

MSBM



**ANNUAL REPORT**  
2012 - 2013

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MSBM

## 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 Statement

Professor Archibald McDonald  
MBBS, 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



**MSBM**

The Mona School of Business and Management (MSBM) is the region's quintessential trailblazer in business and management studies. During the 2012/2013 reporting year the School has re-established its position as one of the largest and most reputable business schools in the Caribbean by undergoing an operational and infrastructural transformation that will have far reaching implications on the future of business in our region. The renamed School has embraced a new and innovative educational mandate that features redesigned and improved programme offerings, operational systems, teaching and learning facilities - which in its totality seeks to address the needs of a fluctuating global business environment. The School's redesign emphasizes its ability to recognize and address the many gaps that exist in regional business and management studies, and as Principal of the University of the West Indies I am proud to say that it has met this challenge with exemplary fashion.

Amongst its many achievements in its first year of operation the MSBM, under the new leadership of Professor Paul G. Simmonds (Executive Director): graduated 568 students; enhanced its academic offerings by implementing several new programmes such as the Master in Enterprise Risk Management and the Diploma and Masters in Sports Business Management; and embarked on several new initiatives that will help to build better business opportunities for our nation. Of particular mention is the most recent success of its students at several local and international entrepreneurship competitions. I am very pleased to recognize the outstanding achievements of team Near Earth Delights, for winning first place in the UWI Venture Challenge; and our team of undergraduate students that participated in the 2013 Kogod Business Case competition which received positive feedback from the judging panel. Both teams highlight the growing

ingenuity and promising potential of Jamaica's burgeoning entrepreneurs and the exemplary scholarship of an institution that is still leading the race in regional business studies.

In its continued commitment to supporting Jamaica's prospering business sector the MSBM also facilitated the staging of workshops and fora, in collaboration with several private sector organisations. Of particular note is MSBM's partnering with Digicel to deliver certificate courses in project management and leadership in finance. This is a rather significant development for the MSBM as it illustrates the impressive confidence that the Jamaican business sector has in the School's ability to effectively train business professionals. Additionally, I am also extremely proud of the tremendous work being carried out by the Professional Services Unit (PSU) in facilitating the improved competitiveness and sustainability for large and small scale businesses, NGOs and public and private sector entities. Although afflicted with generating sufficient demand for its services within the business community, the PSU was still able to make a notable contribution to the financial growth of the School. For this reason, I wish to commend the PSU and encourage it to continue to improve its operations in order to reap greater rewards for the future.

I am certainly encouraged by the progress made this year in the re-development of the MSBM. The School, its many academics and professionals in business management, represent a promising future for the UWI becoming a pioneer in business and management studies. I congratulate the School on yet another outstanding year of growth and innovation and I look forward to supporting its future initiatives in building better business and educational opportunities for Jamaica.



Chairman's  
**Summary**

**Ms Minna Israel**  
**Chairman, MSBM Board,**  
**Distinguished Business Fellow**  
**& Executive-In-Residence**



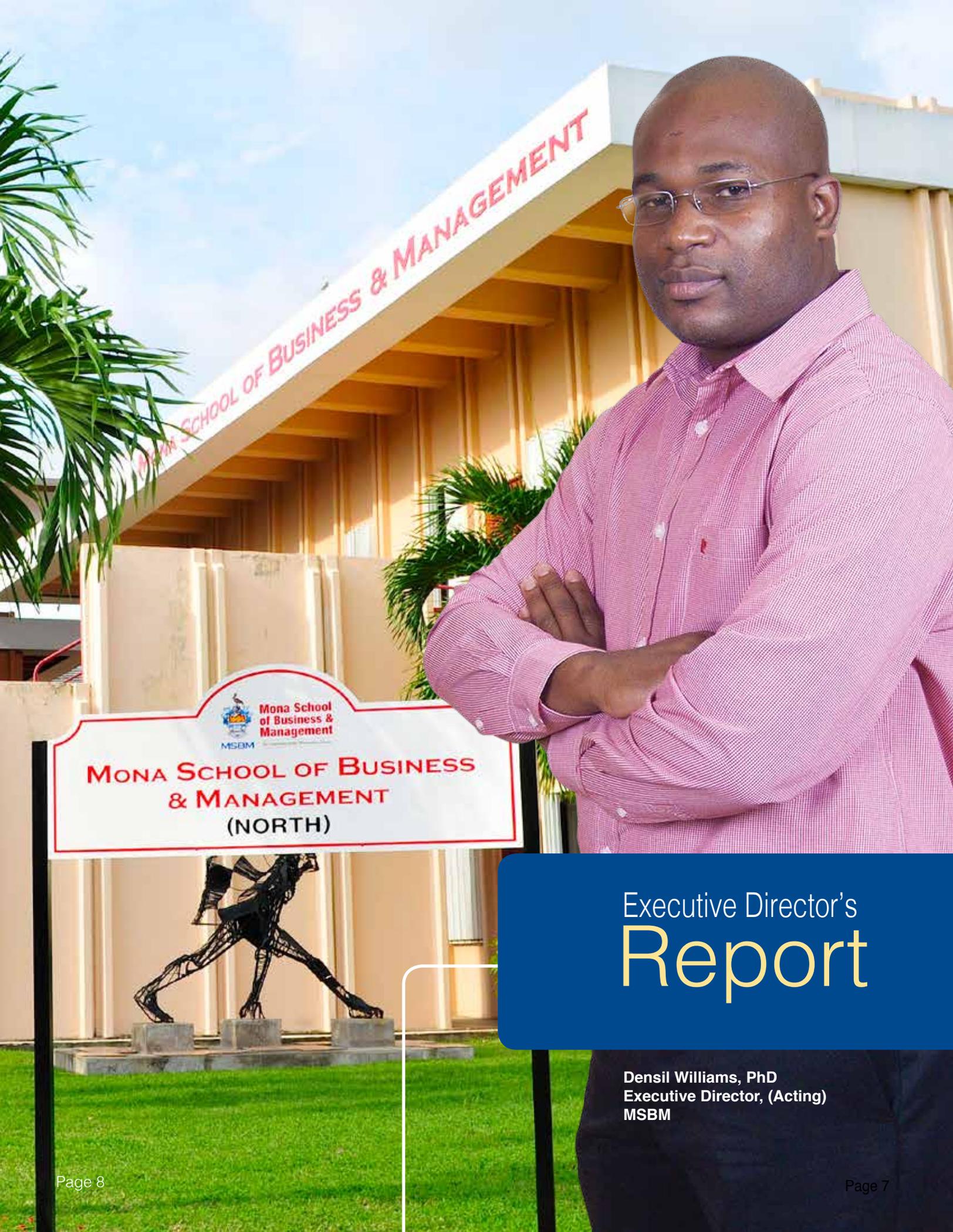
Special mention must be made of our students who continue to excel in their respective disciplines and co-curricular activities that make us distinctive.

The Mona School of Business and Management (MSBM) inaugural year was a storied one. The institution pursued its mission to be solution-oriented to produce competent professionals, by leveraging the excellent track record of teaching, research and service from the previously distinct Mona School of Business (MSB) and the Department of Management Studies (DOMS). The anticipated synergistic benefits continue to bear fruit and the institution is well on its way to realizing its vision of being the premier business school in the region – irrefutable evidence of the skill, care and commitment of the talented management and staff with which the institution has been endowed. Quality remains central to the institution's value proposition. The School invested in, and embarked on, initiatives aimed at achieving institutional accreditation from the Association for the Advancement of Collegiate Schools of Business (AACSB), and re-accreditation of its graduate level business degree programmes. The relentless pursuit of quality was at the heart of many of the favourable strategic and operational results over

the period. It is on this platform of quality that many internal and external stakeholders actively pursued affiliations, of diverse forms, with the school. The individuals, alumni, government and non-government (domestic and international) agencies, and the business community, locally and in the diaspora, deserve commendation for their continued support of the MSBM.

Special mention must be made of our students who continue to excel in their respective disciplines and co-curricular activities that make us distinctive. This year, the MSBM team to the Opportunity Funding Corporation Innovation & Entrepreneurship (OFCIE) business plan competition in Atlanta, Georgia (USA), placed first from among twenty (20) other Universities.

On behalf of the Board of Directors, I congratulate the Management and Staff of the MSBM for a job well done. We look forward to the achievements of the School in the period to come.



MONA SCHOOL OF BUSINESS & MANAGEMENT



Mona School  
of Business &  
Management

MSBM

MONA SCHOOL OF BUSINESS  
& MANAGEMENT  
(NORTH)



# Executive Director's Report

Densil Williams, PhD  
Executive Director, (Acting)  
MSBM



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The academic year 2012/2013 was very special in the life of the Mona School of Business and Management (MSBM). It marked the first, full year of operation of the merged entity under its new name and governance structure. Professor Paul G. Simmonds, its first Executive Director, has provided a steady hand in guiding the operations of the enterprise in its first year of operation. I will place on record, our strong appreciation to Paul for his leadership in laying the foundation for the MSBM to move to even higher levels of achievements as we continue to position the new school as the premier institution for business and management education in the Caribbean region.

As is expected in any merger, there will be teething pains in trying to bring two disparate cultures under one umbrella and to be focused on a singular vision. As difficult as this process is, the MSBM team was able to pull off a significant achievement by designing a strategic plan that will guide the operations of the school for the next 4 years. After a very long and tumultuous process which lasted for the better part of the year, the school finally settled on its strategic priorities and operational plan. At its core, the school's vision is:

"To be the premier business school in the region globally recognized for management education, research and consultancy."

To achieve this vision, the school has settled on its main mission as:

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

This vision and mission were arrived at after deep consultation with all stakeholders, both internal and external to the school. The members of the school's community have embraced this vision and mission and have expressed their willingness to make their contribution in helping the enterprise to attain its strategic objectives.

Repositioning the way that the Mona Campus offers business and management education through the merger of the Department of Management Studies and the Mona School of Business, is not an end in and of itself. The bigger picture is for the school to become a strong player in the increasingly competitive marketplace for higher education, especially in the business and management discipline. In this regard, the strategic plan has as its main outcome, the school being in a position to submit to the Association to Advance Collegiate Schools of Business (AACSB) in 2017, a strong application for accreditation of its programmes. Attaining this accreditation from the most prestigious body which accredits business schools worldwide, will no doubt strengthen the profile of the school so that it can attract more international students, international faculty and deliver cutting edge executive programmes to local and foreign executives alike. The members of the school community are sensed of this urgency to move in this direction and have been performing their tasks over the past year to align the school to the standards that have been set out for us to achieve this big strategic goal at the end of the period.

This vision and mission were arrived at after deep consultation with all stakeholders, both internal and external to the school. The members of the school's community have embraced this vision and mission and have expressed their willingness to make their contribution in helping the enterprise to attain its strategic objectives.



**MSBM**

## EXECUTIVE DIRECTOR'S REPORT

This annual report summarizes the critical achievements of the school over the past year. These, as you will read in the following pages, have helped to position the school to maintain its relevance to our stakeholders and make its contribution towards the continued development of the Jamaican and wider Caribbean economies. Some of the notable accomplishments for the year include but not limited to:

A total of 568 students joined the alumni ranks of MBSM, but significantly, this year marks the first cohort of the newly formed Master in Business Management (MBM) graduating from the programme. This is an important achievement as this programme is gaining increased traction in the marketplace and these graduates will serve as ambassadors for this programme going forward.

In keeping with its solutions-oriented and forward thinking mantra, the school has also introduced E-books and tablet computers to over 150 students in the MBA programme. MSBM is the first business school in Jamaica, and the second unit on the UWI Mona campus to employ the cutting edge e-learning solution. The devices are provided by the school in collaboration with international publishing partners, Pearson and Cengage, and local technology firm, JL Mobile. The institution seeks to pioneer a new frontier in local business education by formalizing the use of e-books in its programme offering, with all text books in electronic format.

To live our forward thinking mantra, the school has designed a number of new programmes to take advantage of the developments in the marketplace. These include but are not limited to:

Master in Enterprise Risk Management (MSc. ERM) designed jointly with the Department of Mathematics. Classes began on September 3, 2012. The size of this first cohort is 18.

Diploma and Master of Science in Sports Business Management have been approved at all levels and can now be offered by MSBM.

Further, with continued focus on providing meaningful solutions to our stakeholders' problem, the MSBM continues to develop and produce graduates that are equipped with the relevant skills to meet the needs of the marketplace. Our partnerships with stakeholders have helped us to achieve this goal. On February 21, 2013, representatives of Musson's Group of Companies and MSBM signed an agreement to launch a formal internship programme for MSBM's students. One of the major goals of this internship programme is to provide current undergraduate and graduate students with opportunities to develop and stimulate their interests and provide them with real-world business experiences.

A total of 568 students joined the alumni ranks of MSBM, but significantly, this year marks the first cohort of the newly formed Master in Business Management (MBM) graduating from the programme. This is an important achievement as this programme is gaining increased traction in the marketplace and these graduates will serve as ambassadors for this programme going forward.



**MSBM**

## **EXECUTIVE DIRECTOR'S REPORT**

Other manifestations of our work-ready graduates can be found in the achievements of our students over the year. These include: A team of MSBM students were awarded first place for their business plan in the Vincent HoSang Entrepreneurship Programme. Their company, Near Earth Delights, will be invited to apply to the Vincent HoSang Programme where they can access further advisory and monetary support to get their business commercialized. Importantly, the team went on to compete at the Opportunity Funding Corporation Innovation & Entrepreneurship (OFCIE) Business Plan Competition, which was held in Atlanta, Georgia on April 18-21, 2013. They placed first in the competition among 20 other Universities. The MSBM delegation was the only non-US based team among 20 schools including Howard University and Tuskegee University. This is the second time the UWI has won the prestigious competition, which is hosted in Atlanta, Georgia.

Also, for the first time, a team of undergraduate students from MSBM were among contestants in the February 2013 Kogod Business Case competition, held in Washington DC by the American University's Kogod School of Business. The team got high commendation from the judges for their work despite their late entry into the competition.

Over the year, the MSBM also hosted a number of seminars, symposia, conferences and special events which continued to share the research output of the school and also make advocacy in relation to public policy on national and regional issues.

Significantly, the school, through its works over the year, was heavily featured at the awards ceremony for the Principals' outstanding research awards in January 2013. The school copped five of the six awards including the award for most outstanding researcher in the Faculty of Social Sciences.

In summary, 2012/2013 was a most productive year for the school despite its newness in operating as a single merged entity coming from two disparate cultural settings. The achievements highlighted above and those summarized in the pages in this annual report are manifestations that the school is headed in the right direction and will continue to be a force to be reckoned with as the competition in the market place for higher education, especially business and management education, becomes even more intense.

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# Reporting Relationships



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

## MSBM Graduates 2012

Graduation 2012 for the Mona School of Business & Management (MSBM) was held on Saturday November 3, 2012 at 5:30 p.m. The following numbers graduated for each of the named programmes:

**TABLE 1 GRADUATES 2012**

<b>GROUPS</b>	<b>NUMBER OF GRADUATES 2012</b>	<b>NUMBER OF GRADUATES 2011</b>
Undergraduates (BSc)	347	594
MBA Full-time	9	24
MBA Part-time (Mona)	88	115
MBA Part-time (WJC)	22	13
Executive MBA (Mona)	10	12
Executive MBA (WJC)	0	15
Master in Business Management (MBM)	6	0
MSc. Telecommunications Policy and Technology Management (MSc. TPM)	5	45
MSc. Accounting	44	21
Computer-Based Management Information Systems (CBMIS)	17	10
MSc. National Security & Strategic Studies		
MSc. Tourism & Hospitality Management	6	10
Diploma in Business Administration	4	5
	10	10
<b>TOTAL</b>	<b>568</b>	<b>874</b>

Table 2 provides a breakdown of MBA graduates based on concentrations.

