dr HoSang's book were presented to past students of the Vincent HoSang UWI Venture Competition. Dr Vincent HoSang has long been the benefactor of the competition which provides funding for young entrepreneurs who compete for the opportunity to transform their business models into successful businesses.



The Hon. Dr Vincent HoSang, O.J., O.D., holds a copy of his book *"Change of fortune: How one determined immigrant built his American dream"*, at the MSBM event, "An Evening with Hon. Dr Vincent HoSang" held at the Faculty of Medical Science's Teaching & Research Complex, on January 24, 2017.



From left to right: Mr James Moss-Solomon, MSBM Executive In Residence, chats informally with Dr Vincent HoSang, and Mr Douglas Lindo, MSBM Lecturer and Advisor to the Vincent HoSang Entrepreneurship Programme.



Dr Vincent HoSang (centre) with team members of Educatoours JA, Simier Lansend (left) and Kadeem Pet-Grave (right), past students of the Vincent HoSang UWI Venture Competition.



MSBM

STUDENT DEVELOPMENT ACTIVITIES

CEO Reasoning Series

MSBM's *CEO Reasoning Series*, usually held once per semester in a relaxed "town-hall" setting, is a programme started in 2015 and led by MSBM Executives-In-Residence Messrs. Harry Smith and James Moss-Solomon. The series features top Jamaican, Regional and International Executives participating in conversations with MSBM students on topical issues. In addition to gaining insight on pragmatic approaches to real-world issues, the series provides excellent networking opportunities for students and faculty alike. Students are able to ask questions about the interviewee's life history and journey to this point in their lives, and is an initiative to enhance the teaching and learning experience of our students.

The Hon. Douglas Orane, CD, JP, Director, GraceKennedy Limited, was the specially invited guest for the event held on March 23, 2017 at MSBM South campus. The audience was treated to an interesting conversation with Mr James Moss-Solomon, MSBM Executive-In-Residence. Remarks were brought by Mr Michael Williams, Executive Director (Acting). The programme was chaired by the other MSBM Executive-In-Residence – Mr Harry Smith, with vote of thanks offered by Mikiela Gonzales, President of the UWI Guild of Students.



Mr James Moss-Solomon, MSBM Executive-In-Residence (left) conversing with The Hon. Douglas Orane, CD, JP, Director, GraceKennedy Limited, specially invited guest for the MSBM's *CEO Reasoning Series* event held on March 23, 2017 at MSBM South campus.



The Hon. Douglas Orane, CD, JP, signing copies of his book: "The business of national building" at the *CEO Reasoning Series* event held on March 23, 2017.



MSBM

STUDENT DEVELOPMENT ACTIVITIES

Co-operative in Accounting Education Programme

The UWI Accounting Co-op Programme started in 2013, and since its introduction, has gained momentum and is one of the more sought after programmes by interested and eligible students. The programme seeks to place accounting students for a month-long internship, with partner companies such as Ernst & Young (EY) and PricewaterhouseCoopers (PWC). Some of these placements are with international branches of these firms. Students who participate gain invaluable work experience, and are in a better position to source enviable positions at the end of the programme.

In the period under review, 70 cooperative accounting students were placed on internships with Ernst and Young (EY) and PricewaterhouseCoopers. The majority were placed with EY. Their internships ended in April 2017 and they returned to the Campus and successfully completed all their summer courses with a 100% pass rate. The 21 final year students in the programme will graduate – seven with first class honours, and 14 with second class honours. Eleven of those 21 students have been accepted to pursue the MSc in Accounting full-time and the others are all employed. The 2016/17 Cooperative Accounting programme has seen a 210% increase in the number of students going to the USA on internship at EY. There are currently 70 interns in the programme - 16 MSc in Accounting students and 54 undergraduate Accounting Major students.



Cooperative in Accounting students on a field trip to the Bank of Jamaica.

Student Engagement Sessions

Thirteen (13) *Introduction to Bloomberg* sessions were held in MSBM's Finance Laboratory over the period February 25 – 26, 2017, for Mona MBA and EMBA students, and WJC MBA and EMBA students. Sessions were also held for the MSc Accounting students at Mona and WJC students. The sessions were conducted by Mr. Michael Williams, MSBM Acting Executive Director and Miss Stascia Gordon, MSBM Assistant Lecturer. Each session covered Company Overview, Financial Analysis, Graphs, World Equity Indices, Global Macro Movers, commodity Maps and Earnings Analysis. Students were also taught how to prepare a financial analysis Excel sheet for a company.



MSBM

STUDENT DEVELOPMENT ACTIVITIES

Joan Duncan/JMMB Endowment Fund at The UWI

A Memorandum of Understanding (MOU) between JMMB and The UWI was signed on December 13, 2016 to cover an endowment fund of US\$1 million to facilitate student development. The fund will provide scholarships and bursaries to MSBM students both at the undergraduate and the graduate levels reading for their degrees in the areas of Accounting, Banking & Finance, Entrepreneurship, Human Resource Management (HRM), Management, Marketing, Management Information System (MIS), Operations Management, Taxation and Tourism. The event programme was chaired by Mr Michael Williams, Executive Director (Acting), MSBM, with Sir Hilary Beckles, Vice Chancellor, The UWI, and Dr Noel Lyon, Chairman, JMMB Group, both giving remarks at the signing. The vote of thanks was presented by Mr Jahmar Brown, a scholarship recipient. To date, 10 scholarships and 10 bursaries have been awarded to undergraduate students under the programme, as well as 3 scholarships. The 3 graduate scholarships were awarded to MSBM students - Francene Ennis (MBM); Kristina Brooks and Keon Price (both from the MSc Accounting programme), under the MOU with JMMB.



Signing of the MOU between JMMB and The UWI, seated from left to right: Dr Noel Lyon, Chairman, JMMB Group; Sir Hilary Beckles, Vice Chancellor, The UWI; and Mr Michael Williams, Executive Director (Acting), MSBM.



Mrs Donna Duncan-Scott, Group Executive Director, Culture & Human Development, JMMB (left at back) and Sir Hilary Beckles, both congratulate Mr Andre Walker and Ms Reneika Francis, scholarship recipients under the joint MOU.

MSBM Mobile App

Version 2 of the MSBM Mobile App was released on January 16, 2017. The App is one element of MSBM's digital strategy which is being employed to enhance student service delivery and engage with current and prospective students. It will enable access to class schedules, course information, upcoming MSBM events, galleries of photographs and videos of School activities and social feed (Twitter, Facebook, etc.). It is noteworthy that Version 1 was developed entirely by UWI Students. More information is now available in Version 2 for Western Jamaica Campus (WJC) students.



MSBM

STUDENT & ALUMNI ENGAGEMENT

Clubs and Associations

Student-led clubs and associations were engaged in several activities over the past school year aimed at supporting and developing their members; the school continued to endorse and encourage them. This section provides some highlights from these activities:



HRMA UWI Club

The Human Resource Management Association of UWI (HRMA) is a non-profit student chapter of the Human Resource Management Association of Jamaica, founded by students in January 2014. HRMA seeks to provide a means for students to participate in activities and events which will enhance their understanding and appreciation of the different aspects of Human Resource Management, and in doing so, will foster an environment for interpersonal and holistic growth and development. Their mission is to inspire, educate, and network with the Human Resource community, through a passionate commitment to excellence and for the advancement of students who desire to become HR professionals.

HRMA is geared primarily at HR students, however the club encourages participation by all as there are typically a wide range of discussions and activities on all areas of business. Although the HRMA has the smallest membership numbers in MSBM, they have made their mark. With no current sponsorship, most of their endeavours have been funded through the efforts of the Executive Committee. HRMA in the past academic year has achieved significant milestones and improved on ideas inherited from the former executive body. Some of those achievements include:

- Designed and acquired a professional banner
- Designed club shirts for executive and club members (aimed at increasing visibility)
- In partnership with Sagicor Group Jamaica, held a 3-hour workshop and information session for final year students on *"Preparing for the working world"* at Sagicor Bank's Head Office.
- Hosted sessions where guest speakers were invited to address members - Ms Brigitt Hoosang, HR Manager at Bob Marley Group; Ms Michelle Higgins, Learning & Development & Talent Manager at Sagicor Group Jamaica, and Ms Deborah Bissoon, Media Personality and Marketing Manager of Bob Marley Group, were the specially invited speakers.
- Held a profitable bake sale averaging profits of \$10,000.
- Increased club membership by over 183%.
- Significantly improved on their graphics and social media accounts.

Additionally, in an effort to increase visibility on campus, the club also participated in activities coordinated by The UWI such as Homecoming 2017, Orientation 2016/2017, UWI Mona Guild EAC's Think Pink Campaign, Town Hall Meetings, UWI Mona Blood Drive and Club Fusion.

Executive Members of the HRMA for the 2016/2017 academic year were as follows:

- President - Antonet Bell
- Vice president - Ashley Holness
- Treasurer - Sheriece Gordon
- PRO (Advertising) - Chris-Anthony Pinnock
- PRO (Promotion) - Latanya Martin
- Secretary - Dominique Newland
- Assistant secretary - Antoniel Brown



MSBM

STUDENT & ALUMNI ENGAGEMENT

2016/2017 Orientation Day activities



Club Fusion 2016



Homecoming 2017



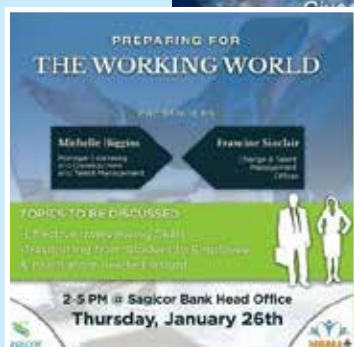
♥ ann_clarkekraftja, tavin_henry and 46 others
the_diligent Thankful 🙏. It's not the size of the
armu but rather the size of their efforts. 🙏



MSBM

STUDENT & ALUMNI ENGAGEMENT

General HRMA Club activities
throughout the academic year





MSBM

STUDENT & ALUMNI ENGAGEMENT



The Banking League

MSBM assisted the student-led Banking League to host a public forum entitled *"What makes you tick; The power of the pen"* on October 20, 2016 in SR10. Over 120 students, in addition to staff members from Jamaica Institute of Financial Services (JIFS) and MSBM, were in attendance. The presenter was Miss Beverly East, Jamaican-born, international forensic handwriting expert.



The UWI Association of Aspiring Accountants (AAA)

The Association of Aspiring Accountants (UWI) aims to help its members explore their career opportunities and develop personally to become today's leaders. For the academic year 2016/2017, the association inducted 69 members who actively participated in club activities.

Members attended the International Coastal cleanup in a combined effort to help rid the island's coasts of garbage. The association also participated in orientation activities, and erected a display to attract new members and welcome them to AAA and the university. During weekly club time, members were engaged with integration exercises and recreational activities in an effort to promote unity and camaraderie. Throughout the academic year, various speakers addressed the club on topics such as social skills, persistence, career possibilities, and CPA vs ACCA, among others.



The Executive body of the Association started the year with a positive and spiritual attitude by attending the opening church service held at the University chapel. From left: Mr. Michael Roofe – MSBM Lecturer, Dayandria Clarke, Samantha Thompson, Sasha Miller, Neisha Byfield, Annique Davis, and Boris Palmer.



MSBM

STUDENT & ALUMNI ENGAGEMENT



A joint meeting with the Human Resource Management Association Meeting with guest speaker Debbie Bisoon who spoke on the power of expansion.

Presentation by Mr Duane Barrett, Director at CPA Tutors & Consultants on the CPA exams

AAA participated in the homecoming walk from Students' Union to Undercroft.



MSBM

STUDENT & ALUMNI ENGAGEMENT

A scavenger hunt where members had to think quickly on their feet, communicate with each other and engage in teamwork.



The association participated in their annual outreach activity, and for the 2016/2017 year, went to the Salvation Army School for the Blind. There they assisted with the children, crafted items, combed their hair, and played games with them.



The academic year for the AAA concluded with an induction ceremony held in SSLT. There was an official induction of 69 students in the Association and the announcement of the new executive body.





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STUDENT & ALUMNI ENGAGEMENT



UWI Marketing Association

The UWI Marketing Association (UMA) was founded in 2008, and is the official marketing club for The UWI Mona. UMA strives to expose students to knowledge, practical and first-hand experience in marketing that cannot be readily gained in the classroom. This is done through the undertaking various projects and involvement in internships. The club seeks to provide a rounded university experience for their over 300 members by providing an avenue for socializing, networking, participating in outreach initiatives and events. Achievements of the UMA include:

- Awarded UWI Most Improved Society 2013-2014
- Launched the UMA's Website - <http://uwimarketingassoc.com/>
- Largest band for UWI Carnival 2016/2017
- Launched the UMA Marketing Plan Competition and Internship Programme
- Founded the UMA Marketing Grant
- Host Annual Christmas Treat for Children in Need
- Host events in recognition of Breast Cancer Awareness Month

The UMA 2016/17 Executive Body comprises:

- President - Cedrica Reid
- VP - Timothy Skyers
- Secretary- Leah Carruthers
- Assistant Secretary- Ashley Hinds
- Cultural and Entertainment Affairs Chairperson (CEAC) - Geoffrey White
- Assistant CEAC - Dominic Parram
- External Affairs Chairperson (EAC) - Abigail Stewart
- Assistant EAC - Nicole Gregory
- Directors of Public Relations - Tori Haber and Michelle Marsden
- Director of Advertising and Promotions - Dominic Gocoul
- Club Advisor - Keanu Laing



UMA Exec with Agent Sasco and Nicole McLaren Campbell after their presentation of "Success Theory"



MSBM

STUDENT & ALUMNI ENGAGEMENT



UMA Exec donating proceeds from the 6-A-Side Football competition to the Jamaica Cancer Society



UMA participating in UWI Homecoming



UMA Christmas Treat at Kintyre Basic in Papine

Past UMA President presenting trophy to winners of the 6-a-side futsal in aid of breast cancer awareness





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STUDENT & ALUMNI ENGAGEMENT



UMA Exec with Title
Sponsor Digicel



UMA at Orientation
last year



UMA promoting staple event- college cooler fete, which funds a marketing grant for deserving students



MSBM

STUDENT & ALUMNI ENGAGEMENT

Alumni events

The MSBM Alumni Association in collaboration with MSBM, held a Student and Alumni Mixer on the grounds of the School on September 30, 2016. Alumni events are organized to provide opportunities for members to network and to cement friendships formed while attending MSBM. The over 70 alumni that attended the event were feted with food and music, games and giveaways. A number of sponsors came on board and donated the following: Jimmy's Catering, Mae's Catering (food), J. Wray & Nephew (products, bar structure and staff), Kirk Distributors (gift baskets and products to caterers to offset costs), Ag Chem Plans Ltd (who provided a Vape booth and giveaways), Digicel (credit and cell phones) and ICool (giveaways).





MSBM

STUDENT & ALUMNI ENGAGEMENT

The Association also spearheaded a drive to “*Help Haiti*”, to collect monetary contributions, non-perishable food items, personal care items and water to assist in the relief efforts for the country that was devastated by the recent hurricane. Items were collected at both the Mona and Western Jamaica campuses and handed over to Food For the Poor (FFP) on November 3, 2016.



