



Mona School of Business & Management

MSBM The University of the West Indies, Mona

ANNUAL
REPORT
2015/2016

Vision

Mission

Strategy

Outcomes



Consistently achieving
incomparable standards.



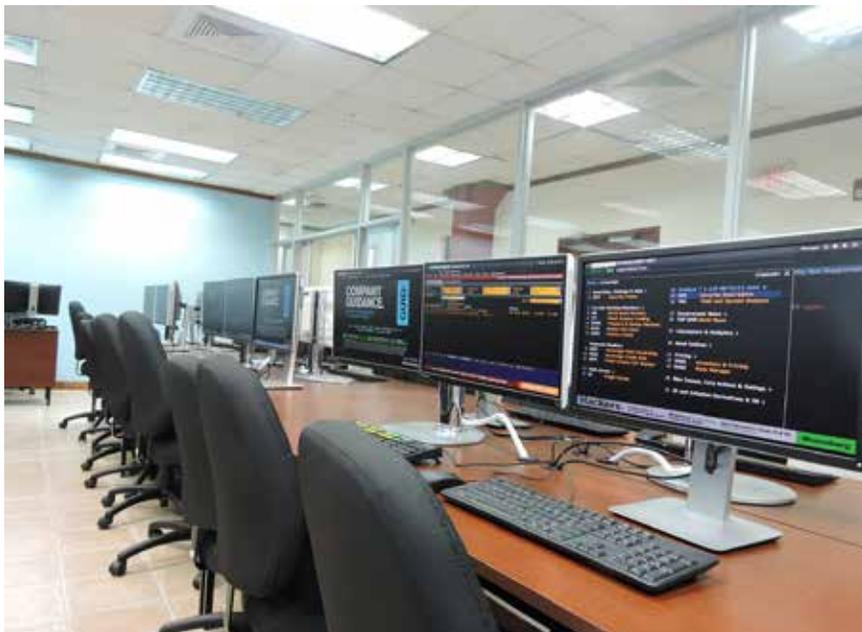
MSBM



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Our Mission



MSBM Finance Lab

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



Principal's Message

Professor Archibald McDonald

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

For the 2015/2016 academic year, Mona School of Business and Management (MSBM) has once again maintained its critical hold on the development of business education and practice in the Caribbean. For yet another year the School has engaged in diverse, versatile and first class academic programming that has ensured that our students receive the highest quality of education that will make them leaders in their chosen business fields. The School has also continued to build better business opportunities for our society; thus effortlessly intertwining business education and practice into what has become their unique brand. I am therefore exceedingly pleased to congratulate the MSBM on yet another stellar year of achievement and growth in education.

In building its academic profile the School has committed itself to revamping its recruitment and marketing activities in order to reach a wider breadth of potential undergraduate and postgraduate students seeking to embark on an

academic career in business. Through creating new opportunities for potential students to have direct contact with members of its recruitment team, which include visiting multiple high schools across the island with the UWI's Marketing, Recruitment and Communications Department; conducting information sessions which were supported by financial institutions; and by using digital advertising methods, the School has been able to increase its intake of new students this year to an impressive 1,318. This is a testimony to not only the hard work being carried out by the recruitment team but a sure indication that our society recognises the value and high quality of programmes being offered by MSBM.

Undoubtedly, its ability to build its brand in such an impressive manner is buttressed by the many awards and accolades the School and its staff have received this year. In addition to its academic



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staff being awarded multiple research grants, the School was also recognised by the Project Management Institute for excellence in project management - winning second prize for the opening of the Caribbean's first University Finance Laboratory. These awards illustrate the simple truth that MSBM continues to be an institution of excellence that maintains a formidable academic staff capable of providing a high quality education in business and management.

The School has also enhanced its academic and professional infrastructure – making significant waves in regional business and management. The acclaimed CEO Reasoning Series provided students with a unique opportunity to interact and learn from regional and international leaders in business. The town hall setting of the series provided the over 300 attendees an opportunity to network and gain more detailed insight into the inner workings of business as seen through the eyes of leading executives. The support of Lasco iCool and Purity enabled MSBM to create an event that was inspiring to young business leaders, but which also delved into an examination of current issues affecting business in the region and the many approaches taken to manage them. This series highlighted the first class approach, with international appeal, to business education that the MSBM has pioneered at the UWI.

Highlighting another aspect of its mission as the leading academic business institution in the Caribbean, the MSBM, in collaboration with Ernst and Young, established the Co-operative in Accounting Education Programme. The programme provided undergraduate students with an opportunity to apply the knowledge they gained in the classroom on a valuable internship scheme – thus allowing them to learn and work alongside professionals in audit and assurance, taxation and accounting. Fifty-one of the School's outstanding undergraduates embarked on an

internship programme in some of Ernst and Young's local and international offices, which I am sure proved to be a career reaffirming experience for them all. This programme certainly set the bar on how a well-planned, competitive and useful internship programme should be designed and executed.

In staying committed to its social responsibility the School facilitated several public engagement activities that shone a light on issues impacting public good and business practices in Jamaica. The Spur Tree Spices public advocacy initiative facilitated various public engagement programmes that provided a platform for discussion regarding the latest developments in big business that would have a ripple effect on the society. As such, forums related to the recent merger of RJR and the Jamaica Gleaner Company, as well as one related to the longstanding concern of the money making ability of the Jamaican sugar industry, discussed the implications of these business activities on the economic stability and growth potential of our country as well as the social infrastructure of our state.

I am certainly encouraged by the progress made this year that highlights the continued diversification of the School's academic, research and business profile. The future of the MSBM is promising as it is poised to become a pioneering institution in business and management studies. I extend congratulations to the academic, administrative and ancillary staff of MSBM for their continued hard work and dedication in realising the School's goals and objectives. 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 Statement

Mr Patrick Hylton, C.D.

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

On behalf of the Board of Directors and as Chairman, Mona School of Business and Management (MSBM), I congratulate the faculty, the staff and most of all the 2016 graduating class on this milestone occasion in successfully completing your studies. I applaud the accomplishments of all graduates and must particularly highlight those graduating with distinction and first class honours as your work was so outstanding that it earned these accolades.

By successfully completing this programme, you have joined an elite cadre of men and women who had previously made the same sacrifices that you committed to making when you began this journey. Through perseverance, you are now poised to continue a tradition of matriculating from an institution that has the renowned reputation of producing prominent business leaders across the region who have in some cases, taken their companies, from small entities to truly global brands. Through an

annual employer survey, Bloomberg reported that leadership skills, strategic thinking, creative problem solving and communication skills are the most valued attributes in graduates. MSBM continues to turn out business ready graduates through emphasis on these well sought after skills in their programme offerings.

MSBM continues to be a pacesetter in the region, consistently ranking among the top management programmes across the globe. In fact, Eduniversal global business school rankings show that a number of MSBM programmes are ranked in the top 20 in Latin America and the Caribbean, as well as placing in the top 200 among 4,000 post-graduate programmes in the world. As such, we have constantly revised and reviewed the School's curriculum to meet your needs, as well as those of regional and global industries. This ever-changing landscape demands new



MSBM

and innovative approaches to resolve and even circumvent certain challenges. Thus, these revisions were made with you in mind to prepare you to meet needs in advancing areas such as technology, logistics, risk management, analytics and a myriad other fields and disciplines. That you are now more knowledgeable and equipped with the relevant theories of which you should now go out apply and put into practice, leaves me hopeful that our island's business productivity will stand to benefit.

We are confident in your preparation towards work readiness through our encouragement of innovation not only in capacity, but in thought, as we equip you for a world requiring unique inventions among fresh approaches to old problems. We are positive that the world will be made better by your creative strategies, which will disrupt, innovate and build on the platforms that have been laid. You are leaders who will set trends and revolutionize industries in this competitive global environment – you must not only embrace this but constantly apply it. With constant application comes the need for further professional development which can be facilitated by professional development and executive education courses offered by MSBM. This year, the Forbes magazine reported that graduates who are desirable to organisations are ambitious, proactive and happy to learn new things.

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MSBM will continue to live by the mantra of its parent institution and be the light rising from the west. Abiding by this motto has placed in you the desire to be leaders and trendsetters who will make the world a better place.

Salutations on your achievement; your hard work has been rewarded. It is now up to you to use the knowledge gained to impact not just our nation, but our world at large.



Executive Director's Summary

Densil A. Williams

Professor of International Business
& Executive Director, MSBM

2015/16 academic year marks the third and penultimate year for the school in the operationalization of its 2013-2017 strategic plan. Like the previous years on this journey towards building a world class business and management institution to serve the Caribbean and beyond, the academic year 2015/16 was filled with activities all geared towards achieving the mission and vision of the enterprise. I am extremely pleased to have worked with the faculty, staff, Directors of the Board and members of the wider UWI community in steering MSBM towards another successful year of operations. While the challenges are many, the successes of the past year provide strong motivation for the school and its stakeholders to continue to pursue excellence.

The body of this report provides a list of strong accomplishments in the core areas of teaching and learning, research and innovation, outreach and advocacy for the reporting period. It is indeed a pleasure once more to provide an overview

of these accomplishments. It must be noted however, that these would not have been possible without strong leadership and governance at the institutional level. In this regard, I will like to highlight the Governance role played by the Board of Directors led by Mr. Patrick Hylton who took over as chairman at the beginning of the academic year. He led with grace and humility and the rest of the Board followed in that direction as well. I applaud their leadership and support for MSBM over the past year.

As part of its value proposition to the marketplace, MSBM pledged to offer an exceptional teaching and learning experience to its students. The list of activities reported on under the teaching and learning category in this report is a living testimony to the school's ability to deliver on its mandate to the marketplace. A first of its kind finance lab built to provide real world experience



Executive Director's Summary

to business and management students was opened for use in the academic year. This lab is the first of its kind anywhere in the Caribbean and offers great potential for our students to get cutting edge business training in preparation for the world of work.

The academic year saw significant investment of time in the development of a number of new programmes and the revision of others in order to make the school's offering more attractive to the needs of the market in the 21st century. After extensive consultation with stakeholders at various levels, MSBM designed 5 new MSc programmes that were all approved by UWI approval system for delivery in August 2017. These new programmes include: MSc in: Logistics, Procurement, Marketing and Business Intelligence, Corporate Finance and Services and Retail Management. Similarly, the MSc programme in Accounting, the oldest graduate programme in the school has now received approval from UWI approval system to be transmitted via video conferencing to the wider Caribbean where there is a strong demand. MSBM hopes to start delivery to the wider Caribbean with a pilot phase for Belize in January 2017. The year also saw high levels of preparation for the introduction of the revised MBA programme, which got high praises from our international accreditor, AMBA, to begin in August 2016. This revised programme has also received strong endorsements from industry players as well.

In addition to the enrichment of its academic offerings, MSBM continued to implement strategic initiatives to enhancing the learning experience of its students. The year also saw the successful launch of the Reasoning with CEO series that had a record turnout of students.

An important part of the non-academic offerings for the year was the impressive array of activities carried out by student clubs and societies. Critical engagements were organized by students from the Banking League, the Marketing Club, the

Tourism Club, the Investor Club and the Human Resources Club, Toastmasters, among others. These activities were important complements to the academic curriculum and helped to build networks for students and also their management skills. I will like to thank the executives and members of these clubs and societies for all the hard work they have done.

The academic year was also a busy one for academic staff in the research and innovation portfolio of the school's offerings. The body of this report shows a significant number of publications in refereed outlets including three books launched by MSBM faculty over the period. The faculty was also busy on the lecture circuit with a significant number of invited lectures being done by faculty members. This is a clear indication of the strong linkage MSBM has developed with the public and private sectors nationally and regionally. I am also very pleased with the number of awards won by faculty members over the year. MSBM won the best white paper in disaster mainstreaming in the management discipline. This is a new area that MSBM will embark on as it strengthens its academic offerings across the academic discipline. While the research portfolio is growing, a future strategic initiative is for faculty members to attend more refereed conferences and publish in high impact refereed journals.

MSBM continued to implement strategic initiatives to enhancing the learning experience of its students.



Executive Director's Summary

In the area of public advocacy and outreach, MSBM continued to out-perform planned activities. Over the period, the school held a number of significant and impactful fora which saw speakers engaging with critical national and global issues from logistics to export and economic growth. All the events in this series were well attended with over 300 persons attending in some cases. Importantly, these events have attracted a number of private sector partners in planning and execution. I am particularly pleased that Spur Tree Jamaica Ltd was willing to become the title sponsor for the advocacy forum in 2015/16. This is a strong vote of confidence in work that MSBM is doing to impact the business landscape in Jamaica and the wider region. MSBM's philanthropy in adopting the Fort George Early Childhood Institute, in St. Mary and providing needed assistance in infrastructure development shows the socially responsible side of the school. The faculty and staff must be congratulated for this remarkable gesture of volunteerism. Also, our alumni, an important part of the MSBM family should be recognized for their continued support in hosting events that make a contribution towards funding for under-graduate students.

As we close another year in the operations of the enterprise, the reflections show that MSBM through its strategic efforts at marketing and recruitment, was able to increase the number of new graduate students marginally by 14% over 2014/15. Further, there was a strong increase of more than 50% in undergraduate new students over 2014/015 academic year. It is expected that this increase in new student admission will

continue over the coming years given all the strong initiatives that have been put into place to increase the attractiveness of our programme offerings to the marketplace. Also, as MSBM moves to consolidate the gains of the past three years in the implementation of its 2013-2017 strategic plan, I am happy to report that its financial performance has become stronger than when we started the implementation of the plan. MSBM has generated a surplus every year since 2013/14 and at the time of this report, the projections showed a surplus for 2015/2016 academic year. This has led to an improvement in its balance sheet position, a significant milestone for the school. The school remains quite liquid and the financial ratios are all pointing in the right direction and are expected to continue to improve over the coming years.

The achievements of the past year and also the previous two years of the 2013-2017 plan were made possible because of the hard-work of the team members at MSBM. I will like to thank every member of faculty and staff for their tremendous contribution over the last three years. You have done well and deserve to be praised for the disciplined way in which you have approached the task of managing your different portfolios. As I demit office as Executive Director, I will like for you to continue your hard-work and dedication to MSBM and its core values of honesty, transparency and service.

My time as Executive Director at MSBM was well spent and I wish for the school, continued progress over the coming years.



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.



ACADEMIC PROGRAMMES

The academic year, 2015/216 marked the third year in the execution of MSBM's 2013-2017 strategic plan. This Annual Report chronicles the school's many significant achievements during the period August 1, 2015 – July 31, 2016. It highlights significant developments in our core areas of operations; teaching and learning, research and innovation and public service/outreach to our various stakeholders.

Student Recruitment

Orientation exercises for undergraduate and graduate students at the beginning of the 2015/16 academic year took place during the week of August 24, 2015. MSBM welcomed over 1,000 undergraduate students.

MSBM has taken a decision to change the start date for its MBA and MBM programmes from May to August of each year. As such, recruitment numbers for these programmes will not be reported in this reporting cycle but will be found in the next annual report. Additionally, we also agreed that we will not offer the Diploma in Business Administration programme in the new academic year given the low enrolment. It is the aim that this break in the programme will allow the school to undertake a curriculum review and a repositioning of this programme prior to returning to the market.

Over the January – March 2016 period, MSBM provided active support to the UWI Marketing, Recruitment and Communications Department's

undergraduate recruitment efforts during its school visits at Bog Walk High School, Clarendon College, Dinthill High, Donald Quarrie High School, Glenmuir High School, Jamaica College, Jonathan Grant High, Kingston College, Mona High and St Andrew High School. MSBM Representatives continue to support The UWI's recruitment initiatives as we execute a selection strategy to get the best candidates for our undergraduate programmes.

MSBM also conducted its own annual Graduate and Undergraduate Information Sessions. This year, the team has moved from its traditional locations of Kingston and Montego-Bay and added other locations such as Mandeville, Savanna-la-mar and Portland to the list. These additional areas are consistent with the intensification of the school's direct marketing thrust. These sessions were supported by various financial institutions - EduCom and COK Sodality Credit Unions and First Global Bank - that provided information on the various education financing products.



Academic Programmes



Student Numbers

Student admissions and enrolment at the MSBM for the last two academic years are summarized below (see Tables 1 and 2).

Table 1 Student admissions

NEW STUDENTS ADMITTED	2015-2016	2014 -2015	change
Undergraduate	997	645	55%
Postgraduate	321	281	14%
TOTAL	1,318	926	42%

Source: Student Records, UWI Mona

Table 2 : Total student enrolment over all in-progress cohorts

TOTAL STUDENT POPULATION / ENROLMENT	2015 -2016	2014 -2015	change
Undergraduate	2,646	2,828	-6%
Postgraduate	640	624	3%
TOTAL	3,286	3,452	-5%

Source: Student Records, UWI Mona

Academic Programmes

Summer School 2015 had student registrations of 842 across the 20 undergraduate courses offered (see Table 3 below). The multi-channel approach – via Mona Messaging, Faculty Social Sciences notice boards, MSBM Mobile apps and its strategically located Video Boards - for promoting the 2016 Summer School programme intake yielded positive results with 1,021 students enrolling for 21 courses in the June – July 2016 offering.

Table 3 Student registrations

TOTAL STUDENT REGISTRATIONS	2015 -2016	2014 -2015	change
Summer School	1,021	842	21%

Source: Student Records, UWI Mona

Students enrolled in Short Courses offered by MSBM's Professional Services Unit (PSU) during the period under review are summarized in Table 4:

Table 4 Short Courses student enrolment

ADDITIONAL STUDENTS	2015-2016	2014-2015	change
Scheduled Short Courses	342	294	16%
Customised Short Courses	253	288	-12%
TOTAL	595	582	2%

Source: PSU Database

MSBM Graduates 2015

The ceremony for the presentation of MSBM graduates was held on October 31, 2015. Table 5 below summarizes the number of graduates by programme and shows that there was an 11.6% year-on-year increase in graduates compared to 2014.