**TABLE 2: BREAKDOWN OF MBA GRADUATES BY CONCENTRATION**

<b>AREA OF CONCENTRATION</b>	<b>NUMBER OF STUDENTS</b>	<b>PERCENTAGE</b>
Banking and Finance	34	28%
General Management	29	24%
International Business Management	10	8%
Marketing Management	25	21%
Human Resource Management	15	12.5%
MIS	7	6%



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## ACADEMIC PROGRAMMES



The awards ceremony for the E/MBA, Diploma, MBM and M.Sc. TPM programmes was held December 11, 2012 at the Mona Visitor's Lodge. The guest speaker at this event was Mr. Rickert Allen, Senior General Manager, Group Human Resources Division, National Commercial Bank.

*Mr. Rickert Allen, Senior General Manager, Group Human Resources Division, NCB, addresses the audience at the MSBM's*



*Mr. Christopher Yeung (left) and Ms. Rushane Ellington (right) proudly received their awards as top students of the MBA class of 2012 from Professor Paul Simmonds. Both students were awarded the Executive Director's*



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## ACADEMIC PROGRAMMES

Ms. Ellington also copped awards for achieving a Distinction in the programme, Best performance in the part time (Sundays) group, and Outstanding Performance in the Banking and Finance Concentration. Mr. Yeung walked away with awards for Outstanding Performance in the Banking and Finance Concentration, Best Performance for the MBA full-time group and for achieving a Distinction in the programme.

### Admissions and Enrolment

The 2012-2013 application process for the E/MBA, MBM, Diploma and DBA programmes yielded the following numbers:

PROGRAMME NAME	MODE OF STUDY	NUMBER OF APPLICATIONS 2012 – 2013	NUMBER OF APPLICATIONS 2011 – 2012
Master in Business Administration	Full Time	165	290
Master in Business Administration	Part Time	444	579
Executive Master in Business Administration	Part Time	74	132
Master in Business Management	Full Time	83	75
DBA	Part Time	74	95
<b>TOTAL</b>		<b>840</b>	<b>1,171</b>

The total number of applications in this application period (2012-2013), was 30% less than the number of applications received in the previous 2011-2012 application period.

### Enrolment for Undergraduate Programmes

There was a 7% decrease in the enrolment numbers in the MSBM Undergraduate Programmes over the 2012/2013 academic year.

School Year	Numbers Enrolled
<b>2012-2013</b>	<b>2,901</b>
<b>2013-2014</b>	<b>2,693</b>

### Master in Business Management (MBM)

The third cohort of the Master in Business Management (MBM) began classes on September 3, 2012, with a class size of 12. The first cohort of students in the MBM graduated November 2012.

### Executive Masters in Educational Management (EMEM)

The third cohort of the Executive Masters in Educational Management (EMEM) (a programme jointly offered by the Mico University College and the MSBM) also began in September.



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# QUALITY ASSURANCE

## **Association to Advance Collegiate Schools of Business (AACSB) Accreditation**

The MSBM commenced the process of acquiring data for Association to Advance Collegiate Schools of Business (AACSB) accreditation. The AACSB Accreditation is at the level of the institution and will therefore require the assessment of the support processes and systems used in the Faculty of Social Sciences, and other Faculties at the UWI. An overseas team visited the MSBM in May 2013, to conduct a “mock” accreditation visit, to determine the “readiness” of the School for AACSB accreditation. Out of this visit, it was determined that documentation and certain systems required strengthening; full faculty participation in all aspects of the preparation was recommended. The accreditors were impressed with the structure of the Centre of Excellence (CoE) for IT-Enabled Business Innovations and with the fact that the School uses external examiners to validate the results of our E/MBA, MBM and Diploma Programmes.

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## **Association of MBAs (MBA) Re-Accreditation**

The process for AMBA re-accreditation has commenced and will be completed in March 2014 for the formal accreditation visit in June 2014.

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## **PSU Develops Quality Assurance Manual**

The Professional Services Unit (PSU) of the MSBM believes that in order to provide consistent quality to its clients through its courses and services, a quality assurance system is critical to continuous improvement. The Unit has embarked on the development of a Quality Assurance Manual which is currently in progress. This manual will include both policy and standard operating procedures for the Unit.

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## **PMI- Registered Education Provider**

Professional Services Unit (PSU) submitted a re-enrolment application to the Project Management Institute (PMI) for renewal of certification as a PMI Registered Education Provider for Project Management. The re-enrolment was successful and MSBM will continue to offer its Principles and Practices of Project Management Course.

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# NEW AND REVISED PROGRAMME INITIATIVES

## New Programmes

The first cohort of the Master of Science in Enterprise Risk Management (MSc. ERM) designed jointly with the Department of Mathematics began classes on September 3, 2012. The size of this first cohort is 18.

Both the Diploma and Masters in Sports Business Management have been approved at all levels and can now be offered by MSBM.

Meetings were held with the School of Nursing to discuss the possibility of their Masters (M.Sc.N. -Administration Tract) students doing relevant MBA courses as their electives. Discussions are continuing.

Meetings are ongoing with the Department of Community Health and Psychiatry to collaborate with MSBM in the delivery of their Master of Public Health, Health Management Specialization. They have identified 5 courses in the MBA programme that they would offer in this programme and another 4 that could be used as electives.

## Introduction of Tablets and E-books

One hundred and fifty (150) new MBA students at MSBM, have become the first set of MSBM students to utilize e-book packages on SmartTab devices. MSBM is the first business school in Jamaica, and the second unit on the UWI Mona campus to employ the cutting edge e-learning solution. The devices are provided by

the School in collaboration with international publishing partners, Pearson and Cengage, and local technology firm, JL Mobile.

The institution seeks to pioneer a new frontier in local business education by formalizing the use of e-books in its programme offering with all text books in electronic format. MSBM's digital package contains a tablet device for each student, allowing access to interactive online study groups and mind mapping applications. The e-learning tool gives young professionals a modern platform for learning within the changing landscape of technology; incorporating real time, remote interactions.

Students will enjoy a 12 month warranty, free upgrades for the life of the product, e-mail facilities and access to a technical support hotline. The SmartTab's interface also allows MSBM students to check out books from and have remote access to the catalogue of the UWI Main Library.

## Internship Programme

Due to the tireless efforts of Mr. James Moss-Solomon (Executive-In-Residence) and Mr. Harry Abrikian (Unit Head, Finance and Accounting), all eight Master in Business Management (MBM) Cohort 2 students have been placed in the Internship Programme. The next step is to operationalize and document the processes and to continue networking with the business, public sector and NGO communities for intern placement in 2013.

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The institution seeks to pioneer a new frontier in local business education by formalizing the use of e-books in its programme offering with all text books in electronic format. MSBM's digital package contains a tablet device for each student, allowing access to interactive online study groups and mind mapping applications.

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**MSBM**

## **NEW AND REVISED PROGRAMME INITIATIVES**



*MBM cohort*

### **MBM Career Forum**

The Master in Business Management (MBM) programme emphasizes the core business concepts and practical dimensions of business management, allowing students to self-select either an entrepreneurial or an internship stream.

The current cohort of students with guidance from their Lecturers and James Moss-Solomon, Executive-in-Residence, organized a Career Seminar in order to provide a forum where they could interact with professionals from various industries with a view to exposing them to options for their career path upon graduation. This highly interactive session, which was held on March 27, 2013, included presentations from representatives in the Financial Services, Manufacturing, Energy and Logistics sectors. The speakers included: Donovan Perkins - CEO, Sagicor Investments; Damian Lyn - Managing Director/Owner of Alternative Energy Solutions; Grace Burnett - Managing Director of JIIC; Dr. Fritz Pinnock - Executive Director, Caribbean Maritime Institution; and Simon Roberts - General Manager, Dairy Industries (Jamaica) Ltd. In addition to providing industry related information, each speaker included personal experiences related to challenges they have encountered, how they overcame those challenges, and the nuances of their respective fields. The overall event was a success as students were able to gain meaningful insights from some of Jamaica's leading business persons. The partnership with industry is a major strategic thrust of the MSBM.

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### **The Computer-based Management Information System (CBMIS)**

The Computer-based Management Information System (CBMIS) is a joint M.Sc. programme between MSBM and Department of Computing. The average number of students in the programme continues to be above 35, with a very high throughput rate. However, in response to the changing information system landscape, the programme is currently being reviewed. The new curriculum should come into effect at the beginning of the 2014/2015 academic year.



**MSBM**

## NEW AND REVISED PROGRAMME INITIATIVES

### Internship Programme

On February 21, 2013, representatives of Musson's Group of Companies and MSBM signed an agreement to launch a formal internship programme for MSBM's students. One of the major goals of this internship programme is to provide current undergraduate and graduate students with opportunities to develop and stimulate their interests and provide them with real-world business experiences. The collaboration with the Musson's Group represents a significant milestone in MSBM's history in terms of the number of participants and the range of industries included in an Internship programme with a single entity. The first tranche of the programme began in March 2013.



*Mrs Melanie Subratie (seated left) Vice-Chairman, Musson's Group of Companies and Ms Minna Israel, (seated right) Chairman, Mona School of Business and Management (MSBM) sign an agreement to launch a formal internship programme for MSBM's students. The signing took place on Thursday, February 21, 2013 at the MSBM's offices. The programme will begin in March 2013 and will include both undergraduate and graduate students who will be placed in several companies within the Musson's Group. Sharing in the moment are: L-R Ms Janice Henlin, Marketing Director, MSBM, Mr Nicholas Scott Chief Investment Officer, Financial Services Division, Musson's Group, Mrs Dawn Morgan, Student and Alumni Services Officer, MSBM and Mr James Moss Solomon, Executive-in-Residence, MSBM.*



**MSBM**

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## **NEW AND REVISED PROGRAMME INITIATIVES**

### **Student Achievements - MSBM Undergraduate Students Participate In Kogod Case Competition**

A team of undergraduate students from MSBM were among contestants in the February 2013 Kogod Business Case competition, held in Washington DC by the American University's Kogod School of Business. Participating teams were given three days to solve a business case after which they were required to present their findings and recommendations to a panel of judges consisting of members of the American business community.



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*Team JamRock from left to right: Mr Romain Thompson, Ms Yanique Murray, Ms Sheree Brown, Mr Douglas Lindo, (coach), Ms Sherri-Ann Myers, Mr Alex Johnson, Mr Andre Poyser and*

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The MSBM team analysed the case “National Geographic Society” (NatGeo) a scientific and educational institute whose strategic goal is to generate revenue streams that support its missions and by extension contribute to its National Geographic magazines. The Team was required to identify the critical challenges faced by NatGeo and propose feasible and relevant recommendations alongside an implementation plan that will chart NatGeo's future success.

MSBM's 'Team JamRock', consisting of members – Sheree Brown, Alex Johnson, Yanique Murray, Sherri-Ann Myers, Andre Poyser and Romaine Thompson, competed against 40 teams in the “Nebraska” category and were assessed by 7-10 judges. Though the team did not advance to any of the top three positions, they received positive feedback and the comments from all judges were encouraging.

Team members expressed their belief that exposure to similar business cases through the training sessions, along with the team synergy and group dynamics generated a good analysis of the case and an effective presentation and delivery. They noted that the competition “ was a wonderful experience for all of us; both educationally and culturally and we are very appreciative of the efforts of coaches Mr. Douglas Lindo, Adjunct Lecturer MSBM and Dr. Derrick Deslandes, Head, Marketing, International Business, Entrepreneurship and Strategy (MIBES) Unit, MSBM and the tremendous support we received from the Department”. The team was selected through an internal MSBM case competition.



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# ENTREPRENEURIAL PROGRAMMES

## UWI Venture Challenge & Opportunity Funding Corporation Innovation & Entrepreneurship Competition 2012

The 2012 competition experienced an upsurge of interest with a total of seventeen (17) teams applying to participate in the competition. The attrition rate however was very high, which led to twelve teams withdrawing from the competition at various stages in the business plan preparation process. This was mainly as a result of the teams being unable to commit to an intense preparation process to get their business plans ready for a comprehensive evaluation from industry experts. The remaining five teams participated in the final round of competition and the top three (3) teams selected were as follows:

1. Near Earth Delights
2. Progressive Solutions
3. Island Scoop

**Island Scoop** intends to seize the opportunity to offer visitors and locals an experience to savour a premium brand flavoured ice cream made from Jamaican fruits in a setting that befits the island's tropical ambience. In 2007, the global market for ice cream had a retail value of US\$61.6 billion or 15 billion litres in volume and has continued to grow at a healthy rate. In Jamaica the annual production of ice cream has averaged over 12.5 million litres. Island Scoop's ice cream stations will be decorated using 'tropical' colours with palm and coconut tree shrubs tattooed with the Island Scoop logo, in a bid to attract tourists and locals at a glance. The target market initially consists of the arriving passengers to Jamaica at the mentioned ports of entry and visitors to the Dunns River Falls. In an effort to build our brand image our colourful marketing strategies should help to attract about 10% of traffic in these locations.

**Progressive Solutions** is a start-up Jamaican software boutique which specializes in designing customized software to meet the technology needs of its clients. In response to the Human Resource needs in the area of employee

orientation, the firm created the Online Orientation Organizer (OOO). OOO is a web-based technology solution that manages, administers, tracks and reports on the orientation process in each organization. The value proposition of the solution is that it will allow companies to cut the cost of a bad hire by 60% in Year 2 of operation by offering a highly customized and automated orientation solution.

**Near Earth Delights Limited** is a manufacturing company which produces Giggles, a line of organic baby food purees and juices, for children 6-9 months old and solid foods and juices for children 9-48 months old. By organic, the company means it is in accordance with organic production standards which limit the use of synthetic chemicals. The company uses as some of its primary raw materials, fruits, vegetables and ground provisions found in the Jamaican diet.

The opportunity to offer an organic brand of baby food comes from the national trend of individuals moving towards a healthier lifestyle, which includes eating healthy and exercising. The healthy eating thrust is also being promoted by the government through the National Health Fund, which offers financial support to the healthcare system.

Being awarded first place, Near Earth Delights will be invited to apply to the Vincent HoSang Programme where they can access further advisory and monetary support to get their business commercialized.

The team went on to compete at the Opportunity Funding Corporation Innovation & Entrepreneurship (OFCIE) business plan competition, which was held in Atlanta, Georgia on April 18-21, 2013. They placed first in the competition among twenty (20) other universities. The MSBM delegation was the only non-US based team among 25 schools including Howard University and Tuskegee University. This is the second time the UWI has won the prestigious competition, which is hosted in Atlanta, Georgia.



*Professor Paul Simmonds (far left) poses with the Near Earth Delights team members from (left to right) Mr Andre Moore, Ms Kaydian Dawes, Ms Donya-Jean Brown, Mrs Sacha Walters-Gregory and Ms Suzette Pottinger. Mr Douglas Lindo, coach and Ms*



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## ENTREPRENEURIAL PROGRAMMES



The Near Earth Delights Team was mentored by Mrs Ann-Marie Smith and Mr. Valmo Wynter of the Scientific Research Council and coached by Mr. Mark Chisholm, Executive Vice President of Sales in the Individual Life Division at Sagicor, Mrs Elaine Commissiong, Chairman and Executive Director, CARA and Mrs Jacqueline Scott-Crossley, Director Special Projects at Court Management Services. The mentors on the programme this year were Dr Kirk Abbott, Dr Keith Amiel, Mrs Paulette Rhoden and Mrs Sandra Shirley.

A congratulatory reception was held in honour of the winning team on June 12, 2013. Our sponsors, mentors, judges, MSBM staff and the wider UWI community, came out to show their support. Levi Roots of Dragon's Den Fame was in attendance and made a special presentation to members of the team.

*The Near Earth Delights Team members pose with Levi Roots*

## SPECIAL EVENTS



### Professor Evan Duggan Leaves the MSB

Mona School of Business bade farewell to Professor Evan (Bunny) Duggan, Executive Director, who took on his new role as Dean of the Faculty of Social Sciences effective August 1, 2012. Professor Duggan has served the School of Business in the capacity of Executive Director since 2008. We wish for him great success in his new role.



### Merger of DOMS and MSB

The Department of Management Studies (DOMS), and The Mona School of Business (MSB) of The University of the West Indies, have merged to become Mona School of Business and Management (MSBM) effective August 1, 2012 - a single business school within the Faculty of Social Sciences. The UWI Mona now hosts a first of its kind business school within the region; as it is the only business school of this size and quality, offering programmes at both the undergraduate and postgraduate levels.