MSBM Alumni Kadeem Pet-Grave, co-founder and CEO of Educatours JA Ltd., an entrant in the 2014 staging of the MSBM-led Vincent HoSang UWI Venture Competition and the 2015 National Business Model Competition, was one of eight Jamaicans selected as a Fellow of President Obama’s Young Leaders Initiative (YLA). The Fellows participated in a five-week programme in the United States that exposed them to a number of activities aimed at strengthening their leadership, innovation, and entrepreneurial skills, and were subsequently provided with opportunities to network with US entrepreneurs, innovators, and investors. The participants developed business plans over the course of the programme and presented their plan at the closing. YLA, one of four programmes within the Young Leaders Initiatives, is part of President Obama’s commitment to empower young people around the world and ensure they have the tools, skills, and networks to tackle shared global challenges. Two hundred and fifty young people from around the world will participate in the programme



MSBM

STAKEHOLDER RELATIONS

The MSBM invested in special projects that furthered the School's relationship with its stakeholders. Some are listed below:

Executive Insights Newsletter

Mr James Moss-Solomon, MSBM's Executive-In-Residence, continued to publish articles in the series: *"Whose responsibility is it"* in the Executive Insights newsletter; over 15 issues were disseminated during the reporting period.

MSBM Business Review



Volume 3 Issue 4 of the MSBM Business Review entitled: *Innovation Productivity & Competitiveness*, was published in the period under review. The Business Review is divided into seven sections, Innovation, Productivity and Competitiveness; Economy and Finance; Policy Analysis; Technology Focus; MSBM Alumni Profile and Reviews, each with the aim of providing our business leaders and community with a reliable source of information grounded in research. The magazine is available through Fly Jamaica and Knutsford Express, and was also distributed to executive members of the Jamaica Chamber of Commerce (JCC), the Private Sector

Organization of Jamaica (PSOJ) and the Small Business Association of Jamaica (SBAJ).

Also in the period under review, the MSBM Business Review Magazine Advisory Board was reconstituted to include the President of the Jamaica Chamber of Commerce (JCC), Mr. Larry Watson; the Chief Executive Officer of the Private Sector Organisation of Jamaica (PSOJ), Mr Dennis Chung; the President of the Small Business Association, (SBA), Mr Hugh Johnson and is chaired by The Most Hon. Prof. Sir Kenneth Hall ON, GCMG.

MSBM Graduate Supplement



The annual MSBM Graduate Supplement was published in the Jamaica Gleaner on January 22, 2017. The MSBM-sponsored 8-pages publication featured messages from the Principal Professor Archibald McDonald and Mr Michael Williams, MSBM's Executive Director (Acting), images of the entire postgraduate Graduating Class of 2016, and a Top Achievers page that highlighted graduates who attained best academic performance for each programme.



MSBM

STAKEHOLDER RELATIONS

Documentation Centre (DocuCentre) Activities

In the period under review, The MSBM Documentation Centre erected several displays, and established a Current Awareness corner, to familiarize students with the latest print journals added to the library's collection. Information Literacy training sessions commenced with the new MBA and MBM cohorts in August 2016. The library also facilitated individual one-on-one sessions with students who required more detailed information.

International Women's Day 2017 was celebrated on March 8, 2017, and commemorated by the MSBM (an annual initiative spearheaded by MSBM Librarian, Althea Walker). With a theme of "#BeBoldForChange", special guest speakers Mrs Audrey Hinchcliffe, C.D., J.P., Chairman and CEO of Manpower & Maintenance Services Placement Agency Ltd.; and Lieutenant Commander Judy Neil, Jamaica Defence Force Coast Guard, were invited to address over 40 staff and students, who wore purple to observe the special day. The attendees to the session were delighted with the motivational talks from the two speakers.



MSBM Librarian, Althea Walker (centre), welcomes special guest speakers to MSBM's International Women's Day event, themed "#BeBoldForChange", Mrs Audrey Hinchcliffe, C.D., J.P., Chairman and CEO of Manpower & Maintenance Services Placement Agency Ltd. (left); and Lieutenant Commander Judy Neil, Jamaica Defence Force Coast Guard (right).



MSBM staff pose for the camera, International Women's Day, March 8, 2017.



MSBM

STAKEHOLDER RELATIONS

MSBM's Annual Outreach Activity at the Fort George Early Childhood Institute, St Mary, was held on July 7 and 15, 2017. The work was done over 2 days, and included some renovations to the play area, installation of a new 200 gallon water tank for potable water to the kitchen, paving of walkways on the school grounds, the demolition of the old bathroom currently being used by students, and the subsequent erection of a new structure, as well as the gift of 2 computers. Parents and teachers of the students as well as several MSBM faculty and staff came out to pitch in and lend a hand. Donations were received from Blue Power Group Ltd (water tank); Tastee, Excelsior Jamaica Biscuit Company, C.B. Foods, Mae's Catering and Lasco iCool provided refreshments for the volunteers; UWI Maintenance provided transportation of the items; and staff and friends of MSBM assisted with building supplies and monetary donations.





MSBM

QUALITY ASSURANCE



eduniversal
BUSINESS SCHOOLS
RANKING

The 2016 Eduniversal ranking of the Best Master programmes in Latin America and the Caribbean (LAC) ranked the MSBM's MSc Accounting 10th in the top 10. The other MSBM programmes were ranked in the top 20 as follows:

- Computer-Based Management Information Systems (CBMIS) – ranked No. 11
- Master of Business Administration (MBA) Full Time – ranked No. 15,
- Master in Business Management – ranked No. 16, and
- Master of Business Administration (MBA) part-time – ranked No. 19.

After careful evaluation, the 1000 business schools in the Official Eduniversal Selection are selected by the International Scientific Committee, composed of nine independent academic experts recognized in their geographical zone. The objective is to establish a global mapping that considers the international influence and reputation of each selected institution. Thus, the EES (Eduniversal Evaluation System) compiles and analyses hundreds of data from global,

national and regional higher education systems, taking into account the accreditations, the results of other rankings and the distinctions obtained in the country of the schools analysed.

External Examiners' Meetings

Annual Board of Examiners' meetings are of extreme importance, as they validate the high standards of the School's offerings. Examiners' meetings were held for the Master in Business Administration (MBA), Executive Master in Business Administration (EMBA), Master in Business Management (MBM), and Diploma in Business Administration Programmes on August 31, 2016. External examiners for the programmes continue to endorse the high quality of the School's programmes, the commitment and experience of our faculty, the focus on applied projects, and the move towards standardizing all course syllabuses. Some areas for improvement suggested included establishing an assurance of learning programme, measuring the impact of our programmes, and ensuring that we consider the use of more technology in the classroom. Examiners meetings were also held for MSBM's MSc programmes – Enterprise Risk Management (ERM), Taxation, Accounting, Computer-Based Management Information Systems (CBMIS), National Security & Strategic Studies (NS&SS) - on September 12, 2016.

AMBA Re-Accreditation

The MSBM underwent a rigorous assessment by the Association of MBAs (AMBA) accreditors in June 2017, and was unofficially advised of the re-accreditation of its MBA Programme for 5 years, which is the longest period offered by the AMBA. Official notification is expected in September 2017. The programme was first accredited in June 2011 for three years and reaccredited in June 2014 for a further three years, a strong testament to the School's continuing commitment to quality and excellence. The curriculum for the MSBM MBA programme was revised in 2015 after extensive



MSBM

QUALITY ASSURANCE

international benchmarking and consultation with stakeholders including employers and alumni. The revised programme includes a compulsory Ethics course and the inclusion of Business Analytics as a core course and very significantly, a compulsory Field Project which involves students interacting with industry stakeholders to solve real business problems. This revised programme has been on offer since September 2016.

MSBM is one of two institutions in the Caribbean to have received AMBA accreditation for MBA programmes, an achievement particularly notable as AMBA, the only global MBA-specific Accreditation and Membership Organisation, accredits the leading 2% of the world's business schools with MBA programmes, and is internationally recognised as the global standard for all MBA, MBM, and DBA programmes.



MSBM

STUDENT ACHIEVEMENTS

MSBM students continue to perform exceptionally well in both the academic arena and in competitions, nationally and internationally. Chronicled below are some of the achievements of MSBM students over the review period.

Annual Undergraduate Awards Ceremony

MSBM participated in the FSS's Annual Undergraduate Awards Ceremony held to recognize outstanding academic achievement for 2016-2017 on January 12, 2017. Our students continue to excel, with 14 special awards being presented for outstanding academic performance (see Table 4). The prize for the Best Overall Performance in the MSBM Undergraduate Programme was awarded to Theredo Johnson who pursued a double major in Marketing and Operations Management. Special programme prizes were sponsored by Ernst & Young in Accounting, Auditing, and Taxation. In addition, the company provided prizes to all the cooperative accounting students who graduated with first class honours.

Table 4: Awardees for MSBM BSc Programmes

Award	Recipient
Best Overall Performance in the MSBM Undergraduate Programmes	Theredo Johnson
Best Performance in Management Studies (Accounting)	Seante-Marie Blake
Best Performance in Management Studies (Entrepreneurship)	Troy Chandler
Best Performance in Management Studies (Banking & Finance)	Carice Glasgow
Best Performance in Management Studies (General)	Carlene Plummer
Best Performance in Management Studies (HRM)	Nicolette Wilson
Best Performance in Management Studies (Finance)	Nicholas Hutchins
Best Performance in Management Studies (Marketing)	Theredo Johnson
Best Performance in Operations Management (Major)	Ashley Murray
Best Performance in Tourism Management (Special)	Jauntell Henry
Best Performance in Management Studies (MIS)	Kamoye Coach
The Ernst & Young Taxation Prize Best Overall Performance	Nastassia Loney
The Ernst & Young Auditing Prize Best Overall Performance	Nickesha Henry
The Ernst & Young Co-op in Accounting Prize Best Overall Performance	Ronique Johnson



MSBM

STUDENT ACHIEVEMENTS

Post Graduate Awards Ceremony

The UWI Faculty of Social Sciences Annual Graduate Awards Ceremony to recognize outstanding academic performance for 2015-2016, was held on November 30, 2016 at Mona Visitors Lodge. Seventy-five MSBM students received First Class honours; and special course and programme awards were presented to 23 of our students for outstanding academic performance.

Ms Cindy-Leigh Hamilton was awarded The GraceKennedy Award for the Best Overall Academic Performance in MSBM, as well as the First Global Award for Best Academic Performance in the MBA Banking and Finance Concentration, Best Academic Performance in the MBA Full Time Programmes, and a Distinction in the MBA Banking and Finance Concentration.



From left to right: Ms Cindy-Leigh Hamilton receives **The GraceKennedy Award for the Best Overall Academic Performance in MSBM** from Ms Annette Morrison, Head of Talent & Global Mobility, Group Human Resources, GraceKennedy Limited.



MSBM

STUDENT ACHIEVEMENTS

The MSBM also recognized other outstanding graduate student performance in the various MSBM Graduate programmes (See Tables 5 and 6):

Table 5: Awardees for MSBM MSc Programmes

Programme	Award	Recipients
MSc Accounting	Best Academic Performance (Accounting Part-time)	Ramon Leachman
MSc Accounting	Best Academic Performance (Accounting WJC)	Aneika Hamil
MSc Accounting	Best Academic Performance (Accounting Full-Time)	Yana-Kaye White
MSc Accounting	Best Research Project (Accounting)	Karee Mcfarlane Keena Hill Patricia Ellis-Hanson
MSc Enterprise Risk Management	Best Academic Performance	Jason Bailey
MSc Tourism & Hospitality Management	Best Academic Performance	Nekeisha Bolton
MSc CBMIS	Best Academic Performance (CBMIS)	Nyron Williams
MSc CBMIS	Best Final Project (CBMIS)	Andrew O'Reggio Whitney White Tesfa Rhodes
MSc National Security & Strategic Studies	Best Academic Performance	Rhea Reid
MSc Taxation	Best Academic Performance	Tamara Adams
Master in Business Management (MBM)	Best Academic Performance (Masters in Business Management)	Jason Carby



MSBM

STUDENT ACHIEVEMENTS

Table 6: Awardees for EMBA/MBA/MBM/Diploma

Programme	Award	Recipients
Executive MBA (EMBA)	Best Academic Performance	Craig Ricketts
MBA Banking and Finance concentration	Best Performance in the Banking and Finance Concentration	Cindy-Leigh Hamilton
MBA General Management concentration	Best Performance in the General Management Concentration	Marc Jones
MBA International Business concentration	Best Performance in the International Business Concentration	Danielle Reece-Denniston
MBA Management Information Systems concentration	Best Performance in the Management Information Systems Concentration	Karell Wynter
MBA Part-time Mona	Best Academic Performance MBA Part-time (Mona)	Latoya Hall
MBA WJC	Best Academic Performance MBA Part-time (WJC)	Danielle Reece-Denniston
MBA Full-time	Best Academic Performance MBA Full-time	Cindy-Leigh Hamilton
Diploma in Business Administration	Best Academic Performance (Diploma in Business Administration)	Naketa West

MSBM Students win NCB Nation Builders Award

The NCB Nation Builders Award was held on October 20, 2016 at the Jamaica Pegasus. The coveted Vision Award was presented to MSBM entrepreneur students Britney East, Tia Tomlinson and Viktor Drum by Mrs Marcia Reid-Grant, NCB Assistant General Manager for Retail Banking. Mr Michael Williams, MSBM Acting Executive Director, made a presentation to the third nominee, El Marton Sandals business for the Young Entrepreneur Award.

Global Travel and Tourism Partnership Conference

MSBM students from the UWI Tourism Society - Melanie Taylor and Mishica Bonner, entered the Jamaica Tourist Board (JTB) and Global Travel and

Tourism Partnership (GTTP) Case Study Research Competition and won the final local judging round of the GTTP Research Competition & Award. The research team was selected to represent Jamaica in the 2016 GTTP Research Competition & Award held in Nice, France from December 2-8, 2016. Accompanied by their lecturer and coach, Mrs. Eritha Huntley Lewis, They travelled to France to take part in the student Global Travel and Tourism Partnership (GTTP) conference. Of note, the conference was not designed as a competition, but rather a forum at which students could share their research, engage in discussions and be ambassadors for their country. There were nine (9) countries represented: China, Kenya, Canada, Hong Kong, Hungary, Brazil, Russia, South



MSBM

STUDENT ACHIEVEMENTS

Africa and Jamaica. The delegates had varied background and included high school students interested in studying tourism as well as University students. Involvement in the competition offered an excellent chance to expose our students to different cultures and experiences that will reinforce what they have learnt in their time at The UWI, Mona. It has also helped them to form relationships and alliances which will prove invaluable throughout their lives.

MBM Student wins Gold!

Master in Business Management (MBM) student - Adrian Moore, won gold at the International Karate Circuit Year End Nationals at Flat Rock Middle School and Score Indoor Sports in Georgia, USA, held December 2-3, 2016. Moore represented Jamaica in the combined martial arts fight team sport.



CFA Investment Research Report Challenge

Five undergraduate students from MSBM representing The UWI Mona, journeyed to Seattle in April 2017 to participate in the Chartered Financial Analysts (CFA) Americas Regional Research Challenge competition after emerging victors in the inaugural CFA Caribbean Regional Research Challenge competition. The team - which comprised students Khalid Smith, Dayandria Clarke, Derica Gardner, Shawna-Lee Gordon, Lando Graham and industry advisor/mentor Jacqueline Delisser, CFA of NCB, as well as faculty advisor Dr Twila Mae Logan - excelled, to earn the top spot at the competition hosted by the CFA Institute Research Challenge in Miami, Florida on March 3, 2017 ahead of other competing teams from Barbados, Cayman Islands, the Bahamas and The University of Technology(Jamaica).

They went on to compete in the next tranche of the competition, the Americas Regional Challenge, held at The Westin Hotel Seattle from April 6-7, 2017. The team creditably represented The UWI, however their efforts did not result in a placement for the team. The experience will, however, allow the industry/mentor and faculty advisors the insights into incorporating the changes necessary to guarantee success for future teams in forthcoming competitions.