Table 5 Graduates 2015 and 2014

Groups	No. of Graduates		
	2015	2014	change
Undergraduates	479	401	19%
DBA	2	1	100%
MBA	153	137	12%
Master in Business Management (MBM)	9	10	-10%
MSc. Enterprise Risk Management	3	16	-81%
MSc. Taxation	2	1	100%
MSc. Accounting	38	31	23%
Computer-Based Management Information Systems	22	27	-19%
MSc. National Security & Strategic Studies	5	10	-50%
MSc. Tourism & Hospitality Management	5	2	150%
Diploma in Business Administration	11	15	-27%
MSc. Telecommunications Policy and Technology Management (MSc. TPM)**	-	2	N/A
TOTAL	729	653	12%

** Programme no longer resides under MSBM - it is now managed by Carimac under the leadership of Professor Hopeton Dunn
Source: Student Records, UWI Mona



Academic Programmes

New & Revised Programmes

MSBM's Curriculum Review Team held four breakfast meetings, engaging a total of 32 stakeholders (these include representatives from the financial, retail, manufacturing, logistics, and the food industry), during the period November 9 – 13, 2015, to solicit their input in the design of a new slate of MSc offerings. Five new MSc Programmes – Corporate Finance, Services & Retail Management, Marketing & Business Intelligence, Logistics & Supply Chain Management, and Procurement Management – were designed. All requisite approvals from the UWI have been granted for these new offerings and marketing efforts are underway to ensure timely and successful commencement in August 2017.

As mentioned above, the school's MBA programme was also revised during the academic year. The revisions were informed by feedback from industry leaders and stakeholders, in relation to developing forward thinking, work-ready graduates. Changes include: a new start date of August for the programme; the addition of several new courses (e.g. Business Analytics); and a compulsory field project, whereby groups of students will be assigned to work on/solve a practical problem identified by an organization over a three-month period. Similarly, the length of the part-time programme has been reduced from 29 to 24 months.

The Board of Graduate Studies and Research also approved the multi-modal delivery (face to face and video-conferencing) of the MSc Accounting Programmes for the wider Caribbean. It is our aim to have to first pilot done in Belize for January 2017.

Faculty & Staff Development

Over the reporting period, a number of initiatives were undertaken to enhance the productivity of our faculty and staff so that they can deliver on

our value proposition to the management place. These include but are not limited to:

Dr Delroy Chevers, MSBM Lecturer and Chairman of the school's Teaching and Learning Committee, attended a training facilitated by Dr Mairette Newman of the School of Education on *'Aligning examination questions to course objectives'* on October 22, 2015. He disseminated the key takeaways to other MSBM faculty.

MSBM Lecturers Drs Michelle McLeod and Trevor Smith as well as Mrs Eritha Huntley-Lewis, attended a Lecturers' Retreat with Sandals Resorts International from November 6-9, 2015. The primary objective was to job shadow department heads to be exposed to current management approaches in the hospitality industry to further enhance the school's tourism offerings.

Full- and part-time faculty in the Accounting and Finance Academic Unit were trained in the use of Quick Books. Quick Books has now been incorporated in the pedagogy for accounting courses to further enrich students' learning experience. MSBM's Accounting staff members were also beneficiaries of this training as the school continued its internal capacity-building initiatives.

MSBM's Programme Coordinators (at Mona and Western Jamaica Campuses) and Deputy-Executive Directors were trained in the new graduate studies regulations on February 8, 2016.

The school's Librarian attended the Library and Information Association of Jamaica (LIAJA) Special Library activity week, from April 17 - 22, 2016. She also attended a library conference in Haiti, during the period June 5 – 9, 2016, under the theme *'Leadership: A bridge between tradition and innovation in libraries, archives and museums of the Caribbean'* hosted by the Association of



Academic Programmes

Caribbean University, Research and Institutional Libraries (ACURIL).

To enhance research productivity in the school, MSBM launched a "Writing Wednesdays" series in which faculty members meet together for the sole purpose of academic writing. The output from these endeavours will bear fruit in the very near future.

Visiting Scholar

The School welcomed Dr David Parker – the second participant in its Revolving Scholar Programme. He served as a revolving scholar for the period January 4 to March 31, 2016. The main aim of the scholar programme is to provide support for researchers in MSBM to interact with highly productive researchers from the international space in order to improve their own research productivity. Dr Parker is a Senior Lecturer in Business Operations at the University of Queensland Business School. His works over the period included but were not limited to:

- The delivery of a public lecture titled: *"Confronting the implementation gap: Why do good ideas fail to get implemented?"*
- contributed to the design of the new 12 months MSc in Logistics and Supply Chain Management;
- undertook collaborative research with members of the Decision Sciences and Information Systems Unit which resulted in a number of published cases with the University of Cranfield Case Centre;
- facilitated an Executive Education course on Supply Chain Management;
- held faculty development workshops that focused on Case Study Writing.

The NCB Professor of Strategic Management - Professor Peter Hwang - joined the school on May 3, 2016. Professor Hwang brings to the team a unique mix of international experience, academic excellence and administrative skills. To date, his

career spans the USA and Asia - Baruch College, City University of New York, National Taiwan University, Hong Kong University of Science and Technology, and National University of Singapore. His main research areas are in corporate strategy and international business. Professor Hwang has a stellar record of scholarly publication with his works being published in journals covering management, economics, international relations, and finance; many of them in top-tiered journals such as Strategic Management Journal, Journal of Business, Journal of Economic Behaviour and Organization, Journal of Business Venturing, Journal of Conflict Resolution, Organizational Behaviour and Human Decision Processes, Journal of International Business Studies, Harvard Business Review, and the California Management Review.

Bloomberg Training Sessions

The school benefitted from its collaboration with Bloomberg LLC via numerous capacity-building seminars. Bloomberg held sessions on:

- January 12, 2016 - *"Navigating the Bloomberg terminal"* – in the MSBM Finance Lab; targeting MSBM's Faculty and Staff.
- February 3, 2016 - *"Energy sector economic trends, fundamental and technical analyses"* - conducted by Bloomberg's commodity application specialist, Todd Sibilla, for MSBM's Accounting and Finance Academic Unit at the MSBM Finance Lab.
- April 26, 2016 - *"Exchange Traded Funds (ETFs)"* - hosted at the MSBM Executive Lecture Theatre, participants included existing and prospective Bloomberg clients in Jamaica as well as faculty in MSBM's Accounting & Finance Unit. The seminar was facilitated by Eric Balchunas, Bloomberg ETF Analyst and host of Bloomberg TV's ETF Friday's segment. The main purposes for this charge-free seminar were to: expose financial market players to alternative asset classes; broaden the knowledge-base, enhance the skills, and introduce novel techniques for pedagogical approaches of



Academic Programmes

MSBM faculty; strengthen the Bloomberg-MSBM collaboration; and build awareness of MSBM's Finance Lab capabilities among industry players. There were approximately 30 attendees at the session who registered high commendations for the presenter, the event's organization and the possibilities which MSBM's Finance Lab presents.

MSBM Brown-Bag Research Seminar Series

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

- September 10, 2015 - Drs Michelle McLeod and Maurice McNaughton presented on the topic "Mapping an emergent open data eco-system". The session was chaired by Professor Densil Williams, MSBM Executive Director.
- October 8, 2015 - Dr Twila-Mae Logan presented on the topic "Determinants of efficiency and profitability of financial institutions in the Caribbean". The session was chaired by Mr Michael Williams, MSBM Deputy Executive Director.
- November 12, 2015 - Dr Indianna Minto-Coy presented on the topic: "Diaspora and the growth and internationalisation of firms from countries of origin". The session was chaired by Mr Michael Williams.
- February 11, 2016 - Dr Maurice McNaughton presented on the topic: "Will the emergence of big data accelerate the demise of the scientific method as we know it?" The session was chaired by Dr Lawrence Nicholson, Unit Head, Decision Sciences & Information Systems (DS&IS) Unit.
- March 10, 2016 - Dr David Parker, MSBM Visiting Scholar, presented on the topic: "Quality and performance in higher education" at a session chaired by Dr Michelle McLeod, MSBM Lecturer and Chair of the school's Research Committee.

- March 24, 2016 - Dr Deborah Hickling, Visiting Research Fellow, presented on the topic: "'Getting paid", the challenge of the micro and small creative enterprise case studies of doing business in Jamaica's creative economy". This session was chaired by Mr Kamau Chionesu, MSBM Lecturer.
- April 28, 2016 - Dr Delroy Chevers, MSBM Lecturer presented on the topic: "The impact of ICT on customer satisfaction in Jamaican hotels". The session chair was Dr Twila-Mae Logan, MSBM Lecturer.
- June 2, 2016 - Professor Peter Hwang, NCB Professor of Strategic Management, presented on "Writing for publication". The session was chaired by Dr Michelle McLeod.

MSBM Teaching & Learning Committee (T&LC)

The Teaching & Learning Committee (chaired by Dr Delroy Chevers) held a workshop on "*Students' evaluation of teaching: Introduction to new online Student Evaluation of Teaching System, Mona*" on September 27, 2015. The facilitator was Mr Nigel Lawrence from the Office of the UWI's Deputy Principal. The workshop was streamed live to faculty from the MSBM Western Jamaica Campus as well.



STUDENT DEVELOPMENT ACTIVITIES

To meet our value proposition of delivering an exceptional teaching and learning experience to our students, MSBM delivered a number of activities geared towards that thrust. Below is a list of non-exhaustive activities that were undertaken in the period to build capacity and enhance the employability of our students.

QuickBooks software was installed in computer labs at both the Mona Campus and at the WJC, and a training session also held for the Co-op Accounting students.

MSBM signed an agreement with the Association of Chartered Certified Accountants (ACCA) on January 27, 2016 for them to offer membership discounts to students who sign up whilst in the association in the 3rd year of their programme.

CEO Reasoning Series

MSBM's CEO Reasoning Series, led by MSBM Executives-In-Residence Messrs. Harry Smith and James Moss-Solomon, features top

Jamaican, Regional and International Executives participating in conversations with MSBM students on topical issues. In addition to gaining insight on pragmatic approaches to real-world issues, the series provides excellent networking opportunities for students and faculty alike. The meeting is held once per semester in a "town-hall" setting. The inaugural session titled "Face to Face with Denis O'Brien" (Chairman, Digicel Group) was held on October 29, 2015 in Lecture Theatre 3, Faculty of Medical Sciences. Mr James Moss-Solomon, Executive-In-Residence, MSBM, chaired the programme that featured: Professor Densil Williams, Executive Director, MSBM - bringing greetings; Mr Harry Smith, MSBM Executive-In-Residence - interviewing Mr O'Brien; and Ms Davianne Tucker, President, UWI Guild of Students - giving the vote of thanks. Over 300 students and staff attended the event – streamed live via UWI TV and Digicel's Facebook page. Main sponsors for the event were Lasco iCool and Purity.



Mr Denis O'Brien, Chairman, Digicel Group (far right) being interviewed at the CEO Reasoning Series by Mr Harry Smith, Executive-In-Residence, MSBM



The guest speaker poses with representatives of Purity, one of the event sponsors.

Student Development Activities

The second instalment of MSBM's Reasoning Series with CEOs titled, "Face-to-face with Gary "Butch" Hendrickson, CD, JP," Chairman/CEO at Continental Baking Co Ltd., was held on March 10, 2016 in the Faculty of Social Sciences Seminar Room 10. Mr Harry Smith, MSBM Executive-In-Residence, chaired the session, which featured an interesting and captivating interview of Mr Hendrickson by Mr James Moss-Solomon, MSBM Executive-In-Residence. Professor Densil Williams, Executive Director, MSBM gave remarks and the vote of thanks was offered by Ms Nicole Gregory, a member of the student-led UWI Marketing Association. There were approximately 150 persons - comprising students, faculty and external stakeholders – present at the session, which was sponsored by Lasco I-Cool and National Bakery.

Co-operative in Accounting Education Programme

MSBM, in collaboration with Ernst & Young (EY) and other private sector companies - BDO and Price Waterhouse Coopers (PWC) - continue to create job opportunities for its undergraduate students through its Accounting Co-operative Programme. The Accounting Co-operative Programme is a structured educational approach integrating classroom studies with work experiences in the audit and assurance, taxation and accounting fields. It provides job experiences through the partnership with companies, for students to gain experience and earn as they study while preparing them for the corporate world.

During the period, the programme successfully placed 51 students on internship; with 21 students engaged outside of their home country – 10 students went to Ernst and Young (EY), New York; eight students were placed at EY, Trinidad and Tobago; two students from UWI Western Jamaica Campus (WJC) and one Belizean student was sited at EY, Jamaica. Of the remaining 30 students, 27 worked at Ernst and Young, Jamaica and three worked at BDO Jamaica. EY Jamaica



Mr Gary "Butch" Hendrickson, CD, JP, Chairman/CEO at Continental Baking Co. Ltd. (far right) in discussion with Mr James Moss-Solomon, MSBM Executive-In-Residence, and responding to questions from the audience at the CEO Reasoning Series.

underwrote accommodation costs for all students who were engaged overseas. An agreement aimed at incorporating more non-Jamaicans into the programme was reached, with the first such student, a St. Lucian, being placed at EY St. Lucia during the summer of 2015.



Accounting Co-operative Programme interns at Ernst and Young (EY), New York

Financial Support for Students

Financial support for some of our students has been provided by a number of alumnae and friends of MSBM. These include, Ms Minna Israel and Friends – J\$2.5million; Mrs Judith Forth Blake - J\$600,000; Mr Stephen Curran of Digicel – provided \$250,000 tuition funding for a student in MSBM or Engineering Programme.



Student Development Activities

Joan Duncan/JMMB Endowment Fund at the UWI

Ms Minna Israel, Special Advisor to The UWI Vice Chancellor on Resource Development, concluded successful negotiations with JMMB Group that resulted in the establishment of the Joan Duncan/JMMB Endowment Fund of US\$1 million at The UWI. MSBM is the key beneficiary and the operational arm for the fund administration. The key features of the arrangement include:

1. An annual contribution by JMMB for 7 years through the Joan Duncan Foundation will be equivalent to the interest that would have been earned had JMMB invested the US\$1million on behalf of UWI. This interest will be allocated as follows:
 - a. 65% Scholarships and Bursaries for MSBM undergraduate programmes (all with the name of JMMB)
 - b. 30% Scholarships and Bursaries for MSBM Graduate programmes (all with the name of JMMB with the exception of the MSc. in Accounting, which will be named after Joan Duncan who was a graduate of the MSc Accounting programme)
 - c. 2% Student training and development in investment and financing (facilitated through virtual simulator licence, Bloomberg licence, trainers, prize for the best investor, etc.)
 - d. 3% MSBM academic staff development and case writing (to include a case on JMMB)
2. A bullet payment at the end of year seven (2022).

MSBM's Finance Lab

MSBM's Finance Lab continues to be central in the development of students at all levels particularly in providing hands-on experience in preparation for the world of work. Lab sessions were held with students from BSc Accounting (Mona & WJC), BSc Banking and Finance, MSc Accounting (Mona & WJC) and MSc ERM (Cohort 3 & 4). Of note, students from WJC were especially impressed with the lab's capabilities and have lobbied strongly for

other subsequent cohorts to be afforded similar sessions. DBA candidates continue to access the rich datasets available in the lab in support of the various research interests.

Student Engagement Session – Strategies for Test Taking

The Student Engagement and Enrichment (SEE) Committee held an examination preparation seminar entitled "*Strategies for test taking*" on April 7, 2016 in Seminar Room 10. Fifty-nine students attended the session which provided them with techniques to, among other things: manage the stress and pressures of upcoming final examinations; and answering questions - true and false, multiple-choice, short answer and essays. Students found the seminar's content to be informative and useful - based on the evaluation survey done at the end of the seminar – with 72% indicating that they strongly recommend that similar sessions be offered in the future; especially during semester one.

Counselling Unit for students

The Student Advising and Counselling Unit continue to make a strong contribution to enhancing the academic experience of our students. Counselling sessions were held with a total of 48 students (individual and group), and covered issues such as withdrawals, accelerated re-sits, internships, test anxiety, managing stress, exam pressures, "free riding", disrespect for group members' time, and balancing the demands of home, work and school. Throughout the sessions, students were reminded of the consequences of failing a course twice, likewise failing fifty percent of courses enrolled/registered for in each semester. The appeal process for withdrawal was explored with each student, the likelihood of obtaining a waiver through the appeal process and the possibility for refunds if required.



STUDENT & ALUMNI ENGAGEMENT

Clubs and Associations

Student-led clubs and associations were engaged in several activities over the past school year aimed at supporting and developing their members. The School continued to endorse and encourage these positive activities geared towards enhancing the teaching and learning experience. This section provides some highlights from these activities:



HRMA UWI Club

The Human Resource Management Association (HRMA) of UWI, formerly known as the Human Resource Management Association of Jamaica (UWI Chapter), is a student chapter of the Human Resource Management Association of Jamaica. The Association is a non-profit organization that was founded by students of the University of the West Indies, Mona. It was officially re-launched during the 2013/2014 academic year. The HRMA UWI fosters an environment for interpersonal and holistic development for its student members, and provides a means for them to participate in activities and events to enhance their understanding and appreciation of the different aspects of human resources management. The club's strategic focus for the 2015/2016 academic year was to ensure its continued growth by building strong relationships within the club, and increase awareness of the club and human resource practices on campus. The club was successful at increasing: visibility, membership numbers and revenue intake.