An event to publicly launch the merged entity was held on Monday September 24, 2012. The occasion was also used to introduce the new Executive Director, Professor Paul G. Simmonds, who assumed the position effective September 1, 2012.

The event was well attended with a cross section of guests including representatives of the UWI community, business community, Government, alumni, media, staff and students. The evening's proceedings were chaired by Dr. Densil Williams, Deputy Director of MSBM. Other participants included: Prof Evan Duggan, Dean of FSS; Prof Gordon Shirley, Pro Vice Chancellor and Principal UWI Mona; Mr Don Wehby, Group CEO, Grace Kennedy Ltd and Distinguished Alumnus who brought the main address; Rev the Hon Ronald Thwaites, Minister of Education who brought greetings and Mrs Patsy Latchman-Atterbury, another distinguished alumnus. The media was well represented at the event carried in the electronic media. The feedback received from the attendees indicated that the event was well received, including the ambience, entertainment and smooth flow of the proceedings.

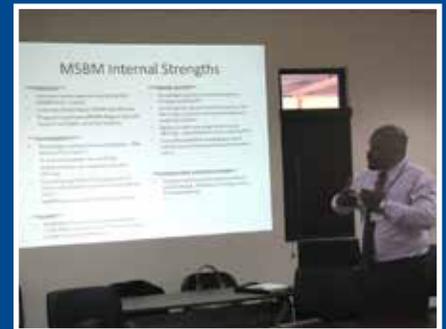


**MSBM**

## SPECIAL EVENTS

### MSBM Strategic Retreat

The MSBM strategic retreat was held on January 17, 2013 in the Executive Conference room of the Faculty of Law. There was a diverse group of persons attending drawn from the business community, faculty, students, alumni, and the MSBM Board of Directors. The Strategic Retreat culminated in the development and subsequent roll-out of the MSBM's Strategy for 2013-2017.



### Kingston 360° Breakfast Series

The Mona School of Business and Management (MSBM) and the Spanish Court Hotel, jointly hosted their fifth Kingston 360° Breakfast Talk on April 9, 2013 at the Spanish Court Hotel. Mr. Paul Kukubo, the CEO of the Kenyan ICT Board, was the presenter speaking on the topic "ICT as a Growth Enabler: Perspectives from the Kenyan ICT Revolution". Mr. Kukubu is well recognized and acknowledged for the significant achievements under his 2-term stewardship at the Kenyan ICT Board, which includes the Kenyan Open Data Initiative and the launch of the Kenyan National ICT Master plan. Attendees were representatives from the private sector (ICT), government and Academia.

The Kingston 360° Breakfast Talk series seeks to facilitate discussion with key stakeholders around topical issues that are of national importance and has been jointly hosted by MSBM in collaboration with the Spanish Court Hotel since 2010.



*Mr. Paul Kukubo, CEO, Kenyan ICT Board, is greeted by Dr. Christopher Tufton, Co-Executive Director, CaPRI at the Kingston 360° Breakfast Talk.*

### MSBM signs MOU with RADA

MSBM executed a Memorandum of Understanding (MOU) with the Rural Agricultural Development Authority (RADA), formalizing the continuation of the Open Data in Agriculture initiative. The MOU explores Information and Communication Technology (ICT) enabled innovations to support the enhanced delivery of Agricultural Extension services to farmers across Jamaica.



*Mr. Lenworth Fulton, Chief Executive Officer, Rural Agriculture Development Authority (RADA), Ministry of Agriculture & Fisheries (on the left), seals the deal with Dr. Maurice*



**MSBM**

## SPECIAL EVENTS

### MSBM's New Website

The new MSBM website was launched on November 24, 2012. The new site may be accessed by any of the three MSBM domain names that have been secured and duly registered: <http://www.mona.uwi.edu/msbm>, <http://myspot.mona.uwi.edu/msbm>,



### MSBM Business Review

The issue reviews some of the major business developments and looks ahead at the next decades, through the eyes and experiences of business leaders. The authors examined strategies for building Brand Jamaica by leveraging outstanding the Country's cultural achievements and those of our athletes at the Summer Olympics. It also reviews the merger of the Department and the benefits for the institution and its major stakeholders.



### MSBM and Digicel

MSBM collaborated with Digicel to offer a number of certificate courses for the "key talent" of Digicel. This included workshops in Project Management; Leadership and Finance for the Non- Financial Managers. MSBM is particularly proud that fourteen persons from Digicel attained the well – sought after PMP credential, under MSBM's coaching and tutoring.

*Dr. William Lawrence, Director Professional Services Unit, MSBM signs the Articles of Agreement" on July 5, 2013, for the collaboration between Digicel and MSBM. Digicels' CEO, Barry O'Brien and Janice Henlin, MSBM's Director of Marketing, watches*



**MSBM**

## SPECIAL EVENTS

### MSBM and Jamaica Institute of Financial Services (JIFS) Workshops

MSBM partnered with the Jamaica Institute of Financial Services (JIFS) to offer two workshops for executives, senior and middle managers of the Financial Services Sector. These workshops were designed to provide new business models for organizational health and growth and prescriptions rooted in Jamaican realities.

The Executive Leadership Workshop was held under the theme: Executive Leadership Practices for the New Era of Financial Services on April 24-26, 2013 at the Regional Headquarters, UWI, and Morgan’s Harbour Hotel & Marina. The workshop provided a truly UWI/Caribbean experience, with facilitators from the three business schools, to include Professor Miguel Carrillo, Executive Director, Arthur Lok Jack Graduate School of Business, Dr. Jeannine Comma, Executive Director, Cave Hill School of Business & Management, and Dr. Maurice McNaughton, Director, Centre of Excellence, MSBM. Other distinguished presenters were Professor Neville Ying, Executive Director, Jamaica Diaspora Institute, Mr Ralph Thomas and Dr William Lawrence, Director Professional Services Unit (PSU) MSBM. One participant indicated that “it was good to experience the best researchers and facilitators in the region in the subject areas – with relevant cases and practical suggestions from



*Dr Jeannie Comma makes a point to the participants at the Executive Leadership Series, 2013*

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### MSBM and World Economic Forum

The annual World Economic Forum (WEF) Executive Opinion Survey for 2013 was again conducted by MSBM/PSU in collaboration with the Private Sector Organization of Jamaica (PSOJ). The collaboration focused on getting the PSOJ membership to participate in this survey that culminates in the Global Competitiveness Report. Details of Jamaica’s performance can be reviewed of the WEF website <http://www.weforum.org>.

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### Financial Services Session

The MSBM hosted a financial counselling session for our current Masters Students and applicants on March 26, 2013 at the Faculty of Law building. The participating institutions were LASCO Financial Services, UWI Credit Union, First Heritage Co-operative Credit Union, Asset Management Company Limited and COK Sodality Co-operative Credit Union. Approximately 100 persons attended and the interaction with financial services providers was very encouraging.



### MSB Alumni Lyme

Prior to the merger to form MSBM, an MSB Alumni Lyme was held at the roof of the Law Faculty on July 6, 2012. Sponsors were Johnny Walker, Pan Caribbean and Boone Hall Oasis. Over 140 business cards were collected, which will be used to update contact details on file. The sum of \$20,000 (with commitments for an additional \$56,000) was also collected for the MSB scholarship fund. Alumni were apprised of the upcoming merger and the need for an active Alumni Association reiterated.



**MSBM**

## SPECIAL EVENTS

### **MSBM Showcase Graduate Programmes In Western Jamaica**

A Business Mixer was held on January 23, 2013 at Blue Beat in Montego Bay to promote the post graduate programmes offered by MSBM at the Western Jamaica Campus (WJC). The event targeted professionals from Western Jamaica as prospects for the various programmes. Approximately 80 persons were in attendance and participated in a very interactive session as they were provided with information on the various programmes as well as information about financing their course of studies.

Prospective students were also provided with assistance to apply online on location. The event was sponsored by Asset Management Ltd (a subsidiary of Proven Investment Ltd) who showcased their Education Loan product 'eZEEas123'.



*From left to right: Mr Michael Ranglin, CEO of Grace Kennedy Foods; Prof. Hopeton Dunn and Mr. Harry Abrikian of the MSBM. Prof. Densil Williams stands at the lecturn.*

### **Corporate Breakfast - GraceKennedy Limited**

As part of its continuing thrust to encourage dialogue and synergy with the business community; MSBM hosted a corporate breakfast with the Executive and Senior Management team of the Grace Kennedy Group on April 4, 2013 at the School. The discussions highlighted key areas for collaboration between both entities, as we seek to partner to contribute to national and regional development.

Among those who participated in the robust discourse were: Prof. Gordon Shirley, Principal of the University of the West Indies, Mona and Chairman of GraceKennedy & Co.; Mr. Don Wehby, CEO of GraceKennedy Limited; Mr. Courtney Campbell, CEO of the GraceKennedy Financial Group; Mr. Michael Ranglin, CEO of Grace Kennedy Foods; Prof. Evan Duggan, Dean of the Faculty of Social Sciences UWI, Mona; Prof. Paul Simmonds, Executive Director, MSBM and Dr. Densil Williams, - Deputy Executive Director, MSBM.



**MSBM**

# PROFESSIONAL SERVICES UNIT (PSU)

The Professional Services Unit (PSU) is the Consultancy arm of the MSBM and consists of the following sections: Management Consultancy; Executive Education which comprises Customized Training for companies and Professional and Executive Development Short Courses; Research Databases & Business Cases, Conferences & Seminars.

During the period under review, August 1, 2012– July 31, 2013, the PSU was engaged in a variety of activities encompassing all sections. Management consultancy, training consultancy, conferences, seminars and short professional and executive courses provided the opportunity:

- To improve the competencies of leaders and managers in both private and public sector organizations and NGO's.
- For MSBM to dialogue with the members of the business community and public sector organizations.
- For MSBM to partner with organizations to offer customized training
- To promote MSBM's management consultancy and its other offerings

Throughout the year PSU continued its growth momentum and contributed further to profitable revenues at MSBM and building brand image and reputation. The main challenge facing the PSU was demand generation in a climate of economic recession. However, intensified marketing efforts, have aided the unit to overcome this challenge.

## Management Consultancy

Throughout the year the Management Consultancy section was involved with numerous projects, a number of them being in the area of Strategy.

- A Preparatory School, El Instituto De Mandevilla, Mandeville, was assisted with the development of their Strategic Plan for 2011-2017 through a Strategic Planning Retreat. This was followed by a Strategy Execution Workshop where their plans were converted into operational activities.
- The Broadcasting Commission sponsored a workshop on Restructuring/ Turnaround Management for 17 providers of Jamaican Subscriber Television Industry on March 14, 2013.
- The Caribbean HIV/AIDS Regional Training Network RCU (CHART) requested assistance with developing a Strategic Plan. This resulted in a Strategic Retreat held on May 8-9, 2013 at the UWI Regional Headquarters. Following its Strategic Retreat in May, CHART RCU requested an Operational Planning Workshop which was held on June 18, 2013.

- A major project for the PSU was the Jamaica Cooperative Credit Union League's Transition/ Transformation Process to restructure its business model. This project had six (6) Phases and spanned several months.



*Participants working in groups at the CHART Strategic*

- The UWI, Mona in striving to have all Faculties and Departments develop Operational Plans for its Strategic Plan 2012-2017, enlisted the services of Dr William Lawrence and his team to facilitate the process.
- GK Foods requested assistance of the PSU in their manufacturing business model restructuring process with the aim of optimizing production and maximizing cost reduction in its Jamaican factories.
- Caribbean Health Leadership Institute (CHLI), an entity which is a part of the CHART Network has requested assistance to develop a Business Plan CHLI.



## **PROFESSIONAL SERVICES UNIT (PSU)**

### **Professional & Executive Development Scheduled Courses**

During the year under review, there were several scheduled Professional & Executive Development Short Courses offered. These courses included: Introduction to Supervisory Management, Principles & Practices of Project Management; Financials for Non-Financial Managers; and the Business Communication Suite.

The most popular course was Principles and Practices of Project Management which had 14 cohorts, including 4 cohorts at the Western Jamaica Campus. This course was offered on Saturdays, Sundays and 2-Weekdays. Approximately 233 persons participated in these short courses.

### **Customized Training Consultancy - Programmes**

The PSU, offered a number of customized training workshops and seminars over the period. During this academic year, the revenue obtained from customized training was 99.7% of its budgeted target. Two Hundred and Thirty Six (236) persons from 8 organizations participated in workshops that covered Leadership/Management Development; Project Management; and Finance.

The workshops were as follows:

- **Jamaica Public Service:** Management Development Programme which involved the training of 20 executives and senior managers, with respect to Decision-making, Problem-solving and Leadership skills.
- **Jamaica Institute of Financial Services:**
  - a. Middle Management Development Programme - Each session was driven by an original case that was written by UWI faculty. The topics were as follows:

- Understanding and converting financial services strategic objectives into high performance action plans
- Motivating employees for effective customer engagement and retention
- Anticipating and resolving performance problems in financial services
  - b. Caribbean Executive Leadership Programme –The workshop consisted of the following discussion segments:
    - Results-based leadership for shaping organizational culture.
    - Leveraging service supply chains to boost profitability of Financial Services
    - Leveraging information technology for sustainable growth
    - Strategy-driven innovation for generating profitable ideas
    - The critical socio-economic and political characteristics and trends for today's global and local economy: Imperatives for management and leadership of Jamaica's financial services sector.
- **Jamaica Defence Force** – Principles and Practices of Project Management.
- **Ministry of Local Government and Community Development** - Principles and Practices of Project Management.
- **Fiscal Services Limited** – Leadership Development Programme.
- **Port Authority of Jamaica** – Leadership Development & Strategic Thinking and Planning.
- **Financial Services Commission** – Leadership Development Programme.
- **Digicel Jamaica** - Leadership Development; Introduction to Finance for Non- Financial Managers; Essentials of Project Management.

Leadership/Management Development programmes accounted for 53% of revenues, while Project Management accounted for 42% of revenues.



The most popular course was Principles and Practices of Project Management which had 14 cohorts, including 4 cohorts at the Western Jamaica Campus. This course was offered on Saturdays, Sundays and 2-Weekdays. Approximately 233 persons participated in these short courses.



**MSBM**

# CENTER OF EXCELLENCE (CoE) FOR IT-ENABLED BUSINESS INNOVATIONS

The MSBM Centre of Excellence for IT-enabled Business Innovation continued to evolve a balanced portfolio of Research and Commercial activities throughout 2012-13, in keeping with MSBM's primary mandate of the CoE being Research-oriented unit in the domain of ICT-enabled innovation.

Regional and international partnerships continue to expand primarily through the Caribbean Open Data project funded by the IDRC and Web Foundation. These partnerships have expanded linkages into a global South initiative incorporating case studies in several developing countries. This expanding research initiative was extended during the year to a total of CA\$257k to support institutional building of the Caribbean Open Institute, as a regional coalition of which MSBM is a foundation partner, and continued advocacy for Government Open data policy and practice across the region through capacity-building training, demonstration projects and research. This included participation in a World Bank mission to Antigua & Barbuda to conduct an Open Data Readiness Assessment study in that island in April 2013.

The extensive research study on mobile financial services, through institutional collaboration with Solutions for Society (principals Dr. McNaughton and Professors Duggan and Forrester) was recognized with the FSS award for "Research Project with the Greatest Business/Economic/Development Impact". The Unit have extended this research through a FirstCaribbean International Bank (FCIB)/UWI Research Grant in order to explore the potential impact of Mobile Financial Services in delivering PATH / Pension Payments in Jamaica.

The I/S Department provided integral support for the MSBM Merger including: the development of a unified MSBM Website, updating the branding on MSBM Facebook & YouTube channels, the integration of the Banner Financial system and Celcat Scheduling system, and providing Project Management support for the MSBM Merger Initiatives.