The UWI Mona team was primarily sponsored by the Chartered Financial Analysts Institute (CFAI) who covered hotel accommodations at the Westin Seattle, airfare for each team member, and the faculty advisor (Dr. Twila-Mae Logan). Jamaica Association of Investment Professionals (JAIP) the local body recognized by CFA Institute to represent the interest of Jamaican CFA charter holders and candidates, provided per diem and NCB Foundation provided part sponsorship for the two (2) Jamaican university teams that participated.



MSBM

STUDENT ACHIEVEMENTS

The CFA Institute Research Challenge offers students the unique opportunity to learn from leading industry experts and compete with peers from the world's top finance programs. This annual educational initiative promotes best practices in equity research among the next generation of analysts through hands-on mentoring and intensive training in company analysis and presentation skills. The competition tests the equity research and valuation, investment report writing, and presentation skills of university students. This annual educational initiative promotes best practices in equity

research among the next generation of analysts through hands-on mentoring and intensive training in company analysis and presentation skills.

Students are required to work in teams to research and analyze a publicly traded company - sometimes even meeting face-to-face or conference calls with company management. Additionally, each team is required to write a research report on their assigned company with a buy, sell, or hold recommendation and is asked to present and defend their analysis to a panel of industry professionals.



From left-to-right: Duane Barrett, University Relations Officer (JAIP); Jacqueline Delisser, Industry Advisor/Mentor, CFA of NCB / MSBM alum; Dayandria Clarke; Lando Graham; Khalid Smith; Shawna-Lee Gordon; Dr Twila Mae Logan, MSBM Faculty Advisor; and Derica Gardner.



MSBM

STUDENT ACHIEVEMENTS

DBA Students make significant progress

This past academic year was significant for the DBA programme, and saw seven DBA students successfully defending their doctoral theses during the period. The candidates were:

- Mr Rickert Allen (Cohort 4), *"Towards the development of a model for improving employee readiness for corporate transformation"*. January 11, 2017.
- Mrs Winsome Halliman (Cohort 4), *"Exploring the change patterns and characteristics of small and medium-sized enterprises"*. January 13, 2017.
- Mrs Marjorie Fyffe Campbell (Cohort 1), *"Principles of corporate governance and their efficacy in developing countries: A Caribbean perspective"*. February 24, 2017.
- Mrs Deloree Staple-Chambers (Cohort 3), *"Predicting tax compliance: The case of Jamaica"*. March 22, 2017.
- Ms Suzanne Wynter (Cohort 4), *"Credit risk in government mortgage lending"*. May 8, 2017.
- Mrs Karlene Bailey (Cohort 2) *"Entrepreneurial orientation and the performance of small and medium-sized enterprises in Jamaica: Considering the contingent effects of the environment and resources"*. June 5, 2017
- Mr Steve Whyte (Cohort 2), *"An examination of the relationship between social capital theory and software quality in free and open source software development"*. July 26, 2017.
- Mrs Claire Grant (Cohort 3), *"An exploration of the association between cultural context congruency and advertising effectiveness for television audiences in a small open emerging economy"*. September 28, 2016.
- Mr Douglas Lindo (Cohort 2), *"Family influence, firm performance and firm value in publicly listed companies in the Small Island Developing State: Jamaica"*. February 22, 2017.
- Ms Tamara Silvera (Cohort 3), *"Navigating uncertainty: Examining the impact of corporate governance on strategic risk taking and firm value"*. May 26, 2017.

They will now proceed to conducting their research and writing their theses.

Two Quarterly Progress Reporting Sessions for the school's doctoral candidates were held in the period under review: November 7-8, 2016 and March 20 & 22, 2017. These sessions seek to determine the progress of candidates from Cohorts 1-4 towards completing their dissertations, as well as to expose them to "best practice" strategies employed by their more successful colleagues. The 20 candidates presented in the areas of SME, ICT, HR, Marketing, Strategy and Finance to a panel of academics comprising the DBA Academic Director, their supervisors, other invited scholars and peers. The students are steadily progressing through the research process. Cohort 5 students have completed all their taught courses as well as comprehensive examinations held in December, 2016.

Four other DBA students successfully defended their dissertation research proposals:

- Mr Stanley Beckford (Cohort 3), *"The determinants of early stage M&A performance in small island developing States/Emerging economies: The case of the Caribbean"*. September 20, 2016.



MSBM

ENTREPRENEURIAL PROGRAMMES

Vincent HoSang Entrepreneurship Programme

Dr Vincent HoSang, a Jamaican entrepreneur who owns and operates one of the largest frozen food companies in the USA, is the benefactor of the annual Vincent HoSang UWI Venture Competition, which aims to provide funding for young entrepreneurs to transform business models into successful businesses. Other partners who provided sponsorship for the 2016 competition included: the Joan Duncan Foundation, UHY Dawgen Chartered Accountants, JN Small Business Loans, Development Bank of Jamaica, Jamaica Stock Exchange and the Mona Business Support Services (MBSS). The programme is open to graduate students and final year undergraduate students of The UWI. Typically, final place winners of this competition go on to compete in the prestigious national and international business plan competitions.

The series of events that led to the final staging of the Vincent HoSang UWI Venture Competition commenced with the Launch Event on September 14, 2016; Mentor Briefing Session on October 13, 2016; and four Boot Camp sessions covering topics such as *Business Plan Writing, Marketing, Capital*

Structure and Venture Financing, Presentation Skills, and Corporate Social Responsibility, were held prior to the elimination round, to ensure that each team was fully prepared for the competition. The teams were recipients of the experience of various industry professionals in the different areas covered.

Eliminations and Finals were held on November 17 and 18, 2016 respectively. In the preliminary round the Elevator Pitch Award was won by *Fresh at your Steps*. The 3rd place winner was *Bow Ties by Kymm* (undergraduate student from Humanities & Education); 2nd place to Jamaica Jammin' (MSBM MBA students) who were also awarded sectional prizes for the Best Presenter and Best Presented Financials; and 1st place went to BizTech (MSBM HR Major undergraduate student Oshane Creary) who was the recipient of sectional prizes for the Top Undergraduate Team and the Most Commercially Ready Project, and who received a contract from the Jamaica Stock Exchange for \$400,000 to assist with technical, legal and marketing support to put his business idea into operation. Each winning team also received a signed copy of the Hon. Dr Vincent HoSang's autobiography.



MSBM

ENTREPRENEURIAL PROGRAMMES



From left-right: Kim Mair, Chief Executive Officer - JMMB Joan Duncan Foundation; Janice Henlin, MSBM Marketing Director; Kadeem Pet-Grave, Educatours JA; Janice Julian, Marketing and Public Relations, Caribbean Food Delights & Vincent HoSang Family Foundation; Simier Lansend, Educatours JA and Michael Williams, MSBM Executive Director (Acting) at the Vincent HoSang UWI Venture Competition, November 18, 2016.

Mr Douglas Lindo, MSBM Lecturer and Advisor to the Vincent HoSang Entrepreneurship Programme, speaks about the programme.



Joan Duncan Foundation Chairman, Mrs. Patricia Sutherland, at the Vincent HoSang UWI Venture Competition Finals on November 18, 2016.



MSBM

SPECIAL EVENTS

Renewal of MSBM/Spur Tree Spices MOU

The MSBM renewed the one year Memorandum of Understanding (MOU) with Spur Tree Spices Jamaica Limited on October 10, 2016. As in the previous MOU, Spur Tree Spices will continue to be the title sponsor of the MSBM Public Advocacy Series and its "Star Awards" (employee awards for excellence) for the 2016/17 academic year.



Mr Albert Bailey, CEO, Spur Tree Limited (left) and Mr Michael Williams Executive Director (Acting), MSBM, sign MOU for Spur Tree Limited to continue as the title sponsor of the MSBM Public Advocacy Series and the MSBM "Star Awards".

Book Launch Events:

Dr Lawrence Nicholson, Deputy Executive Director, Undergraduate programmes, Master of Science (MSc) programmes, Master in Business Management (MBM) and Doctoral Programmes, launched his book, *"Understanding the Caribbean enterprise - Insights from MSMEs and family owned businesses"* on October 6, 2016 in Lecture Theatre 1, Faculty of Medical Sciences, Teaching & Research Complex. The main speaker was Mr Dennis Chung, CEO, the Private Sector Organization of Jamaica (PSOJ), with remarks being brought by Professor Ian Boxill, Dean, Faculty of Social Sciences (FSS), UWI, Mona.

Refreshments were provided by Salada, and Continental Baking Company (National). Two family-owned businesses Linstead Market and Honey Bun Limited - held displays and offered samples of their products to attendees.

Dr Hilary Robertson-Hickling's book *"That time in foreign"* was launched at the MSBM Business & Management Conference, Jamaica Pegasus, on November 10, 2016. Professor Beverley Bryan (writer of the foreword and a contributor) was the main speaker, which was chaired by Dr Noel Cowell, MSBM Unit Head.





MSBM

PROFESSIONAL SERVICES UNIT (PSU)

The Professional Services Unit (PSU) of the Mona School of Business & Management (MSBM), offers services to the private and public sectors in the areas of Executive Education, (Customized Training and Scheduled Short Courses), Consultancy Services and Applied Research. During the year under review, August 1, 2016 to July 31, 2017, the Unit was engaged in the following activities:

MSBM was re-certified as a Registered Education Provider with the Project Management Institute (PMI), USA for our flagship Project Management course – *Principles and Practices of Project Management*. Two of our new courses, *Project Risk Management* and *Project Portfolio Management* are now listed on the PMI website.

EXECUTIVE EDUCATION

Scheduled Short Courses

Twenty (20) cohorts of executive education courses were held serving 328 participants. Of this number twelve (12) cohorts were for *Principles & Practices of Project Management* which was offered between Mona and the Western Jamaica Campuses with a total of 203 participants. It should be noted that all our facilitators who teach on the Principles and Practices of Project Management course are certified PMP® professionals.

Other courses offered were: - *Introduction to Supervisory Management* - 4 cohorts with a total of 55 participants; *Advanced Supervisory Management* - 2 cohorts with 20 participants; *Transformational Leadership* - 1 cohort with 16 participants; *Project Risk Management* - 1 cohort with 10 participants and *Financial Management Made Simple* - 1 cohort with 24 participants. *Financial Management Made Simple* is a course held in partnership with the Jamaica Business Development Corporation (JBDC).

Customized Training

The PSU delivered customized training to employees of twelve (12) private and public sector organizations. A total of 279 participants representing 18 cohorts were trained in the following areas: *Current Issues in Banking* (Middle Management Development); *Current Issues in Banking* (Executive- Level Development); *Leadership Development*; *Essentials of Project Management*; *Introduction to Project Management*; *Principles & Practices of Project Management*; *Effective Strategic Thinking & Critical Analysis*; *Effective Business Writing*; *Human Resource Management and Employment*



Participants work in teams at the Bourse Game Treasury Management Simulation Workshop



From left to right: Facilitators, Mr Ed Chin and Ms Janet Wilson, are flanked by participants and our partner, Mrs Darlene Jones, (JIFS) at the closing session of the Bourse Game Treasury Management Simulation Workshop.



MSBM

PROFESSIONAL SERVICES UNIT (PSU)

Relations Training Programme; Organise Your Business; Project Risk Management (new). The partnership between MSBM/PSU and the Jamaica Institute of Financial Services (JIFS) saw the hosting of a new 2-day course titled - *Bourse Game Treasury Management Simulation Workshop*.

Another new course - *Human Resource Management & Employment Relations Programme*, a 3-day regional "Train the Trainers" workshop was sponsored by the International Labour Organization (ILO) for members of the Antigua & Barbuda Employers' Federation and the Saint Lucia Employers' Federation. The course was designed, developed and facilitated by Dr Noel Cowell, MSBM faculty.

Other new courses developed during the period included:

- *Certified Associate in Project Management (CAPM)*
- *Construction Project Leadership*
- *Enterprise Risk Management (ERM 3-day course)*
- *Human Resource Management & Employment Relations Programme*
- *Lean Thinking*
- *Managing Project Risks in Construction*
- *Organise Your Business*
- *Project Portfolio Management*
- *Transformational Leadership*

Of note, academic year 2016/2017 was the first year for the PSU marketing its customized services through a dedicated Business Development Associate (BDA). Public and private sector companies were targeted, resulting in the

participation of approximately 50 organizations who registered a total of 355 participants to the following courses: *Enterprise Risk Management; Team Leadership; Protocol and Etiquette; Managing Project Risks in Construction; Lean Thinking; and Construction Project Leadership.*



Mr Cecil White, Facilitator (standing), talks to the participants of the MSBM-CIC course on *Managing Project Risks in Construction*



MSBM

PROFESSIONAL SERVICES UNIT (PSU)

Consultancy

The PSU delivered consulting services to a number of companies in the private sector. Strategy consulting is a growing business area and increasingly this has become a main area of focus for the consulting section. Companies are realizing that in order to increase efficiency, strategy planning is the key. Dr William Lawrence, Lead Strategy Consultant and Director for the PSU facilitated three Strategic Retreats and wrote the strategic plans. Our clients included: - Dairy Industries, Financial Services Commission, Proven Wealth, Key Insurance Company, Unicomer Jamaica Limited, Victoria Mutual Group and GraceKennedy Group.

Partnerships/Collaborations

During the year under review, the PSU increased the number of partnerships and collaborations with entities in the private sector. Previously held agreements with the Jamaica Institute of Financial Services (JIFS) and the Jamaica Business Development Corporation (JBDC) continued for academic year 2016-2017, with new partnerships being forged with the Jamaica Hotel & Tourist Association (JHTA), and the Construction Industry Council (CIC).



MSBM

CENTRE OF EXCELLENCE (CoE) FOR IT-ENABLED BUSINESS INNOVATIONS

During the period under review, the CoE undertook a number of activities geared at advancing their research agenda. Some of these are featured below.

The MSBM Centre of Excellence for IT-enabled Innovation completed research activities scheduled under the 30-month IDRC-funded Research Grant supporting the Caribbean Open Data initiative. An economic study conducted, estimated (conservatively) that Open Data initiatives in 3 key sectors – Agriculture, Tourism and Education - could add over J\$15 billion in aggregate, annually to the domestic economy; approximately 1% contribution to GDP. The research programme employed Action Research methodologies to analyze the data ecosystems

in these key Caribbean sectors, to uncover value opportunities and formulate theories of change about Open Data. The project has generated a significant portfolio of outputs including Technical Reports, Blogs, Conference and Journal publications, as well as technological artefacts that collectively provide valuable evidence-based support to the enormous value potential that open data represents to the region. The Community Tourism open data initiative implemented in August Town, through the project, was one of 12 case studies featured in the recent 2017 publication by the GOVLAB "Open data in developing economies: Toward building an evidence base on what works and how".





MSBM

CENTRE OF EXCELLENCE (CoE) FOR IT-ENABLED BUSINESS INNOVATIONS

The research project titled *"Open/Participatory Budgeting for Improved Transparency and Civic Engagement in Jamaica"* funded by FRIDA (Regional Fund for Digital Innovation in Latin America and the Caribbean) was also successfully completed during the year. Managed by Dr Indianna Minto-Coy, the project benchmarked the current budget governance process in Jamaica using the International Budget Partnership's Open Budget Initiative, and demonstrated the potential of open data for improved financial management, transparency and civic engagement in the budget process.

The Unit secured a follow-on IDRC Research Grant of Cdn\$280,000 and mobilized the project *"Going global: Digital jobs and gender in Haiti"*. This collaboration with regional and international partnerships - *Latin American and Caribbean Internet Addresses Registry (LACNIC)* and *l'Ecole Supérieure d'Infotronique D'Haiti (ESIH)*, the local partner in Haiti, seeks to address the challenge of sustainable delivery of online/distance education

and digital skills training among young Haitian women in urban and rural contexts. The importance of this initiative was reflected in it being identified by the government of Canada as one of its flagship projects working to strengthen e-skills among women and girls at the recent G20 Summit: <https://eskills4girls.org/preparing-haitian-youth-for-digital-jobs/>.