The 2015/2016 HRMA UWI Student Executive Body included:

- Tomika Israel - President
- Samantha Haye - Vice President
- Janhoi Johnson - Secretary
- Ashley Holness - Assistant Secretary
- Kayanne Mattis - Treasurer
- Simone Rhooms - Public Relations Officer
- Danielle Clayton-James - Assistant Public Relations Officer.



The Banking League

The Banking League worked tirelessly over the academic year to enrich the lives of students of the UWI, Mona Campus through projects, initiatives and programmes. Executive membership of the league included: Shawn-King Ferguson - President; Alex Creary - 1st Vice-President; Jahneil Haye - 2nd Vice-President; Shawna-Lee Gordon - Secretary; Shawn Martin - Assistant Secretary; Khalid Smith - General Administrative Officer; Tashura Burrell - Treasurer; Clayton Williams - Assistant Treasurer; Derica Gardner - Internal Relations & Communications Officer;

Student & Alumni Engagement

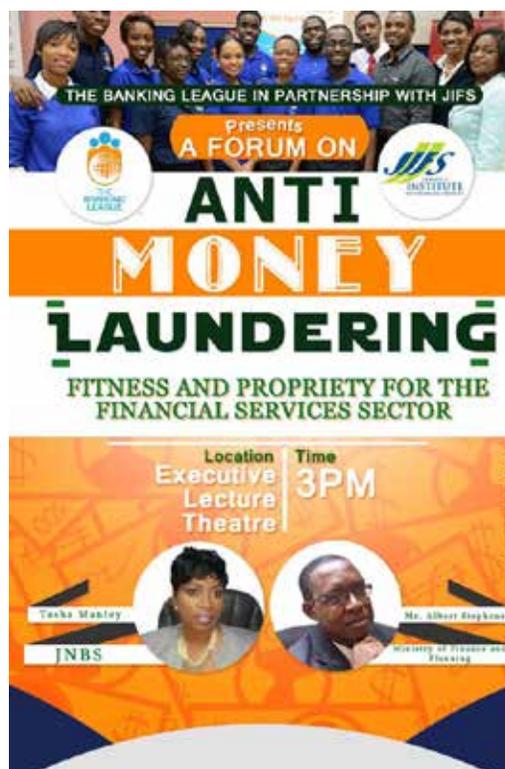
Alexei DaCosta – Public Relations Officer; and Alex Robinson – Assistant Public Relations Officer. The club's executive created and successfully executed a strategic plan to greater impact members and the wider-University community. This plan included initiatives to:

- more actively engage the approximately 100 club members;
- increase financial literacy and awareness;
- create an official club website;
- develop an effective Mentorship Programme for first year students adapting to the conditions of university life;
- launch a chapter at the WJC in Montego Bay;
- embark on an 'Education & Finance School Tour' to various secondary institutions;
- expand their Summer Internship Programme.

As part of its financial literacy and awareness series, the club planned and executed two public fora on issues facing the financial sector. The first anti-money laundering public forum was held on October 15, 2015 at the MSBM under the theme *"Fitness and propriety for the financial services sector"*. Featured guest speakers were Tasha Manley, Attorney-at-law and Executive & Chief Compliance Officer at the Jamaica National Building Society (JNBS), and Albert Stephens, Principal Director of the Financial Investigations Division, the Ministry of Finance and Planning. Both speakers gave insights into the concept of money laundering, new developments and the extent to which it is a punishable offense under the law. Also in attendance were special guests Darlene Jones, Director at the Jamaica Institute of Financial Services (JIFS) and Minna Israel, Senior Advisor to the Vice Chancellor on Resource Development, UWI.



Guest speaker Ms Tasha Manley, Attorney-at-law and Executive & Chief Compliance Officer, JNBS, addresses the audience at the Anti-Money Laundering Forum, October 15, 2015.



Student & Alumni Engagement



Mr Albert Stephens, Principal Director, Financial Investigations Division, Ministry of Finance and Planning, addresses the gathering at the Anti-Money Laundering Forum, October 15, 2015

The second forum entitled *“Trading currency for wealth & growth”* was held on February 18, 2016 in partnership with the Young Investors Club.

The Banking League also set out to strengthen external partnerships with its key partners - the National Commercial Bank (NCB), the Jamaica Bankers Association (JBA) and the Jamaica Institute of Financial Services (JIFS) - through various initiatives embarked upon to foster the creation of closer relationships. In October 2015, the club launched their NCB Campus Ambassador Programme where members represented the NCB through branded shirts, and referred individuals to open regular savings accounts at the financial institutions. Additionally, they partnered with JIFS and JBA to host meetings and fora. Through the invaluable assistance and support of these institutions, the Banking League has its own Internship Programme, launched in summer 2015. This initiative provided internship opportunities to members - successfully placed applicants are able to work with the top-tier financial institutes in the country. Fifteen of the club’s members were placed on internships across JIFS member entities: NCB, Sagicor and CIBC First Caribbean. The programme has been deemed a success, especially with the considerations of a newly solidifying partnership between the Banking League and JIFS.

The club also celebrated five years of excellence, achievement and growth at their anniversary meeting held on November 5, 2015; Bank of Jamaica (BOJ) Governor, Brian Wynter was the guest speaker at the event. One of the many highlights of the meeting was the recognition of Darlene Jones and Lemar Edwards as recipients of the *Bond Builder Award* for long service and commitment to the Banking League. The event – carried on the Jamaica News Network (JNN) - was sponsored by JIFS, NCB and BOJ.



BOJ Governor, Brian Wynter (at the far left) being escorted by Shawn-King Ferguson, Club President (center) to the Banking League’s anniversary meeting held on November 5, 2015, where he was the guest speaker.

Student & Alumni Engagement

The Banking League launched its Mentorship Programme in September 2015 to provide academic support and mentorship to incoming 1st year students for the first semester of the academic year. Sixteen mentees were paired with 13 mentors in the areas of Banking and Finance, Accounting, Economics and Management Studies. Throughout the duration of the programme, participants were actively engaged in mentorship activities which included: peer advice, tutoring and homework sessions. Approximately 31 hours of service to the enrichment of students' on-campus experiences was realised through the programme.

Top mentors, who gave exceptional mentorship service to their mentees, were awarded at the Banking League's 5th Induction and Awards Ceremony held on April 16, 2016 at The Atrium, NCB. The guest speaker for the prestigious event was Nigel Holness, President, JBA. The new executive members of the club for the 2016-2017 academic year were chosen and a special award for Outstanding Leadership was presented to the outgoing club President, Shawn-King Ferguson.



Shavanie Dillon, a 3rd year Marketing & Management Studies Major (left) receiving a Top Mentor Award

Romario Scott, a 3rd year student of Banking & Finance (left), another Top Mentor Awardee.

Student & Alumni Engagement

The Banking League also launched its inaugural Community Service Committee, and club members were given the opportunity to participate in planning the various activities in which the club was involved, thereby building service hours and increasing their contribution to the club. Some of these outreach projects were:

- International Coastal Clean-up Day 2015 – September 19, 2015
- Maxfield Park Children’s Home visit – November 2, 2015
- Mona Blood Drive – November 10-11, 2015
- Feeding Day – December 20, 2015
- Sagicor Sigma Run – February 21, 2016



The Young Investors' Club

Each academic year, The Young Investors' Club focuses on entrepreneurship and investment as it aims to train persons to become billionaires. As part of its training, it strives to participate in activities that seek to assist in helping members to network, to give back and create a platform for learning and simulate the real world. During the 2015/2016 academic year the young investors' participated in a list of activities that were exciting and at the same time served as a learning guide for the future. These activities included:

- two outreach programmes;
- a bake sale to raise funds for outreach and other club necessities;
- inter-clubbing with the Banking League Club;
- corporate mingle;
- club fusion – to increase membership;
- weekly meetings and
- annual awards ceremony.

At the clubs' meetings, experienced speakers were invited to address club members. The speakers offered sage advice and mentorship to the members.

To top off the academic year, on April 7, 2016, the club had its Annual Awards Ceremony where it awarded members for their good work, expressed appreciation to guest speakers, and welcomed new members. Certificates of membership, awards for the Most Outstanding Member and Executive Member, as well as Certificates of Appreciation, were handed out at the ceremony.

Student & Alumni Engagement

There are currently over 90 members in the Young Investors' Club. The Executive Members for the 2015/2016 term who served in the following positions were:

- Gabrielle McDowell – President
- Janielle Green – 1st Vice President
- Matthew Strachan – 2nd Vice President
- Denise Rhone – Secretary
- Marteka Jones - Chief Financial Officer
- Chendra Dixon - Internal Operations Manager
- Rhaime Fletcher - Investment Manager
- Theodore Whyte - Entrepreneur Manager
- Demario Richards - Public Relations Officer



Outreach activity:
Painting at Basic School in Tavern, St Andrew



Inter-clubbing with the Banking League club.
Executive members of both clubs pose for the camera



Inter-clubbing with the Social Sciences Committee



Club Fusion

Student & Alumni Engagement



Club members pose with guest speakers at various weekly club meetings.



From left to right: Guest speaker Wingsley Morgan being awarded with a Certificate of Appreciation by President of the Young Investors' Club, Gabrielle McDowell at the club's Awards Ceremony held April 7, 2016,

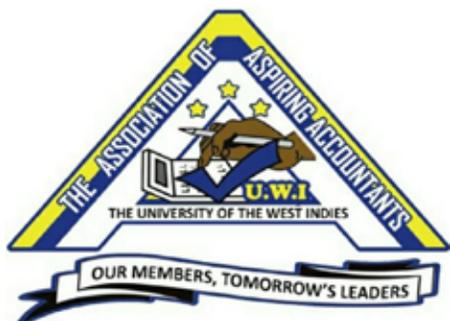


From left to right: Guest speaker D'Marie being awarded with a Certificate of Appreciation by President of the Young Investors' Club, Gabrielle McDowell, at the club's Awards Ceremony held April 7, 2016.



Executive members lyme at the club's first corporate mingle.

Student & Alumni Engagement



The UWI Association of Aspiring Accountants (AAA)

The UWI Association of Aspiring Accountants (AAA) continued to pursue excellence in its operations for the academic year 2015-2016. AAA hosted special presenters at their club meetings from Tax Administration of Jamaica (TAJ), the Institute of Chartered Accountants of Jamaica (ICAJ), Jamaica National Building Society (JN), PriceWaterhouseCoopers, Ernst and Young (EY), and KPMG. The aim of these special presentations was to expose members to the accounting and auditing fields and potential career development opportunities.

Other activities included the club's involvement in International Coastal Clean-Up Day; Club Fusion where the club was awarded 1st place and \$30,000 for its participation in Club Fusion, Promotion of Activity and Outreach Activity for the previous academic year 2014/2015. The AAA also developed and executed a fortnightly Homework Programme at Maxfield Park Children's Home as their outreach programme. They were very instrumental in helping to integrate new students into university life through Orientation 2015 and inter-clubbing events; they also held several bake sales fundraisers to earn funds to support club activities.

The Association's Executive Body for the 2015-2016 academic year was: Dayandria Clarke – President; Neisha Byfield – First Vice President; Sasha Miller – Second Vice President; Diandra Dyer – Secretary; Boris Palmer – Assistant Secretary; Samantha Thompson – Treasurer; Michico Miller – Assistant Treasurer; Johnique Reid – Public Relations Officer; and Annique Davis – Assistant Public Relations Officer



Student & Alumni Engagement



Student & Alumni Engagement



UWI TOURISM SOCIETY
VIBE | VISION | VITALITY

The UWI Tourism Society

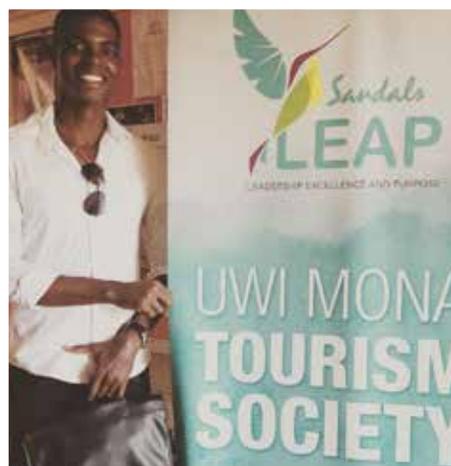
The UWI Tourism Society had a successful year. They hosted a number of activities including but not limited to:

- cake sales to raise funds for club activities;
- participating in the International Coastal Clean-up Day 2015;
- hosting a number of guest speakers from the Tourism industry at club meetings; strengthening their relationship with Sandals Resorts International and the Jamaica Tourist Board (JTB).

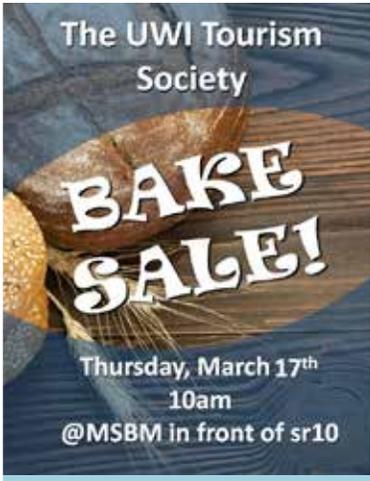
Club members also went on field trips to the offices of the JTB, where they got a better insight into the workings of the organization, and to the Bob Marley Museum. The UWI Tourism Society joined with Sandals LEAP to offer many benefits to its members in the form of a scholarship, internships and an essay competition. With the Sandals LEAP Initiative, the UWI Tourism Society and UTech Tourism Action Club (TAC) collaborated and adopted a farmer and a high school farm. The school greenhouse will be renovated and equipment will be provided to the farmer to enhance production. The UWI Tourism Society

has an average of 30-35 members attending club meeting, and successfully inducted 18 new members in the last academic year.

The following were the Executive for the year 2015/2016: Alison Harriott – President; Toni-Ann Clark – Vice-President; Neko Kelly - Public Relations Officer; Russannette Dennis - Assistant Public Relations Officer; Mischica Bonner – Cultural Entertainment and Activities Coordinator; Nathania Powell – Secretary; and Taurian Mendez – Treasurer.



Student & Alumni Engagement



From left to right:
Club President
Allison Harriott and
Vice President Toni-
Ann Clarke posing
for the camera.

Student & Alumni Engagement



UWI Marketing Association

The UWI Marketing Association (UMA) sets out to introduce students to the practical side of marketing, giving them first-hand experience through the execution of various projects and internships.

In the last academic year, the association executed several initiatives to engage current and attract new members; hosted fundraisers for their UMA Outstanding Student Grant; ramped up its use of social media platforms – UMA Snapchat Live and UMA Twitter Talk Show – to reach constituents; held club meetings where special guest speakers – for example Dr Leahcim Semaj, Toni “Bella” Blair, and Peter Lloyd - Director, Digicel Group, to name a few - were invited to address the membership first-hand on topics of interest; participated in Club Fusion where they signed up over 500 potential members; held joint club activities; and had several events geared at educating, empowering and motivating members – Annual UMA Pink Day, a breast cancer awareness meeting – October 8, 2015, “Where are they now” web series, in which they showcased the growth of past executive and members since leaving the UWI, and how involvement with the UMA influenced their lives.

The association was also very active in its outreach activities. Some of these are listed below:

- The club participated in the Jamaica Environment Trust (JET) & Nuh Dutty Up Jamaica International Coastal Clean-up (ICC) Day 2015 on September 19, 2015;
- The UMA Annual Christmas Treat 2015 was held at Sophie’s Place (Gordon Town), a Mustard Seed organization that caters to children with special needs. They participated in their daily worship, facilitated an arts and craft session and helped to feed the children.
- The UMA entered a team of 87 students in the October 10, 2015 Digicel 5K Run for Special Needs, donating a total of \$87,000 to the cause.
- On Feb 14, 2016, members of the club’s External Affairs Committee joined with the Angels of Love UWI/UTech Chapter to present gifts to, and spend time with, the children of the UHWI Paediatric Ward.

Executive members of the UWI Marketing Association for the 2015/2016 academic year were: Hasani Semaj- President; Carlyle Grant - Vice President; Timothy Skyers - Director of Public Relations; Adrian Doyley - Director of Public Relations, Zola Hinds - Secretary and Treasurer, Danielle Duval - Assistant Secretary and Treasurer; Gillian Parague - External Affairs Chairperson; Cedrica Reid – Assistant External Affairs Chairperson; David Moss-Solomon - Cultural & Entertainment Affairs Chairperson; Keanu Laing - Assistant Cultural & Entertainment Affairs Chairperson; Adam Armond - Director of Advertising & Promotions; Dominic Gocoul - Director of Advertising & Promotions; and Keleisha Carter - Club Adviser.

Student & Alumni Engagement

FIRE NATION

MALE **HOT GIRLS ONLY!** **FEMALE**

PRICE: \$2,500

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uma_uwimona
The University of the West Indies, Mona

Elizabeth Swaby
Former Vice President of UMA

481 views

uma_uwimona On this weeks #TeamUMA 'Where are they now', we feature Elizabeth Swaby, Carbonated Beverages Brand Manager at @pepsijamaica [Link to full video in BIO]

Student & Alumni Engagement



The UMA officially awarded the inaugural UMA Grant of \$50,000 to Latanya Martin during their annual Induction and Grant Award Ceremony, held on April 12, 2016. At the back from left to right: Hasani Semaj, Keanu Laing, Carlyle Grant and David Moss Solomon. On the front row from left to right: Gillian Parague, Cedrica Reid, Latanya Martin, Danielle Duca, Zola Hinds, Keleisha Carter.



The UMA Association visited the Mary Atkins Shelter in April 2016 as one of their outreach projects.