The CoE completed several commercial engagements during the period, including: the development of a unified MSBM Website, updating the branding on MSBM Facebook & YouTube channels, the integration of the Banner Financial system and Celcat Scheduling system, and providing Project Management support for the MSBM Merger Initiatives.

## Institutional Collaborations

- We continued to develop the institutional collaboration between MSBM and University of Informatics Sciences in Havana, Cuba with the signing of an MOU between UCW and UWI. Works under this collaboration included:
  - Dr. McNaughton teaching a short course at the Winter School of UCI on "FOSS Applications in SMEs: from Software Migration to Business Innovation" – Feb 11 – 14, 2013.
  - Engagement of two UCI specialists to support the GOJ FOSS Migration project being executed under an MOU between MSBM & Ministry of Science Technology Energy and Mining (MSTEM).
- Continued value-added collaboration with Dr. Sameer Verma, San Francisco State University on the One-Laptop-per-Child project, and the GOJ FOSS Migration project.
- The CoE was represented by Dr. McNaughton and Dr. L Rao-Graham, at workshops hosted by the Open Knowledge Foundation in collaboration with the IDRC on the topic "Open Science for Development: Study". The workshops were conducted in London (July, 2013) and Cape Town (September, 2013) and focused on developing a conceptual framework and research agenda for open science approaches in developing countries.

## Consultancy

Several initiatives undertaken by the CoE as commercial engagements included:

- PANOS Caribbean: Development of web-based applications to support online databases, online web conferencing and discussion forums;
- SODECO/UWI Tropical Medicine Research Institute(TMRI): Engaged by Prof Terrence Forrester for the development of web-based Data Collection / Database Management system to support to support international medical sciences research collaborations with Maryland and Ghana
- GOJ STEM: Executed MOU/Engagement with the Ministry of Science Technology Energy and Mining (MSTEM) for the development of a National Governance framework and Policy guidelines for public sector enterprise adoption of Free and Open Source Software. This project involves a collaboration with the University of Informatics Sciences, Havana, Cuba
- Jamaica Diaspora Institute: On-going technical support for the Jamaica Diaspora Connect Web Portal. Online conference registration support for the 5th Biennial Diaspora Conference.

Regional and international partnerships continue to expand primarily through the Caribbean Open Data project funded by the IDRC and Web Foundation. These partnerships have expanded linkages into a global South initiative incorporating case studies in several developing countries.



# MONA ICT POLICY CENTRE (MICT)

The 2012/13 academic year was a pivotal one for the section as it marked the official transition from the Telecommunications Policy and Management (TPM) Programme to the Mona ICT Policy Centre (MICT). Major re-branding efforts took place in the time frame to sensitize stakeholders to the transition of the entity. The Centre developed and began to put in motion a comprehensive strategy for a stronger research and teaching agenda, with greater reach within and outside the Caribbean. In order to help drive this, a Deputy Director has been appointed in the person of Dr. Indianna Minto-Coy.

MICT continues to be lauded within and outside the Caribbean. For a second year running, the Master of Science in Telecommunications Policy and Technology Management (TPM) received global recognition as one of the best Masters programmes of its kind in the world. The Centre also copped 2 major awards at the Principal's Research Day Awards for UWI, Mona. Research continues in the form of internally driven projects as well as externally funded ones, building an ever-growing knowledge base on ICT policy issues in Jamaica. The Centre also continued to generate academic publications informed by research outputs.

Highlights for 2012/2013 include:

- Launch of the MICT.
- Global ranking of the Master of Science in TPM among the top 200 programmes in its category for a second consecutive year.
- The completion of teaching... and change "start-up of Cohort 4 delivered..." to "commencement of Cohort 4, with teaching that was delivered mostly online"
- Continuation of the IDRC-funded 2-year Open Business Models research project in association with international partners based in Brazil, Colombia and the US.
- Start of a new IDRC-funded project "Global Entrepreneurship Monitoring" with grant funding of US\$8,000.
- Organization of the World Telecommunications and Information Society Day Seminar on ICTs and Road Safety.
- Continued academic research output contributing to the growing database of policy relevant data on the specialized area. This included the publication of one book chapter and one journal issue.

## Launch - Mona ICT Policy Centre

TPM received notification in November 2012 of the University's approval of its transition to Mona ICT Policy Centre. The Centre itself was launched on November 27, 2012 in The Undercroft. A logo was designed for the Centre and released for the first time at the Launch in both static and animated formats. The guest speaker at the Launch was Hon. Julian Robinson, Minister of State, Ministry of Science, Technology, Energy and Mining. The event also served as the launch for as the launch for the book *Ringtones of Opportunity: Policy, Technology and Access in Caribbean Communications*.



*Hon. Julian Robinson, Minister of State, Ministry of Science, Technology, Energy and Mining, addresses the Launch of the Mona ICT Policy Centre in*

*Prof. Hopeton Dunn shows Hon. Julian Robinson, Minister of State, Ministry of Science, Technology, Energy and Mining a copy of Ringtones of Opportunity in 2012. Prof. Paul*



## Centre Leadership

Professor Hopeton Dunn continues to lead the Centre as Director and was also appointed the Director of the Caribbean Institute of Media and Communication (CARIMAC). Dr. Indianna Minto-Coy was appointed Deputy Director in January 2013. Dr. Minto-Coy has held appointments at the Oxford University, University of Waterloo, The Centre for International Governance Innovation where she also coordinated the research component of the Caribbean Economic Governance Project and the Shridath Ramphal Centre for Trade Policy, Law and Services, University of the West Indies, Cave Hill Campus. She holds a PhD (Law) from the London School of Economics, UK.

## MICT Advisory Committee

A new Advisory Committee was installed in March 2013 and held its first meeting on April 8, 2013. The Committee represents a cross-section of industry, academia and public sector actors.

## TPM Academic Programmes - Master of Science in Telecommunications Policy and Technology Management

For a second consecutive year, the Master of Science in Telecommunications Policy and Technology Management was rated among the top 200 best Master's Degree Programmes in the world in the Engineering and Project Management category. This is the result of a survey of 12,000 Masters and MBA Programmes in the top 1,000 Business Schools globally conducted by Eduniversal International Scientific Committee, based in France. The Committee ranked the TPM Masters 27th in the Latin America and Caribbean region in this category. The ranking is 2 places higher than its 2011 ranking.

The period saw the completion of teaching in the third cohort of the TPM Masters towards graduation in November 2013. A fourth cohort began teaching in January 2013 and a fifth is being recruited for September 2013.



**MSBM**

# OFFICE OF SOCIAL ENTREPRENEURSHIP (OSE)

The Office of Social Entrepreneurship (OSE), in the Mona School of Business and Management, is the primary institution on the UWI, Mona campus responsible for delivering social entrepreneurship education and training for students, as well as the lead research centre in the field. The OSE has as its core principles Scholarship, Outreach and Enterprise Development. As a community-based educational resource institute, OSE relies on a strong relationship with community organizations to underscore the school's strong commitment to building social enterprise and provide education and training opportunities that are accessible and relevant to community development and the creation of sustainable livelihoods.

Nationally, OSE has forged a highly regarded reputation as a research unit, project management office and provider of highly-skilled expert assistance in the areas of social entrepreneurship, strategic planning, community development, cross-cutting institutional and public sector capacity building and employment-oriented skills training. The OSE has extensive experience developed among grassroots Community-based organizations (CBOs), and Non-government organizations (NGOs) across the island, in both rural and urban spaces. OSE presently partners with the Youth Crime Watch of Jamaica (YCWJ) and has outreach programs in all 14 parishes implementing its "Saving Lives Through Enterprise" project.



*Participants at the Office of Social Entrepreneurship – Youth Crime Watch of Jamaica 'Be the Change' Summer Camp 2012 on their visit to Liberty Hall. The camp was hosted by the Mona School of Business and*

## Collaborations - "Be the Change" Summer Camp 2012

The OSE-YCWJ staged the second instalment of the "Be the Change" Summer Camp 2012 on the University of the West Indies campus. The camp, although having the same objectives from the first camp, catered to youth from communities under programmes administered by Jamaica Social Investment Fund (JSIF).

There were also some participants from Franklyn Town, Hannah Town and Parade Gardens; demonstrating that the programme continues to target youth from communities normally considered at risk. A total of 37 participants were hosted at the camp. Throughout the 13 days camp, the average daily participant attendance was 24.

The Positive Youth in Action Limited, which is a registered Community-Based Organisation (CBO), provided much-needed logistical and mobilisation support for the duration of the camp. The objective of the programme therefore seeks to provide participants with a greater appreciation for self, their community and the nation. This was the common strand which bound all the presentations that took place throughout the summer camp.



*Participants of the Office of Social Entrepreneurship – Youth Crime Watch of Jamaica Summer Camp 2012 pose for a photo during their education fieldtrip to Holywell Recreational*



**MSBM**

## OFFICE OF SOCIAL ENTREPRENEURSHIP (OSE)

### Mary Seacole Hall hosts its second “I’m Glad I am a Girl” camp

Coming off a successful staging in 2012, the YCWJ-OSE continued its association with the organisers of the I’m Glad I am a Girl Summer Camp. The week long camp (July 9 – 16, 2013), catered to girls (13 – 17 years old) from across the island and sought to develop their capacity in the areas of: mental and physical health, education and sexuality. Five young ladies from the Grade Nine Achievement Test High Achievers Programme also had the opportunity to be a part of this year’s proceedings.

In addition to providing participants, the YCWJ-OSE also assisted in the identification of the facilitator of a session on Internet Safety and Sexuality. The camp has gained significant traction since its inception to the extent that the current United States Ambassador Pamela Bridgewater requested that participants from a programme of which she is a patron be allowed to attend the camp as well. There was also extensive media coverage, both print and electronic, of the days leading up to, during and after the camp.

The organisers are currently finalising plans to establish an “I’m Glad I am a Girl” Foundation which will provide additional services and outreach activities on an annual basis across the island.



*Students from the OSE/YCWJ Grade Nine Achievement Test Saturday Programme participate in the “I’m Glad I am a Girl” Summer Camp held by the Mary Seacole Hall.*

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### Strengthening the Sports for Life Programme

The Youth Crime Watch of Jamaica and the Office of Social Entrepreneurship (YCWJ-OSE) continued their thrust towards the development of the Sports for Life Programme through the continued partnership in order to use sports as a catalyst for development in the country. It is an undeniable fact that concurrent with the country’s international exploits in the sporting arena, the stories are numerous of the at risk youth throughout the inner city communities across the island. Many of the country’s sporting icons emerged from these at risk communities and the programme’s aim is to provide structured programmes to influence the interest of the youth away from risky alternatives.

The OSE’s efforts in this venture have expanded both in terms of the scale and scope in recent times with the Sporting Camp held from March 16 to 25, 2012. The association with the Jamaica High School Alumni Sporting Network (JHSASN) has now blossomed into one which saw the organization forging linkages with persons in the Collegiate circuit from Hendrix College to provide their women team with the possibility of interacting with the female football teams at the High School level in Jamaica. Other important organizations and groups that made the camp a possibility included the School of Education, the Sports Department and the Jamaica Football Federation (JFF).



*The OSE/YCWJ in collaboration with the School of Education and the UWI Sports Department hosted the Hendrix College Female Football team and coaching staff for a series of workshops with high school female football teams from the Corporate Area*



**MSBM**

## OFFICE OF SOCIAL ENTREPRENEURSHIP (OSE)

### The Nannyville Uprising Youth Action Club's Nanny Bee Spelling Competition

The Nannyville Uprising Youth Action Club hosted its Nanny Bee Spelling Competition on May 26, 2012. The competition, which is in its second year, is catered to students aged 6 to 11 years old and has as its main goal the emphasising the importance of literacy as an integral part of personal development in both adults and children. To this end, in addition to providing critical support and character development for the students, the competition has infused a parenting component which recognizes the need to galvanize parental support as a key component of any initiative targeted at youth. It has been recognised that the involvement of parents in educational activity undertaken by children is an important factor in the student's success. Additionally, it also serves to address some of the problems that have come up for debates in recent time about the type of parenting currently being practiced in the country. Many have argued that the quality of the parenting has depreciated considerably over the years especially in areas described as inner city. Approaches such as this which seeks to provide parents with an opportunity to regain the high levels of involvement needed in order to ensure that their children are well-adjusted. Activities such as these fit within the YCWJ's mandate of education as a vehicle for social advancement and as a tool of diverting young persons from criminal activities within these communities.

The growth of the competition has been monumental with participants from other CSJP communities such as August Town taking part. This therefore suggests that the competition also has the ability to unite the various communities.



*OSE/YCWJ supports the Nannybee Spelling Competition held in the community of Nannyville.*

### GNAT High Achievers Programme enters its third year

The flagship programme of the YCWJ-OSE, the GNAT High Achievers Programme, has entered its third year and has been able to adapt to the changing needs of the student population to which it caters. The programme which started in October 2010 based on the articulated need by the Primary and Junior High Schools (that were in the initial establishment of the programme) has blossomed into a programme catering to three different set of students. As the name suggest, the programme was originally aimed at providing supplementary support for students who were about to sit the Grade Nine Achievement Test and needed supplementary assistance in their preparations. The Repeat, Reinforce, Practice (RRP) method of teaching using youthful and committed volunteers has remained in addition to the three-pronged components of Behaviour Modification, Scholastics and Mentoring.

However, based on both requests from the students and schools as well as from evidence gathered from the evaluations of the programme done by the students there has been some changes to the offerings to cater to the changing needs and demographics of the students to which we cater. The programme has been extended to accommodate a developmental batch of students, which essentially targets students in the grades 7 and 8, which gives the programme additional time to support students in their preparation for the

GNAT examination. It also gives the tutors ample time to add to the knowledge base of the students who are involved in the programme. Also many of the students, who have passed through the programme and have been placed in the various high schools, have requested that we continue providing support for them during their transitional phase of high school as well as in preparation for their Caribbean Secondary Examination Council (CSEC) examination and onwards. This extension has been named the "Pre-CXC Programme".



*A Group Tutoring session being conducted with students from the Grade Nine Achievement Test Saturday Programme hosted by the Mona School of Business and Management.*



**MSBM**

## OFFICE OF SOCIAL ENTREPRENEURSHIP

### McIntyre Villa - JSIF CXC Programme

The YCWJ-OSE continues to provide technical and project management support to the members of the Positive Youth in Action Limited (PYIA) in their quest to facilitate a CXC Evening Class Programme for members of the Greater Brown's Town community. The programme, the brainchild of the members of the PYIA, was developed to address what was deemed to be an emerging problem of youth unemployment and illiteracy within the community. To this end the programme targets persons aged 16 and older who have either dropped out of school without gaining CXC subjects, who have attempted subjects but were unsuccessful in obtaining any or those who may have obtained some but not all of the subjects that they required to either further their studies or gain meaningful employment.

The programme is funded for 11 months between February and December 2012. The idea is for the participants to sit the CXC in May to June 2013. The programme covers 3 subjects including Mathematics, English A and Information Technology runs from 5pm to 9pm, Mondays to Wednesdays.

Mathematics is currently being taught by Omar Lynch, a volunteer of the YCWJ-OSE. Additionally, teaching assistants from the community have been understudying the teachers and assist with the teaching and administrative functions involved in the programme.

While the JSIF has provided funding support for 25 students however, the application process saw over 30 prospective participants complete the diagnostic process. This seem to suggest that there is a need for similar programmes that cater to person who are desirous of furthering their education after having either dropped out of school or want to further their education.



*Participants from the McIntyre Villa community are being taught by Information Technology teacher, Mr. Floyd Moncrieffe. The OSE/YCWJ provided technical support and project management oversight for the project which is a joint effort between the Jamaica Social Investment Fund and the community.*



**MSBM**

## CONFERENCES / SYMPOSIA / SPECIAL LECTURES

### Panel Discussion on “Improving Road Safety and ICTs”

The Mona ICT Policy Centre (MICT), collaboration with the Ministry of Science, Technology, Energy and Mining and sponsors LIME, hosted a major panel discussion and exhibition to commemorate World International Telecoms Day on May 17, 2013.