CoE was also successful in securing the Principal's Research for Development funding of J\$1.5M for the Special Initiative research project: *"Big Data Analytics and Customs Throughput"*. This is a follow-on to the evolving Business Intelligence and Analytics programme implemented as part of the NCB Sponsored research project. Dr Minto-Coy is also leading a Corporate Sustainability research study on "Sustainability Maturity Model: A Comparison of Jamaican Financial Institutions". The research team includes, Dr David Parker from The University of Queensland Business School, Australia; Dr Indianna Minto-Coy and Dr Delroy Chevers from MSBM.



Dr Maurice McNaughton, Director of the Centre of Excellence (standing at back, 2nd person from the right), facilitated a workshop with regional parliamentarians on: *"Maximizing the use of technology to improve communication with constituents"* hosted by ParlAmericas on December 5, 2016 in Mexico City.



MSBM

OFFICE OF SOCIAL ENTREPRENEURSHIP (OSE)

The Office of Social Entrepreneurship (OSE) is the lead research and training entity in the Caribbean in the area of Social Entrepreneurship. It is guided by the philosophy of 'Saving Lives through Enterprise'. It currently collaborates with International donor partners (IDPs) and private sector foundations to support social entrepreneurship and community safety initiatives in numerous communities island-wide, in over 30 Communities throughout Jamaica. OSE has received requests to expand its services to Guyana, St. Vincent, St Lucia, Suriname and other countries in the Dutch and French Islands, and has developed several methodologies that are currently being applied² in establishing social enterprises within third sector of Jamaica.³ The research conducted has been used to inform and guide the development of the social entrepreneurship landscape in Jamaica and the Caribbean. The team is currently engaged in informing the development of a more robust entrepreneurship policy for Jamaica with specific emphasis on the components relating to social entrepreneurship.

Community Empowerment and Transformation Project Phase Two (COMET II) Social Enterprise Development Project

To date, the OSE has trained 30 Community Based Organisations (CBOs) and Community Development Councils (CDCs) under the COMET II project in building sustainable social enterprises. Under the social enterprise development component the 30 organisations went through four weeks of training to enable them to take their social enterprises from ideation to implementation. The training is done on a phased basis where the COMET office chooses the most prepared organisation to be trained in the business development component for social enterprises. Diagram 1 below identifies the key component of the training as well as key deliverables in enhancing the success of the SEs. To further assist the organisation, an incubation framework was developed; under this framework each organisation trained by the office will benefit from a three month incubation period where they will get assistance with their governance component, accounting and financial auditing, communication and marketing and the assessment of their social rate of return (SROI). The intention is to build the capacity of the managers of the enterprises, equipping them with the necessary skills to grow the enterprise and get additional funding.

² OSE has developed the training manuals for establishing 50 Social Enterprises across 5 parishes in Jamaica, under the USAID's Community Empowerment and Transformation Programme II. It supports the Jamaica National Foundation's Social Enterprise Boost Initiative, which also has USAID support and the Digicel Foundation "Back To Roots" Programme through research and training/workshops.

³ Currently OSE has developed toolkits/templates for strategic planning, business plans, business models, monitoring and evaluation tools and social rate of return on investments tools. These are used to support research as well as to conduct workshops and capacity building programmes.



MSBM

OFFICE OF SOCIAL ENTREPRENEURSHIP (OSE)



Diagram 1: Key component of ideation to implementation training

Fifteen organisations participated in the training for the final cohort of 2016/2017, including: Race Course PYC (Clarendon), The Jamaica Association of General Baptists (Clarendon), Beulah Church of God Seventh Day Evangelical Inc. Ltd (Clarendon), Mocho Citizens Association (Clarendon), Mighty Gully Sculptures (St. Catherine), Good Hope Partners (St. Andrew), East Kingston Society (St. Andrew), Barrett Town Police Youth Club (St. James), Lilliput Rovers Youth Club (St. James), Ramble Hill Citizens Association (St. James), Mt. Carey Citizens Association (St. James), Race Course CDC (Clarendon), Belle Plain Citizens Association (Clarendon), Brixton Hill CDC (Clarendon), Knollis Community Benevolent Society (St. Catherine).



Sensitization Session at the Mona School of Business and Management for a cohort of COMETII Participants



MSBM

OFFICE OF SOCIAL ENTREPRENEURSHIP (OSE)

Rita Marley Essay Competition 2017

Dr K'adamawe K'nIfé, OSE Director, participated in the 4th Annual Rita Marley Essay Competition hosted by the Rita Marley Foundation at the University of the West Indies, Mona Campus on June 26, 2017. For this year's competition, students were asked to tackle issues within the lyrics of one of Rita Marley's songs. The essay theme, *"They will try to buy your souls with money, bribing with milk and honey, distorting the youths in their minds, doping the wool they pull over their eyes. Jah call on the youth cause they're strong, don't give your strength in vain now,"* saw participants dissecting the lyrics and presenting ideas on why the youth are the strength of a nation. Dr. K'nIfé's involvement in the event as a guest judge, has been one in a series of engagements with the Rita Marley Foundation and supports the Office of Social Entrepreneurship's work in the development and support of entities in the creative and cultural industry. Wolmer's Girls' High School created history at the 4th Annual Rita Marley Foundation Essay Competition by nabbing the top three spots at this year's judging.

Sustaining Partnerships

Caribbean Cement Company Limited is seeking to improve their Corporate Social Relationship component. The OSE was consulted for the development of the CSR strategy through an engagement. The aim of the CSR is to make a meaningful contribution to residences of the Rockfort community in East Kingston. During the discussion it was proposed that the company engage in social enterprise development for the community where the emphasis will be on sustainable development of the people and environment. Special emphasis was placed on discussions on the development of the logistics hub and the opportunities available for the community. The company will seek to tap into those opportunities for the benefit of Rockfort and its environs.

British Council. Dr. K'nIfé travelled to the United Kingdom to participate in the British Council Skills Seminar in Edinburgh, England. The seminar brought together experts and policy makers from around the world to build on learning from the UK and explore important global priorities for skills and employability. The seminar ran from March 5-10, 2017.

National Housing Trust (NHT) through its Social Development Department is required to train a number of communities and organised groups within recognised NHT Schemes. These organisations are required to operate sustainable social enterprises. With this task in mind, the NHT sought to collaborate with the OSE to carry out this undertaking of Enterprise Development and Capacity Building Training Intervention Programme.

Other Consultancies

- National Housing Trust: Short-term Consultancy to conduct Governance Assessment for the Integrated Monitoring Framework for the Governance Component of the NHT Best Scheme Competition – July 2017- September 2017
- Youth Crime Watch Jamaica – Community Buil' Back with Yute Programme: Integrity Pays Consultant.



Dr K'nIfé making his speech at the Human Resource Management Association Jamaica Conference earlier this year.



MSBM

CONFERENCES / SYMPOSIA / SPECIAL LECTURES

The MSBM showed its commitment to continue its public advocacy on national matters, by hosting a number of important fora this past academic year. Some are noted below.

Business & Management Conference

The 2nd MSBM Business & Management conference under the theme *"Connecting the dots: Enterprise, entrepreneurship and sustainable development"* was held from November 9-11, 2016 at the Jamaica Pegasus Hotel. The main speakers at the event were Dr John Sviokla, Principal and U.S advisory innovation leader – PricewaterhouseCoopers; Mr Paul B. Scott, President of the PSOJ; and Mr Neil McFarlane, Chief for the New York Liaison Office for United Nations Office for Disaster Risk Reduction, UNISDR.

Public- and private-sectors leaders as well as members of academia met to discuss how business can fuel development, entrepreneurship and the importance of innovation and small island states investing in disaster preparedness. The agenda for Day 1 of the conference featured a Global Entrepreneurship Monitor (GEM) workshop, which was open to the public, as the Opening Ceremony which was held in collaboration with the United States Embassy in Kingston, on the evening of November 9, 2016. Additionally, a

presentation by the conference Keynote Speaker Dr John Sviokla, was hosted by Montego Bay Kiwanis Club on November 10, 2016.

Days 2 and 3 featured a mix of roundtable presentations from the business community and academia. One of the major highlights of discussions was the recently launched which recognizes the central role of the private sector in meeting the objective of international development. The conference focussed specifically on practical and theoretical contributions, academic papers and works in progress from top researchers representing twelve countries. Their contribution focussed on both a global context and from the viewpoint of the Caribbean and developing regions.

The conference received sponsorship support from the United States Embassy in Kingston, Inter-American Development Bank (IDB), Scotia Insurance, Pearson, and the Development Bank of Jamaica (DBJ), and The Gleaner Company.



(From left to right) Board Chair, MSBM, Patrick Hylton; Senior Specialist, Jamaica, Belize and the Bahamas, Multilateral Investment Fund (MIF), Inter-American Development Bank, Wayne Beecher; Director of Sales and Service, Scotia Insurance, David Reid; Principal and US Advisory Innovation Leader, PriceWaterhouseCoopers, Dr John Sviokla; Political Officer, United States Embassy, Kingston, Daniel Walker; Executive Director (Acting), MSBM, Mr. Michael Williams; and MSBM Senior Teaching Fellow, Ambassador Ralph Thomas, following the Opening Ceremony of the 2nd Annual MSBM Business and Management Conference which was held November 9-11, 2016 at the Jamaica Pegasus.



MSBM

CONFERENCES / SYMPOSIA / SPECIAL LECTURES





MSBM

CONFERENCES / SYMPOSIA / SPECIAL LECTURES





MSBM

CONFERENCES / SYMPOSIA / SPECIAL LECTURES

Interactive Community Mapping (ICM) Project

MSBM has conducted action research that explores opportunities for empowering community tourism through Interactive Community Mapping (ICM), including the potential for economic activity to generate employment and business creation. Partnering with the August Town community as the pilot, this ICM project involved the mapping of historical, cultural, natural and economic resources that reside in the August Town community. MSBM assisted with the training of a cohort of young adults from August Town in the use of the OpenStreetMaps, an open source platform which allows anyone to map locations, essentially creating a digital map that highlights, and provides directions to featured Points of Interest; created the mobile app and website; and provided administrative support for the project. As a demonstration of the potential of the use of these digital assets to enable tourism products

and services, MSBM launched the new mobile application simultaneously with a community tour on August 31, 2016 - during the 178th anniversary celebration of the establishment of August Town. The tour began at Judgement Yard - home of Reggae recording artiste Sizzla Kalonji, onto Church Yard, site of the iconic ruins of the Bedward Church, stopped at the perpetual Berry Spring, and culminated at the specially organized Artisan's village which featured food and craft items produced by community members. The tour and app launch are by-products of the Interactive Community Mapping (ICM) project, part of the larger Caribbean Open Data program funded by International Development Research Centre (IDRC) of Canada. Local and regional partners in the project include: the Kairos Network Source - a community resource centre; Mona Social Services, and TPDCo.





MSBM

CONFERENCES / SYMPOSIA / SPECIAL LECTURES

Jamaica Stock Exchange Investor Forum

MSBM hosted the Jamaica Stock Exchange and Barita Investments Limited Investor Forum: "Practical Ways to Save & Invest" on September 29, 2016. The Acting Executive Director, Mr Michael Williams welcomed the participants. The presentations included: "Savings & Investment Products and Services", "The Importance of Budgeting in the Savings and Investment Mix", and "Buying and Selling Shares on the Market". Approximately 120 students and MSBM staff members attended the forum.

Professional Development Seminars entitled *"Transformational leadership: Tangible applications in business"*, held at the Faculty of Law on November 30, 2016. Special presenters were Mr. Richard Byles, President & CEO, Sagicor Group; Mr. Glen Christian, Chairman, Cari-Med Limited; and Mr. William Mahfood, Chairman, WISYNCO Limited. The panel of CEOs shared philosophies and perspectives as well as helpful advice with the audience which comprised students, MSBM alumni and staff, professionals and executives from the private sector.

Transformational Leadership Workshop

MSBM in collaboration with the MSBM Alumni Association staged another in their series of



Guest presenters at the MSBM Alumni professional development seminar on "Transformational leadership" (from left to right) were: Mr. Richard Byles, President & CEO, Sagicor Group; Mr. Glen Christian, Chairman, Cari-Med Limited; and Mr. William Mahfood, Chairman, WISYNCO Limited.





MSBM

CONFERENCES / SYMPOSIA / SPECIAL LECTURES

Research Days 2017 Events

MSBM in collaboration with the Office of the Principal, hosted a Research Days Signature Event at the campus-wide UWI Research Days (URD) 2017. The *URD Inaugural Policy Research Impact Forum* was held on February 1, 2017 at the Assembly Hall, and featured the contribution UWI research has made in both the public and private sectors as well as the role of UWI as a research-led institution. Presentations were made by senior executives from the public and private sectors as follows: Mr Rickert Allen, Senior General Manager, Group Human Resources, NCB; Dr Wayne Henry, Chairman and Director General, PIOJ; Professor Dale Webber, ProVice Chancellor, Graduate Studies and Research, UWI; Dr Aldrie Henry-Lee, Acting Director, SALISES; Dr William Lawrence, Director, Professional Services Unit (PSU), MSBM; and Dr K'Adamawe K'nIfé, Director, Office of Social

Entrepreneurship, MSBM. The well-attended session was ably moderated by Professor Denise Eldemire-Shearer, Campus Coordinator, Office of Graduate Studies and Research.

On February 2, 2017, also at the UWI Research Days event, the School participated in a joint presentation and launch of the Journal of Social & Economic Studies: *"Breaking the barriers; Entrepreneurship, enterprise, competitiveness and growth in the Caribbean"*, for which MSBM faculty members – Drs Indianna Minto-Coy, Noel Cowell and Michelle McLeod – were the co-editors. Dr Indianna Minto-Coy, Senior Research Fellow, MSBM was the main speaker at the event, with special remarks presented by Ambassador the Hon. Dr Richard Bernal, O.J., Pro Vice-Chancellor for Global Affairs for The UWI.





MSBM

CONFERENCES / SYMPOSIA / SPECIAL LECTURES

PUBLIC ADVOCACY SERIES

Jamaica Stock Exchange Investor Forum

MSBM hosted the Jamaica Stock Exchange and Barita Investments Limited Investor Forum: "Practical Ways to Save & Invest" on September 29, 2016. The Acting Executive Director, Mr Michael Williams welcomed the participants. The presentations included: "Savings & Investment Products and Services", "The Importance of Budgeting in the Savings and Investment Mix", and "Buying and Selling Shares on the Market". Approximately 120 students and five MSBM staff members attended the forum.

MSBM/HRMAJ Lecture

The Human Resource Management Association of Jamaica (HRMAJ), in partnership with the MSBM, held their 4th Annual Lecture at the MSBM on October 12, 2016 at the Executive Lecture Theatre of the MSBM (North). A guest lecture was given by Ms Ingrid Emmons, Sandals' Group Director of Human Resource, who delighted the audience with a talk on "*Cultural intelligence, shaping a high performance workforce*". Participants, who numbered approximately 70 persons, were very engaged, and included HR professionals, faculty, and students studying HRM. Refreshments were provided by Lasco.



Ms Ingrid Emmons (far left), Sandals' Group Director of Human Resource responds to questions from the audience at the MSBM/HRMAJ Lecture on October 12, 2016.