Student & Alumni Engagement



Toastmasters Club

MSBM, during the academic year, took steps to revive The UWI Toastmasters Club. The School underwrote the Charter re-establishment fee and the credential costs for the first 20 Co-operative in Accounting students. The re-initiation meeting was held on March 16, 2016. Executive leadership, elected during the period, include: Callicia Carson – President; Owen Campbell – Vice President, Membership; Makeba Minot - Vice President, Education; Sam Dormeus – Vice President, Public Relations; Shicone Alexander - Treasurer; and Meikah Hamilton – Secretary. Well-attended meetings (with over 40 participants) were held on March 24 and 31, 2016.

Alumni events

MSBM Alumni Executive Team, in collaborating with the school, conducted a donation drive – culminated on October 11, 2015 - for the Pregnancy Resource Centre of Jamaica, located in Montego Bay. The Pregnancy Resource Centre of Jamaica aims to educate and empower abortion-vulnerable girls through intervention, prevention and reconciliation services. The call for donations included personal care, food and household items for the girls in need. The response was encouraging.

The Alumni Association, with the support of the School, held their *"Reconnect: The Black Jack Edition"* social event for alumni on November 14, 2015 at the Spades Lounge, Phoenix Avenue. Alumni were asked to pay a cover charge which went towards a scholarship fund for MSBM

undergraduate students. The response was good with approximately 70 alumni attending the event.

The Annual General Meeting for the Association was held on June 15, 2016, and a new Executive Committee was elected. The new executive for 2016-2017 includes:

- President – Chrevaughn Legister, Account Executive, Public-Private Partnerships & Privatization Unit, Development Bank of Jamaica
- Vice President - Neville Graham, Entrepreneur/Director, NCR Sheep Limited
- Treasurer – Maricia Hawes, Consumer Brands Manager, Ag Chem Plant Limited
- Secretary – Kadiann Malcolm, Accounting Clerk, MSBM
- Assistant Secretary/Treasurer – Dean Palmer, Team Leader, Sagicor Life Jamaica Limited
- Social Media Facilitator – Craig Williams, Group Corporate Communications Manager, Seprod
- Public Relations Officer – Cherine Forbes, Creative Director & Chief Marketing Officer, ALATRA Creative Designs & Marketing.

The School congratulates and welcomes the new leadership!



2016/17 Alumni Executives from left to right: Social Media Facilitator - Craig Williams, Treasurer - Maricia Hawes, President - Chrevaughn Legister, Secretary - Kadiann Malcolm, Assistant Secretary/Treasurer - Dean Palmer, Public Relations Officer - Cherine Forbes and Vice President - Neville Graham.



STAKEHOLDER RELATIONS

As part of its mandate to offer public advocacy service to the constituents it serves, MSBM invested heavily in a number of special projects which were aimed at deepening the School's relationship with its stakeholders. Some are listed below:

MSBM & JNN sign MOU



Gary Allen, CEO, RJR Communications Group (at left) signs the MOU with MSBM's Executive Director Professor Densil Williams.

From left to right: Professor Evan Duggan, Dean, FSS; Minna Israel, Special Advisor to the Vice Chancellor, The UWI; Michael Sharpe, Senior Web Content Producer, Jamaica News Network (JNN), and Professor Densil Williams at the signing of the MSBM-JNN MOU.

MSBM and Jamaica News Network (JNN) signed a Memorandum of Understanding (MOU) on August 3, 2015 at the UWI, Mona. One of the school's strategic objectives, 'to produce employable graduates,' is central to satisfying the needs in the markets that it serves, contribute to national development, and reinforce its reputation. This MOU creates a platform for the organizations to contribute to national development – by providing relevant and timely information on transactions relating to equities, bonds, currencies and commodities for the wider public – and moves the school closer to fulfilling its strategic imperatives in its public advocacy programmes. Indeed, this MOU provides a medium for the partners to expose, analyse and interpret happenings across various markets that may impact Jamaica in the increasingly interconnected global marketplace.

MSBM Business Review Magazine

The MSBM Business Review - launched in 2010 and devoted to analysis and commentary on major developments in business, both in Jamaica and the Caribbean - published Volume 3 Issue 3 during the period under review. The volume addressed and provided critical insights on: the impact of "big data" on organizations, the RJR/Gleaner media house merger, and current IMF policies. The new circulation strategy - a partnership for the distribution of free magazines with Fly Jamaica and Knutsford Express - appears to resonate with marketers for domestic and multinational firms. Henceforth, the magazine will be issued twice per year.



Stakeholder Relations

Executive Insights Newsletter

MSBM's Executive-In-Residence, Mr James Moss-Solomon, generated and disseminated a number of thought-provoking articles - via the "Executive Insights Newsletter". His pieces covered topics such as: *"A bold time for constitutional reform"*; *"The 'papillon' reality"*; *"The Trans-Pacific Partnership – Trade or politics?"* and *"Whose responsibility is it?"* Volumes 1-10.

MSBM Documentation Centre Activities

The MSBM Documentation Centre employed various tactics to fulfil its mandate to enhance information literacy among students and stakeholders. The Centre hosted information literacy sessions for various student groups covering important topics such as: plagiarism and the use of the Turnitin software application; APA citation style; study tips for examinations; electronic database use; and OPAC, the library's online catalogue. The Centre also mounted displays to educate students on *"Women in Parliament 2016"*, *"Jamaican leaders through the years"* and *"Going green in an organization"*.

International Women's Day, March 8, 2016, - a global day celebrating the social, economic, cultural and political achievements of women – was also commemorated by the Documentation Centre by the staging of "Purple Day". Students and members of staff came out in purple attire and made the day a success.



Stakeholder Relations

MSBM launches Finance Lab



Specially invited guests from left to right: Patrick Hylton, Group Managing Director, NCB; Marlene Street-Forrest, General Manager, JSE; Professor Densil Williams, Executive Director, MSBM; Dennis Cohen, Deputy Group Managing Director, NCB; Former Governor General Professor Sir Kenneth Hall; and Professor Evan Duggan, Dean, FSS, The UWI admire the video wall and ticker on display in the lab.

Professor Sir Kenneth Hall, former Governor General and Professor Emeritus, The UWI, cuts the ribbon at the launch of the MSBM Finance Lab.

The School officially launched the Caribbean's first University Finance Lab which is aimed at bridging the gap between what students are taught in the class room and complex financial data they are expected to interpret upon entering the world of work. Approximately \$22 million was invested in the state-of-the-art-facility which allows access to securities trading from the top 50 global exchange virtual platforms - through its partnership with Bloomberg, and the Jamaica Stock Exchange. The project came in under budget and on-time, a strong testament to the adroit and efficient management of the project from the MSBM team.

The formal launch of the Lab took place on October 26, 2015 at MSBM North Courtyard. The evening's proceedings were chaired by Mr Patrick Hylton, Group Managing Director, NCB and Chairman of the MSBM Board of Directors; and featured: greetings from Professors Evan Duggan – Dean, Faculty of Social Sciences, UWI Mona, and Densil

Williams, Executive Director of MSBM; a message from Mrs Marlene Street-Forrest, General Manager of the Jamaica Stock Exchange; and the keynote address by Mr Dennis Cohen, Deputy Group Managing Director, NCB. The official opening was done by The Most Hon. Professor Sir Kenneth Hall, Former Governor General. The launch, which was by invitation only, was well attended with over 90 persons present. It was televised live by Jamaica News Network (JNN) and covered by print and other electronic media houses such as: The Gleaner, the Jamaica Observer, and Sleek News. Mr Michael Williams, Deputy ED, MSBM, in a post-launch activity, made an appearance on TVJ's Smile Jamaica on October 27, 2015 to discuss the launch and the benefits of the lab to its various stakeholders.

Stakeholder Relations



Cross-section of audience at the launch of the MSBM Finance Lab.



Special guest speaker Mrs Marlene Street-Forrest, General Manager, JSE, speaking at the launch of the MSBM Finance Lab.

Mr Patrick Hylton, Group Managing Director, NCB and Chairman of the MSBM Board of Directors, gives an address at the launch of the MSBM Finance Lab.



Stakeholder Relations

MSBM members of staff honoured at UWI long service awards

On Thursday, December 10, 2015, three staff members of MSBM were honoured for their Years of Service by the University of the West Indies at the Campus' Presentation of Long Service Awards. They are:

- Dr Lila Rao Graham – 20 years
- Drs Derrick Deslandes and Hilary Robertson-Hickling – 15 years.

MSBM & WIGUT Joint Agreement for ASAP Staff

MSBM and WIGUT signed a Joint Agreement on the Rules for Academic, Senior Administrative and Professional staff (ASAP) whose contracts of employment are non-UGC funded. This agreement - which was signed on December 17, 2015 - covers the terms and conditions of service of MSBM's non-UGC ASAP members of staff. It is a major step towards the completion of the school's staff policy manual. The agreement's intent is to engender a spirit of transparency in career development of all staff members at MSBM.

MSBM Outreach project

The school embarked on its major outreach initiative – dubbed “MSBM Outreach Day” – on April 21, 2016 at the Fort George Early Childhood Institute, Fort George, Annotto Bay, St Mary. MSBM staff from all locations – North, South and Western Jamaica campuses – turned out in support of the initiative. The school's staff and friends donated: educational toys and school supplies; a used but functional television set for entertainment; education devices; utensils and small appliances for use in the preparation of meals for the children; toiletries; an 800 gallon water tank, paint, painting supplies, and a face basin. There was a formal hand-over of the gifts to the school's principal – Mrs Barbara Bhansi. The faculty and staff spent the day painting and participating in general activities to enhance the school's exterior. We are extremely grateful to corporate sponsors Tastee and Sherwin Williams Paints W.I. which supported the day's activities with meals for the volunteers and paints for the restoration activities.





QUALITY ASSURANCE

External examiners' meetings for the MBA, MBM and Diploma programmes were held on September 3, 2015. The examiners, Professor Kasim Alli, Professor Edward Davis (both from Clark Atlanta University); and Professor Barron Harvey (Howard University) commended the School for:

- incorporating many of their recommendations over the years,
- the management of the school;
- greater consistency in course outlines;
- the commitment that MSBM has made to ensure that its part-time programme was of equal quality with its full-time programme;
- the continued high quality of the faculty,
- introduction of the Finance Lab as a tremendous addition to the pedagogy.

The examiners also made some recommendations to continue to strengthen the quality of the school's offers. These include:

- An investigation into the high failure rates and awards of high grades;
- The inclusion of more local cases in coursework assignments;
- Greater encouragement of faculty for the incorporation of their research in the classroom – textbook, relevant articles, etc.;
- The consideration of an international study tour option for students to continue to increase the global and international interactions of the students.

AACSB 2017 Project

During the 2015/16 academic year, the school intensified its preparations geared at the submission of its application for AACSB consideration for accreditation in 2017. An experienced consultant, Sam Paschall, was retained to work with the MSBM team to develop the necessary policies, processes and records

required by the AACSB standards. A project management philosophy was adopted to operationalize the initiative given the plethora of activities to be completed. As a result two committees – Governance and Technical – were established to provide oversight and direction for the various work teams. The Governance Committee members include: three international professors - Baron Harvey (Chair), Ed Davis, and Kasim Alli – all of whom have played integral roles in AACSB accreditation of their institutions; Dean of the UWI's Faculty of Social Sciences; MSBM's Executive Director, Director of Strategy; and Sam Paschall (consultant).

The Technical Working Committee is led by the Manager of the Accreditation and Quality Assurance Unit and comprises: the two Deputy-EDs and members of the Strategy Monitoring, Evaluations and Projects (SMEP) Unit. After careful consultation and deliberations at the Governance committee level, it was decided that given the structural changes that need to be made at The UWI level, the AACSB project should be put on-hold until further notice. The school's Board of Directors also approved this recommendation. While the project is on hold, however, the guiding standards will be used to direct pedagogical operations in the school.

During the 2015/16 academic year, the school intensified its preparations geared at the submission of its application for AACSB consideration for accreditation in 2017.

Quality Assurance

Eduniversal Ranking

Eduniversal - a global ranking and rating agency, for schools specializing in higher education, based in Paris, France - in its 2015 survey findings, rated five of MSBM's Master's degree programmes in the top 200 global programmes and among the top 20 within those offerings assessed in the Latin America and Caribbean (LAC) region. The programmes rankings in the LAC region are as follows:

- Master of Business Administration (MBA) - Part Time (Masters in Executive MBA & MBA) - Ranked N° 19
- Master of Business Administration (MBA) - Full Time - Ranked N° 15
- Master of Science in Accounting - (in Accounting and Auditing) - Ranked N° 10
- Master of Science Computer Based Management Information System (CBMIS) - Ranked N° 11
- Master in Business Management (MBM) - (General Management) - Ranked N° 16

All programmes showed improvement in ranking over prior periods (see table 6 below).

Table 6 Programme Rankings

Programme	Academic Period	
	2013 -2014	2014 -2015
MBA PT	-1	9
MBA FT	20	15
MSc Accounting	11	10
CBMIS	12	11
MBM	-1	6

Eduniversal annually publishes its official ranking for the 4000 Best Masters and MBA Programmes in 30 fields of studies globally with recognition based on the measurement of three main criteria: the reputation of the programmes (how well they are known and recognized by recruiting companies); the salary of first employment after graduation (placement of our graduates in the best job positions on the market); and student satisfaction (measured by student feedback).



STUDENT ACHIEVEMENTS

MSBM students continue to perform exceptionally well in both the academic and non-academic areas of the curriculum. Below, the report highlights some of these significant achievements.

Post Graduate Awards Ceremony

The UWI Faculty of Social Sciences Annual Graduate Awards Ceremony to recognize outstanding academic performance for 2014-2015, was held on November 25, 2015. Sixty-one MSBM students received Distinctions; and special course and programme awards were presented to 25 of our students.

Ms Shani Bryan was awarded The Executive Director's Award for the Best Overall Academic Performance in MSBM, as well as Best Academic Performance in the MSc Enterprise Risk Management Programme and a Distinction in the MSc Enterprise Risk Management programme.

The MSBM also recognized other outstanding graduate student performance in the various MSBM Graduate programmes (See Tables 7 and 8):

Table 7 Awardees for MSBM MSc Programmes

Programme	Award	Recipients
MSc Accounting	Best Academic Performance (Accounting Part-time)	Yanique Dale, Trishawana Davis
MSc Accounting	Best Academic Performance (Accounting WJC)	Charleen Samuels-Beckford
MSc Accounting	Best Academic Performance (Accounting Full-time)	Petreen Matthews
MSc Accounting	Best Research Project (Accounting)	Kenrick Brown, Kandice Derby-Bennett, Merlyn Reid
MSc Enterprise Risk Management	Best Academic Performance	Shani Bryan
MSc Tourism & Hospitality Management	Best Academic Performance	Marsha Banton
MSc CBMIS	Best Academic Performance (CBMIS)	Julene Powell
MSc CBMIS	Best Final Project	Ian-Keith Goldson, Joseph Weathers, Tavare Tulloch, Rashiedee Brown, Marcia Bent
MSc National Security & Strategic Studies	Best Academic Performance	Walter Bass

Student Achievements

Table 8 Awardees for MBA/MBM/Diploma

Programme	Award	Recipients
MBA Marketing concentration	Best Performance in the Marketing Concentration	Kadian Parkins
MBA Banking and Finance concentration	Best Performance in the Banking and Finance Concentration	Lacreisha Mehabeare - Davis
MBA General Management concentration	Best Performance in the General Management Concentration	Ashley O'Sullivan
MBA Human Resources Management concentration	Best Performance in the MBA HRM Concentration	Karen Llewellyn
MBA International Business concentration	Best Performance in the International Business Concentration	Sabrina Watson
MBA Part -time Mona	Best Academic Performance MBA Part-time (Mona)	Sabrina Watson
MBA WJC	Best Academic Performance (MBA WJC)	Nickey -Ann Spence
MBA Full -time	Best Academic Performance (MBA Full-time)	Kenisha Thom
MBM	Best Academic Performance (MBM)	Shara -Kay Kinlocke
Diploma in Business Administration	Best Academic Performance (Diploma in Business Administration)	Toni -Ann Fraser

Annual Undergraduate Awards Ceremony

At the FSS's Annual Undergraduate Awards Ceremony held on January 14, 2016, to recognize outstanding academic achievement for 2015-2016, MSBM students continued to excel, with 12 special awards being presented for outstanding academic performance (see Table 9). The prize for the Best Overall Performance in the MSBM Undergraduate Programme was awarded to Shade Chambers.

Other recipients were:

Table 9 Awardees for MSBM BSc Programmes

Award	Recipient
Best Undergraduate Performance and Best Overall Performance	Shade Chambers
Best Performance in Management Studies (Accounting)	Shade Chambers
Best Performance in Management Studies (Entrepreneurship)	Nicole Maitland
Best Performance in Management Studies (General)	Christopher Dunlop
Best Performance in Management Studies (HRM)	Saneka Irving
Best Performance in Management Studies (Marketing)	Kimberly McKnight
Best Performance in Operations Management (Major)	Cavin Lewis
Best Performance in Tourism Management (Special)	Sade Johnson
Best Performance in Management Studies (MIS)	Suen Clarke
The Ernst & Young Taxation Prize Best Overall Performance	Krisane Smith
The Ernst & Young Auditing Prize Best Overall Performance	Shade Chambers
The Ernst & Young Co-op in Accounting Prize Best Overall Performance	Kerry-Ann Reid



Student Achievements

DBA Students' Progress

Our Doctoral programme, a key enabler in our research agenda, has seen significant progress in-terms of its students towards the completion of important and relevant research projects. An increasing number of students have successfully defended their dissertation research proposals during the period. The candidates were:

- Mr Rickert Allen (Cohort 4) on October 28, 2015 – proposal titled: *“Organizational characteristics linked to organizational commitment for improving employee readiness for corporate transformation”*.
- Mrs Deloree Staple-Chambers (Cohort 3) on November 10, 2015 – proposal titled: *“Predicting tax compliance: The case of Jamaica”*.
- Ms Suzanne Wynter (Cohort 4) on November 13, 2015 – proposal titled: *“Credit risk in government mortgage lending”*.
- Mr Steve Whyte (Cohort 2) on March 4, 2016 – proposal titled: *“An examination of the relationship between social network structures and software quality in free and open source software development”*.
- Mrs Vanetta Skeete, DBA Cohort 1 on May 13, 2016, proposal titled - *“Entrepreneurship in local economic development: The potential of community-based enterprises in Jamaica”*.
- Mr Noel Morgan, DBA Cohort 3 on June 7, 2016, proposal titled: *“A roadmap for socio economic development utilizing the entrepreneurial framework conditions of the Global Entrepreneurship Monitor: Examining the case of Jamaica”*.