The panel was chaired by Prof. Hopeton Dunn, MICT Director. Remarks were delivered by Hon. Julian Robinson, Minister of State, Ministry of Science, Technology, Energy and Mining. Other panellists were Dr. Parris Lyew-Ayee, Mona Geoinformatics Institute, UWI; Mr. Michael Saunderson, National Works Agency; Ms. Peta-Gay Hodges, National Road Safety Council and; Sgt. Robin Williams, Jamaica Constabulary Force.

It was attended by public and private sector participants, academics, police officers and other stakeholders in the area of road safety. The event was widely publicized and the panel was aired on Nation Wide News Network by Outside Broadcast.



*Presenters at the World ICT Day Panel Discussion on Improving Road Safety and ICTs. From left is Prof. Hopeton Dunn, MICT Director, Dr. Parris Lyew-Ayee, Director, Mona Geoinformatics Institute, UWI, Mr. Michael Saunderson, National Works Agency, Ms. Peta-Gay Hodges, National Road Safety Council, Mr. Robin Williams, Jamaica*

### Special Roundtable – International Reggae Conference

The Mona ICT Policy Centre hosted a special Roundtable presentation on “Reflections on Jamaica’s Music Sector and the Click Economy: Technology and New Business Models” on February 14, 2013 at the UWI, Mona. The session was a part of the International Reggae Conference, February 14-16, 2013. The Roundtable had Prof. Hopeton Dunn, Director, Mona ICT Policy Centre, and Director, CARIMAC, UWI as its convener and chaired by Dr. Indianna Minto-Coy, Deputy Director, Mona ICT Policy Centre, MSBM, UWI. The panellists included Dr. Michael Witter, Lecturer, Department of Economics, UWI, Ms. Georgia Gibson-Henlin, Gibson Henlin Gibson, Attorneys at Law and Dr. Michael Witter, Part-time Researcher, Mona ICT Policy Centre, MSBM, UWI. The roundtable commanded quite a bit of attention and was featured in the local press.

### Lecture on 50 Years of Media in Jamaica

Prof. Dunn was invited by the Jamaican Embassy in Washington USA, to deliver a lecture on June 14, 2013, entitled “Fifty Years of Media in Jamaica: Impact, Challenges and the Future”, as part of the Embassy’s Jamaica 50 Lecture Series. The Embassy also hosted a US launch of the Book Ringtones of Opportunity: Policy, Technology and Access in Caribbean Communications as part of the same event.

### Discussion on an Economic Action Plan for Jamaica

The MSBM, in collaboration with Jamaican United for Sustainable Development and the Jamaica Civil Society Coalition hosted a discussion titled “An Economic Action Plan – Options for Jamaica” on February 12, 2013 at the Faculty of Law Building, UWI Mona. Presenters included Dr. Densil Williams, Prof. Evan Duggan and Mr Dennis Chung while panellists included Mr Mark Kerr-Jarrett and Dr. Andre Haughton. The discussion sought to find the best possible option for Jamaica as the country struggles with the current economic climate, debt, and the IMF requirements.

### Business Dialogue Series

On April 11, 2013, MSBM, in conjunction with the JBDC/UWI Business Centre, held a Business Dialogue series under the topic “The IMF Agreement – Implications for Small Business”.



**MSBM**

## CONFERENCES / SYMPOSIA / SPECIAL LECTURES

### Tax Reform Seminar

MSBM, with the Private Sector Organisation of Jamaica (PSOJ) and the Jamaicans United for Sustainable Development (JUSD), hosted a Tax Reform Forum on July 24, 2013 at the Faculty of Law. Presenters included Mr. Chris Zacca, President of the PSOJ; Mr. Ainsley Powell of the Tax Administration of Jamaica; Dr. Densil Williams, MSBM; Mr. Richard Byles; Mr. Ralston Hyman, GOJ/IMF Committee; Dr. Tamoy Christie, Department of Economics; Mr. Brian Pengelley and Mr. Dennis Chung of the PSOJ. The aim of the forum was to increase discussions from which suitable recommendations could be derived to aid the tax reform process in Jamaica.

### Caribbean MBA Conference

The Caribbean Business Clubs of the Harvard Business School and the Wharton School of the University of Pennsylvania are vibrant MBA organizations which aim to increase the awareness within their communities of what it means to live, work and invest in the Caribbean. Since 2003 they have organized successful business conferences aiming to expose prominent Caribbean companies and organizations to over 100 students and alumni. This year the Wharton School of the University of Pennsylvania in association with MSBM collaborated to host the conference in Jamaica from January 4-5, 2013. Edward Harper (MBM student) was co-chair of the conference while Shanique Ellington (MBM Student) was Logistics Chair. They were supported by a few other students as well as the MSBM Marketing Team.

The following MSBM Faculty participated as Panellists: Dr Densil Williams, Dr Maurice McNaughton, Dr. Kadamawe K'nife, Mr. Ralph Thomas, Dr. Indianna Minto-Coy, and Mr Douglas Lindo. MSBM Executive-in-Residence, Mr. Jimmy Moss Solomon, delivered the keynote address in the Opening Ceremony.

### Design-Thinking Workshop

The CoE collaborated with the Stanford d-School, the World Bank ICT Sector Unit and RADA to conduct a 3-day Design-Thinking Workshop to tackle the "Challenge of Praedial Larceny in Agriculture". The workshop was conducted by The Hasso Plattner School of Design (Stanford University), March 19 – 21, 2013. The session involved representatives from RADA, Ministry of Agriculture, Jamaica Agriculture Society (JAS) and the Police (JCF).



*Visiting Coronation Market to discuss Praedial*

### Career Management Seminar

Mr. Lennox Parkins, MSBM Alumnus (Class of 1974) MBA, PMP, CMA, Group Controller, Atlantic Packaging Products Ltd, Toronto, conducted a free Career Management Lecture entitled "Differentiating your Personal Brand" on July 4, 2013. He is a mentor for the CMA and wants to give back to the school. All MSBM students were invited to attend.



*Career Seminar*



*Visiting Farmers in Irish Town to discuss Praedial*



**MSBM**

## CONFERENCES / SYMPOSIA / SPECIAL LECTURES

### Public Lecture – US Ambassador to Jamaica

On June 6, 2013, the MSBM, the Institute for Gender and Development and the Women’s Leadership Initiative hosted a very successful public lecture at the Faculty of Law. The special presenter was the U.S. Ambassador to Jamaica, Her Excellency Pamela E. Bridgewater. The theme of her lecture was: “Women’s Leadership: Transforming Self, Community and Country”.



*Her Excellency, Pamela Bridgewater,  
US Ambassador to Jamaica*

for twenty (20) Education Officers of the Jamaica Association of Education Officers. This was held on September 27, 2012 at the Half Moon Hotel. The facilitator was Ms. Erica Allen, OD.

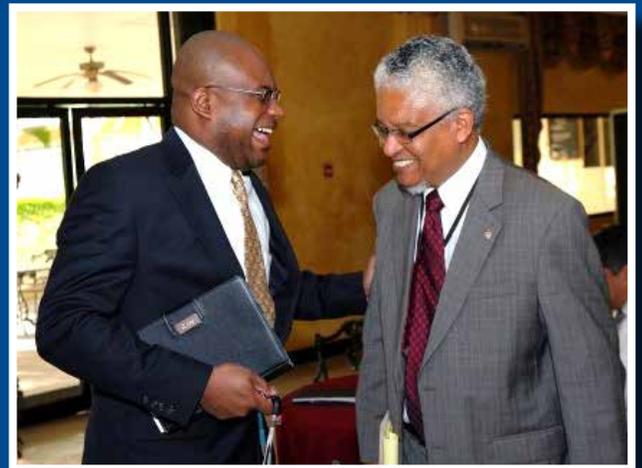
### MSBM Roundtable 2013

MSBM Roundtable 2013 was held on June 27, 2013, 7:00 a.m. – 10:00 a.m. at the Mona Visitors’ Lodge, UWI under the theme “How to Compete for Organizational Growth”. The Chair for this prestigious event was Professor E. Nigel Harris, UWI Vice-Chancellor, with remarks from Hon. Anthony Hylton, Minister of Industry, Investment & Commerce and presentations from Dr Densil Williams, Deputy Director, MSMB, UWI, Mona, Ms Kelly Tomblin, CEO, JPS and Professor Miguel Carrillo, Executive Director, Arthur Lok Jack

### Brown-Bag Seminars

The MSBM Brown-Bag Research Seminar Series are held on a monthly basis, to promote research among Faculty, keeping them apprised of research their peers may be engaged in, as well as to give Doctoral students an opportunity to present their research and to interact with full-time Faculty members. The first introductory session was held on February 14, 2013. The other three (3) seminars in the series were as follows:

- March 14, 2013 - under the topics: *Testing Theory and Related Factors for Driving Proficiency in Quantitative Research*, by Dr. Trevor Smith, Lecturer and *The Integrated Propulsion Strategy Theory: A Resources, Capability and Industrial Organization*, by Mr. Cedric Wilson, DBA Student.
- April 11, 2013 – presenting: “*Modeling Business Failure among SMEs: An Artificial Neural Networks and Logistic Regression Analysis*”, by Dr. Densil Williams, Deputy Executive Director and Senior Lecturer.
- May 9, 2013 – the topics: *Examining the Effectiveness of Faith-Based Institutions in Creating Social Value within Developing Countries: An Analysis of Churches in Jamaica*, by Dr. K’adamawe K’nife, Lecturer, and *Factors That Influence Group Perceived Cohesion Used As A Measure of Software Quality In Open Source Communities And The Interacting Effect Of Embedded Structural Networks*, by Mr. Steve Whyte, DBA student.



*Dr Densil Williams, Deputy Executive Director, MSBM and Prof Nigel Harris, Vice-Chancellor, UWI, share a light moment at MSBM Roundtable 2013.*

### Cyber Security Conference

Mona ICT hosted a two-day conference on “Cyber Security and Digital Forensics”, June 18-19, 2013 at the Faculty of Law Building, The University of the West Indies, Mona.

### Speaking With Confidence

MSBM designed and developed a seminar on “Speaking with Confidence”



**MSBM**

## RESEARCH & CONSULTANCY

### Digicel on Board with OSE Training Initiative

Eleven community organizations across Jamaica will be able to turn their activities into successful community businesses, thanks to a partnership forged between the Digicel Foundation and the UWI Mona School of Business and Management - Office of Social Entrepreneurship (OSE).

The initiative operates under the theme, 'Back to Roots - Stronger Roots, Stronger Communities, Stronger Nation'. It aims to help community organisations become more self-reliant by facilitating their transition to social enterprises, by teaching them how to run sustainable community businesses. As social enterprises, these community organisations will promote community development by the activities they carry out, as well as by their increased capacity to generate wealth and employment.

The 11 pilot projects promote community development through education, skills training, sports, and employment and income generation. They will receive funding totalling J\$13 million from the Digicel Foundation. They will also receive support from the OSE in a variety of areas crucial to starting and running sustainable community businesses, including entrepreneurial thinking and practice, preparation of business plans and models, proposal writing, and assistance in cultivating and strengthening key partnerships.

The Digicel Foundation's partnership with the OSE will also allow for effective monitoring and evaluation of the social impact of the initiatives being financially supported, not just at the completion of each project, but also over time.



*Dr. K'nlfe looks on while Mrs. Samantha Chantrelle, Executive Director, Digicel Foundation (3rd from the left), presents a document to Prof. McDonald. To the extreme right, stands Ms. Kerry-Jo Lyn, Programme*

### JN Foundation to assist social enterprises

A Jamaica National Foundation commissioned research is set to assess the needs and challenges of social enterprises. Since negligible data is currently available on the social, economic and environmental contributions these enterprises make to the country, the philanthropic arm of Jamaica National Building Society initiated the research to gather information on the sector in order to examine, inform and influence key decisions, which affect the sector. JN commissioned the Mona School of Business and Management at the University of the West Indies - through its Office of Social Entrepreneurship (OSE), headed by Dr Kadamawe Knlfe.

### MSBM Continues Support of "One-Laptop-Per-Child" Project

The Mona School of Business and Management (MSBM) launched its third "One-Laptop-Per-Child" (OLPC) project on May 16, 2013. Since its inception in 2011, the project has provided over 100 laptops to select schools. This year 20 XO laptops were distributed to the Mission House Basic School in Gordon Town, to be complemented by on-going teacher, parent and student training. This initiative is sponsored by the Western Union Foundation, and implemented by MSBM and People's Action for Community Transformation (PACT), with Internet support provided by LIME. The MSBM team was represented by Dr Maurice McNaughton - Director, Centre of Excellence for IT Enabled Innovation, Craig Perue - Senior Consultant at Centre of Excellence, and Maheshwar Boodraj-Manager, Information Systems supported by interns Dean Bartley and Jodi-Ann Whitehorne and contractor William Reid.

One-Laptop-Per-Child is a non-profit association supported by the Miami-based One Laptop per Child Association (OLPCA) in the United States and the Cambridge-based OLPC Foundation (OLPCF) in Europe to oversee the creation of affordable educational devices for use in the developing world. Internationally the project has been funded by member organizations such as eBay, Google, and the World Bank.





**MSBM**

## RESEARCH & CONSULTANCY

The OLPC Programme was launched in Jamaica on January 18, 2011, with 75 laptops given to Providence Methodist Basic School for its 4 and 5 year old students, and 40 to the students of the two Grade Four classes at August Town Primary School. Since then the principals of both schools have reported yearly increases in student scores on the final exams of about 50%. The programme is supported by a large active community of worldwide volunteers designing, developing, testing and improving software to help children learn language arts, mathematics, science and many other areas of the Jamaican early childhood and primary school curricula.

The XO laptops used by OLPC are designed so that children find them easy and fun to use with no need for complex manuals. The machines are ideal for use by children as they are designed with rugged cases, dust and waterproof keyboards, and are easy to repair. Almost all the software and content developed in this programme are open educational resources that will impose no licensing or copyright costs on Jamaican parents or taxpayers.

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### Open Business Models

The MICT Team continues work on the project “Open Business Models: New Compensation Mechanisms for Creativity and Inclusion”. This project intends to see how artists can benefit from new and alternative methods of receiving payments in the emerging digital economy. Partners in this project are Fundação Getulio Vargas – Brazil; Fundación Karisma – Colombia; and American University – Washington, USA.

During the period under review, the team drafted three papers on the outcomes of research undertakings as follows:

1. The Music Sub-Sector of the Jamaican Economy
  2. Music, Media and Collecting Societies in Jamaica: An Analysis.
  3. Music and Technology: Facilitating Change in Jamaica’s Music Sector
- MICT also participated in collaborative meetings both online and face to face including a meeting in Rio de Janeiro, Brazil in December 2013 and one in Montevideo, Uruguay in April 2013.

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### Global Entrepreneurship Monitoring Project

The Mona ICT Policy Centre with support from the International Development Research Centre is engaged in the analysis of data, preparation of reports and dissemination of results from the Global Entrepreneurship Monitoring - GEM Caribbean Project, which examines the linkages between creative industries and entrepreneurship. In the period under review, the team began the analysis of data collected in Jamaica, Trinidad and Tobago, Barbados and Colombia for the project.

Analysis of Network Readiness Rankings: The Mona ICT Policy Centre is working on an analysis and recommendations to the Government of Jamaica regarding the actions necessary to improve the status of ICT based on the elements of the World Economic Forum ranking.

### Project-based Research

The following are project-based research currently being undertaken by the Centre of Excellence (CoE):

- **IDRC Research Grant - Open Data in the Caribbean:** Creating Possibilities and Opportunities for increased Access, Collaboration and Innovation; Continued program of Open Data initiatives within the Caribbean with the mandate of building institutional capacity, and advocacy for Government Open data policy and practice across the region through training, demonstration projects and research. The grant was extended during the year to facilitate collaboration with the World Bank on the Open Data Readiness Assessment for the Government of Antigua, as well as staging the 2013 Caribbean Open Data conference/codesprint.