MSBM

CONFERENCES / SYMPOSIA / SPECIAL LECTURES

"Trumpism and its implications for the Caribbean"

The Spur Tree/MSBM Public Advocacy Series continued successfully in the review period. A public forum entitled *"Trumpism and its implications for the Caribbean"* was held on February 21, 2017, in collaboration with the Department of Government at the Undercroft, The UWI Mona. Specially invited speakers were Ambassador Ralph Thomas, MSBM Senior

Teaching Fellow; Dr Christopher Charles, Senior Lecturer in Political Psychology, Department of Government; Mr Claude Robinson, Media and Communication Specialist, Writer, MSBM Lecturer & Editor MSBM Business Review; and Mr Larry Watson, President of the Jamaica Chamber of Commerce (JCC) and General Manager, Confectionery & Snacks (Jamaica) Limited. In excess of 170 persons were in attendance.





MSBM

CONFERENCES / SYMPOSIA / SPECIAL LECTURES

"Public Private Partnerships: A development tool for Jamaica"

Another in the series of MSBM/Spur Tree Spices public advocacy fora was held on June 21, 2017. MSBM in collaboration with the Mona School of Engineering hosted the forum titled: *"Public Private Partnerships: A development tool for Jamaica"*. The presenters were: Professor Archibald McDonald, Pro Vice Chancellor & Principal, The UWI, Mona; Dr. Paul Aiken - Director, Mona School of Engineering, The UWI, Mona; Mr. Kamau Chionesu, Lecturer, Economics and

Business Research, Mona School of Business and Management; and Mrs. Nicola Russell, Manager, Public-Private Partnerships & Privatization Division, Development Bank of Jamaica Limited (DBJ). The well-attended event was chaired by Mr James Moss-Solomon, MSBM's Executive-In-Residence and was videotaped to provide collateral material to be uploaded to YouTube. The forum generated discussions pertaining to the benefits, challenges, obligations and risks surrounding the use of such partnerships for the development of the country.





MSBM

CONFERENCES / SYMPOSIA / SPECIAL LECTURES



Roundtable Series

The 8th Annual MSBM Roundtable, a CEO Breakfast Forum for leaders in the public and private sectors was held at The Jamaica Pegasus Hotel – Talk of the Town on June 28, 2017 in partnership with the Construction Industry Council (CIC).

The theme of the CEO Breakfast was *“Construction as Driver for Economic Growth.”* Professor Ishenkumba Kahwa, Deputy Principal, UWI, Mona, chaired the Roundtable with remarks by

Mr Michael Williams, Executive Director (Acting) MSBM; Professor Ian Boxill, Dean Faculty of Social Sciences; Mr Gary Walters, Chairman of the Construction Industry Council (CIC); Mr Patrick Hylton, Board Chair, MSBM; Dr Peter Phillips, Leader of the Opposition, and an address by the Honourable Dr Horace Chang, Minister without Portfolio, Ministry of Economic Growth & Job Creation.

The main presentation, a research paper on *“Construction as driver for economic growth”* was presented jointly by Dr William Lawrence and Dr Cecil White. The Roundtable attendees were addressed by Mr Donald Mullings, Past President of the Incorporated Masterbuilders Association of Jamaica (IMAJ) & Managing Director of M&M Jamaica Limited, on the *“Need for a meaningful construction industry agenda for Jamaica.”* This was followed by remarks from, Urban Development Corporation representative, on the topic *“Development – The stimulus for economic growth”* and Ms Tiffany Gordon, Chief Mortgage Sales Officer, JN Bank on *“Public Private Partnership critical for growth in the construction industry.”*



A section of the audience at the MSBM RT 2017 listens intently to a presentation.



The Honourable Dr Horace Chang, Minister without Portfolio, Ministry of Economic Growth & Job Creation addresses MSBM RT2017



MSBM

CONFERENCES / SYMPOSIA / SPECIAL LECTURES



Dr Peter Phillips, Leader of the Opposition (center), warmly greets Mr Gary Walters, Chairman, CIC, while Dr William Lawrence, PSU Director, MSBM, looks on.



Mr Donald Mullings, Past President of the IMAJ (at right) accepts a token of appreciation from Dr William Lawrence, MSBM, as Professor Kahwa, Deputy Principal, The UWI, Mona stands in the background.

MSBM Public Forum

The MSBM Roundtable was subsequently followed by a Public Forum held on July 25, 2017 at the MSBM, North Campus, which sought to encourage further discourse on the topic, focusing on how we can influence government policy and improve business strategies to grow the existing construction industry, and build on its foundations, skills and capabilities in order to benefit the national economy. Also held in collaboration with the CIC, the forum was chaired by Mr James Moss-Solomon, MSBM Executive-In-Residence. Greetings were brought by Dr. Lawrence Nicholson, Deputy Executive Director, MSc, MBM and Undergraduate Provisions, MSBM and Mr. Gary Walters, Chairman, CIC. Special presenters included Dr William Lawrence, Director, Professional Services Unit; Dr Cecil White, MSBM Adjunct Lecturer; Mr Carvel Stewart, Immediate Past President, Incorporated Masterbuilders Association of Jamaica; Dr Paul Aiken, Director, Mona School of Engineering; and from the China Sinopharm International Corporation – Mr. Dave Hylton, Public Relations Manager, and Mr. Joseph Fan, Commercial Manager. The event was well-attended and was sponsored by the CIC, Allied Insurance Brokers and GraceKennedy General Insurance.



MSBM

RESEARCH & CONSULTANCY

UWI/NCB SPONSORED APPLIED RESEARCH

The UWI/NCB Sponsored Applied Research in Corporate Transformation (Phase 1) REPORT was completed and published. The 1,067 page report is a compilation of all components of the two-year research project which involved seven UWI Researchers: Dr William Lawrence, Programme & Research Director and Team Leader for Technical Paper 1; Dr Maurice McNaughton - Team Leader for Technical Paper 2; Dr Noel Cowell; Dr Twila-Mae Logan; Dr Trevor Smith; Dr Gunjan Mansingh and Dr Lila Rao-Graham.

The formal handing over ceremony for the completed Phase 1 document out of the of the MSBM-NCB Sponsored UWI applied Research in Corporate Transformation was held on January 5, 2017 at the NCB Wellness & Recreational Centre. The hand over to Mr Patrick Hylton, Group Managing Director, National Commercial Bank (NCB) was performed by Professor Ishenkumba Kahwa, Deputy Principal, The UWI Mona Campus. The ceremony was chaired by Dr William Lawrence, and copies of the Report were presented to Mr Hylton and Professor Kahwa.



Dr William Lawrence, PSU Director, MSBM, UWI (left) presents a copy of the Report in Corporate Transformation to Mr Patrick Hylton, Group Managing Director, NCB



The proud team of researchers from The UWI (from left to right) Dr William Lawrence; Dr Trevor Smith; Dr Twila Mae Logan; Professor Ishenkumba Kahwa; Dr Lila Rao; Dr Gunjan Mansingh; Dr Maurice McNaughton and Dr Noel Cowell.



MSBM

CONFERENCES / SYMPOSIA / SPECIAL LECTURES



The World Economic Forum (WEF), situated in Switzerland, is a non - profit organization that compiles the internationally recognized annual Global Competitiveness Report. As a partner institute of the WEF, the MSBM, via the PSU, undertakes the administration of the yearly Economic Opinion Survey (EOS) data collection that runs from January - April each year. For this 2017 run, 73 surveys were submitted to the WEF for analysis. The analysis from the data will form part of the results to be published in the forthcoming Global Competitiveness Report 2017-2018.

Funded Research

- International Development Research Centre (IDRC) – *“Going global: Digital jobs and gender in Haiti”* in collaboration with partners LACNIC and the l'École Supérieure d'Infotronique d'Haiti (ESIH), December 2016 – September 2019, Cdn\$285,100
- UWI Mona Special Initiative Grant – *“Big data analytics and customs throughput”*, August 2017, J\$1.5M

Completed Research

- International Development Research Centre (IDRC) – *“Harnessing open data to*

achieve development results in Latin America and the Caribbean” in collaboration with partners Fundacion Avina, ECLAC and the OAS, March 2014 – December 2016, Cdn\$329,500

- Regional Fund for Digital Innovation (FRIDA)
 - *“Open budgeting for improved transparency and civic engagement in Jamaica”*, August 2015 – August 2016, US\$20,000



MSBM

FACULTY PUBLICATIONS

PAPERS /ABSTRACTS PRESENTED – REFEREED CONFERENCES

- Chevers, D. (2016). *"Measuring software quality in open source communities through the lens of social capital"*, at the 2nd International Scientific Information Conference (UCIENCIA) in Havana, Cuba on November 24-26, 2016. Slides pp. 1-22.
- **Chevers, D. & Parker, D.** (2016). *"An agency theory perspective on managing projects: An English-speaking Caribbean case"*, at the MSBM Business & Management Conference, Jamaica Pegasus Hotel, Kingston, November 9-11, 2016. Slides pp. 1-21.
- **Chevers, D. & Spencer, A.** (2016). *"The impact of ICT on customer satisfaction in Jamaican hotels: A preliminary study"*, at the MSBM Business & Management Conference, at the Jamaica Pegasus Hotel, Kingston, November 9-11, 2016. Slides pp. 1-28.
- Crick, A. (2016). Presented *"What ails Jamaica's tourism? Moving towards sustained wellness"*, at the EUROCHRIE Conference, Budapest Metropolitan University, Hungary, October 26-28, 2016. 8 pages.
- Crick, A.P., Jacobs-Gray, N. & Hayle, C. (2017). *"The sharing economy meets tourism: A paradigm shift for Jamaican tourism?"* 5th Interdisciplinary Tourism Research Conference, Cartagena, Spain June 6-11, 2017. 16 pages.
- Davis, J., Nicholson, A., **Rao, L. & McNaughton, M. L.** (2016). *"Towards an open knowledge broker for disaster recovery planning in the Caribbean"*, at the UCIENCIA 2016 Scientific Conference in Havana, Cuba on November 24-26, 2016. 12 Pages.
- **K'nife, K., Marshall, M., & Moore, M.** (2016). *"Social enterprises and their social rate of return on investment within a developing economy: The case of Jamaica"*, at the MSBM Business & Management Conference, Jamaica Pegasus Hotel, Kingston, November 9-11, 2016. Slides pp. 1-20.
- **K'nife, K., Marshall, M. & Griffiths, K.** (2016). *"The size and scale of social enterprises and their contribution to the GDP of a developing country: The case of Jamaica"*, at the MSBM Business & Management Conference, Jamaica Pegasus Hotel, Kingston, November 9-11, 2016. Slides pp. 1-29.
- **Lawrence, W. & Logan, T.** (2016). *"SME financial transformation on Jamaica Stock Exchange Junior Market"*, at the MSBM Business & Management Conference, Jamaica Pegasus Hotel, Kingston, November 9-11, 2016. Slides pp. 1-10.
- Logan, T. (2016). Presented *"The performance of deposit-taking institutions in Latin America and the Caribbean pre and post the 2008 financial crisis"*, at 2016 International Academic Business Conference, San Francisco, August 1, 2016. Slides pp. 1-10.
- McLeod, M. (2016). *"Tourism innovation and interactive community mapping"*, at the MSBM Business & Management Conference, Jamaica Pegasus Hotel, Kingston, November 9-11, 2016. 17 pages.
- **McNaughton, M., & Rao, L.** (2017). *"Governing knowledge commons: Applications of an open knowledge broker in Caribbean disaster management."* Expanding Perspectives on Open Science: Communities, Cultures and Diversity in Concepts and Practices: Proceedings of the 21st International Conference on Electronic Publishing. IOS Press, 2017.
- **McNaughton, M., McLeod, M., McNaughton, M. & Walcott, J.** (2016). Presented *"Open data as a catalyst for problem solving: Empirical evidence from a small island developing context"* at the 2nd Open Data Research Symposium, Madrid, Spain. October 5, 2016. 21 pages.



MSBM

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- **McNaughton, M. & Rao, L.** (2016). *"Big data analytics to enhance customs performance: The case of Jamaica"*. Presented at the MSBM Business & Management Conference, Jamaica Pegasus Hotel, Kingston, November 9-11, 2016. Slides pp. 1-18.
- **Millwood, P. & Roehl, W.S.** (2016). *"Innovation, network orchestration and the destination management organization: Investigating a mediated model with evidence from the tourism industry."* Presented at the MSBM Business & Management Conference, at the Jamaica Pegasus Hotel, Kingston, November 9-11, 2016.
- **Minto-Coy, I.D., Roberts, L., Hall, B. and McNaughton, M.** (2017). *"Towards increasing civic citizen engagement and transparency: The role of open budgeting"*, Third International Open Data Conference Madrid, October 5, 2016. 27 pages.
- **Minto-Coy, I.D.** (2016). *"Citizen engagement and open participatory budgeting in Jamaica: The case of FRIDA"*, Latin America and the Caribbean Panel on Open Data, Fourth International Open Data Conference, Madrid, October 6, 2016. Slides pp. 1-2.
- **Minto-Coy, I. & Maria Elo** (2016). *"Attracting diaspora business: Case study of the Caribbean entrepreneurial ecosystem."* Presented at the MSBM Business & Management Conference, Jamaica Pegasus Hotel, Kingston, November 9-11, 2016. 15 pages.
- **Minto-Coy, I., & Elo, M.** (2016). *"Attracting diaspora business: How is the Caribbean entrepreneurial ecosystem"*, at 2nd Migration & Diaspora Entrepreneurship Conference, November 28-29, 2016, Bremen, Germany. Slides pp. 1-14.
- **Minto-Coy, I.D.** (2017). Presented *"From potential to reality: Towards an entrepreneurial ecosystem for attracting Caribbean Diaspora Investments"*, at the University of Guyana First Diaspora Engagement Conference Guyana Opening Ceremony, Ramada Principe Hotel, Georgetown. July 23-28, 2017. 23 pages.
- **Parker, D., Lawrence, W., Chevers, D., & Zeppetella, L.** (2016). *"Exploring innovation leadership: English-speaking Caribbean nuances."* Presented at the MSBM Business & Management Conference, Jamaica Pegasus Hotel, Kingston, November 9-11, 2016. Slides pp. 1-9.
- **Parker, D., Chevers, D., Loh, A. & Minto-Coy, I.** (2016). *"Corporate sustainability maturity model: A proposed framework for English-speaking Caribbean firms."* Presented at the MSBM Business & Management Conference, Jamaica Pegasus Hotel, Kingston, November 9-11, 2016. Slides pp. 1-27.
- **Robertson-Hickling, H., & Levy-McMillan, V.** (2016). *"The road to the World Cup for the Reggae Boys and the Sunshine Girls"*. Caribbean Sports Conference, UWI, Cave Hill Campus, September 27 - October 2, 2016. Slides pp. 1-30.
- **Smith, T. & Charles, C.** (2016). *"Customer knowledge management in Jamaica's public sector."* Presented at the MSBM Business & Management Conference, Jamaica Pegasus Hotel, Kingston, November 9-11, 2016. Pp. 1-20.
- **Van Rijsingen, P. & McNaughton, M.** (2016). *"Data-driven opportunities for innovation, entrepreneurship and enterprise in healthcare in the Caribbean."* Presented at the MSBM Business & Management Conference, Jamaica Pegasus Hotel, Kingston, November 9-11, 2016. Slides pp. 1-13.
- **Whyte, S., McNaughton, M., Chevers, D. & McLeod, M.** (2016). *"Measuring software quality in open source communities through the lens of social capital"*. Proceedings at the Conferencia Cientifica UCIENCIA Conference in Havana, Cuba on November 24-26, 2016. Slides pp. 1-22.