The candidates will now proceed to conducting their research and writing their theses.

Quarterly Progress Reporting Sessions for the school's doctoral candidates were held November 3-4, 2015 and April 4 – 6, 2016. The objective of these Quarterly Progress Reporting Sessions is to ascertain the progress that the DBA candidates in Cohorts 1-4 are making towards the completion

of their dissertation. Twenty candidates presented to a panel of academics which include the DBA Academic Director, supervisors, and other invited scholars. The upgrade reports revealed that students are progressing steadily through the research process.

MSBM Undergraduates win NCB Vision Awards

A team of MSBM undergraduate students (Monish Parwani, Olivia Sinclair, Jon-Ross Dela Motta and Andrew Christie) were presented with the NCB Vision Awards at the NCB Nation Builders 2015 Awards Ceremony held on October 22, 2015. The award is given to the undergraduate student or team that prepares and submits the best final year Business Plan project in their Entrepreneurship major. Their business plan was presented as a proposal for a venture titled “The Paper Garden”, which offers origami arrangements - made from a majority of recycled materials including but not limited to; glass bottles, paper, wire, and wooden objects - for events and occasions.

Undergraduate Students Seminars

MSBM's Tourism Management undergraduate students arranged a number of seminars to fulfil their course requirement. These included: Managing Intellectual Property, Financial Management in Entertainment Industry, Linking Entertainment with other sectors, and Building the Brand: Marketing the Creative Talent. These were well attended and included guest speakers from the Jamaican Intellectual Property Office (JIPO), Jamaica Music Society, Netball Jamaica and UWI Mona. Other events arranged by the Tourism students were held during the period November 15-21, 2015. These were: Hair Show and Expo – November 18, 2015; a panel discussion on Sex and Love – November 19, 2015; and an Agricultural Expo/Farmers' Market on November 21, 2015.



ENTREPRENEURIAL PROGRAMMES

Vincent HoSang Entrepreneurship Programme

The launch event for the 2015/2016 staging of the annual Vincent HoSang UWI Venture Competition was held on September 16, 2015 in MSBM Executive Lecture Theatre. Named after The Hon. Dr Vincent HoSang (a Jamaican entrepreneur who owns and operates one of the largest frozen food companies in the USA), the competition aims to provide funding for young entrepreneurs to transform business proposals into successful businesses. The programme is open to graduate students and final year undergraduate students of the UWI. Dr HoSang contributed another US\$60,000 to the programme. Other sponsors for this year's competition include: the Joan Duncan Foundation, UHY Dawgen Chartered Accountants, Jamaica Yellow Pages, JN Small Business Loans, Development Bank of Jamaica, Jamaica Observer and the Mona Business Support Services (MBSS).

Preparations for the Competition (UWIVC) included a Mentor Briefing Session - where the teams were introduced to their mentors - on October 14, 2015 and three boot camp sessions that covered the following topics: *Business Plan Writing* on October 20, 2015 - facilitated by Mr Douglas Lindo (Lecturer in Entrepreneurship, MSBM) and Ms Ana-Kaye Green (a team member from the winning 2013 team); *Marketing the Venture* on October 21, 2015, led by Mr Mark Chisholm (Executive Vice President, Sales, Individual Life Division); and *Capital Structure and Venture Financing*, October 26, 2015 with Mrs Vennecia Christian-Barnes, Managing Director, Caribbean Money Lenders Company Limited and MSBM adjunct Lecturer).

The finals – held on November 20, 2015 - were attended by chief benefactor The Hon. Dr Vincent HoSang, who reaffirmed his support for the competition's mission and objectives, while providing words of encouragement for all the aspiring entrepreneurs from the student populace who entered the competition. All sponsors had representatives in attendance.

Of the 15 teams that went to the elimination round, six made it to the finals that were judged by Sabrina HoSang Jordan, Chief Operations Officer, Caribbean Foods Delight (daughter of the event's benefactor); Sandra Shirley, Business and Financial Consultant; Sharon Smith, Incubator Manager, Mona Business Support Services; Vennecia Christian Barnes, Managing Director, Caribbean Money Lending Company Limited and MSBM Lecturer; and Wayne Wray, Financial Advisor and Business Owner, 365 Retail Limited. Honours were issued as follows:

- **Team Glace Kafe** (MPhil Biotechnology students) - 1st place and cash award of \$300,000, Best Presented Financials and Best Corporate Social Responsibility
- **Team Phyto-bio Foods** (BSc Biotechnology students) - 2nd place and cash award of \$200,000
- **Team Rabb-Eats** (Social Work Masters students) - 3rd place and cash award of \$125,000
- **Carlton Barrows** - Best Presenter
- **Team Aqua Monitor** - Top Undergraduate Team
- **Team Seage** - Elevator Pitch¹ Winner.

¹The Elevator Pitch gives competing student entrepreneurs 90 seconds to pitch their business idea to a potential investor; the aim is to mimic industry practice wherein entrepreneurs try to convince prospective investors to provide a full meeting to further explore their proposed business opportunity.



SPECIAL EVENTS

Signing of MOU with Spur Tree Spices

The MSBM signed a one year Memorandum of Understanding (MOU) with Spur Tree Spices Jamaica Limited on October 21, 2015. Under this MOU, Spur Tree Spices will be the title sponsor of the MSBM Public Advocacy Series and it's Star Awards (employee awards for excellence) for 2015/16 academic year.

Book Launch Events

Formal book launches were held for books written and published by MSBM faculty during the period under review as follows:



The Most Hon. P.J. Patterson, ON, OCC, PC, QC (far right), congratulates Professor Edwin Jones on his publication at the launch of his book "Contending with administrivia: Competition for space, benefits and power" on November 26, 2015 at the Undercroft, The UWI, Mona Campus.

Professor Edwin Jones published his book "Contending with administrivia: Competition for space, benefits and power", Arawak Publications, Kingston, Jamaica, ISBN 978-976-95835-4-2. The launch took place at the Undercroft, The UWI, Mona Campus on November 26, 2015. The special guest speaker was The Most Hon. P.J. Patterson, ON, OCC, PC, QC.



Maxine Lettman-Hall, DBA Programme Coordinator (left) accepts a copy of her book on behalf of the MSBM Documentation Centre, from Professor Lou Anne Barclay at the book launch on December 3, 2015.

Professor Lou Anne Barclay's book: "Managing FDI for development in resource-rich states: The Caribbean experience", Palgrave Macmillan, ISBN 978-137-51608-4, was launched on December 3, 2015 at the UWI Regional Headquarters. Professor Alvin Wint, Professor of International Business and Special Advisor on External Relations to the Vice Chancellor, was the guest speaker at the event.

Both launch events were well attended with wide representation from academia, the private and public sectors.



PROFESSIONAL SERVICES UNIT (PSU)

The Professional Services Unit (PSU), offered services to the private and public sectors in the areas of Executive Education, (Customized training and Scheduled Short Courses), Consultancy Services and Applied Research. During the year under review, August 1, 2015 to July 31, 2016, the Unit was engaged in the following activities:

Executive Education

Scheduled Short Courses

Twenty (20) cohorts of executive education courses were held. Of this number fourteen (14) cohorts were for Project Management which was offered between Mona and the Western Jamaica Campuses with a total of 271 participants. Other courses offered were: - *Introduction to Supervisory Management* – 3 cohorts with a total of 46 participants, *Advanced Supervisory Management*- one cohort with 13 participants, *Business Communication Suite* - one cohort with 6 participants and *Financial Management Made Simple* - 1 cohort with 6 persons, a total of 342 participants.

MSBM was re-certified as a Registered Education Provider with Project Management Institute (PMI), USA for flagship Project Management course – Principles and Practices of Project Management. It should be noted that all our facilitators who teach on this course are certified PMP®s.



Customized Training

The PSU delivered customized training to employees of eight public and private sector organizations. The participants represented a total of 11 cohorts with training conducted in the following areas:- Emotional Intelligence (two cohorts); Essentials of Project Management (two different companies); Strategic Thinking & Critical Analysis (two cohorts); Organizational Development Programme (a modular programme spanning several months); Enterprise Cost Management; Enterprise Risk Management; Enterprise Transformation & Critical Analysis; and Business Process Management.

Consultancy

The PSU delivered consultancy services to Marathon Insurance Brokers, the Victoria Mutual Group and Grace Kennedy Money Services. Strategy consulting is a growing business area and GraceKennedy Foods Division and the Financial Services Commission have already requested consultancy services for the first quarter of the 2016-2017 financial year.

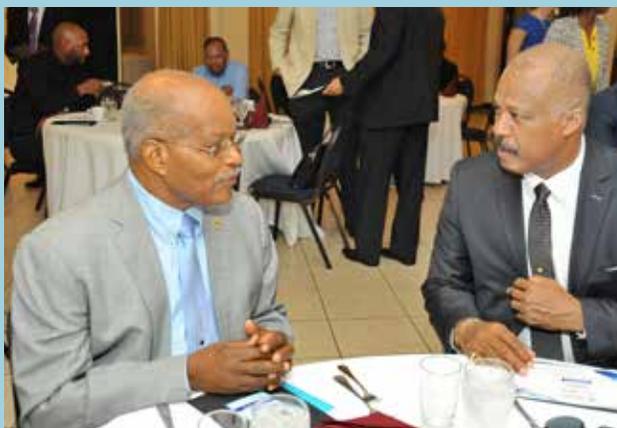
Conferences

MSBM Roundtable 2016

The 7th staging of MSBM's Roundtable was held on June 22, 2016 at the Mona Visitor's Lodge and Conference Centre. The theme for the invitation-only breakfast event was "*Stock market as driver of economic growth*". The Chairman, Professor Evan Duggan, Dean, Faculty of Social Sciences, The UWI Mona gave opening remarks. The welcome was delivered by Professor Sir Hilary Beckles, Vice-Chancellor, The UWI. Remarks were given by: The Hon. Fayval Williams, MP, Minister of State in the Ministry of Finance and the Public Service; Dr Peter Phillips, Opposition Spokesperson for Finance & Planning; Mrs. Marlene Street Forrest, General Manager, Jamaica Stock Exchange (JSE); and Mr. Julian Mair, Group Chief Investment

Professional Services Unit (PSU)

Strategist, JMMB. Mr. Mark Wilson, Investment Advisor, Canaccord Genuity Wealth Management, Canada was the special guest speaker. Recent MSBM research findings were presented to the participants by MSBM faculty Drs Twila-Mae Logan, Finance Lecturer, MSBM and William Lawrence, PSU Director. The Inter-American Development Bank (IDB) and the Jamaica Stock Exchange (JSE) were main sponsors of the event.



Professor Sir Kenneth Hall (left) in discussion with Professor Sir Hilary Beckles, Vice Chancellor, The UWI at the MSBM Roundtable 2016 on June 22, 2016.



Special presenters at Roundtable 2016 (from left to right): Marlene Street- Forrest (JSE); Dr Peter Phillips Opposition Spokesperson for Finance & Planning; Julian Mair (JMMB) and the Hon. Fayval Williams, Minister of State in the Ministry of Finance & the Public Service.



From left to right: Dr Twila-Mae Logan, Finance Lecturer, MSBM and Dr William Lawrence, PSU Director with Power 106 talkshow hosts.





Professional Services Unit (PSU)

Partnerships/Collaborations

The partnerships/collaboration agreements with Jamaica Institute of Financial Services (JIFS) and the Jamaica Business Development Corporation (JBDC) continued for academic year 2015-2016. During the year under review JIFS collaborated with a course titled *Enterprise Cost Management*. The inaugural collaboration workshop with JBDC was the Executive Development Course – *Financial Management Made Simple*.

MSBM/PSU had another collaboration agreement with The UWI Consulting Inc. This involved a project that dealt with the strengthening of civil society in Latin America and the Caribbean in which customized workshops in *Project Cycle Management* for select Caribbean countries - including Jamaica, Trinidad & Tobago, Barbados, and the Bahamas - were conducted by a certified Project Management Professional (PMP®) Associate from MSBM.



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

During the period under review, the CoE undertook a number of activities geared towards advancing the school's research agenda. Some of these are featured below.



Dr McNaughton, CoE Director, delivers a presentation on *"Open data and interactive community mapping: Empowering local community tourism"* at MapSaintLucia 2016.

Dr Maurice McNaughton, Director, Centre of Excellence (CoE) at MSBM, attended the MapSaintLucia 2016 event from February 26-28, 2016 on the invitation of St. Lucia's Ministry of Public Service, Information and Broadcasting. This event was part of Saint Lucia's open data program geared towards building a strong open mapping community and comprehensive digital map of the country. Dr McNaughton also attended several meetings with key stakeholders including St. Lucia's Minister of Public Service, Energy, Science and Technology.

Keynote at FOSS Workshop at Informatica Habana 2016

On the invitation of the University of Informatics Sciences (UCI), Dr Maurice McNaughton delivered the keynote address at the 6th International FOSS workshop at Informatica Habana 2016 in Havana, Cuba which was held March 14 -18, 2016. The presentation entitled, "Open ICT ecosystems – Caribbean opportunities", highlighted some of the work being done in the Caribbean with open

source and open data and various challenges and opportunities.

DevCa Conference and Code Sprint 2016

MSBM's CoE worked with collaborators - SlashRoots, the Caribbean Open Institute, IDRC, C&W Business, Open Data Charter, Start U Jamaica, Trafalgar Travel Ltd, PitchIT Caribbean, ConnectiMass Group, and Real Decoy – to host the fifth DevCa Conference and Code Sprint event over the period May 5 – 6, 2016. The Conference component of the proceedings has become one of the Caribbean's premier avenues for annual discourse on open data, digital governance and innovation with particular emphasis on development issues. The target audience spans public sector, civil society, development organizations with civic-minded technologists, researchers and entrepreneurs. Professor Densil Williams, Executive Director, MSBM, delivered opening remarks at the conference. Professor Sanjeev Khagram, Coordinator – Global Partnership for Sustainable Development Data,

Centre of Excellence (CoE) For It-Enabled Business Innovations

then presented the plenary keynote message, titled *"International open data charter and the global partnership for development data: Implications and opportunities for developing countries"*. Specialists in the field participated in:

- four panel discussions - *"The 2030 agenda: Data, sustainable development and vision 2030"*, *"Smart cities, smarter government – Digital transformation in a modern public sector"*, *"Beyond data journalism: Building Caribbean data competencies for a post-2015 world"*, and *"Engaging and understanding citizen voice in the digital age"*.
- three presentations - *"The voice of net-citizens: Combating corruption in a digital age"*, *"Engaging & understanding citizens voice in the digital age"* and *"Quantifying emotion: Using emotion to make more actionable decisions"*.
- roundtable session - *"Open data and the private sector–Business models, business opportunities"*.

Over 100 persons attended the first day of the conference; and an additional 475 joined via the live stream over the internet. The private sector roundtable session was attended by 30 persons.

The Code Sprint segment of the event aims to provide developers and their teams an opportunity to showcase their skills while finding solutions using open data. The focus for this year's event was the "Zika Resilience Caribbean Challenge" wherein developers were given an opportunity to provide solutions that will assist the region in its efforts to protect against the virus. The hackathon was held simultaneously on Day 1, at the four regional sites (Dominican Republic, St Lucia, Cuba, and St. Kitts & Nevis) with approximately 200 participants in total concurrently competing across these territories; the activities at the Jamaica site were postponed due to an insufficient number of participants. The Jamaica activities were held June 25-26, 2016.

Over 100 persons attended the first day of the conference; and an additional 475 joined via the live stream over the internet.



DevCa 2016 #HackZika winners Lewainne Vidal (far left), Christopher Derrell (far right) and Jonathan Cooper (missing from photo) of Team Solve share a winning moment with the World Bank's Mather Pfeiffenberger.



OFFICE OF SOCIAL ENTREPRENEURSHIP (OSE)

The Office of Social Entrepreneurship (OSE), delivers social entrepreneurship education and training for students, assists with developing sustainable community development, and conducts research in the field. As a community-based educational resource institute, the OSE relies on a strong relationship with community organizations to underscore the Institute'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. They have extensive experience developed among grassroots community based organizations (CBO's), CSO's and NGO's across the island, in both rural and urban spaces.

The OSE has also forged a successful 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 (e.g. conducting and facilitating workshops with companies like the Social Development Department, National Housing Trust (NHT), and RADA, where farmers were provided with information on sustainable farming practices and entrepreneurship in agriculture).

The OSE realized \$17,511,792 in funding across three major projects for the period August 2015 to May 2016. During this time, there were 3 main projects undertaken as follows:

Table 10 Major projects undertaken by OSE

Project Name	Project Duration	Project Cost
COMET II Social Enterprise for Community Development	August 21 – December 18, 2015	\$9,200,000
Digicel Foundation-Urban Social Enterprise Cluster	February 2016 - July 31, 2016	\$4,545,542
Jamaica National Social Enterprise Boost Initiative Research	August 1, 2015 – October 31, 2015	\$3,766,250
Total		\$17,511,792

Some of the OSE's main activities for the reporting period are outlined below.