## RESEARCH & CONSULTANCY

- World Wide Web Foundation - Designated Mentor in the Open Data Research project “From Data to Development: Exploring the Emerging Impact of Open Government Data in Developing Countries (ODDC)”, funded by the International Development Research Centre (IDRC).
- Research mentoring two country case studies (April 2013 – March 2014):
  - An Investigation of the use of the Online National Budget of Nigeria (by University of Ilorin)
  - The use of open data in the governance of South African higher education (by University of Cape Town)
- Economic Commission for Latin America and the Caribbean (ECLAC) – Research study: Open Data in The Caribbean Tourism Sector: A Catalyst For Improved Service Delivery And Market Visibility; Nov 2012 – April 2013; Study findings presented at Open Data Regional Conference in Latin America and the Caribbean - Montevideo (Uruguay) on the 26-27 June
- FirstCaribbean International Bank (FCIB)/UWI Research Grant – Exploring the potential impact of Mobile Financial Services in delivering Path / Pension Payments in Jamaica.

## FACULTY PUBLICATIONS

### Refereed Journals

- Chevers, J.E., **Chevers, D.A.** & Munroe, T. (2013). The internal audit process and good governance: Toward a research model. *Academy of Business Research Journal*, 1, p. 48-58.
- Clayton, A., **Knife, K.**, **Spencer, A.** (2012). Using Integrated Assessment to develop Policy Options: Trade, Land Use and Biodiversity- a case study of the sugar industry in Jamaica. *World Journal of Entrepreneurship, Management and Sustainable Development* Vol. 8, No. 2. pp. 170-182.
- Mansingh G., **Rao L.**, Osei-Bryson K. M., Mills A. (2013). Profiling Internet Banking Users: A Knowledge Discovery in Data Mining Process Model Based Approach. *Information Systems Frontiers*, Springer, 1-23.
- Smith P., **Rao L.** and **Thompson S.** (2013). Towards Developing a Cost-Benefit Model for Learning Management Systems. *Conf-IRM 2013*, May 22-24, 2013, Paper ID: P58, ISBN 978-0-473-24645.
- Guzder, J., Paisley V, J., **Robertson-Hickling H** & FW Hickling (2013) “Promoting Resilience in High- risk Children in Jamaica: A Pilot Study of a Multimodal Intervention.” *Journal Canadian Academy of Child and Adolescent Psychiatry*. 2013 May; 22(2): 125-130.
- Hickling, F. W & **Robertson-Hickling, H.** (2013). Media Representation of Personality Disorder In Jamaica-Public Scholarship as a Catalyst of Health Promotion. *West Indian Medical Journal* July 2013.
- **Spencer, A.**, Buhalis, D., Moital, M. (2012). A Hierarchical Model of Technology Adoption for Small Owner-Managed Travel Firms: An organizational decision-making and leadership perspective. *Tourism Management Journal*. Vol. 33, No. 5, pp. 1195–1208.
- **Williams, D.** and **Knife, K.** (2012). Correlates of Gender and Credit Behaviour in Small Firms: Evidence from Small, Developing Economies. *Entrepreneurial Executive*. Vol 17, 69-86, 2012.
- **Williams, Densil.** (2013). Industry sector and the internationalization of SMEs. *Journal of International Business Review*.
- **Williams, D. A.** (2012). International Standards and Trade: Evidence from Caricom Economies. *Forum Empresarial*. 17, 2. Pp 1-22.
- **Williams, D.** (2012). Industry sector and the export behaviour of small, locally-owned firms. *Journal of International Business Research*. 11, special issue (1) pp. 15-28.
- **Williams, D.** (2013). Gender and the Internationalization of SMEs. *Journal of International Business Research*. 12, (1) pp. 133-146.

### Refereed Book Chapters/Books

- **Dunn, H.** (Ed.) *Ringtones of Opportunity: Policy, Technology and Access in Caribbean Communications*. Kingston: Ian Randle Publishers.
- **Dunn, Hopeton** and **Minto-Coy**, Indianna. (2012). Strategic Issues, Challenges and Opportunities in Caribbean ICTs. In Dunn, Hopeton, *Ringtones of Opportunity: Policy, Technology and Access in Caribbean Communications* – Ian Randle Publishers, Kingston.
- **Dunn, Hopeton, Thomas, Michele and Brown, Allison** (2012). Re-Thinking ICT Policy Making in the Caribbean: A Decision-Making Framework for the 21st Century. In Dunn, H. (Ed.) *Ringtones of Opportunity: Policy, Technology and Access in Caribbean Communications*. Kingston: Ian Randle Publishers.
- **Dunn, H.** and Johnson-Brown, Sheena. (2012). Information Literacies and People Empowerment in the Global South. In Dunn, Hopeton, *Ringtones of Opportunity: Policy, Technology and Access in Caribbean Communications* – Ian Randle Publishers, Kingston.
- **Dunn, H.** and **Cowell, N.** (2012). Mobility and Work in the Caribbean – Telecommuting for Personal and Regional Development. In Dunn, Hopeton, *Ringtones of Opportunity: Policy, Technology*



## FACULTY PUBLICATIONS

and Access in *Caribbean Communications*  
– Ian Randle Publishers, Kingston.

- **Dunn, Hopeton.** (2013) *Slavery and Emancipation in the Caribbean: Preserving the Public Memory*. In Lee, Philip and Thomas, Pradip Ninan Thomas *Public Memory, Public Media, and the Politics of Justice*. Palgrave.
- **Dunn, Hopeton.** (2013). ‘Something Old, Something New...’: WikiLeaks, Newspapers and Conjoint Approaches to Political Exposure. In (eds.) Benedetta Brevini, Arne Hintz and Patrick McCurdy, *Beyond WikiLeaks: Implications for the Future of Communications, Journalism and Society*. Palgrave.
- **McNaughton, M., Thompson, S.** and Duggan, E. (2012). ‘Adoption and Diffusion Patterns of FOSS in Jamaican SMES: A Study of Perception, Attitudes and Barriers’ in *Free and Open Source Software for Sustainable Development in Developing Countries*, (ed) Dr. Sulayman K. Sowe, Prof. Govindan Parayil and Prof. Atsushi Sunami, UNU Press.

### Papers Presented – at Refereed Conferences

- **Abrikian, H. and Lawrence, W.** (2013) “*SME Restructuring: Financial Strategies for Turnaround and Growth*.” Manuscript No. PT3114 for the 15th International Academy of Management and Business (IAMB) conference in Lisbon, Portugal, April 17-19, 2013.
- **Crick, A.** (2013) “*The fourth S in Caribbean Tourism: Creating smiles is big business and hard work*”, Academy of Business Conference, New Orleans, March 2013.
- **Chevers, D.** (2013). “*Determinants of Process Maturity in English-speaking Caribbean Firms*”. Conference Proceedings at the International Conference on Information Resources Management (Conf-IRM) in Natal, Brazil on May 22-24, 2013, p. 1-12.
- **Donalds, C.** and Osei-Bryson, K.-M. (2012). “*Towards the Construction of a Domain Ontology for Criminal Investigations: The Case of the Jamaican Constabulary Force*”. Special Interest Group on Global Development, Orlando Florida, December 2012.
- **Donalds, C.** and **Thomas-Stone, J.** (2012). “*The Effect of Blended Learning versus Conventional Delivery on Students’ Academic Performance: The Case of the University of the West Indies*”. Academy of Business Research Conference, New Orleans, March 14 -16.
- **Dunn, H.** (2012). “*On Creative Resilience and Globalization from Below: Resisting ‘Cultural Synchronization’ in Jamaica, with Lessons For the Global South*” International Conference on Communication and Global Power Shifts in Beijing, China on October 11, 2012.
- **Knife, K., Haughton, A.** and Dixon, E. (2012) “*Measuring Sustainability and Effectiveness of Social Value Creation by Social Sector Actors/ Social Enterprises Within Developing Countries*”, Las Vegas, Nevada, October 10-13, 2012.

- **Knife, K., Haughton, A.** (2012). “*Social Entrepreneurship – reducing crime and improving the perception of police performance within developing countries*.” Allied Academy Conference, New Orleans, 2012.
- **Nicholson, L.** (2013) “*Family-owned Businesses – The seat of entrepreneurship: the case of the English Speaking Caribbean*” 14th Annual SALISES Conference Cave Hill Barbados, April 22 – 24, 2013.
- **Nicholson, L.** (2013) “*Religion & Family-Owned Businesses: The Case of the English Speaking Caribbean*” 21st International Business Research Conference, Ryerson University, Toronto, Canada, June 10 - 11, 2013.
- **Nicholson, L. & Daley-Nation, D.** (2013). *Religion & Family-Owned Businesses: The Case of the English Speaking Caribbean. Proceedings of 21st International Business Research Conference*. June 10 - 11, 2013, Ryerson University, Toronto, Canada, ISBN: 978-1-922069-25-2.
- **Rao L., Osei-Bryson K.M.** and Reichgelt H. (2012). “*B2C E-Commerce Systems Quality Dimensions*”. The Proceedings of the SigIQ Workshop 2012, Quality Information in Organizations and Society, Orlando, Florida, December 16.
- **Mills A., Tennant V., Mansingh G., and Rao L.,** (2013). “*Internet Banking: Enablers and Inhibitors for Developing Economies – A Study of Potential Adopters in Jamaica*”. Proceedings: 19th Americas Conference on Information Systems (AMCIS), Chicago, U.S.A., August 15-17, 2013.
- **Tennant, D. and Tennant, S.** (2012). ‘Can a Labour Market Intervention to Social Protection Pay for itself: A Cost Benefit Analysis of the Steps to Work Programme in Jamaica’ SALISES Thirteenth Annual Conference: Fifty Years of Independence in the Commonwealth Caribbean: Critical Reflections in a Time of Uncertainty, Kingston, Jamaica - August 20-25, 2012.
- **Thompson, S.** (2013). “*When the Opportunistic Adoption of Internet Technologies by Small and Medium-Sized Enterprises Segues into Strategic Use: Cases from a Developing Country Context*”. Proceedings of the Americas Conference on Information Systems. August 15 - 17, Chicago, US.
- **Thompson, S.** (2013) - WG 9.4: “*Social Implications of Computers in Developing Countries*” 12th International Conference on Social Implications of Computers in Developing Countries, May 19-22, 2013.
- **Williams, D.** (2012). “*Gender and the Internationalization of SMEs*”. Allied Academies International Conference- Las Vegas, October 10-13, 2012.
- **Williams, D.** (2013). “*The Enabling Business Environment and Failure among Start-ups: A Cross Country Analysis*”. Washington Business Research Forum. March 14-16, 2013
- **Williams, D.** (2013) “*Resources and Failure of SMEs: Another Look*”. International Council of Small Business World Conference. Puerto Rico- June 20-23. Pp 1-22.



## FACULTY PUBLICATIONS

### Non-refereed Publications

- **Dunn, Hopeton.** (2012). Jamaica Country Report. *Global Information Society Watch* (GISW), APC.
- **McNaughton, M.** (2013). "Jamaica's Olympics Village in Birmingham: A Microcosm for Enhancing Cultural and Economic Possibilities in the Jamaican Diaspora". *Jamaica@50 edition of the MSBM Business Review*.

### Invited Presentations

- **Chevers, D.** (2013) "Leveraging new technologies for wealth creation and national development". Diaspora Information Session hosted by the Jamaica High Commission in Ottawa, Canada and the Jamaica Association of Montreal, Canada on April 29, 2013.
- **Crick, A.** (2012). Turning the Titanic Around – Lessons from Jamaican Organizations, Presentation to the Competitiveness Forum, Trinidad, November 2012.
- **Dunn, H.** (2012). "Regulators – Who Needs Them?" Conference of the Office of Utilities Regulation (OUR): Regulation as a Catalyst for Sustainable Development at the Jamaica Pegasus Hotel, November 1-2, 2012.
- **Dunn, H.** (2013). "Fifty Years of Media in Jamaica: Impact, Challenges and the Future", Jamaican Embassy in Washington USA - Jamaica 50 Lecture Series, on June 14, 2013.

### Invited Presentations cont'd

- **Dunn, H.** (2013). "Re-evaluating 'Synchronization': Crisis, Power Shifts and Alternative Conceptual Constructs in Communication Theory", IAMCR Annual Conference in Dublin, Ireland, June 25-28, 2013.
- **Dunn, H.** (2013). "Changing Geography of the Field: Implications for Communication Theories." IAMCR Annual Conference, Dublin, Ireland, June 25-28, 2013.
- **Dunn, H.** (2013). "The Challenges of Global Communications", Special International Thematic Workshop at the University of Padova, Italy, February 11-16, 2013.
- **Dunn, H.** (2013). Youth Communication Today: Sexting, Texting and Tweeting. Trelawney Parish Library, February 2013.
- **Dunn, H.** (2013). "ICT Awareness and Capacity Building for Region-wide Broadband Deployment", CANTO Broadband Infrastructure Inventory and Public Awareness in the Caribbean, February 5-7, 2013.
- **Dunn, H.** (2013). "Safety of Journalists in the Caribbean." World Press Freedom Day Caribbean Media Summit, Curacao, May 2-3, 2013.
- **Dunn, H.** (2013). "Fifty Years of Media in Jamaica: Impact, Challenges and the Future." Jamaica 50 Lecture Series, Washington, DC, June 14, 2013.
- **Dunn, H.** (2013). "ICTs, Jamaican Society and Culture", presentation to students at the Communication University of China and The School of

Communication (linked to The Simon Fraser University), China, October 2012.

- **Lawrence, W. and Thomas, R.** (2013). "How should Jamaican Financial Institutions Respond to Critical Macroeconomic Trends." Meeting of Credit Union Managers hosted by the Jamaica Co-operative Credit Union League, Kingston, Jamaica, March 20, 2013.
- **Lawrence, W. and Thomas, R.** (2013). "How should Jamaican Insurance Firms Respond to Business Related Trends?" Breakfast session organized by the Caribbean Insurance Professionals Society (CIPS), Kingston, Jamaica, April 9, 2013,
- **Lawrence, W.** (2013). "Transforming Business Models for Organizational Growth." Strategic Retreat of GraceKennedy Foods Division, Kingston, Jamaica, on June 7, 2013.
- **Sowe, S. K. and McNaughton, M.** (2012). *Using Multiple Case Studies to Analyse Open Source Software Business Sustainability in Sub-Saharan Africa.*
- **McNaughton, M.** (2013). "Open Data - Examples and Opportunities in the Caribbean" Public forum, Antigua & Barbuda –April 23, 2013.
- **McNaughton, M.** (2013). "Leveraging information technology for sustainable growth", Caribbean Executive Leadership Series 2013, April 24, 2013.
- **McNaughton, M.** (2013). Discussant at World Bank Knowledge Sharing event to summarize preliminary findings of the Antigua & Barbuda Open Data Readiness Assessment - April 30, 2013.
- **McNaughton, M.** (2013). "The Changing Nature of Innovation - A Growth Imperative", Katalyxt 2013 Business Development Conference, May 15, 2013.
- **McNaughton, M.** (2013). "Free and Open Source Software, Open Data and Open Standards", UNESCO Consultative Meeting, Kingston during July 18-19, 2013.
- **McNaughton, M.** (2013). "Open Data & The Caribbean Open Institute" Data Journalism Workshop, Dominican Republic, July 21-23, 2013.
- **McNaughton, M.** (2013). Press Conference on launch of Open Data Readiness Assessment In Antigua/Barbuda <http://www.youtube.com/watch?v=QRlgVjRerPw&feature=youtuve> – April 22, 2013.
- **McNaughton, M.** (2013). "Open Data - Examples and Opportunities in the Caribbean". Public forum in Antigua & Barbuda. <http://www.youtube.com/watch?v=eBd8ba4lhBA&feature=youtuve> – April 23, 2013.
- **McNaughton, M.** (2013). Discussant at World Bank Knowledge Sharing event to summarize preliminary findings of the Antigua & Barbuda Open Data Readiness Assessment, April 30, 2013.
- **McNaughton, M.** (2013). "Leveraging information technology for sustainable growth". Caribbean Executive Leadership Series 2013, April 24, 2013.
- **McNaughton, M.** (2013). Presented Webinar: "Open Data: Challenges & Opportunities in the Caribbean", to



## FACULTY PUBLICATIONS

Data Journalism Fellows, July 4, 2013.