PUBLICATIONS

Refereed Journals

- **Burke, O. & Weekes, T.** (2016). "The UWI Mona Campus positioned as an anchor institution: An educational perspective", *Journal on Anchor Institutions and Communities*, 2016 Vol 1. http://www.margainc.com/files_images/general/AITF_Journal_2016_Vol_1.pdf



MSBM

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- **Chevers, D.A.**, Mills, A., Duggan, E. & **Moore, S.** (2016). "An evaluation of software development practices among small firms in developing countries. A test of a simplified software process improvement model. *Journal of Global Information Management*, 24, 3, p. 46-71.
- **Chevers, D.A.**, Lawrence, D., Laidlaw, A. & Nicholson, D. (2016). The effectiveness of internal audit in Jamaican commercial banks. *Journal of Accounting and Management Information Systems*, 15, 3, p. 522-541.
- **Chevers, D.A.**, Archie, J., Kerr-Gordon, L. & Hazel, K. (2016). The impact of information technology on the efficacy of tuition-fee collection: A case in Jamaica. *Journal of Further and Higher Education*, 40, 6, pp.1-11
- **Chevers, D.A.** & Grant, G (2016). Software process improvement adoption and benefits in Canadian and English-speaking Caribbean software development firms. *Electronic Journal on Information Systems in Developing Countries*, 77, 8, pp. 1-15.
- Logan, T. (2016). "Determinants of profitability of financial institutions in the Latin America and the Caribbean". *The Journal of Developing Areas*. Volume 50, (4) pp.345-362 | 10.1353/jda.2016.0168. <https://muse.jhu.edu/article/639402/summary>.
- **McLeod, M. T. & McNaughton, M.L.** (2016). Mapping an emergent open data eco-system. *Journal of Community Informatics*, 12(2), p. 20 pages. Available at: <http://www.ci-journal.net/index.php/ciej/article/view/1261>.
- **McLeod, M.**, Lewis, E. & Spencer, A. (2016). "Re-inventing, revolutionizing and transforming Caribbean Tourism: multi-country tourism institutions and a research agenda". *Journal of Destination Marketing & Management*. DOI: <http://www.sciencedirect.com/science/article/pii/S2212571X16302104>
- Minto-Coy, I.D. (2016). "Family, transnationality & entrepreneurial pursuits in the Caribbean diaspora: The case of Golden Krust Pastry". Special Issue on: Entrepreneurship, Migration and Family in Peripheral Contexts – Avenues for Growth and Internationalisation in *International Journal of Entrepreneurship and Small Business*.
- **Minto-Coy, I.D.** & Seraphin, H. (2017). "The role of the diaspora in the emergence of economic and territorial intelligence in Haiti". *International Journal of Business in Emerging Markets*, 9 (1): 48-67. DOI: <http://dx.doi.org/10.1504/IJBEM.2017.080794>.
- **Minto-Coy, I. D.** & Gibson Henlin, G. (2017). "The development of cybersecurity policy and legislative landscape in Latin America and Caribbean States", *Cybersecurity breaches and issues surrounding online threat protection*, Michelle Moore (Ed.), IGI Global, pp. 24-53, ISBN: 9781522519416.
- **Minto-Coy, I.D. & McNaughton, M.** (2016). "Legal & regulatory barriers to mobile banking in Jamaica: A comparison with Kenya", *Special Issue of Social & Economic Studies*. Editors: Indianna Minto-Coy, Noel Cowell & Michelle McLeod Vol 65 Issue 2 pp. 71–104.
- **Minto-Coy, I.D. & Rao-Graham, L.** (2016). "Mainstreaming disaster risk management into management education: Case of the Mona School of Business & Management". *Special Issue on "Disaster Risk Management & Business Education: Sustainable and Resilient" of the Journal Ad-Minister* (ISSN: 1692-0279 doi: 10.17230/ad-minister). Special Issue Editors: Neil McFarlane, Juan Pablo Sarmiento & Maria Alejandra Gonzalez Perez (eds.)
- **Minto-Coy, I.D., Cowell, N.M. & McLeod, M.** (2016) "Breaking the barriers: entrepreneurship, enterprise, competitiveness and growth in the Caribbean", *Social and Economic Studies*. Vol 65 Issue 2, pp. 1–13.
- **Minto-Coy, I.D. & McNaughton, M.** (2016). "Barriers to entrepreneurship and innovation: An institutional analysis of mobile banking in



MSBM

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Jamaica and Kenya", *Social and Economic Studies* 65:2 (2016): 71–104 ISSN: 0037-7651.

- Smith, T.A. (2016). "Customer value proposition, corporate transformation and growth in Caribbean financial firms", *International Journal of Bank Marketing*, Vol. 34 Issue 6, pp. 885 - 903. <http://dx.doi.org/10.1108/IJBM-05-2015-0072>
- Whyte, S., **McNaughton, M., Chevers, D. & McLeod, M.** (2016). "Measuring software quality in open source communities through the lens of social capital". *Cuban Journal of Scientific Information (Revista Cubana de Ciencias Informaticas)*, 10, 287-302.

Refereed Books

- Robertson-Hickling, H. (2016) *"That time in foreign"*, published by Hansib Publications Ltd., London. (Hilary Robertson-Hickling – Ed). 279 pages.

Book Chapter

- Bailey, A., **Minto-Coy, I.D.** & Thakur, D. (2017). "IT governance in E-Government implementations in the Caribbean: Key characteristics and mechanisms" in *ICTs in Public Organisations: Theory & Practice*. Lazar Rusu & Gianluigi Viscus (eds.). Switzerland: Springer. Pp. 201-227.
- Mansingh, G., Rao L. & **McNaughton M.** (2017) "Discovering knowledge nuggets in financial data: The case of a financial services institution". In: Rocha Á., Correia A., Adeli H., Reis L., Costanzo S. (eds). Recent Advances in Information Systems and Technologies. WorldCIST 2017. *Advances in Intelligent Systems and Computing*, Vol. 570, pp. 518-527, Springer International Publishing.
- **McNaughton M., Rao L., Parker D., & Lewis D.** (2017) "Big data analytics and customs throughput: The case of Jamaica." In: Rocha Á., Correia A., Adeli H., Reis L., Costanzo S. (eds) Recent Advances in Information Systems and Technologies. WorldCIST 2017. *Advances in Intelligent Systems and Computing*, Vol 570, pp. 512-517, Springer International Publishing.

- **McNaughton, M. L., McLeod, M. T. & Boxill, I.** (2016) "Tourism open data in Jamaica: An actor-network perspective", in Kozak & Kozak (ed.) *Tourism and Hospitality Management: Advances in Culture, Tourism and Hospitality Research*. Emerald Group Publishing Limited, pp. 47–60.
- Minto-Coy, I.D. (2017). "Foreword", *Diasporas and Transnational Entrepreneurship in Global Contexts*. Sanya Ojo (ed), Hershey: IGI Global, pp. xv-xvi.
- **Minto-Coy, I.D.** & Berman, E. (August 2016). "Public sector capacity for governance in the Caribbean", *The Modern Caribbean Economy: Volume I: Alternative Perspectives and Policy Implications*. Nikolaos Karagiannis & Debbie A. Mohammed (eds.). New York: Business Expert Press.

Non-Refereed Publications

- McNaughton, M. L. (2016) *Engaging the private sector in the open data value-chain: An innovation imperative*. Available at: <http://opendatacon.org/engaging-the-private-sector-in-the-open-data-value-chain-an-innovation-imperative/>.
- McNaughton, M. L. (2016) *How open data can improve tourism in the Caribbean, IADB - Abierto al Público*. Available at: <http://blogs.iadb.org/abierto-al-publico/2016/08/04/how-open-data-can-improve-tourism-in-the-caribbean/>.
- **McNaughton, M. L., Brown, T., Minto-Coy, I. and Perue, C.** (2016) *Mobile PATH payments: Efficient social support through a national mobile money ecosystem*. Kingston. Available at: <http://www.capricaribbean.com/documents/mobile-path-payments-efficient-social-support-through-national-mobile-money-ecosystem>
- **Minto-Coy, I.D.** & Elo, M. (2017). Towards an entrepreneurial ecosystem for attracting diaspora investments in Jamaica", *MSBM Business Review*, V.3 Issue 4, pp. 28-30.



MSBM

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- Perue, C. (2017). Open data: Unlocking Jamaica's growth potential. *MSBM Business Review*, V.3 Issue 4 pp. 44-46.
- Smith, T. (2017). Customer value proposition, corporate transformation and growth in Caribbean financial firms. *MSBM Business Review*, V.3 Issue 4 pp. 36-38.
- Van Rijsingen, P. & **McNaughton, M.** (2017). Data-driven opportunities for innovation, entrepreneurship and enterprise in healthcare in the Caribbean. *MSBM Business Review*, V.3 Issue 4, pp. 20-22.

Non-Refereed Presentations

- Bewaji, T. (2016). Chaired panel on "*Innovation, productivity & competitiveness*" at 2nd MSBM Business & Management conference held under the theme "Connecting the dots: Enterprise, entrepreneurship and sustainable development", from November 9-11, 2016, the Jamaica Pegasus Hotel, Kingston.
- **Bewaji, T., Huntley-Lewis, E., & Scott, C.** (2017). "*The benefits of strengthening linkages between agriculture and tourism in small developing economies: A Jamaican perspective*". MSBM Brown-Bag Research Seminar. November 17, 2016.
- Burke, O. (2016). Presented on "*Children, rights and informal settlements: A study of Mona Common*", at the Caribbean Child Research Conference, held at the Golf View Hotel, Mandeville, Jamaica on November 2-4, 2016.
- Burke, O. (2016). Chair of GEM Workshop/Session at MSBM 2016 Conference held at the Jamaica Pegasus Hotel, Kingston, Jamaica, on November 9, 2016.
- Chevers, D. (2016). Chaired panel on "*Entrepreneurship, technology & strategy*" at 2nd MSBM Business & Management conference held under the theme "Connecting the dots: Enterprise, entrepreneurship and sustainable development", from November 9-11, 2016, the Jamaica Pegasus Hotel, Kingston.
- Chevers, D. (2016). Presentation on "*Time management: Effectively managing classes, exams and social life*", at UWI Global Ethics Club, UWI Mona Campus, September 29, 2016.
- Chevers, D. (2016). Presented "*Motivation: Being motivated for self-development*". Guest speaker at Jamaica Flour Mills Foundation Scholarship Awards Luncheon, October 20, 2016.
- Cowell, N. (2017) "*The role of human resource management capabilities in business model transformation*". MSBM Brown-Bag Research Seminar. February 9, 2017.
- Crick, A.P. (2016). Presentation on "*Time management*" to MSBM students, Student Enrichment Committee seminar. SR10, UWI Mona Campus, November 3, 2016.
- Crick, A. (2016). Presented "*Managing change*" to the Patient Affairs/Medical Records Department of the University Hospital of the West Indies (UHWI) at the Spanish Court Hotel on December 21, 2016.
- Crick, A. (2016). Chaired panel committee "*Taking the cuss out of customer service in the essential services*" at Jamaica Customer Service Association (JACSA). November 21, 2016.
- Crick, A. (2017). Presented "*Understanding and managing self*" to supervisors on The UWI HRMD programme at The UWI Mona on February 7- 9, 2017.
- Crick, A. (2017). Presentation on: "*Ways to improve the growth of women-owned businesses and the challenges women-owned businesses face*", at the WEConnect Professional Women's Conference, held at the Knustford Court Hotel on March 8, 2017. Slides pp. 1-17.
- **Crick, A., Jacobs-Gray, N. & Hayle, C.** (2017). "*The sharing economy meets tourism: A paradigm shift for Jamaican tourism?*" MSBM Brown-Bag Research Seminar. March 9, 2017
- Henry, P. (2017). Presented "*Communication essentials*" at a seminar held by The UWI HRMD, on March 7, 2017.



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FACULTY PUBLICATIONS

- Huntley-Lewis, E. (2017). Presentation entitled: *"Events management"*, delivered to nurses enrolled in the Ministry of Health In-service training programme, held at the InService Education Unit, Kingston 5, on January 12, 2017.
- K'nife, K. (2017). Key Note Speaker at University of Technology's 16th Annual Community Service Conference and Fair under the theme "Youth Empowerment: Building Better Communities". Alfred Sangster Auditorium Utech, Old Hope Road Campus. August 25, 2016.
- K'nife, K. (2017). Panellist at the UWI Research Days 2017 Inaugural Policy Research Impact Forum held in the Council Room, The UWI, Mona Campus on February 1, 2017.
- K'nife, K. (2016). Invited to present at a lecture series on *"Black identity: Celebrating great black people"*, hosted by the Mona Social Services in conjunction with the Mona Common Steering Committee, on February 7, 2017.
- K'nife, K. (2017). *"A rastafariah perspective on Marcus Garvey and social enterprises in Jamaica"*, at the Harriet Tubman Institute for Research on Africa and its Diaspora conference on "Black social economy: Boosting social enterprises, money pools and cooperatives among Canadians" at the York University, Ontario, Canada on February 9, 2017.
- Lawrence, W. (2017). Panellist at the UWI Research Days 2017 Inaugural Policy Research Impact Forum held in the Council Room, The UWI, Mona Campus on February 1, 2017.
- **Lawrence, W., Nicholson, L., & Tennant, D.** (2017). Display of research poster entitled: *"UWI research influence on MSME Policy 2013"* in UWI Research Days 2017 on February 1, 2017.
- McLeod, M. (2016). Chaired panel on *"Business, government & society"* at 2nd MSBM Business & Management conference held under the theme "Connecting the dots: Enterprise, entrepreneurship and sustainable development", from November 9-11, 2016, the Jamaica Pegasus Hotel, Kingston.
- Millwood, P. (2016). Chaired panel on *"Diaspora, entrepreneurship & networks"* at 2nd MSBM Business & Management conference held under the theme "Connecting the dots: Enterprise, entrepreneurship and sustainable development", from November 9-11, 2016, the Jamaica Pegasus Hotel, Kingston.
- McNaughton, M. (2016). *"Big data, open data: Harnessing the data revolution"*, at JCS Information Technology Knowledge Forum 2016, held on November 16-17, 2016, the Jamaica Conference Centre, Kingston.
- McNaughton, M. (2016). Panellist on panel entitled: *"Cyber security and mobile money: Challenges and opportunities"*, at the 4th National Cyber Security Conference on "Mobile money, online banking and citizen awareness", held November 28-29, 2016, UWI Regional Headquarters, Kingston.
- McNaughton, M. (2016). Facilitated a workshop on *"Parliamentary training session: Maximizing the use of technology to improve communication with constituents"* hosted by ParlAmericas for English-speaking Parliamentarians from the Caribbean and Canada, held in Mexico City, December 5, 2016.
- **McNaughton, M., Rao, L. & Mansingh, G.** (2016). Conducted 5-day workshop on *"The art & science of data visualization"* from December 12-16, 2016 for 23 business analysts from across the NCB Group. This pilot workshop was a follow-on to the NCB Sponsored Research Phase I project and was designed as a foundation component of NCB's Enterprise Information Management Programme.
- **Minto-Coy, I., & Elo, M.** (2017). "Towards an entrepreneurial ecosystem for attracting Caribbean diaspora business: Case study of Jamaica", at the special launch of the Journal of Social & Economic Studies: "Breaking the barriers: Entrepreneurship, enterprise, competitiveness and growth in the Caribbean" at UWI Research Days 2017 on February 2, 2017. Slides pp. 1-18.