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

The Office of Social Entrepreneurship (OSE) trained 15 Community Based Organisation (CBOs) and Community Development Councils (CDCs) under the Community Empowerment and Transformation Project Phase Two (COMET II) project in building sustainable social enterprises. Under the social enterprise (SE) development component the 15 organisations went through four weeks of training in order to take their social enterprises from ideation to implementation. The training was done on a phase by phase basis where the COMET office trained the most prepared organisation in the business development component for social enterprises. To further assist the organisation, an incubation framework was developed; under this framework each organisation trained by the office will benefit from a three-month incubation period where they will obtain assistance with their governance component, accounting and financial auditing, communication and marketing and the assessment of their social rate of return (SROI). The aim is to build the capacity of the managers of the enterprises, equipping them with the necessary skills to grow the enterprise and get additional funding.

Office of Social Entrepreneurship (OSE)

Eight organisations participated in the training for the final cohort of 2015. These included: Mount Charles Luna Benevolent Society (bee farm and honey production), St. Johns Height Citizens Association (landscaping company), St. Michael Steppers Marching Band (juice depot), Positive Youth in Action (block factory), Central Jamaica (red peas production), Hannah Town Cultural Group (dried fruits), Bull Bay Football Club (car wash) and Rockfort Football Club (poultry rearing).

Jamaica National Social Enterprise Boost Initiative: Survey of Jamaica's Social Landscape

Following the Jamaica National Scoping Exercise of Social Actors of the third sector in 2013 - which was the baseline research for social entrepreneurship in Jamaica conducted by the OSE - there is now a better understanding of the sector and how it is operated. From the baseline research, practitioners are better able to:

1. Understand the scale and scope of SEs and how they contribute to communities, economic growth and employment;
2. Gain an understanding of those organisations currently operating as social/community enterprises including: legal structures, business performance, products/services, sector size and their income-trading versus grants and funding, areas where profit is reinvested, benefactors.
3. Establish what these organisations' challenges are and how/if they differ from other sectors and if these challenges are inhibiting their growth;
4. Understand the business development needs of these ventures; and
5. Provide a baseline for future research studies to monitor the development of the sector over time.

The organisation embarked on another research project, this included a more robust study on SEs and the difference between SEs, private sector organisations and voluntary organisations and importantly the contribution to GDP of the SEs. From this, research data was collected and



Sensitization Session at the COMET Office for Central Jamaica

analysed based on:

1. The size and value of SEs that have been operating for one year or more;
2. The contribution that these organisations are making to the GDP;
3. The impact, with examples, that these organisations are making to Jamaica's social and/or environmental development;
4. The challenges that this group faces;
5. How SEs differ from traditional businesses and why the MSME policy is not adequate for their growth; and
6. Whether - and the extent to which - these organisations have benefitted from technical capacity building programmes aimed at assisting them to become SEs.

From the finding of the research specifically as it relates to the impact of social business sector on GDP it was found that the level of consumption for social enterprises, which is 44% of expenditure, is comparable to the broader economy. GDP is driven by household consumption, investment consumption, government expenditure and trade (export and imports). SEs generate income for households and also invest in enterprises. Therefore, it stands to reason that SEs impact the GDP in two ways, consumption and investment expenditure.

Office of Social Entrepreneurship (OSE)

Digicel Foundation- Urban Social Enterprise Cluster (USE-C)

OSE under the Digicel Foundation USE-C project was given \$4,545,542 to purchase equipment as well as training for youth from three Down Town Kingston districts to develop SEs. The programme thus aims to: establish three SEs – The Cluster includes Mamma Joy’s Therapeutic and Wellness Cluster; Sole-2-Soul and Rockers-Fashion, all of which forms a part of the creative and cultural industries anchored in brand Jamaica.

- **Mamma Joy’s Wellness Cluster** - will be located in the community of Barbican at the home of Mamma Joy. The enterprises include Vegan Health Food Restaurant, Fashion design, Yoga, Qi-Gong and Capoeira sessions and entertainment services. While these programmes will generate economic value, significant focus will be on building social value through the offerings as part of the outreach.

- **Soul-2-Sole** – the overall aim is to aid a group of young persons who are already in the production of shoes, to establish a legal registered entity and to improve and expand their product offering. These youths have previously been arrested by the JCF for producing ‘knock off’ Clarks. From the discussions with the JCF, they argued the products are of a very high standard, and the best way of intervening is to aid them in legalizing/formalizing their operations. Their operations is located in the heart of downtown Kingston, thus in the middle of a potential lucrative market.

- **Rockers Fashion** - will establish a fashion social enterprise operating from the Rockfort community. A number of young persons have been trained by HEART/NTA CSJP programme in fashion design, but are still unemployed. This is primarily due to the lack of sewing equipment and materials to design and make these clothes. As such the primary aim is to secure these equipment and establish a Fashion Cluster Social Enterprise.

Rita Marley Public Speaking Competition 2016

Dr K’amadawe K’nIfe, Director of the OSE, participated as a guest judge in the 2nd Annual Public Speaking Competition hosted by the Rita Marley Foundation at The UWI, Mona Campus on February 12, 2016. The competition, held under the theme, “Women are the foundation and the driving force of success”, had ten students participating in this year’s event from 10 schools across the island, namely Xaundre Mohansingh (Glenmuir High School), Nastacia Linton (William Knibb), Audrene Edwards (Denham Town High School), Jewel Hogarth (Wolmer’s Trust High School for Girls), Bobby Francis (York Castle High), Shiyan Barnett (Wolmer’s Boys), O’jae Akeem Adlam (Papine High), Kevughn McAdam (Jamaica College), Toni-Ann Brady (Marcus Garvey Technical High School), and one participant from Haile Selassie High School. The title of Rita Marley Foundation Public Speaker 2016 was awarded to Bobby Francis of York Castle High School. Dr K’nIfe’s involvement in the event has been one in a series of engagements with the Rita Marley Foundation and supports the OSE’s work in the development and support of entities in the creative and cultural industry.



Bobby Francis of York Castle High walks away with the title of Rita Marley Foundation Public Speaker 2016, presented by Dr K'amadawe K'nIfe, OSE Director.

Office of Social Entrepreneurship (OSE)

High Achievers Programme

The OSE continues to support the Junior High Schools in Kingston and St. Andrew through their remedial education programmes: the GNAT High Achievers Programme and the Pre-CXC programme. In the period under review, two of their past students from the first cohort of the High Achievers Programme - Fedrick McLeod and Renee Walton – returned to mentor and support the students of the current programme.

Fedrick attended the Melrose Primary and Junior High School and was a part of the first cohort from that school to participate in the High Achievers Programme in 2010. He sat the Grade Nine Achievement Test and passed for the Mona High School where he completed his CXC's and

went on to do his CAPE examination. He is now about to commence his college education at the University of Technology in September 2016.

Renee attended the Junior High School and then went on to the St. Andrew Technical High School where she completed her CXC's; she is now at The Mico University College. The OSE thanks them for lending their assistance and giving back to the programme. The team is extremely proud of past students and wish them all the best as they continue on their path to success.



Students doing their diagnostics examinations on the first day of class.



Renee Walton, a past student of the High Achievers Programme, who is currently enrolled at the Mico Teachers University College, shares her experience with the current students in the programme.



CONFERENCES / SYMPOSIA / SPECIAL LECTURES

The MSBM continued its strong commitment to providing critical discourse on issues of national, regional and international importance through its public advocacy series. Over the reporting period, the school hosted a number of critical fora in this area. Below is a non-exhaustive list of these activities.

The RJR-Gleaner merger: Implications for media business in Jamaica

The MSBM in conjunction with its Public Advocacy Series sponsors, Spur Tree Spices Jamaica, held another forum in the series, titled: *"The RJR-Gleaner merger: Implications for media business in Jamaica"* on September 10, 2015 at the Faculty of Medical Sciences, Teaching & Research Complex, UWI Mona Campus. Presenters were: Mr Gary Allen, Managing Director and CEO, RJR Communications Group; Mr Don Anderson, Chairman and CEO, Market Research Services Ltd; Ms Kay Osborne, Management and Communication Consultant and former General Manager, TVJ; Ms Annie Paul, Senior Publications Officer, SALISES, UWI Mona Campus; and Dr Twila-Mae Logan, MSBM Lecturer in Finance.

MSBM /SPUR TREE SPICES PUBLIC FORA SERIES -

The Business of Sugar

A public forum in the school's public advocacy series – sponsored by Spur Tree Spices - titled *"The business of sugar: Can we make money?"* took place on November 24, 2015 in the Executive Lecture Theatre of the MSBM. The forum featured presentations by Ambassador Derrick Heaven, OJ, Chairman – Jamaica Cane Products Sales Limited; Mr Richard Pandohie, CEO – Seprod Group; Mr Allan Rickards, OD, Chairman – All-Island Jamaica Cane Farmers' Association; and Dr William Lawrence, Director – MSBM's Professional Services Unit (PSU). The event - chaired by Dr. Christopher Tufton, Co-Executive Director of Capri - received high commendations from the attendees. Similarly, sponsors for the evening's event, Salada Foods Ja. Ltd. and Roberts Limited, voiced their satisfaction with the exposure received.

Confronting the implementation gap: Why do good ideas fail to get implemented?

The MSBM/Spur Tree Public Advocacy Series had a session on March 17, 2016 entitled "Confronting the implementation gap: Why do good ideas fail to get implemented?" in the MSBM (North) Executive Lecture Theatre. Dr David Parker, Senior Lecturer in Business Operations with Queensland Business School in Australia and MSBM Visiting Scholar was the keynote speaker for the event. The approximately 70 participants – senior executives from various industries, UWI/MSBM staff and students - expressed appreciation for the tone, relevance and clarity of the presentation. Loop News Services and Business Access TV covered the event which, in addition to Spur Tree Spices Jamaica, received sponsorship from Salada Foods.



Dr David Parker, MSBM Visiting Scholar, addresses the audience at the MSBM/Spur Tree Public Advocacy event.

Conferences/ Symposia/ Special Lectures

IRSPM Regional Conference 2015

The MSBM partnered with the Department of Government, UWI, Mona to host the UWI's first International Research Society for Public Management (IRSPM) Regional Conference - *"Optimizing public services management for development: Innovation in policy and technique"*, October 1-3, 2015. The keynote speaker was Mrs Patricia McKenzie, Vice President – Operations, Caribbean Development Bank (CDB).

National Security Policy Seminar 2015

The MSBM in conjunction with the Government of Jamaica's Office of the Cabinet, hosted the National Security Policy Seminar 2015, held on October 8, 2015 at The UWI's Regional Headquarters. Sandra O'Meally, Ministry of National Security and Professor Densil Williams, Executive Director of MSBM, chaired the seminar. Ambassador the Hon. Douglas Saunders, Cabinet Secretary, gave the opening remarks and special presentations were given by the Hon. Peter Bunting, Minister of National Security; Senator The Hon. Mark Golding, the Minister of Justice; and Professor Evan Duggan, Dean of FSS. The programme featured a number of presentations from experts in the fields of Crime Prevention, Justice Administration, Law Enforcement and Defence, including, an address from Dr Hilton McDavid, Coordinator of the National Security and Strategic Studies Masters Programme at MSBM, who spoke on *"Security institutional building and national security policy implementation"*. The seminar was well attended with over 70 participants.



Hon. Peter Bunting, Minister of National Security at left, being interviewed by Newstalk host.



From left to right: Panellists at the National Security Policy Seminar 2015 - Professor Anthony Clayton, Sustainable Development Unit, UWI; Colonel Desmond Edwards, Director General Major Organized Crime and Anti-Corruption Agency (MOCA); and Mr Alvin Allen, Deputy Superintendent of Police, JCF Research, Policy & Legal Services.

Conferences/ Symposia/ Special Lectures



Ambassador the Hon. Douglas Saunders, Cabinet Secretary, Office of the Cabinet, giving opening remarks at the National Security Policy Seminar 2015.



From left to right: Panellists at the National Security Policy Seminar 2015 - Mr Ian Wilkinson (Panel Chair), Chairman, Legal Reform Committee, Jamaica Bar Association; The Hon. Mark Golding, Minister of Justice; Ms Paula Llewellyn, Director of Public Proecutions; and Mrs Carol Hughes, Principal Executive Officer of the Court Management Services.

Dr Hilton McDavid, Coordinator, National Security & Strategic Studies Masters Programme, MSBM, addresses the audience at the National Security Policy Seminar 2015.



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From left to right: Panellists at the MSBM-Gleaner Roundtable - Mr Delroy Chuck, Opposition spokesperson on Justice; Hon. Horace Chang, Minister of Land, Water, Housing & Transport; Mr Garfield Grandison, Gleaner Company Limited (standing); Professor Densil Williams, MSBM Executive Director; Mr Andrew Holness, then Opposition Leader and Hon. Audley Shaw, Minister of Finance & Planning.

MSBM-Gleaner Roundtable with the Leader of the Opposition

MSBM in collaboration with The Gleaner Company Limited hosted a Leadership Roundtable at the Spanish Court Hotel on January 20, 2016. The objective of the forum was to allow selected young persons from different sectors to directly dialog with the leaders of the two main political parties on matters of national importance. Professor Densil Williams, MSBM Executive Director, chaired the session. Mr Garfield Grandison, Editor-In-Chief at The Gleaner Company, introduced the main speaker, Mr Andrew Holness, MP and [then] Leader of the Opposition. Approximately 40 representatives from government, NGOs and private sectors and the media were in attendance. The outcome of the deliberations was featured on the front page of the January 21, 2016 edition of The Daily Gleaner and a number of reports followed subsequently.

Public Lecture: From 3rd World to the 1st

MSBM in collaboration with the Port Authority of Jamaica (PAJ) and Mona GeoInformatics Institute (MGI) hosted a public lecture titled *"From 3rd world to the 1st; The Singapore free port, shipping and logistics story (1819-2016)"* on January 20, 2016. The main address was given by Professor Peter Kuok, Research Scholar & Professor, Peking University and former Counsellor to the Singapore Embassy in the USA. The line-up of presenters included: Mr James Moss-Solomon, Executive-In-Residence, MSBM; Professor Densil Williams, Executive Director, MSBM; Mr Ed Marsh, PAJ; The Hon. Anthony Hylton, MP, Minister of Industry, Investment and Commerce; and Dr Parris Lyew-Ayee Jr., Director, MGI. Participants came from the logistics and shipping sectors, other interested corporate executives, academia, students from Caribbean Maritime Institute (CMI), and the general public. Approximately 250 persons were in attendance. The PAJ underwrote the provision of cocktails.

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Mrs Elva Williams-Richards, Senior Vice President of Finance, Corporate Planning, Information Services & Materials Management, Port Authority of Jamaica, making a presentation to Professor Peter Kuok at the public lecture, *"From 3rd World to 1st"*.

From left to right: Professor Peter Kuok, Research Scholar & Professor, Peking University; Professor Densil Williams, MSBM Executive Director; Hon. Anthony Hylton, Minister of Industry, Investment and Commerce; and Dr Parris Lyew-Ayee, Jr., Director, MGI.



Conferences/ Symposia/ Special Lectures

MSBM Hosts Private Sector Forum for UWI Research Days 2016

MSBM supported the UWI's Research Days 2016 activities by hosting a private sector forum titled: *"Preparing for the export market"*, on February 19, 2016, at the Assembly Hall, The UWI, Mona Campus. Panellists included: Mr Paul Lewis, Member, Board of Directors, Jamaica Exporters' Association (JEA); Dr Andre Gordon, Managing Director, Technological Solutions Ltd.; Professor Lou Anne Barclay, Professor of International Business, MSBM; and Dr Tolulope Bewaji, Lecturer of International Business, MSBM. Overwhelming positive feedback was received from attendees; many industry players. Members of The UWI's hierarchy urged the school to continue with this type of industry-academia discourse on matters of vital importance to the nation's and region's development.



Panellists at the MSBM Private Sector Forum for UWI Research Days 2016 seated from left to right: Mr Paul Lewis, Member of the Board of Directors, JEA; Dr Andre Gordon, Managing Director, TSL; Dr Tolulope Bewaji, MSBM Lecturer; and Professor Lou Anne Barclay, Professor of International Business.

Joint Public Forum: MSBM & DGov

MSBM and the Department of Government (DGov) jointly organized a public forum on March 21, 2016. The session, titled, *"Elections 2016: Reflections & next steps"*, was held in Lecture Room 3, of the Faculty of Medical Sciences' Teaching & Research Complex. The event was chaired by Dr Yonique Campbell, Lecturer, DGov and Professor Densil Williams, Executive Director, MSBM brought greetings. The panel of discussants comprised: Mrs Maxine Henry-Wilson, Commissioner and CEO of the Jamaica Tertiary Education Commission and Former Minister of Education; Mr Julian Robinson, Member of Parliament for South Eastern St Andrew and Deputy General Secretary of the People's National Party; Senator Matthew Samuda, President, Generation 2000 (G2K); and Dr Lloyd Waller, Head, Department of Government, UWI Mona. The over 120 attendees were afforded the opportunity to pose questions and obtain answers from the panelists – which made the event informative, vibrant and engaging. Media coverage was provided by Nationwide News Network and Loop News Service. Excerpts of the event were aired on Nationwide News Network Nationwide @5 programme.