- **McNaughton, M.** (2013). *"The Universal Broadband Imperative, 10 years hence..."*. Universal Service Fund Board Retreat, June 20, 2013.
- **McNaughton, M.** (2013). *"The Changing Nature of Innovation - A Growth Imperative"* Katalyxt 2013 Business Development Conference, May 15, 2013.
- **McNaughton, M.** (2013). *"Open Data & The Caribbean Open Institute"*. Data Journalism Workshop – Dominican Republic, July 21-23, 2013.
- **McNaughton, M.** (2013). *"The Evolving Role of Caribbean Statisticians and National Statistics Offices in the Emerging Open Data Ecosystem"*. 37th Meeting of the Standing Committee of Caribbean Statisticians (SCCS) at their Regional Statistical Research Seminar on 2 November 2012.
- **McNaughton, M.** (2013). *"Free and Open Source Software, Open Data and Open Standards"*, UNESCO Consultative Meeting on July 18-19, 2013, Kingston.
- **McNaughton, M.** (2013). *"Open Government Data and FOI: Philosophical Differences and Institutional Synergy – Crafting a Roadmap towards Convergence"*. Regional Conference On Freedom Of Information In The Commonwealth Caribbean, March 20-21, 2013.
- **McNaughton, M.** (2013). *"Opportunities for Open Data in Tourism*

*Sector"*. ECLAC "Open Data 4 Development (OD4D) in LAC" seminar/workshop and the regional OGP meeting in Santiago de Chile, January 9 - 11, 2013.

- **McNaughton, M.** (2013). *"Neglected Themes in Jamaica's History"*. Panel discussion, as part of the History at Fifty Conference staged by the Department of History & Archaeology.
- **Minto-Coy, I.** (2013). *"Technology and Telecommunications"*. 10th Caribbean MBA Conference, Kingston, Jamaica, January 4-5, 2013.
- **Minto-Coy, I.** (2013). *"Researching the Caribbean Diaspora"*. Diasporas, Development and Governance in the Global South Conference, Waterloo, Canada, May 26-29, 2013.
- **Minto-Coy, I.** (2013). *"The Jamaica Diaspora Policy"*. Jamaica Diaspora Conference 2013, Montego Bay, Jamaica, June 16-19, 2013.
- **Nicholson, L.** (2013). *"Religion & Family-Owned Businesses: The Case of the English Speaking Caribbean"*. 21st International Business Research Conference, Ryerson University, Toronto, Canada, June 10 - 11, 2013.
- **Nicholson, L.** (2013). *"Caribbean Family Businesses – Entrepreneurial Imperatives"*. 21st International Business Research Conference - June 10 - 11, 2013. Ryerson University, Toronto, Canada.
- **Nicholson, L.** (2013). *"Family-owned Businesses – The seat of entrepreneurship: the case of the English Speaking Caribbean."*





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 research:

### Awards

- **Chevers, D.** - Received a 6-month fellowship to Carleton University, Ottawa, Canada (effective January 1, 2013) to conduct research with Dr. Gerald Grant on Information Systems Quality in Canadian Software Development Firms.
- **Chevers, D.** – One of two recipients of the UWI/Guardian Life Teaching Award for 2012.
- **Dunn, H.** and Rupert Lewis - The Best Research Publication at the UWI Annual Research Days Awards Ceremony. (Edited Collection) Special Issue: Communicating Pan-Africanism: Caribbean Leadership & Global Impact. Critical Arts South-North Cultural & Media Studies Vol.25, No. 4, Dec. 2011.
- **Dunn, H., Brown, A.** and Thomas, M. - The Project Attracting the Most Research Funds at the UWI Annual Research Days Awards Ceremony, awarded to Project - Open Business Models: New Compensation Mechanisms for Creativity and Inclusion.
- **K'nlife, K.** – received the Allied Academics International Fall Conference (AAIFC) Academy of Entrepreneurship Distinguished Researcher Award for paper entitled “Measuring Sustainability and Effectiveness of Social Value Creation by Social Sector Actors/Social Enterprises within Developing Countries”, October 10-13, 2012 in Las Vegas, USA.
- **McNaughton, M.**, Duggan, E. and Forrester, T. - The Project with the Greatest Business/Economic/Developing Impact at the UWI Annual Research Days Awards Ceremony, awarded to for the Mobile Financial Services Research Project.
- **Rao-Graham, L.**, and Gunjan Mansingh - The Best Research Publication at the UWI Annual Research Days Awards Ceremony, (Article) Building ontology based knowledge maps to assist business process re-engineering, in Decision Support Systems, Vol. 52, Issue 3, Feb. 2012, pp. 577-589.
- **Spencer, A.** - Institute of Travel and Tourism PhD thesis of the Year Award- 2011/2012, Institute of Travel and Tourism Education and Training Committee, United Kingdom.
- **Williams, D.** - AAIFC Distinguished Research Award for paper entitled “Gender and the Internationalization of Small and Medium-Sized Enterprise”, October 9-12 in Las Vegas, USA.
- **Williams, D.** - Received Outstanding Researcher Award at the UWI Annual Research Day Awards Ceremony for the following three works:
  - Technology and the export behaviour of small, locally owned firms: New insight, in Journal for the Advancement of Developing Economies, Vol. 1, Issue 1, 2012, pp. 3-23.
  - The Dark Side of Social Entrepreneurship, in International Journal of Entrepreneurship, Vol. 16, 2012, pp 69-81.
  - Competiveness of Small Nations: What Matters? Arawak Publishers. Kingston: Jamaica.



*From right to left: Prof. Hopeton Dunn, Mrs. Michelle Thomas and Ms. Allison Brown, accept their award for “The Project Attracting the Most Research Funds at the UWI” from Prof. Gordon Shirley, Principal, at the UWI Annual Research Days Awards Ceremony.*

### Grants:

- **Donalds, C.** - Received New Initiative Grant (effective August 1, 2012) for project entitled - Towards the Construction of a Criminal Investigation Knowledge System for the Jamaican Constabulary Force: An Ontology and a Meta-Directory.
- **Rao-Graham, L.** - Received a UWI New Initiative Grant for the project entitled “Designing a Tertiary Educational Decision Support System: Identifying the Critical Information Set and Decision Making Styles”, 2013.



**MSBM**

## PUBLIC SERVICE

Various Faculty and members of staff serve on Boards and Committees of a wide range of institutions and organizations in the public and private Sectors. Details of these are set out below:

### **Harry Abrikian**

- Member, CVSS/United Way Projects and Programmes Committee.
- Member, MSB E-Learning Committee.
- Member, MSB Projects Committee.
- Member, MSB Venture Capital Competition/Vincent HoSang Committee.
- Member, Board of Directors of Business Recovery Systems Limited.
- Chair for the Finance Committee for the Faculty of Social Sciences.
- Member of Pre-Planning/Terms of Reference Committee for repositioning of the FSS.
- Member of the new Teaching & Learning FSS Sub-Committee.

### **Maheshwar Boodraj**

- Director, Ardenne Alumni Foundation.
- Vice President of Membership, Project Management Institute Jamaica Chapter.
- Advisor to the Executive Committee, Ardenne Alumni Association.

### **Olivene Burke**

- Member, Grace Missionary Church Council.
- Director, Grace Missionary Church Youth Department.
- Member, Jamaica National, Papine Branch Advisory Council.
- Board Member, Hope Valley Experimental Infant and Primary School.
- Board Secretary, Hope Valley Experimental Infant and Primary School.
- Board Member, Hermitage Basic School.
- President, Hope Valley Infant and Primary School Parent Teachers' Association.

### **Marvalyn Campbell**

- Member, Board of Directors, Mico University College.
- Vice Chair, Procurement Committee, Mico University College.
- Vice Chair, HR Committee, Mico University College.
- Member, Board of Directors, Vauxhall High School.
- Chair, HR Committee, Vauxhall High School.
- Member, Procurement Committee, Vauxhall High School.
- Member, Human Resources Committee, ODPEM.
- Technical Director, Jamaica Amateur Softball Association (JASA)
- Recorder, Jamaica Amateur Athletic Association (JAAA)
- Volunteer, Peace Management Initiative (PMI)
- Member, Jamaica National Building Society Advisory Committee, Papine Branch

### **Kamau Chionesu**

- Member, Heart Foundation of Jamaica.
- Member, Jamaicans For Justice.
- Member, Greater Portmore Citizens Association (Calder).
- Associate, Philosophy Unit, Department of Language, Linguistics & Philosophy.

### **Anne P. Crick**

- Director, JMMB Board.
- Chair of the Human Resource, Nominations and Corporate Governance sub-committees, JMMB.
- Member, Board of Studies, College of Insurance & Professional Studies.

### **Derrick Deslandes**

- Cocoa Diversification Enterprise Team (Ministry of Agriculture).
- Tourism Linkage Committee (Ministry of Tourism).
- Collaboration with Nipissing University.
- St. Georges College, Trinidad. CAPE Tourism lecture, January 9, 2013.
- Drafted proposal for a UWI takeover of the Sydney Pagan Agricultural High School.
- Assisted Ministry of Tourism in vetting questionnaires to collect data on hotel demand for food, entertainment, and manufactured items.

### **Charlette Donalds**

- Reviewer for the International Conference on Information Systems (ICIS).
- Reviewer for the Special Interest Group on Global Development (SigGlobDev).
- Reviewer for the Hawaii International Conference on System Sciences (HICSS).

### **Patricia Douce**

- Member of the first MSBM Christmas Luncheon Planning Committee.
- Member of the Planning Committee for Launch of Mona ICT Policy Centre.
- Member of the Planning Committee for the Jamaica National Children's Home Christmas event.
- Assisted the UWI Township Project with its annual Christmas Tree Lighting Ceremony 2012 in August Town.

### **Hopeton Dunn**

- Member of the University Senate.
- Chairs the UWI Advisory Committee on CKLN/C@ribnet relations with UWI.
- Chairman, Broadcasting Commission of Jamaica.
- Serves on board of the Jamaica National Commission for UNESCO.
- Chief Judge, Jamaica Broilers Group Fair Play Media Awards.
- Serves on the Editorial Board of the international journal Telecommunications Policy.
- Associate Editor of the South Africa journal, Critical Arts.
- Lay Magistrate and Justice of the Peace for the parish of Kingston.

### **Serephena Emanuel**

- Co-chaired the Planning Committee for the first MSBM Christmas Luncheon (following the merger) which was held at Water Falls, Kingston in December 2012.

### **K'adamawe K'nife**

- OSE -YCWJ Grade Nine Achievement Test High Achievers Programme Saturday Classes – October 2011 – June 2012.
- 'Be the Change' Summer Camp 2012 – July – August 2012
- Facilitator – Biz Lab – "How to develop i3 Summer Camp – August 8 – 11, 2012. – UWI, Mona Preston Hall



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## **PUBLIC SERVICE**

- Student for the Advancement of Global Entrepreneurship – Judging Panel – SAGE World Cup San Francisco July 26 – August 3, 2012.
- Tower Street Adult Education Programme. December 2010 – July 2012.
- Arnett Gardens Golden Triangle Programme.
- Valley Foundation Mentorship and Motivational Programme – Salem and Rose Heights, St. James, various community groups and schools.
- Speaker – National Centre for Youth Development, “Job Creation or Job Search”. Career Development Sessions – February 28, 2013.
- Women’s Resource Outreach Centre – Women In Entrepreneurship.

### **William Lawrence**

- Board of Trustees of the Small Business Association of Jamaica.
- Board of Directors of the McIntosh Bedding Company Limited.
- A member of Turnaround Management Association (TMA).
- Co-chair of a Strategy Session on April 17, 2013 at the 15th Annual Conference of the International Academy of Management and Business, Lisbon, Portugal, April 17-19, 2013.
- Member of the e-Learning Campus Academic Review Committee of the Jamaica Stock Exchange.

### **Ingrid Bennett-Lewis**

- Member of the Finance and Advisory Committee of Jamaica Baptist Union.

### **Patricia Lothian**

- Member of the International Council on Women Business Leaders (ICWBL) - Access to Finance Committee.
- Member, Jamaica South African Association.
- Board Member, FISH Medical, Dental and Eye Clinic.
- Member, Finance Committee, FISH Medical Dental and Eye Clinic.
- Member, Fund Raising Committee, Special Olympics of Jamaica.
- Member, Human Resource Management Association of Jamaica (HRMAJ).
- Fellow, Jim Moran Institute for Global Entrepreneurship.
- Member, National Business Incubation Association, USA.
- Member, WIGUT Membership Committee.
- Member, Association of Business and Professional Women.
- Founding member of Patti-Ann Allyssa Lothian Foundation for Youth (PALFY).
- Member of Andrews Memorial Seventh-day Adventist Church Education Committee, Health Series /Health Fair committee and Special Needs Committee.

### **Vanda Levy-McMillan**

- Member of the Senior Management Team of the Jamaica Netball Association.
- Member of the Jamaica Employer’s Federation Convention Programme sub-committee.
- Member of UWI Mona’s Faculty of Social Sciences Teaching and Learning Committee
- Member of the Change Management Committee relative to the MSB/ DOMS merger.
- Participated in Accreditation Activity, UCJ

### **Maurice McNaughton**

- Mini-track chair review duties for “Mobile ICTs for Service Delivery” - AMCIS 2013, Chicago.
- Board member NewsTalk 93FM.
- Chair of the FSS ICT Advisory Committee, established as part of the new ICT Governance structure for the University, and the designated FSS representative on the Mona Campus ICT Steering Committee.
- Contributed to development of “ICT Roadmap” for Ministry of STEM.
- Member of GOJ Steering Committee for “Tablets in Schools” pilot project.
- Hosted a 5-day developers’ workshop on the CKAN &Open Spending Data Management Platforms in collaboration with the Open Knowledge Foundation on January 14 – 18, 2013.

### **Lawrence Nicholson**

- Chair, Steering Committee of the Poverty Reduction Programme (PRP II), funded by the European Union (EU), in collaboration with the government of Jamaica (GoJ) to reduce poverty and crime in violent and volatile communities.
- Chair, Board of Governors of the Mona High School.
- Director, Television Jamaica (TVJ).
- External Examiner for Business courses at UTECH.

### **Lila Rao-Graham**

- Reviewer for the Information Systems Frontiers (ISF) Journal.

### **Hilary Robertson-Hickling**

- Member of the Board of Managers of St Andrew High School
- Member of the Board of Managers of the Queen’s School
- Member of the Teachers Services Commission
- Member of the Mary Seacole Foundation
- Justice of the Peace

### **Ralph Thomas**

- Provided advisory services on Business Planning to the Directorate of Sports Management related to the UWI Stadium.