MSBM

FACULTY PUBLICATIONS

- Minto-Coy, I.D. (2016). Presenter on Latin America and the Caribbean Panel on Open Data, Fourth International Open Data Conference, Madrid, October 6, 2016.
- Minto-Coy, I.D. (2017). Panellist presenting on: *"Big issues"*, on Observer Radio in Antigua & Barbuda as part of a panel on "Whistle-Blowing Legislation", on January 15, 2017. Other panellists were: Imani Duncan-Price, Co-Executive Director, CAPRI; CEO of *Disclosure Today* Rishi Maharaj and prominent local attorney and law drafter David Dorset. Interviewee: Rory Butler
- Minto-Coy, I.D. (2017) Represented the ISD and UWI at the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA) "training workshop for MSME's on continuity of business and operations vis-à-vis natural disasters", Belize City, Belize, June 28-30, 2017.
- Minto-Coy, I.D. (2017). "The importance of leveraging the Diaspora in the renaissance of the University of Guyana and the development of Guyana", opening remarks at the University of Guyana First Diaspora Engagement Conference Opening Ceremony, Ramada Principe Hotel, Georgetown, Guyana. July 24, 2017. 2 pages.
- Nicholson, L. (2017). Panellist at WeConnect forum held at the Knustford Court Hotel on March 8, 2017.
- Robertson-Hickling, H. (2017). Conducted a supervisory management workshop for The UWI HRMD on *"Individual factors: Personal characteristics & emotional intelligence"* on February 2, 2017.
- Robertson-Hickling, H. (2017). Moderator of a panel entitled *"Governance at work"* at the International Labour Organization's Caribbean Future of Work Forum - 2017, held at the Pegasus Hotel, Kingston, on February 22, 2017.
- Robertson-Hickling, H. (2017). Presentation of a paper entitled: *"The Dream-A World cultural therapy model in Jamaican primary schools"* at the IDRC Global Mental Health Collaboration between CARIMENSA UWI, McGill University and the Jamaica Psychiatric Association Conference, held at the Faculty of Medical Sciences, UWI on February 25, 2017.
- Roofe, M. (2016). Chaired panel on *"Finance, competitiveness & SME's"* at 2nd MSBM Business & Management conference held under the theme "Connecting the dots: Enterprise, entrepreneurship and sustainable development", from November 9-11, 2016, the Jamaica Pegasus Hotel, Kingston.



MSBM

AWARDS/ GRANTS

Several members of the MSBM faculty were recognized and received awards for their contributions to academic research, and grants to enable them to conduct further research:

Awards

The following MSBM faculty were presented with the **Principal's Research Day Awards for 2017** for **Best Research Publication**: Dr Lawrence Nicholson for his book: *"Understanding the Caribbean enterprise: Insights from MSMEs and family owned businesses"*; Dr Delroy Chevers, Mr Stanford Moore and Prof. Evan Duggan for the article: *"An evaluation of software development practices among small firms in developing countries - A test of a simplified software process improvement model"*; and Dr Trevor Smith for his article: *"Customer value proposition, corporate transformation and growth in Caribbean financial firms"*.

Mr Craig Perue received the President's Award for Advancing the Profession from the Project Management Institute (PMI) Jamaica Chapter.

Grants

- Dr Indianna Mino-Coy received a grant in June 2017 from the Office of Graduate Studies and Research under their Research & Publications Fund, for the cost of travel to the Diaspora Engagement Conference held in Georgetown, Guyana.

- The CoE was successful in securing the Principal's Research for Development funding of J\$1.5M for the Special Initiative research project: *"Big Data Analytics and Customs Throughput"*. The research team includes, Dr David Parker from The University of Queensland Business School, Australia; Dr Indianna Minto-Coy and Dr Delroy Chevers from MSBM.

- The CoE was also the recipient of an IDRC Research Grant of Cdn\$285,000 for the 30-month project period December 2016 – June 2019, *"Going global: Digital jobs and gender in Haiti"*. This collaboration with regional and international partnerships - Latin American and Caribbean Internet Addresses Registry (LACNIC) and l'Ecole Supérieure d'Infotronique D'Haiti (ESIH), the local partner in Haiti - seeks to address the challenge of sustainable delivery of online/distance education and digital skills training among young Haitian women in urban and rural contexts.



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PUBLIC SERVICE

The following is indicative of the public service activities undertaken by MSBM faculty and staff:

Dr Anne Crick:

- Director, Board of the JMMB Group of companies and Chair, JMMB Corporate Governance Sub-Committee
- Member, College of Insurance of Professional Studies (CIPS) Board and Chair, Lecturer Evaluations Sub-Committee.
- Advisor to the Board for the Jamaica Customer Service Association (JACSA)
- Reviewer and member of the Editorial Board, International Journal of Contemporary Hospitality Management.
- Member, Editorial board for the Journal of Hospitality and Tourism Insights (JHTI)

Dr Paulette Henry:

- Member, Ideal Financial Board

Dr K'adamawe K'nIfe:

- Chief Examiner for Caribbean Advanced Proficiency Examination (CAPE) Entrepreneurship
- Trustee for the Ras Tafari Trust Fund.
- Host of Radio programme "Living in the Positive" which targets members of the social economy including the Diaspora.
- Board member, National Integrity Action

Dr William Lawrence:

- Chairman of the Board of Trustees, Small Business Association of Jamaica (SBAJ).
- Member, CARIMAC Advisory Board.
- Board Member, Broadcasting Commission
- Member, Combined Board of Jamaica Business Development Corporation (JBDC), Micro Investment Development Agency (MIDA) and the Self-Start fund (SSF)

- Member, Jamaica Stock Exchange (JSE) Regulatory Committee & JSE/MIF Project Steering Committee
- Member, Turnaround Management, USA

Mrs Vanda Levy-McMillan:

- Member, Business & Management Standards Committee, University Council of Jamaica (UCJ).
- Assessor/Accreditation Officer, University Council of Jamaica
- Member of the Jamaica Employers' Federation (JEF) Annual Convention Programme Committee

Mr Ramon McLaren:

- Mentor/Coach of CMIP's PitchIT Competition (A World Bank funded, UWI Consulting driven project to drive regional tech entrepreneurship)

Dr Maurice McNaughton:

- Member, National ICT Advisory Council
- Member of the Economic Growth Council (EGC) Diaspora Task Force, Ministry of Foreign Affairs and Foreign Trade
- Member, Overseas Examination Commission (OEC) & Chair of Operations Committee
- Member, Victoria Mutual Building Society (VMBS) Board

Dr Indianna Minto-Coy:

- Reviewer, International Journal of Entrepreneurship and Small Business
- Reviewer, Social & Economic Studies
- Reviewer, IGI Global
- Chair, Member Dealer Sub-Committees of the JSE Corporate Governance Awards Committee
- Member, JSE Corporate Governance Committee
- Member, Planning Committee for the Diaspora Engagement Conference, University of Guyana



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PUBLIC SERVICE

- Appointed Board Member to the University of Guyana Press.
- Member, JSE Corporate Governance Awards Main Committee Meeting, March 9.
- Chair of the Member Dealer Sub-Committees of the JSE Corporate Governance Awards Committee
- Chair of the Investor Relations of the JSE Corporate Governance Awards Committee.

Mr Craig Perue:

- Member, Planning Committee of the "Diaspora Engagement Conference", University of Guyana.

Dr Lila Rao-Graham:

- Member, Feasibility Study Team for the founding of a School of Entrepreneurship and Business Innovation at the University of Guyana.

Dr Clive Scott:

- Advisory Board Member, JLS Youth Empowerment

Mr Michael Williams:

- Member, Jamaica Chamber of Commerce (JCC) Conference Committee Board



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FACULTY

The cadre of faculty at MSBM consists of a unique blend of tenured track, local career academics (full & temporary full-time), adjuncts and professional practitioners in a variety of fields, who have maintained currency in their academic disciplines through sustained involvement in research and teaching. Our visiting faculty members have become available to us through our alliances with world class business schools in North America and Europe. They have developed strong ties with us and are willing to give of their time and ideas to enhance the learning experience of our students.

FULL-TIME FACULTY

Name	Teaching Specialty
Lou-Anne Barclay, PhD	International Business Management; Business Strategy & Policy; Global Management Trends
Tolulope Bewaji, PhD	International Business Management; International Entrepreneurship; Business Policy & Strategic Management; Corporate Environment & Strategy
Delroy Chevers, PhD	Production & Operations Management; Information Systems in Organizations
Kamau Chionesu, MSc	Essentials of Managerial Economics; Business Research; Integrative Module Project; Economics of Telecommunications, Information Technology & the Global Market; Essentials of Business Research
Noel Cowell, PhD	Research & Quantitative Methods; Business, Government & Society; Business Negotiations; Human Resource Management & Industrial Relations; Industrial Relations & Negotiation Strategies
Anne Crick, PhD Organizational	Quality Service & Operations Management; Theory & Behaviour; Quality Service Management; Human Resource Management & Industrial Relations
Derrick Deslandes, PhD	Market Research; International Marketing & Export Strategy; Consumer Behaviour; International Marketing



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FULL-TIME FACULTY

Name

Teaching Specialty

Charlette Donalds, PhD

Computer Applications;
Systems Analysis & Design

Evan Duggan, PhD

Strategic Use of Information & Communication
Technology

Hopeton Dunn, PhD

Comparative ICT Strategies and Business Models;
Frameworks for Telecommunications and
ICT Policy Making;
Mobile Applications and Broadband
Content for Development

Shirley-Ann Eaton, LLB., CLE., MBA

Business Ethics for Bankers;
Business Ethics for Bankers;
Regulatory Framework of Banking and Finance;
The Legal and Regulatory Framework for Business
Business, Government & Society;
Ethical, Legal & Regulatory Framework for
Enterprise Risk Management

Stascia Gordon, MSc

Introduction to Cost & Managerial Accounting;
Financial Accounting;
Financial Accounting I & II;
Management Accounting;
Advanced Management Accounting;
Financial Statement Analysis

Paulette Henry, PhD

Communication Skills for Managers;
Management Skills;
Integrated Marketing Communication

Eritha Huntley Lewis, MSc

Entertainment Management

Karen Jones-Graham, PhD

Information Systems;
Computer Applications

K'adamawe K'nife, PhD

Introduction to Entrepreneurship;
New Venture Management;
Strategic Planning for Entrepreneurship;
Social Entrepreneurship for Sustainable Development



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FACULTY

FULL-TIME FACULTY

Name

Teaching Specialty

William Lawrence, DBA

Quantitative & Qualitative Research

Vanda Levy-McMillan, MSc

Team Building;
Essentials of Managerial Theory;
Transformational Leadership and Management

Twila Mae Logan, PhD

Financial Management;
Financial Management I & II;
Finance;
Advanced Corporate Finance;
International Monetary Economics and Finance

Hilton McDavid, PhD

National Security Policy & Programme Analysis;
Project Management;

Michelle McLeod, PhD

Tourism;
Hospitality;
Event Management;
Marketing for Managers

Maurice McNaughton, PhD

IT Economics;
Business Systems Engineering

Indianna Minto-Coy, PhD

ICT Policy & Regulation;
Diasporas & Migration;
Public Policy & Entrepreneurship;
Partnerships & Development

Stanford Moore, MEng., MMM

Production & Planning;
Operations, Planning & Control

Lawrence Nicholson, PhD

Quantitative Methods and Statistical Techniques;
Decisions Models for Managers;
Operations Management;

Lila Rao-Graham, PhD

Enterprise Data Management

Hilary Robertson-Hickling, PhD

Organizational Behaviour;
Team Building and Management;
Organizational Development



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Name

Teaching Specialty

Michael Roofe, MSc, CPA

Financial and Managerial Accounting;
Financial Accounting I;
Management Accounting I & II;
Accounting for Managers;
Advanced Management Accounting

Clive Scott, PhD

Consumer Behaviour

Trevor Smith, DBA

Internship I;
Strategic Planning & Management in
Tourism/Hospitality Business;
Marketing Research;
Business Research

Sandria Tennant, PhD

History & Theory of Tax:
Taxation I;
Tax Administration;
Accounting Research & Related Theory;
Research Methods & Tax Research;
Current Issues in Tax Administration and
Tax/Contemporary Taxation

Joan Thomas-Stone, MSc, CPA

Introduction to Cost and Managerial Accounting;
Financial Accounting

Densil Williams, PhD

Business in a Global Environment;
Strategy Dynamics;
Econometrics for Managers;
Epistemology for Management Science

Michael Williams, MSc

Financial Accounting I & II;
Financial Statement Analysis;
Internship;
Research Seminar



FACULTY

ASSOCIATE TEACHING FELLOWS

Name	Teaching Specialty
Robert Gregory, MSc	Transformational Leadership and Management; Transformational Leadership
Edwin Jones, PhD	Business, Government & Society Kiplin Claude Robinson, BA, BJ Communication for Managers; Foundation Skills for Graduate Management Education; Personal Development Electives

ADJUNCT FACULTY – UWI

Name	Teaching Specialty
Abdullahi Abdulkadri, PhD	Statistics & Multivariate Data Analysis
Ricardo Anderson, MSc	Computer Applications; Systems Construction & Implementation
Audrey Bailey	Financial & Accounting Management
Gavin Bennett	Financial Management II
Stacy Brodie-Walker, PhD	Counselling for Human Resource Practitioners
Allison Brown, MA	Academic Writing
Olivene Burke, PhD	Transformational Leadership; Learning Strategy
Leighton Duncan, MBA	Computer Business Applications
Stephen Henderson, MSc	Team Building
Claremont D. Kirton, PhD	Security and Defence Economics
Sandra March, MSc	Team Building
Dawn Morgan, MBA	Team Building
Trevor Murray, PhD	Human Resource Management; Organizational Development & Change



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ADJUNCT FACULTY – UWI

Name

Teaching Specialty

George Stewart, PhD

Electronic Commerce;
Management Information Systems

Monica Taylor, PhD

Academic Writing

Lloyd Waller, PhD

Epistemology for Management Science; Qualitative Research
Methodology for Managers

Carole Wedderburn-White, MBA

Team Building

ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name

Teaching Specialty

Tashfeen Ahmad

Productivity and Quality Management Techniques

Olubusola Akinladejo

Legal and Regulatory Framework for Business

Peter Alfred

International Marketing & Export Strategy

Beryl Allen, PhD

Learning Strategies

Erica Allen, OD

Personal Development Electives

Herman Alvaranga

Marketing Strategy and Product Policy

Karl Anderson

Marketing for Managers

Loretta Anderson

Essentials of Business Plan Creation

Patrick N. Anderson

Corporate Finance

Richardo A. Anderson

Management Information Systems;
Systems Construction & Implementation;
Construction & Implementation

Vincent Anderson

External and Internal Threats to Hemispheric Security

Herman Athias

Transformational Leadership & Management

Nadine Baker-Largie

Auditing

Audrey L. Bailey

Advanced Financial Reporting;
Financial & Accounting Management



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ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Jeremy Barnes	Advanced Corporate Finance
Carl Beckford	Healthcare Informatics
Matthew Beckford	The Legal and Regulatory Framework for Business
Milton Bernard	Operations Management
Kerry Bigby	Auditing I; Taxation I; Management Accounting II
Andrea Blackwood-Harriot, PhD	Business Policy & Strategic Management
Girjanauth Boodraj, PhD	Quantitative and Statistical Techniques; Economics for Managers; Management Decision Making with Statistics; Macroeconomics Implications for Business
Ian O. Boxill, PhD	Research & Quantitative Methods
Belinda Brown	Communication Skills for Managers
Christine A. Brown	Communication Skills for Managers; Managerial Communications; Management Information Systems
Marjorie Campbell	Enterprise Risk Management Governance
Karen Campbell-Bascoe	Essentials of Business Computing; Computer Applications
Christopher A. Charles	Caribbean Security Perspective - Deviance, Conflict and Social Management
Christine Charlton-Laing	IT Governance & Policies; Management Information Systems
Ryan Chung	Essentials of Financial & Managerial Accounting; Financial & Managerial Accounting