Launch of MSBM Policy, Governance & Regulatory (PGR) Programme

The school launched its PGR programme on April 9, 2016 with a seminar entitled: *"Big data and business intelligence: What your board needs to know"*, in the Council Room of The UWI Regional Headquarters. Professor Densil Williams, MSBM Executive Director, welcomed the attendees and set the tone for the panel that included: Professor Gordon Shirley, Chairman, President and Chief Executive Officer (CEO) of the PAJ, and former Principal and Pro Vice Chancellor of The UWI, Mona - who gave a presentation on Jamaica's Logistics Hub initiative; Dr Maurice McNaughton, Director, MSBM Centre of Excellence (CoE), Dr Gunjan Mansingh, Lecturer, Department of Computing, Dr Noel Cowell, MSBM Academic Unit Head,

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Behavioural Sciences and General Management; and Dr Lila Rao-Graham, MSBM Deputy Executive Director, - who presented on topics covering "big data and the business imperative", "knowing your customers", "the right talent to extract value from data assets" and "the worth of data – asset or liability?". Taken together these sub-themes provided the 21 participants - from firms such as Lasco Financial Services, McKayla Financial Services Ltd., Proactive Financial Services Ltd., JMMB, C&WJ Co-operative Credit Union,

Financial Services Commission, DBJ, VMBS and NHT – insights and practical examples on how big data and business intelligence may inform their strategic plans towards the realization of competitive advantage. The session was successful based on the resoundingly positive participant feedback.

Presenters at the MSBM Policy, Governance & Regulatory Programme from left to right are: Dr Lila Rao-Graham, Deputy Executive Director, MSBM; Dr Maurice McNaughton, Director, CoE and Professor Gordon Shirley, Chairman, President and CEO, PAJ.



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Public Forum: Achieving Prosperity through Export-Led Growth

MSBM and Technological Solutions Limited (TSL) jointly held a public forum titled: *"Achieving prosperity through export-led growth"* at the Faculty of Law, The UWI Mona Campus on June 29, 2016. There were approximately 70 attendees which comprised MBA students; persons from the UWI community; members of the Jamaica Exporters' Association (JEA) and the Jamaica Manufacturers' Association (JMA); and representatives from the private sector. Guest presenters at the forum included: Mr Gary 'Butch' Hendrickson, Chairman, National Baking Company presenting on *"Achieving success in the export market – the NCC Experience"*; Mr Sean Garbutt, Marketing Director, Walkerswood, whose presentation was on "Developing a winning brand

internationally"; Dr. André Gordon, Managing Director, TSL, who presented on "Catalyzing national development through targeted export growth" and MSBM Executive Director Professor Densil Williams who spoke on "Economics & the export-led path". Greetings were brought by Mr Stephen Wedderburn, Chief Technical Director, Ministry of Industry, Commerce, Agriculture and Fisheries on behalf of Minister Karl Samuda.

Media coverage was provided by Business Access TV (BATV), The Gleaner, Nationwide, Jamaica News Network (JNN), CVM and UWITV. Sponsors of refreshments for the event were: the GraceKennedy Group, Walkerswood, Rainforest Seafoods and National Baking Company.





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Public Forum: Logistics Hub

The Ministry of Economic Growth & Job Creation, Jamaica Logistics, The PAJ and the CMI partnered with MSBM on July 23, 2016 to host a Logistics Symposium themed: *“Becoming a global logistics gateway: Opportunities for Jamaican businesses”*. The event was held at The UWI’s Regional Headquarters and received sponsorship from C&W Business, Sutherland Global Services, the Shipping Association of Jamaica and the Planning Institute of Jamaica (PIOJ). Dr Wayne Henry, Director General, PIOJ chaired the plenary session. Pivotal roles were played by: Dr Paul Kent, Senior Vice President, Infrastructure Planning & Economics, Nathan Associates Inc. who was the main presenter; Dr Eric Deans, Chairman, Logistics Hub Taskforce was the discussant; and Dr Fritz Pinnock, Executive Director, CMI moderated the thematic panel discussions. The event was carried live on Power 106 FM.

The forum featured three panel sessions covering manufacturing, transportation and services. Mr Simon Roberts, Group Chief Information Officer, GraceKennedy Limited & Vice President, Jamaica Manufacturers’ Association chaired the session on manufacturing which featured presentations from:

- Ms Sharon Reid - HR/Administrative Coordinator; and Mr Gavin Campbell - Lead Technician, both of Marine Safety Jamaica Limited
- Mr Jorge Herrera, Supply Chain Manager, Caribbean Cement Company Limited and
- Mr Omar Azan, Chief Executive Officer, Boss Furniture Company Limited & Past President, Jamaica Manufacturers’ Association (JMA).

The transportation session was chaired by Mr Edmond Marsh, Vice President, Business Development, The Port Authority of Jamaica and presentations were given by:

- Mr Grantley Stephenson, CD, JP, Chief Executive Officer, Kingston Wharves Limited
- Mr C. Leopold Nesbeth, Chief Marketing & Communications Officer, Kingston Freeport Terminal Ltd and
- Mr Alfred McDonald, Senior Director, Commercial Development and Planning, Airports Authority of Jamaica/NMIA Airports Limited.

Mr Donovan White, Vice President, C&W Business, Flow chaired the session titled “Services” that featured presentations from:

- Executives at German Ship Repair Jamaica Limited - Mr Nico Szepanski, Director & Chief Executive Officer; Mr Peter Kisslinger, Director & Chief Technical Officer; Mr Birte Timm, Project Manager
- Mr Gordon Foote, General Manager, IBM World Trade Corporation (Jamaica)

Over 200 stakeholders were present at the forum which received media attention from Loop News, Business Access TV and The Jamaica Observer; and live coverage of the event was provided by Cable News and Sports and Power 106.

The forum featured three panel sessions covering manufacturing, transportation and services.

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From left to right: Dr Fritz Pinnock, Executive Director, Caribbean Maritime Institute (CMI); Dr Birte Timm, Project Manager, German Ship Repair Jamaica Limited; Mr G. Anthony Hylton, MP, Opposition Spokesperson for Industry, Investment and Commerce; Dr Eric Deans, Chairman, Logistics Hub Taskforce; Mr Peter Kisslinger, Director & Chief Technical Officer, German Ship Repair Jamaica Limited; and Mr Donovan White, Vice President - C&W Business, Flow, at the Logistics Hub public forum held at the UWI Regional Headquarters, July 23, 2016.



Mr Omar Azan, CEO, Boss Furnitur Company Limited and Past President, JMA presenting at panel session on manufacturing 0 at Logistics Hub public forum.



Mr C. Leopold Nesbeth, Chief Marketing & Communications Officer, Kingston Freeport Terminal Ltd. presenting at the panel session on transportation.



RESEARCH & CONSULTANCY



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MSBM is a partner institute of the World Economic Forum (WEF), in Switzerland, a non-profit organization that compiles the annual Global Competitiveness Report. As a partner institute the School undertakes the administration of the yearly Economic Opinion Survey data collection that runs from February - April each year. For 2016, 73 surveys were submitted to the WEF which will then analyse the data that results in the forthcoming Global Competitiveness Report 2016-2017.

MSBM hosted a press Conference on December 10, 2015 – with the tagline *“Raising Awareness; WEF Global Competitiveness Report”* - to announce its re-engagement by the WEF as its partner institution for administering the Global

Competitiveness Survey in Jamaica; and to explain the school's role in the production of the competitiveness index. Dr William Lawrence, Director of the PSU, chaired the event while Professor Densil Williams offered remarks prior to Mr Dennis Chung, Executive Director of the Private Sector Organization of Jamaica (PSOJ) delivering the main address titled: *“Importance of WEF Global Competitiveness Survey Report”*.

Completed Research

UWI/NCB Sponsored Research in Corporate Transformation

Phase 1 of the UWI/NCB Sponsored Research in Corporate Transformation project at The UWI, Mona, was conducted by MSBM and delivered three peer-reviewed published academic papers, two technical papers (business models and business intelligence), a seminar for senior organizational leaders, an executive-level course for the entire leadership of National Commercial Bank (NCB). This impactful work not only advances business theories but also provides Caribbean-based financial institutions with guidelines for regional expansion and developing data-driven strategic initiatives. A comprehensive final report has been prepared for the sponsors and The UWI.



From left to right: Professor Archibald McDonald, Principal, The UWI, Mona; Mr Patrick Hylton, Group Managing Director, NCB; Dr William Lawrence, MSBM; and Professor Evan Duggan, Dean, FSS, at the NCB Executive –level Workshop held February 22, March 1 & 21, 2016.



Participants at the NCB Executive –level Workshop held February 22, March 1 & 21, 2016.



Research & Consultancy

IDRC-funded Research Grant

The IDRC-funded research grant - "*Harnessing open data to achieve development results in Latin America and the Caribbean*", involves the conduct of action research to evaluate how open data policies and strategies can contribute to the development agenda in the Caribbean. During the past year, using experienced researchers in Jamaica, Trinidad & Tobago, Barbados and Dominican Republic, the research team has conducted detailed sector scoping studies in several countries across the region that describe and evaluate the existing data ecosystem and the potential for open data opportunities and interventions in the following sectors: Agriculture, Fisheries/Marine Protected Areas, Tourism, Education and National Statistics System.

OCSDNET funded project

Work continues on the 2-year project being executed by Drs Rao Graham and McNaughton, titled "*Collaborative disaster preparedness through shared ontologies: A design science research approach*". A paper proposal was accepted for the Caribbean Disaster Emergency Management Agency (CDEMA) conference held in Nassau Bahamas in November 2015. Participation at this conference is extremely important as the project requires a regional collaborative approach and CDEMA could be a critical stakeholder in this process.



FACULTY PUBLICATIONS

Papers Presented at Refereed Conferences

- **Barclay, L.A. & Hickling, D.** (2015). "Black lives matter": The role of the black entrepreneur in the international music industry", Second Biannual Conference of the Pan-African Enterprise Research Council (PAREC), Atlanta, USA, September 9-11, 2015, pp. 40 pages.
- **Burke, O. & Weekes, T.** (2016). "Youth transference" and community football," Academic Conference on International Football (ACIF) 2016, Multifunctional Room, Main Library, UWI. March 23, 2016, pp 15 pages.
- **Chevers, D. & Chevers-Whyte, C.** (2015). "The adoption of agile software development methods in Jamaica," Americas Conference on Information Systems (AMCIS), ICT and Sustainable Development in the Caribbean, Puerto Rico, August 13 – 15, 2015, pp 1 – 9.
- **Minto-Coy, I.** (2016). "Locating the local in the global diasporas and internationalisation of businesses from Jamaica," IX Ethnology Days Workshop on Entrepreneurship & Ethnology, University of Turku and Åbo Akademi University, Turku, Finland. March 17-18, 2016, pp 1-7 slides.
- **Minto-Coy, I.D., Bailey, A. & Thakur, D.** (2015). "A critical assessment of E-Government in the Caribbean: Success, challenges and use of emerging technologies," Americas Conference on Information Systems (AMCIS), ICT and Sustainable Development in the Caribbean, Puerto Rico, August 13 – 15, 2015, pp 12 pages.
- **Robertson Hickling, H.** (2016). "Leadership and qualification and achievements of the 1998 Reggae Boyz", Academic Conference on International Football, UWI Mona Campus, March 24, 2016.
- **Williams, D.A.** (2015). "How can SMEs compete with Multinationals? Some exploratory findings." Allied Academies International Fall Conference, Las Vegas, October 13-16, 2015. pp 5 pages.
- **Williams, D.A.** (2016). "Modeling failure among SMEs: An artificial neural networks and logistic regression analysis." ICSB 2016, New Jersey, USA., June 14-19, 2016, pp 1 - 5

PUBLICATIONS

Refereed Journals

- **Lawrence, W.** (2015). "Turnaround strategies for business recovery from decline". *Journal of Eastern Caribbean Studies*, 40(1), 165-78.
- **Lawrence, W.** (2015). "Developing dynamic capabilities for bank turnaround", *World Review of Business Research*, Vol. 5, Issue 3, pp. 197-212.
- **McLeod, M.** (2016) "A review of 'tourism and development, concepts and issues'". *Tourism Management*, 52, 535-536. Located at <http://www.sciencedirect.com/science/article/pii/S0261517715001740>.
- **Nicholson, L.** (2015). "Family-owned businesses - The seat of entrepreneurship: The case of three English-speaking countries". *Journal of Eastern Caribbean Studies*, 40 (2), pp 1 - 26.
- **Williams, D. A.** (2016). "Can neural networks predict business failure? Evidence from small high-technology firms in the UK." *Journal of Developmental Entrepreneurship*. 30. 1. pp 1-17.

Refereed Books

- **Jones, E.** (2015). "Contending with administrivia: Competition for space, benefits and power". Arawak Publications, Kingston, Jamaica, ISBN 978-976-95835-4-2, pp 1 – 182.
- **Nicholson, L. & Lashley, J.** (2016). "Understanding the Caribbean enterprise - Insights from MSMEs and family owned businesses". Palgrave Macmillan. eBook - 9781349948796; Hardcover – 9781349948789, pp. 1 – 142.

Refereed Case Studies

- **Chevers, D. & Nicholson, L.** (2016). "Operations process failure at MAC: Canteen meal problems." *Cranfield Case Centre*. Ref 616-0015-1. pp. 8. Teaching Note: No. 616-0015- 8
- **Chevers, D., Parker, D., Downie, G. & Chalmers, S.** (2016). "Writing a business plan: Start-up in Grand Cayman." *Cranfield Case Centre*. Ref 816-0007-1. pp. 29. Teaching Note: No.816-0007-8

Faculty Publications

- **Lawrence, W. & Parker, D.** (2016). "Jamaica Producers Group: Turnaround using dynamic capabilities." *Cranfield Case Centre*. Ref 316-0001-1. pp 12 - 24. Teaching Note (by David Parker only): 316-0001-8.

Non-Refereed Publications

- Lawrence, W. (2015). "Enterprise transformation in the Caribbean: Embracing dynamic capabilities changes the fortunes of Jamaica Producers Group". *Industrial Engineer*, Vol 47, No. 4
- McNaughton, M. (2015). "Making sense of US\$3 trillion – Estimating the value of open data for small developing countries". Blog, *International Open Data Conference (IODC)*.
- McNaughton, M. (2015). "Problem-solving with open data: A Caribbean perspective". (Blog, *International Open Data Conference (IODC) 2016 Series*).
- McNaughton, M. (2016). "The emergence of big data: Economic game change? *MSBM Business Review*, pp. 12 - 14.
- **McNaughton, M. & Cowell, N.** (2016). "The role of analytics: In building the high performance workforce." *MSBM Business Review*, pp. 24 - 27.
- Rao-Graham, L. (2016). "Big data for small business: A practical approach". *MSBM Business Review*, p. 16 - 19.
- Robinson, C. (2016). "RJR acquisition of the Gleaner: Setting the merger/acquisition in context." *MSBM Business Review*, pp. 34 - 36.

Non-Refereed Presentations

- Burke, O. (2016). "*Sports and development in Greater August Town: The MSS experience*" The first Rugby Symposium & Exposition. Police Officer's Club, February 6, 2016, pp 13 pages.
- Burke, O. (2016). "*Playing football and pro-social behaviours in young males*" and "*UWI as an anchor institution: Preliminary findings from an assessment of UWI Township Project*" The UWI Research Days 2016, February 17-19, 2016.

- **Burke, O., & Weekes, T.** 2016. "*The UWI Mona campus positioned as an anchor institution: An education perspective*". Anchor Institutions Task Force (AITF) Annual Conference. Manhattan. USA. October 29-30, 2015. pp 21 pages.
- Chionesu, K. (2015). "*Assessment of outlook for competition in local telecoms market*", The Fair Trading Commission. Montego Bay. September 23, 2015.
- Crick, A. (2016). "*Create your cultural DNA and make amazing service experiences*", "Little But Tallawah" Business Development Workshop, Swallowfield Chapel, March 12, 2016, pp 1 – 38 slides.
- Crick, A. (2016). "*Understanding self, managing others*", The UWI HRMD Workshop, March 16, 2016, pp 1 – 30 slides.
- Crick, A. (2016). "*Grooming leaders*", Jamaica Cooperative Credit Union League headquarters, April 5, 2016, pp 1 – 20 slides.
- Crick, A.P. (2016). "*The plantation and the 'Corner Shop': Old tourism vs. new tourism in Jamaica*". 2016 International Council on Hotel, Restaurant and Institutional Education (ICHRIE) Annual Conference, Dallas, July 20-22, 2016, pp 1 – 10.
- Crick, A.P. (2016). "*To develop cutting edge strategies that nurture, sustain and expand small tourism businesses*". People, Productivity and Sustainability Symposium: Tourism Development Company of Trinidad. Trinidad Hyatt. July 27, 2016, pp 1 - 15 slides.
- Chevers, D. (2016). "*The impact of ICT on customer satisfaction in Jamaican hotels: A preliminary study*", MSBM Brown Bag Research Seminar, April 28, 2016, pp 1 – 20 slides.
- K'nIfe, K. (2015). "*Rethinking community development: A social enterprise approach*", Queens College, University of Guyana, November 5, 2015.
- Lawrence, W. (2015). "*Adding value to Caribbean organizations through academic research*" The UWI HRD Unit Seminar. The UWI Library, September 28, 2015.