### **Densil A. Williams**

- Vice Chairman, Collaborate for Life Project Advisory Board, The Competitiveness Company.
- Board Member, Caribbean Competitiveness Centre, UWI, St. Augustine, Trinidad
- Commissioner, Jamaica Fair Trading Commission
- Deputy Chairman, Spectrum Management Limited
- Chairman, Audit Committee, Spectrum Management Authority
- Chairman, Rural Agriculture Development Authority
- Mona Academic Board Representative – Board for Undergraduate Studies, UWI
- Mona Academic Representative – UWI Strategy Committee



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## FACULTY

The cadre of faculty at MSB consists of a unique blend of local career academics (full & part-time) 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
Harry Abrikian, MBA, MIA	Financial Management; Advanced Corporate Finance
Lou-Anne Barclay, PhD	International Business Management
Delroy Chevers, MSc	Operations & Project Management
Kamau Chionesu, MSc	Economics & Statistics and Data Analysis for Executive Reports; Business in a Global Environment; Integrative Module Project; Economics for Telecommunications; Information Technology and the Global Market
Noel Cowell, PhD	Industrial Relations & Negotiation Strategies
Anne Crick, PhD	Behavioural Science for Managers
Derrick Deslandes, PhD	Market Research; Consumer Behaviour
Charlette Donalds, MSc	Computer Applications
Professor Hopeton Dunn, PhD	Communications Skills
Shirley-Ann Eaton, LLB., CLE., MBA	Law; Business Ethics for Bankers; Regulatory Framework of Banking and Finance
Janice Henlin, MBA	Marketing Strategy & Product Policy; International Marketing & Export Strategy
Paulette Henry, PhD	Communication Skills for Managers
Eritha Huntley Lewis, MSc	Tourism, Hospitality; Event Management
Karen Jones-Graham, PhD	Information Systems; Computer Applications
K'adamawe K'nife, PhD	Entrepreneurship; Sustainable Development
William Lawrence, PhD	Strategy; Operations; Small Business Management



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## FULL-TIME FACULTY

### Name

**Vanda Levy-McMillan, MSc**

### Teaching Specialty

Team Building; Behavioural Science for Managers;  
Organizational Behaviour;  
Transformational Leadership

**Twila Mae Logan, PhD**

Finance; Financial Management

**Hilton McDavid, PhD**

Productivity and Quality Management;  
Project Management;  
Managerial Economics;  
Security

**Michelle McLeod, PhD**

Tourism; Hospitality;  
Event Management

**Maurice McNaughton, PhD**

Systems Design & Software Engineering

**Indianna Minto-Coy, PhD**

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

**Lawrence Nicholson, PhD**

Operations & Project Management;  
Statistical Methods & Quantitative Techniques

**Lila Rao-Graham, PhD**

Advanced Database Management

**Hilary Robertson-Hickling, PhD**

Organizational Behaviour;  
Team Building;  
Organizational Development

**Michael Roofe, MSc, CPA**

Financial and Management Accounting

**Trevor Smith, PhD**

Marketing Research;  
Strategy;  
Consumer Behaviour

**Sandria Tennant, PhD**

Quantitative Methods;  
Taxation

**Ralph Thomas, MBA**

Strategy

**Joan Thomas-Stone, MSc, CPA**

Cost and Management Accounting;  
Financial Accounting

**Sheryl Thompson, PhD**

Computing Methods;  
Information Technology Fundamentals;  
Management Information Systems;  
Systems Analysis & Design;  
IT Project Management; E-Commerce;  
Systems Construction & Implementation



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## FULL-TIME FACULTY

Name	Teaching Specialty
Densil Williams, PhD	Business in a Global Environment; International Business
Michael Williams, MSc	Advanced Financial Accounting; Advanced Financial Reporting

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## PART-TIME FACULTY

Name	Teaching Specialty
Allison Brown, MA	
Olivene Burke, MSc	Transformational Leadership
Leighton Duncan, MBA	Computer Applications
Sandra March, MA	Team Building

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## ASSOCIATE TEACHING FELLOWS

Name	Teaching Specialty
Herman Athias, MBA	Business Policy & Strategy; Management Information Systems; Transformational Leadership
Robert Gregory, B.Sc, M.Sc.	Human Resources
Douglas Lindo, MBA	New Ventures & Entrepreneurship
Trevor Murray, PhD	Human Resource Management; Behavioural Science for Managers; Organizational Development & Change
Kiplin Claude Robinson, BA, BJ	Communication Skills; Foundation Skills for Graduate Management Education
Michele Thomas, MSc, MRP	Frameworks for Telecommunications & ICT Policy Making



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## ADJUNCT FACULTY – UWI

<b>Name</b>	<b>Teaching Specialty</b>
Stacy Brodie-Walker, PhD	Counselling for Human Resource Practitioners
Trevor Smith, PhD	Business Research
George Stewart, PhD	Electronic Commerce
Sheryl Thompson, PhD	IT Project Management

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## ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

<b>Name</b>	<b>Teaching Specialty</b>
Olubusola Akinladejo	Legal and Regulatory Framework for Business
Beryl Allen, PhD	Learning Strategies
Erica Allen, OD	Communications Skills for Managers; Foundation Skills for Graduate Management Education; Public Speaking; Social and Business Etiquette
Herman Alvaranga	Marketing Strategy and Product Policy
Karl Anderson	Marketing Management
Patrick N. Anderson	Corporate Finance
Loretta Anderson	Essentials of Business Plan Creation
Annette Atkinson	Marketing for Managers
Nadine Baker-Largie	Auditing
Sheila Balfour	Corporate Strategy
Milton R. Bernard	Production and Operations Management
Randell Berry	Graduate Mathematics for Management Education
Andrea Blackwood-Harriott, PhD	Strategic Management
Ian P. Blair	Advanced Financial Reporting
Marrio Blake	Financial & Managerial Accounting
Girnauth Boodraj, PhD	Quantitative and Statistical Techniques
Ian O. Boxill, PhD	Sociology of Tourism in the Caribbean
Garrett Brown	Computer Business Applications



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## **ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL**

<b>Name</b>	<b>Teaching Specialty</b>
<b>Gilbert O. Brown</b>	Taxation
<b>Jeffrey A. Brown</b>	Financial Management
<b>Rochelle Cameron</b>	Legal & Regulatory Framework for Business
<b>Karen Campbell</b>	Essentials of Business Computing; Computer Business Applications
<b>Mark Chisolm</b>	Essentials for Marketing
<b>Dennis Chung</b>	Financial Statement Analysis
<b>Ryan Chung</b>	Essentials of Financial & Managerial Accounting
<b>Danny Clarke</b>	Business in a Global Environment
<b>Simon Clarke</b>	Learning Strategy; Critical Thinking
<b>Anthony M. Clayton</b>	Sustainable Tourism Development
<b>Elaine Commissiong</b>	Communications & Marketing; Marketing for Managers; Marketing
<b>Brenda Cuthbert</b>	Transformational Leadership
<b>Winston A. Delahaye</b>	Financial Accounting II
<b>Opal Donaldson, PhD</b>	Management Information Systems
<b>Tavia Dunn</b>	Legal and Regulatory Framework for Business; Business Law
<b>Theresa Easy</b>	Quality Service Management
<b>Desmond T. Edwards</b>	External and Internal Threats to Hemispheric Security
<b>Owen L. Ellington</b>	National Security Policy and Programme Analysis
<b>Fray Ellis</b>	Financial Management
<b>Andrice N. Fagan</b>	Corporate Environment & Strategy
<b>Yvonne Falconer</b>	Human Resource Management, Organizational Theory and Behaviour
<b>Oral Farquharson</b>	Essentials of Financial & Managerial Accounting
<b>Neville G. Francis</b>	Quantitative Methods



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## **ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL**

<b>Name</b>	<b>Teaching Specialty</b>
<b>Neville Graham</b>	Communication Skills for Managers
<b>Paul Golding, PhD</b>	Management Information Systems
<b>Floyd Gordon</b>	Graduate Mathematics; Quantitative Methods & Statistical Techniques; Financial Management
<b>Lesley Hare</b>	International Hospitality Business
<b>Dormah B. Harrison</b>	Management of Strategic Issues
<b>Suzette A. Haughton</b>	New Dimensions of Power and Security in the Caribbean
<b>Martin Henry</b>	Foundation Skills & Advanced Critical Thinking; Foundation Skills for Graduate Management Education; Learning Strategies; Advanced Critical Thinking
<b>Aldrie J. Henry-Lee</b>	
<b>Benthan Hussey, PhD</b>	Human Resource Management; Organizational Development & Change; International Business
<b>Ricardo Hutchinson</b>	Financial Markets & Investments
<b>Sydney R. Innis</b>	International Relations and National Security Issues
<b>Jacqueline A. Irons</b>	Management of Change
<b>Mark Jackson</b>	Financial & Managerial Accounting
<b>Dave Jeffrey</b>	Taxation
<b>Susan Johnson</b>	Communication Skills for Managers
<b>Henry Lewis</b>	Counselling for HR Practitioners
<b>Tamar N. Lewis</b>	Auditing
<b>Michelle A. Linton</b>	Corporate Environment & Strategy
<b>Norman W. Marshall</b>	International Marketing
<b>Cecille McCormack</b>	Market Research
<b>Lavern McFarlane, PhD</b>	International Monetary Economics & Finance; Financial Management
<b>Ramon McLaren</b>	Programming



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## **ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL**

<b>Name</b>	<b>Teaching Specialty</b>
<b>Andrena McMayo</b>	Financial Management
<b>Donel Miller</b>	Operations and Production Management
<b>Anthony Nelson</b>	Advanced Financial Reporting
<b>Carol Nelson-Perry</b>	Auditing, Advanced Financial Accounting
<b>Andree Nembhard</b>	International Human Resource Management; Transformational Leadership; Personal Development Elective Career Development
<b>Dionne A. Palmer</b>	Creativity & Innovation Management for Entrepreneurship
<b>Sandra Palmer-Peart, PhD</b>	New Ventures and Entrepreneurship
<b>Chumu Paris</b>	Legal & Regulatory Framework for Business
<b>Dwayney N. Paul</b>	Financial Accounting, Financial Management
<b>Ingrid Peralto</b>	Social and Business Etiquette
<b>Carol Perry</b>	Financial & Managerial Accounting
<b>Richard Peters, MSc</b>	Financial and Managerial Accounting
<b>Paula-Anne S. Porter-Jones</b>	Communication Skills for Managers
<b>Donald H. Roberts</b>	Industrial Relations
<b>Nathan Robb</b>	Legal and Regulatory Framework for Business
<b>Wayne Robinson</b>	Industrial Relations and Negotiations
<b>Gloria Royale-Davis, PhD</b>	Essentials Critical Analysis & Communication; Foundation Skills for Graduate Management Education
<b>Wayne Robinson</b>	Behavioural Sciences for Managers
<b>Vennecia Scott</b>	Financial Management; Investment Analysis & Portfolio Management
<b>Stewart E. Saunders</b>	External and Internal Threats to Hemispheric Security
<b>Michael Sharpe</b>	Communication Skills for Managers
<b>Rohan Shaw</b>	Computer Applications
<b>Tracey-Ann Spence</b>	Financial Management



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## **ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL**

<b>Dayton M. Spencer</b>	IT Project Management
<b>Tamara Silvera</b>	Financial Management
<b>Andenis Simms</b>	Communication Skills for Managers
<b>Daphne Simmonds</b>	Computer Applications
<b>Donette F. Sommerville-Mills</b>	Taxation
<b>Donald E. Smalling</b>	Financial and Accounting Management
<b>Ernest Smith</b>	Contemporary Telecommunication Networks and Technologies
<b>Robert M. Stephens</b>	Events Planning and Management, Tourism Entrepreneurship and Innovation Management
<b>Martin B. Thame</b>	Compensation Management
<b>Oswald Thomas</b>	Economics for Managers
<b>Rudolph Wallace</b>	Consumer Behaviour
<b>Fabian Vassell</b>	Mathematics for Graduate Management Education; Statistics and Quantitative Techniques
<b>Francis Vassell</b>	Essentials of Quantitative Methods; Quantitative Methods
<b>Valerie P. Veira</b>	New Venture Creation & Entrepreneurship
<b>Loreen A. Walker</b>	Legal Environment of Business
<b>Rudolph Wallace</b>	Marketing for Managers; Consumer Behaviour
<b>Patrice Whitely</b>	Security and Defence Economics
<b>Arlene A. Williams</b>	Business Law
<b>Dennise Williams</b>	Integrated Marketing Communications
<b>Latoya Williams</b>	Behavioural Sciences for Managers
<b>Richardo Williams</b>	Essentials of Managerial Economics
<b>Cedric Wilson</b>	Macroeconomic Implications for Managers; Data Analysis for Executive Reports; Economics for Managers
<b>Anthony Woodburn</b>	Business Research



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## **VISITING PROFESSIONALS / ADJUNCT FACULTY – OVERSEAS**

<b>Name</b>	<b>Teaching Specialty</b>
<b>Twila Mae Logan, PhD</b> Management of Financial Institutions	Florida International University, USA
<b>Prof Ian Lloyd</b> Southampton University	Legal and Regulatory Framework
<b>Dr. Charles Moses</b> Clark Atlanta University	Entrepreneurship

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## **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
- **Professor Heather Hudson, PhD** University of Alaska Anchorage, USA
- **Professor Gayle Porter, PhD** Rutgers University
- **Dr. Sameer Verma** San Francisco State University

# Board of Directors



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Chairman, MSBM Board,  
Distinguished Business Fellow  
& Executive-In-Residence



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1st Deputy Chairman,  
PVC & Campus Principal, Mona



**Professor Evan Duggan**  
Dean, Faculty of Social Sciences,  
UWI



**Mrs. Patricia Lothian**  
Company Secretary,  
Director, Finance &  
Administration, MSBM



**Professor Nigel Harris**  
Vice Chancellor

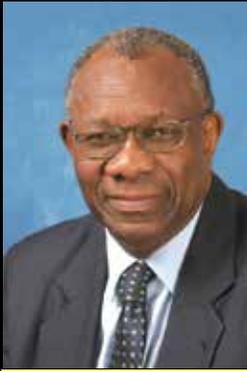


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Executive-In-Residence,  
MSBM



**Ms. Greta Bogues**  
General Manager,  
Business Development  
J Wray & Nephew

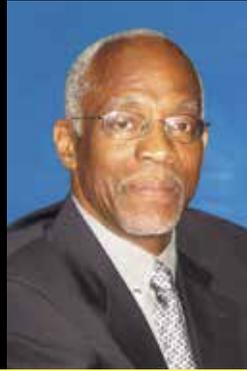
# ators



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Chairman, KS Chemicals



**Mr. Peter Moses**  
Country Corporate Officer,  
Citibank, NA



**Mr. Hugh Small, Q.C.**  
Consultant  
Citibank, NA



**Dr. Marshall Hall, CD**  
Director, Jamaica Producers  
Group



**Ambassador Douglas Saunders**  
Cabinet Secretary,



**Professor Paul Simmonds**  
Executive Director,  
MSBM

**Mr. Edward Harper**  
Student Representative

**Mr. Kenneth Mason**  
Group Business  
Development Director,

# Linkages

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## **INSTITUTIONAL LINKAGES**

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

- **Harvard Business School, Harvard University**
- **Northern Caribbean University**
- **University of Technology**
- **Florida State University**
- **Aston Business School, Aston University, Birmingham, England**
- **London School of Economics and Political Sciences**
- **Clark Atlanta University**
- **Lloyd Greif Centre- University of Southern California**
- **Centre for Industrial Relations – University of Toronto**
- **North Carolina A&T University**
- **University of Windsor**
- **University of Michigan**
- **JL Kellogg Graduate School of Management**
- **Northwestern University**
- **Keck Graduate Institute**
- **California Polytechnic State University, Pomona**
- **University of Denver**
- **Concordia University**
- **University of Central Florida**
- **Penn State University**
- **University of Alabama**
- **Nova South Eastern University**
- **Georgia Southern University, USA**
- **Messiah College, USA**
- **International Institute for Labour Studies, ILO**
- **Disputes Resolution Foundation**
- **Caribbean Telecommunications Union (CTU)**
- **International Telecommunications Union (ITU)**
- **Central Information Technology Office (CITO)**
- **Regional Dialogue on the Information Society (DIRSI)**



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# Linkages

## **INSTITUTIONAL LINKAGES**

- Vincent HoSang Family Foundation, USA
- Organization of Caribbean Utilities Regulators
- Association to Advance Collegiate Schools of Business (AACSB) International
- Association of MBAs (AMBA)
- International Institute of Telecommunications, Canada
- Sofos Consultancy, Netherlands
- The MICO University College
- Caribbean Internet Forum
- Observatory on the Information Society in Latin America and the Caribbean (OSILAC-ECLAC)
- International Development Research Centre (IDRC)
- International Association for Media and Communication Research (IAMCR)
- International Telecommunications Society (ITS)
- Institute for Leadership, Ethics and Diversity (I-LEAD), College of Education, Health & Human Sciences, Knoxville University, USA
- Pearson Vue
- Project Management Institute (PMI)
- Rutgers University



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# THE LINK



**Mona School  
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The University of the West Indies, Mona



ARTHUR LOK JACK  
GRADUATE SCHOOL OF BUSINESS  
THE UNIVERSITY OF THE WEST INDIES



**CAVE HILL**  
School of Business  
The University of the West Indies