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ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Danny Clarke	Business in a Global Environment; International Business Management; ERM in the Global Business Environment
Simon Clarke	Advanced Critical Thinking for Managers
Anthony M. Clayton	Sustainable Tourism Development; National Security Policy & Programme Analysis
Elaine E. Commissiong	Marketing; Personal Development Electives
Grace Cowan-Allen	Communication Skills for Managers
Asha Crawford	Company Law
Brenda Cuthbert	Transformational Leadership & Management
Dahlia Daley-Nation	Statistics
Khalid R. Daubon	Systems Analysis & Design
Odetha Davis	International Marketing; Integrated Marketing Communication; Marketing Research; Marketing Strategy; Consumer Behaviour
Opal Donaldson, PhD	Management Information Systems; Computer Business Applications
Tavia Dunn	Business Law
Owen L. Ellington	National Security Policy and Programme Analysis
Fray Ellis	Financial Management I; Entrepreneurial Finance
Andrice N. Fagan	Corporate Environment & Strategy; Advanced Financial Accounting



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ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Yvonne Falconer	Human Resource Management; Organizational Theory and Behaviour
Paula Ferguson	Corporate Finance
Alicia Ganess	Financial Management
Ramon Gracey	International Business Management
Neville Graham	Communication Skills for Managers
Paul Golding, PhD	Management Information Systems
Nadia Grant-Reid	Quantitative Methods; Production & Operations Management
Kelvin Hall	Risk & Treasury Management
Winsome Halliman	New Ventures and Entrepreneurship
Lesley Hare	International Hospitality Business
Leonie Harris	Human Resource Management
Carla-Anne Harris-Roper	Labour and Employment Law
Dormah B. Harrison	Management of Strategic Issues
Carolyn E. Hayle	Sustainable Tourism Development; Tourism and Hospitality Management Meeting
Andre Y. Haughton	Econometrics for Managers
Suzette A. Haughton, PhD	New Dimensions of Power and Security in the Caribbean
Martin Henry	Foundation Skills for Graduate Management Education
Deborah Hickling, PhD	Elective Seminar 1



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ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Benthan Hussey	International Human Resource Management; Organizational Development & Change; Human Resource Management
Ricardo Hutchinson	Financial Markets & Investments
Sydney R. Innis	International Relations and National Security Issues
Jacqueline A. Irons	Management of Change
Mark Jackson	Financial & Managerial Accounting
Dave Jeffrey	Taxation I; Advanced Taxation; Taxation of Business Organizations
Carol C. Jackson	Interconnection in Telecommunication Network
Maureen Johnson	Human Resource Management; Management of Change; Team Building & Management
Oniel Jones	Introduction to Entrepreneurship; Business, Government & Society; Business Strategy & Policy; Entrepreneurship & New Venture Creation
Margaret Lawrence	Introduction to Tourism and Hospitality; Meetings and Convention Management; Quality Service Management; Transportation & Travel; Entertainment Management
Neville Ledgister	Principles of Marketing; Marketing Strategy; Marketing for Managers; Marketing Management



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ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Douglas Lindo	New Ventures & Entrepreneurship
Michelle A. Linton	Corporate Environment & Strategy; Advanced Financial Accounting
Andrew Litchmore	Computer Applications
David F. Lowe	Marketing
Norman W. Marshall	International Marketing; Principles of Marketing
Cecille McCormack	Market Research
Lyndel McDonald	Information Technology and Telecommunications Management
Melville McIntosh	Project Management; Productivity & Quality Management Techniques; Information Technology Fundamentals
Ramon McLaren	Computer Applications
Kerry-Ann Metcalfe-Green	Introduction to Tourism & Hospitality; Transport & Travel
David Miller	Operations, Planning and Control
Pauline Millwood	Business, Government & Society
Noel Morgan	Financial & Managerial Accounting
Shelly Muir	Principles of Marketing
Dwayne N. Paul	Financial Accounting; Introduction to Cost & Managerial Accounting
Carol Nelson-Perry	Advanced Auditing; Advanced Financial Accounting
Martin Nesbth	Financial Statement Analysis; Financial Management II



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ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Kay Osborne	Marketing for Managers
Dionne A. Palmer	Creativity & Innovation Management for Entrepreneurship; Essentials of Management Theory
Sandra Palmer-Peart, DBA	New Ventures and Entrepreneurship
Derek Peart	Risk & Treasury Management; Risk Management in the Business
Ingrid Peralto	Personal Development Electives
Paula-Anne S. Porter-Jones	Communication Skills for Managers
Lincoln Price	Business Strategy & Policy
Kaydia Reid	Computer Applications; Computing Methods; Management Information Systems I
Julaine S. Rigg	Tourism Management
Donald Roberts	Industrial Relations
Wayne Robinson	Industrial Relations and Negotiations Strategies; Industrial Relations; Business Negotiations
Carole Rowe	Communication Skills for Managers; Quality Service Management
Gloria Royale-Davis, PhD	Essentials Critical Analysis & Communication; Foundation Skills for Graduate Management Education
Vennecia Scott-Barnes	Finance; Financial Management; Investment Analysis & Portfolio Management; Management of Financial Institutions



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ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Stewart E. Saunders	External and Internal Threats to Hemispheric Security
Rohan Shaw	Computer Business Applications
Joseph Shoucair	Business Law I; Company Law
Andenis Simms	Communication Skills for Managers
Donette F. Sommerville-Mills	Taxation II
Dayton M. Spencer	IT Project Management
Shannon Spencer	Managerial Economics
Robert M. Stephens	Events Planning and Management; Tourism Entrepreneurship and Innovation Management
George W. Stewart	Electronic Commerce
Alwyn Taylor	Data Structures; Computing Methods; E-Commerce
Vanesa Tennant, PhD	Management Information Systems; IT Project Management; Computer Applications
Martin B. Thame	Compensations Management
Michele Thomas	Frameworks for Telecommunication and ICT Policy Making
Oswald Thomas	Economics for Managers; Economics for Business (Micro)
Fabian Vassell	Graduate Mathematics for Graduate Management Education; Decision Models for Managers; Managerial Decision Making with Statistics; Quantitative Methods & Statistical Techniques



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Francis Vassell	Graduate Mathematics for Graduate Management Education; Essentials for Quantitative Methods; Quantitative Methods
Valerie P. Veira	New Venture Management; Introduction to Entrepreneurship

ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Rudolph Wallace	Essentials of Marketing Management; Consumer Behaviour
Patrice Whitely	Security and Defence Economics
Mathew William	Spanish
Arlene A. Williams	Business Law I
Donna Williams	Events Planning
Richardo Williams	Economics of Telecommunications, Information Technology and the Global Market
Stacey-Ann S. Williams	Business Law I
Petra-Ann Williamson	Organizational Behaviour
Cedric Wilson	Economics for Managers; Economics of Enterprise Risk Management
Maureen H. Wright	Financial & Managerial Accounting
Stacy-Ann Wright	Management Information Systems
Jennifer Wynter-Palmer, PhD	Organizational Theory and Design; Transformational Leadership; Organizational Development & Change
Christopher Zombas	Business Communication

VISITING EXTERNAL EXAMINERS - OVERSEAS

• Professor Kasim Alli, PhD	Clark Atlanta University, USA
• Professor Barron Harvey, PhD	Howard University, USA
• Professor Edward Davis, PhD	Clark Atlanta University, USA



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OVERSEAS SUPERVISORS OF DBA STUDENTS

- Dr Speros Link Margetis
Professor of Finance
John H. Sykes College of Business
University of Tampa
- Professor Mary Jo Jackson
Associate Professor, Management
Sykes College of Business
University of Tampa
- Professor William T. Jackson
Director, Sustainable Entrepreneurship
& Innovation and
Professor of Entrepreneurship & Innovation
University of South Florida
- Professor Ben Ramdani
Lecturer in Strategy, Director of Postgraduate
Research Students
University of Exeter Business School
Streatham Court
Streatham Campus
University of Exeter
Exeter
- Professor Bernard Obeng
Professor, Entrepreneurship And Small Business
Management
Ghana Institute of Management & Public
Administration
Business School
Box AH 50, Achimota-Accra
Ghana
- Professor Jason Jackson
Operations management professor
The Wharton School
University of Pennsylvania
- Professor Alphonso O. Ogbuehi
Professor of Marketing & International Business
Department of Management & Marketing
College of Business
Clayton State University
- Professor Graham Hall
Emeritus Professor of Management
CSM, UWIC (Now Cardiff Metropolitan University)



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BOARD OF DIRECTORS



Mr Patrick Hylton
Group Managing Director
National Commercial Bank Ja. Ltd. (NCB)
Chairman, MSBM Board



Professor Archibald McDonald
Pro Vice Chancellor & Principal
Office of The Principal
The University of the West Indies



Professor Sir Hilary Beckles
Vice Chancellor
Personal Office of the Vice Chancellor
The University of the West Indies



Professor Ian Boxill
Dean
Faculty of Social Sciences



Mr Michael Williams
Executive Director (Acting)
MSBM



Mrs Patricia Lothian
(Company Secretary and Board member)
Director, Finance & Administration
MSBM



Ms Minna Israel
Special Advisor to the Vice Chancellor
Office of the Vice Chancellor
The University of the West Indies



Miss Allison Peart
Country Manager
Ernst & Young Jamaica



Mrs Lisa Soares-Lewis
Founder/CEO
Great People Solutions

Mr Jason Corrigan
Chief Operating Officer
Productive Business Solutions



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MONA SCHOOL OF BUSINESS & MANAGEMENT FINANCE AUDIT & ASSESSMENT COMMITTEE

Ms Allison Peart – Chairman
Country Manager
Ernst & Young

Mr Michael Williams
Executive Director (Acting)
MSBM

Dr Lila Rao-Graham
Deputy Executive Director
MSBM

Dr Lawrence Nicholson
Deputy Executive Director
MSBM

Mrs Patricia Lothian - Company Secretary
Director, Finance & Administration
MSBM

Ms Merlyn Reid
Assistant Accountant
MSBM

Mr Howard Pearce
Deputy Bursar
Office of the Bursary
The UWI

Mr Herman McDaniel
Consultant
Office of the Principal

Mrs Andrea McNish
University Bursar/Chief Financial Officer (Acting)
Office of Finance



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INSTITUTIONAL LINKAGES

Key Partnerships

Throughout the years the School has developed formal and informal relationships with a number of international Universities and Institutions including:

- 51% Coalition
- Association of MBAs (AMBA)
- Association to Advance Collegiate Schools of Business (AACSB) International
- Aston Business School, Aston University, Birmingham, England
- Bloomberg
- California Polytechnic State University, Pomona
- Caribbean Cyber Security Centre
- Caribbean HIV/AIDS Regional Training network
- Caribbean Institute of Media and Communication (CARIMAC)
- Caribbean Internet Forum
- Caribbean Maritime Institute
- Caribbean Telecommunications Union (CTU)
- Carimed
- CARITEL, Barbados
- Central Information Technology Office (CITO)
- Centre for Industrial Relations – University of Toronto
- Clark Atlanta University
- Concordia University
- CVM TV
- Deloitte & Touche
- Department of Business and Management - University of Guyana.
- Digicel Group
- Disputes Resolution Foundation
- Eastern Caribbean Telecommunications Authority, St. Lucia
- ECLAC
- Eduniversal
- Ernst & Young
- Financial Services Commission
- First Global Bank
- Florida State University
- Foga Daley, Attorneys-At-Law
- Fundação Getulio Vargas – Brazil
- Fundacion Avina,
- Fundación Karisma – Colombia



INSTITUTIONAL LINKAGES

- Georgia Southern University, USA
- Gore Developments Limited
- GraceKennedy
- Harvard Business School, Harvard University
- HEART Trust NTA
- Henlin Gibson Henlin, Attorneys at Law – Jamaica
- Howard University
- Human Resources Management Association of Jamaica (HRMAJ)
- Institute for Leadership, Ethics and Diversity (I-LEAD), College of Education, Health & Human Sciences, Knoxville University, USA
- Institute of Chartered Accountants of Jamaica (ICAJ)
- Institute of Chartered Accountants of the Caribbean (ICAC)
- Inter-American Development Bank (IDB)
- International Association for Media and Communication Research (IAMCR)
- International Development Research Centre (IDRC)
- International Finance Corporation (IFC)
- International Institute for Labour Studies, ILO
- International Telecommunications Society (ITS)
- International Telecommunications Union (ITU)
- Internet Society (ISOC), Washington DC, USA
- J. Wray and Nephew
- Jamaica Business Development Corporation (JBDC)
- Jamaica Chamber of Commerce (JCC)
- Jamaica Cooperative Credit Union League (JCCUL)
- Jamaica Exporters Association (JEA)
- Jamaica Information Service (JIS)
- Jamaica National Building Society (JNBS)
- Jamaica Observer
- Jamaica Public Service Company (JPSCO)
- Jamaicans United for Sustainable Development (JUSD)
- J.L. Kellogg Graduate School of Management
- Joan Duncan Foundation
- Joan Duncan School of Entrepreneurship, Ethics and Leadership (JDEEL) - University of Technology
- Keck Graduate Institute
- KPMG
- L. Howard Facey & Company



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INSTITUTIONAL LINKAGES

- Lloyd Greif Centre- University of Southern California
- London School of Economics and Political Sciences
- Massy Distributors
- McKinsey & Company
- Messiah College, USA
- Microsoft – Jamaica
- Ministry of Science, Technology, Energy and Mining (MSTEM)
- Montego Bay Chamber of Commerce
- National Commercial Bank Jamaica Limited (NCB)
- North Carolina A&T University
- Northern Caribbean University (NCU),
- Northwestern University
- Nova South Eastern University
- Nunes, Scholefield, DeLeon & Co.
- Organization of American States (OAS)
- Observatory on the Information Society in Latin America and the Caribbean (OSILAC-ECLAC)
- Office of the Prime Minister (OPM)
- Office of Utilities Regulation (OUR)
- Organization of Caribbean Utilities Regulators
- Pearson Vue
- Penn State University
- Petrojam
- Petroleum Corporation of Jamaica
- Pricewaterhousecoopers
- Private Sector Organization of Jamaica (PSOJ)
- Project Management Institute (PMI)
- Public Accountancy Board (PAB)
- Red Stripe – Diageo
- Regional Dialogue on the Information Society (DIRSI)
- Rural Agricultural Development Authority (RADA)
- Rutgers University
- Sagicor Jamaica
- Salada Foods Jamaica
- School of Business Administration, Clark Atlanta University
- Scotia Bank Jamaica
- Scotiabank Small Business Banking



INSTITUTIONAL LINKAGES

- Slashroots Foundation
- Small Business Bureau of Guyana
- Social Development Commission
- Social Partnership Council
- Sofos Consultancy, Netherlands
- Spatial Innovision Limited
- The Continental Bakery Limited (trading as “National”)
- The Development Bank of Jamaica (DBJ)
- The MICO University College
- The National Integrity Action (NIA)
- Tranixcom LLC
- Turnaround Management Association
- UHY Dawgen Chartered Accountants
- United States Agency for International Development (USAID)
- Universal Service Fund Company Limited
- University of Alabama
- University of Cape Town, South Africa
- University of Central Florida
- University of Denver
- University of Ilorin, Nigeria
- University of Informatics Sciences in Havana, Cuba
- University of Michigan
- University of Technology
- University of Windsor
- Victoria Mutual Building Society
- Vincent HoSang Family Foundation, USA
- West Indies Players Association
- Wharton Business School
- Wisynco
- World Bank



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The UWI's Schools of Business



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of Business &
Management**

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THE UNIVERSITY OF THE WEST INDIES



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