Faculty Publications

- Lawrence, W. (2015). *Leading business model transformation*. Scotiabank Jamaica, September 29, 2015
- Lawrence, W. (2015). *Transforming public sector organizations – Where are we now?* International Research Society for Public Management (IRSPM) Regional Conference 2015, UWI Mona, October 2, 2015
- Lawrence, W. (2015). *Transforming credit union business models* Credit Union Fund Management Company breakfast forum, the Jamaica Pegasus Hotel, October 28, 2015.
- Lawrence, W. (2015). *Business models for corporate transformation*, the 42nd Annual Conference of the Caribbean Association of Banks, St. Kitts, November 13, 2015.
- Logan, T. (2015). *The RJR-Gleaner merger: Implications for media business in Jamaica* MSBM – Spur Tree Jamaica joint Public Advocacy Series, Faculty of Medical Sciences, UWI Mona Campus, September 10, 2015.
- Logan, T. (2015). *Determinants of efficiency and profitability of financial institutions in the Caribbean*, MSBM Brown Bag Research Seminar, October 8, 2015.
- McNaughton, M. (2015). *Open Source Adoption in the Public Sector - The illusion and hazards of desktop migration*, International Research Society for Public Management (IRSPM) Regional Conference 2015. UWI Mona, October 1, 2015.
- McNaughton, M. (2015). *Open data and the private sector – Business models, business opportunities*, Jamaica Computer Society Conference, Hyatt Ziva Rose Hall, Montego Bay, October 29-31, 2015.
- McNaughton, M. (2015). *Prospects for mobile payments in the Caribbean: A public-private partnership perspective*, Barbados Public Workers' Credit Union Cooperative Limited, Cave Hill, UWI, November 19, 2015.
- McNaughton, M. (2016). *Will the emergence of big data accelerate the demise of the scientific method as we know it?* MSBM Brown-Bag Research Seminar. February 11, 2016.
- McNaughton, M. (2016). *Open data and interactive community mapping: empowering local community tourism*, MapStLucia, the Ministry of Public Service, St. Lucia, February 28, 2016.
- McNaughton, M. (2016). *Open ICT ecosystems – Caribbean opportunities*, 6th International FOSS workshop, Informatica Habana 2016, Havana, Cuba, March 14 – 18, 2016.
- McNaughton, M. (2016). *Caribbean mobile market & business models*, 6th International FOSS workshop, Informatica Habana 2016, Havana, Cuba, March 14 - 18, 2016.
- McNaughton, M. (2016) *Beyond data journalism - Building Caribbean data competencies for a post-2015 world*. DevCa Conference, UWI Mona Campus, May 5-6, 2016.
- McNaughton, M. (2016). *Mobile wallet – The future of money services: Research findings & prospects for mobile financial services in Jamaica*. Micro-insurance Seminar, Financial Services Commission, May 5, 2016.
- McNaughton, M. (2016). *Open data and community tourism - A strategy for empowering local communities*. 6th IDB Group- Caribbean Civil Society meeting, Nassau, Bahamas, June 1, 2016.
- **McNaughton, M. & McLeod, M.** (2015). *Mapping an emergent open data eco-system*, MSBM Brown Bag Research Seminar, September 10, 2015.
- Minto-Coy, I. (2015). *Diaspora and the growth and internationalisation of firms from countries of origin*, MSBM Brown-Bag Research Seminar, November 12, 2015.
- Minto-Coy, I.D. (2016). *Caribbean immigrant entrepreneurship in the US: Speaking to power, size and network strength, for immigrant entrepreneurship in transnational comparative perspective, 18th Century – Today*. German Historical Institute. Washington DC. June 16 – 17, 2016, pp 1 – 14.

Faculty Publications

- **Minto-Coy, I.D. & Rao-Graham, L.** (2016). *"Mainstreaming disaster risk management into management education"*, UNISDR/ARISE & Florida International University Workshop on Disaster Risk Management in Business Education. Shulich Business School, Canada, March 23–24, 2016, pp. 31 pages.
- **Perue, C., Minto-Coy, I., & McNaughton, M.** (2015). *"Increasing transparency & dismantling myths: The role of open data in informing public discourse in Jamaica"*, International Research Society for Public Management (IRSPM) Regional Conference 2015, UWI Mona, October 1, 2015, pp 1 – 15.
- Rao, Lila (2015). *"Business intelligence as an enabler for corporate transformation"*. JEF members' meeting, JEF headquarters, September 10, 2015.
- Rao-Graham, L. (2016). *"Leveraging, driving innovation and business growth through emerging technologies for the future workforce"*, UTECH College of Business and Management 21st Annual Students' Conference, The Jamaica Conference Center, March 22-23, 2016.
- Robertson-Hickling, H. (2016). *"Personal characteristics and emotional intelligence"* The UWI HR Department, March 22, 2016.
- Smith, T. (2015). *"Customer knowledge management in Jamaica's public sector"* International Research Society for Public Management (IRSPM) Regional Conference 2015, UWI Mona. October 3, 2015.
- Williams, D.A. (2015). *"Strategies for growth: Opportunities in the Jamaican business environment."* Victoria Mutual Inaugural Economic Forum. Terra Nova All Suites Hotel, August 12, 2015, pp 1-8 slides.
- Williams, D.A. (2015). *"Marketing and branding: Vision and future developments in the tourism sector."* Jamaica Tourist Board Retreat, Hyatt Ziva Resort, Montego-Bay, Jamaica, September 25, 2015, pp 1 - 10 slides.
- Williams, D.A. (2015). *"Why should I attend Graduate School?"* International Colloquium on Black Males in Education. UWI, Regional Head Quarters, October 6, 2015, pp 1 - 5.
- Williams, D. (2015). *"Competing in highly competitive sectors: Can SMEs survive?"* Small Business Bureau of Guyana and the Department of Business and Management at the University of Guyana, November 6, 2015.
- Williams, D.A. (2015). *"Challenges and opportunities for entrepreneurs: Some insights."* SBAJ Town Hall Meeting, Girl Guides Headquarters, Waterloo Road, November 23, 2015.
- Williams, D.A. (2016). *"Developing as a leader: A process not a chance event"*, Caribbean Neurological Association 14th Neuroscience Symposium, Montego-Bay Convention Centre, January 29, 2016, pp. 1 - 8.
- Williams, D.A. (2016). *"Developing an MSME Policy for Jamaica"* - SBAJ position paper to the Government of Jamaica. Oral presentation to SBAJ, May 5, 2016.
- Williams, D.A. (2016). *"Growth through internationalization: Cultural sensitivity and spotting opportunities."* NCB Diversity Management Workshop, May 18, 2016, pp 1-17.
- Williams, D.A. (2016). *"Jamaica's economic outlook- 2016/17."* ICAJ Taxation Seminar. Knutsford Court Hotel, June 1, 2016, pp 1-10 slides.
- Williams, D. A. (2016). *"The Economics of Export-Led Growth."* TSL/ MSBM Seminar on Export Led Growth for Prosperity. Faculty of Law, UWI, Mona, Kgn 7. June 29, 2016, pp 1-10 slides.
- Williams, D.A. (2016). *"Post March 2017: IMF or No IMF?"* PSOJ/ JMMB Annual Economic Forum. Jamaica Pegasus, July 12, 2016, pp1-10 slides.



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. Below is a list of these accomplishments by our faculty and staff members.

Awards

Dr Indianna Minto-Coy, Senior Research Fellow, MSBM was awarded a US\$20,000 grant from the Regional Fund for Digital Innovation (FRIDA). The funding is administered by LACNIC through the support of a number of international agencies such as the IDRC. This grant will support research on *Open Budgeting for improved transparency and civic engagement in Jamaica* and was awarded under the theme of "Mobile Internet for Social Inclusion, Growth, Political Participation, and Active Citizenship" and will be executed by the recipient and Dr Maurice McNaughton, Director of the CoE, MSBM.

Drs Michelle McLeod and Maurice McNaughton won the award for *"The research project attracting the most research funds"* at the UWI Research Days 2016 for their project titled "Harnessing open data to achieve development results in Latin American and the Caribbean" that attracted US\$300,000 in funding.



From left to right: Drs Maurice McNaughton and Michelle McLeod receive the award for "The research project attracting the most research funds", from Principal Archibald McDonald.

Dr Lou Anne Barclay, Senior Lecturer of International Business was promoted to the rank of Professor, International Business, effective January 21, 2016.

MSBM wins prize for Finance Lab at PMI awards

The MSBM was among the top three winners of the Project Management Organization of the Year (PMOY) award. The Jamaica-based business school was recognized by the Project Management Institute (PMI) for excellence in project management. The School was, on November 5, 2015, awarded the second place prize for project management excellence in relation to the opening of the MSBM Finance Lab, the Caribbean's first University Finance Laboratory of its kind. The state of the art laboratory has a live feed from the local stock exchange. International technology company Fujitsu and telecommunications giant Digicel took home the first and third place prizes, respectively. PMI noted that the award seeks to recognize and reward companies who have transformed their organizations and by extension, the nation, through project management excellence. MSBM won 2nd place, while Fujitsu Caribbean were the overall winners, and Digicel Jamaica placed third.



MSBM is awarded 2nd place prize for project management excellence for the MSBM Finance Lab. From left to right: Dr William Lawrence, PSU Director, MSBM; Mr Craig Perue, MSBM; Ms Janice Henlin, Marketing Director, MSBM; Ms Polmae Thompson, Chief Project Officer, JN Group; Mr Michael Williams, MSBM Acting Executive Director; and Mr Keith Whyte, Senior Project Manager, UWI Consulting.

Awards/ Grants

MSBM wins award for “Best Disaster Risk Management New Academic Offering” at International Disaster Risk Management in Business Education Workshop



From left to right: Dr Indianna D. Minto-Coy (centre) from the MSBM, winner of the award for best disaster risk management new academic offering, is congratulated by Professor Juan Pablo Sarmiento of Florida International University (right) and Mr. Neil McFarlane of UNISDR (left) (Photo courtesy of the UNISDR)

MSBM won the award for the best whitepaper featuring disaster risk management as a new academic offering at a workshop held at the Shulich Business School, York University in Toronto Canada, March 23-24, 2016. MSBM's submission titled: *"Mainstreaming Disaster Risk Management (DRM) in Management Education"* was co-authored by Dr Indianna Minto-Coy and Dr Lila Rao-Graham. The paper will be published as part of the proceedings from the event as well as a book chapter in a forthcoming publication from Emerald Publishing.

The workshop was organized by the UNISDR Private Sector Alliance for Disaster Resilient Societies (ARISE) and Florida International University with support from the German Federal Ministry for Economic Cooperation and Development (BMZ). MSBM was invited to participate in the project based on work being done in the school on competitiveness of small economies and the recognition of the

case for Small Island Developing States (SIDS) that currently face a number of environmental threats and peculiarities relating to business and management at the local and international levels that have heightened their vulnerability.

The workshop is a vital aspect of the UNISDR (ARISE), a global grouping which was launched in November 2015 and marks the move towards realizing its goal of strengthening disaster risk management in the curricula and professional training programmes in business schools and MBA programmes. The award comes with a US\$10,000 prize to assist the MSBM in integrating disaster risk reduction into its programmes.

Through the partnerships created at the Workshop, MSBM is also now a pioneer in global efforts to mainstream DRM in business schools globally.



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:

Professor Lou Anne Barclay:

- Reviewer, Social and Economic Research Journal.
- Member, Board of Directors, University Council of Jamaica (UCJ).

Dr Olivene Burke:

- Presenter, Escarpment Road New Testament Church Of God - Becoming a UWI Township Scholarship Recipient.

Dr Delroy Chevers:

- Reviewer, The International Journal of Operations & Production Management (IJOPM)

Mr Kamau Chionesu:

- Tutor, CXC mathematics classes in Rockfort, East Kingston.

Dr Anne Crick:

- Chair, Culture & Human Resource Development Committee, Jamaica Customer Service Association
- Facilitator, Ministry of Industry, Investment and Commerce Retreat on January 15, 2016.
- Reviewer, International Journal of Contemporary Hospitality Management
- Chair, JMMB Culture, Leadership and Development Committee

Ms Janice Henlin:

- Member, Planning Committee, ICAJ 2016 Conference.

Dr Paulette Henry:

- Facilitator, Strategic Planning Retreat of the Board of the Cancer Society on January 3, 2016 at the Terra Nova Hotel.
- Co-opted member, Policy & Communications Committee, Board of the National Housing Trust

Dr K'adamawe K'nife:

- Member, Multidisciplinary working group at the UWI Centre for Cannabis/Ganja Research that will carry out research on the 'medicinal and other uses' of the plant.
- Chief Examiner, Caribbean Examination Council's CAPE Entrepreneurship Programme.
- Trustee, Ras Tafari Trust Fund
- Host, Diaspora Live Online on Power 106FM
- Board of Directors, National Integrity Action (NIA)
- Member, UWI Mona Advisory Board for Innovation and Entrepreneurship.

Dr William Lawrence:

- Reviewer, US Academy of Management (Strategy Division)
- Reviewer, Journal of Small Business and Enterprise Development.
- Member, CARIMAC Advisory Board.
- Member, Combined Board of Jamaica Business Development Corporation (JBDC), Micro Investment Development Agency (MIDA) and the Self-Start fund (SSF).

Dr Maurice McNaughton:

- Attendee, GOJ ICT Steering Committee meeting, Cabinet Office.
- Member, Overseas Examinations Commission

Dr Indianna Minto Coy:

- Contributor, Jamaica's needs, priorities and challenges under the post 2015 sustainable development agenda at National Consultation on the Caribbean Multi-Country Assessment Paper, organised by the UN / PIOJ.
- Research Affiliate, International Migration Research Centre, Wilfrid Laurier University, Waterloo, Canada
- Member, Editorial Board, the Journal of Public Sector Policy Analysis, Ministry of Economic Affairs, Government of Barbados



Public Service

- Member, National Working Group on International Migration and Development, Planning Institute of Jamaica (PIOJ), Government of Jamaica
- Member, Data, Research & Information Systems Sub-Group of the National Working Group on International Migration and Development, Government of Jamaica
- Member, Diaspora Remittance, Return, Integration and Reintegration Sub-Group of the National Working Group on International Migration and Development, Government of Jamaica
- Drafted a proposal for the Jamaica Stock Exchange (Corporate Governance Committee) proposing the inclusion of sustainability in the JSE's Annual Best Practices Award. The accepted proposal will see sustainability principles being included in the JSE's assessment of listed companies from 2017
- Co-Editor, SES Special Issue on Breaking the Barriers: Entrepreneurship, Enterprise, Growth and Development
- Reviewer, Social & Economic Studies
- Member, Editorial Board of the Caribbean Journal of Accountability, Transparency and Anti-Corruption Strategies
- Member, Jamaica Stock Exchange Member Dealer Awards Sub-Committee
- Member, Jamaica Stock Exchange Corporate Governance Sub and Main Committees
- Invited to provide comments towards reforming the Jamaica Telecoms Act, Ministry of Science, Technology, Energy & Mining, Government of Jamaica
- Consulted by the Government of Moldova on Jamaica's Experiences, Strategies and Best Practices in Diasporic Engagement for Development
- Member, Regulatory Institutions Network
- Member, Diaspora Networks in International Business Research Group
- Member, Internet Society
- Member, International Studies Association
- Member, International Research Society for Public Management

- Member, Caribbean Studies Association Presenter and Session

Mr Craig Perue:

- Member, Principal's Small Committee regarding the collaboration with Ministry of Education (MOE) on Business Intelligence Project
- Chair, Ministry of Education ICT Committee for the Agricultural Education Transformation Program.

Dr Hilary Robertson-Hickling:

- Member, Board of Management of the MOE Teachers' Service Commission.

Dr Lila Rao:

- Member, Ministry of Education's Early Childhood Commission
- Track Chair, AMCIS 2015 held in Puerto Rico during August 2015
- Member, JCC Project Development Committee.

Dr Clive Scott:

- Advisory Board Member, JLS Youth Empowerment.

Dr Trevor Smith:

- Member, Board of Directors, University Council of Jamaica (UCJ).

Professor Densil Williams:

- Reviewer, Springer Plus, Business Journal, SES Special Issue on Small Business
- Presentation Chair, "Creating value through effective implementation: An examination of current action on national security policy initiatives." National Security Co-ordination Unit, UWI Regional Headquarters, Mona, October 8, 2015.

Mr Michael Williams:

- Chair, Kiwanis Club of Liguanea Installation Committee



MSBM

FACULTY

The cadre of faculty at MSBM consists of tenure track academics (full & temporary full-time), adjuncts and professional practitioners in a variety of fields, who have maintained currency in their academic disciplines through sustained involvement in research and teaching. Our visiting faculty members have become available to us through our alliances with world class business schools in North America, Europe, Africa and Australia. 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

Areas of Teaching for 2015/16

Lou-Anne Barclay, PhD

International Business Management;
Business Strategy & Policy;
Global Management Trends

Tolulope Bewaji, PhD

International Business Management;
International Entrepreneurship;
Business Policy & Strategic Management;
Corporate Environment & Strategy

Delroy Chevers, PhD

Production & Operations Management;
Information Systems in Organizations

Kamau Chionesu, MSc

Essentials of Managerial Economics;
Business Research;
Integrative Module Project;
Economics of Telecommunications, Information Technology
& the Global Market;
Essentials of Business Research

Noel Cowell, PhD

Research & Quantitative Methods;
Business, Government & Society;
Business Negotiations;
Human Resource Management & Industrial Relations;
Industrial Relations & Negotiation Strategies

Anne Crick, PhD

Quality Service & Operations Management;
Organizational Theory & Behaviour;
Quality Service Management;
Human Resource Management & Industrial Relations

Derrick Deslandes, PhD
(on secondment as President of
CASE)

Market Research;
International Marketing & Export Strategy;
Consumer Behaviour;
International Marketing



Faculty

FULL-TIME FACULTY

Name	Areas of Teaching for 2015/16
Charlette Donalds, PhD	Computer Applications; Systems Analysis & Design
Evan Duggan, PhD	Strategic Use of Information & Communication Technology
Hopeton Dunn, PhD	Comparative ICT Strategies and Business Models; Frameworks for Telecommunications and ICT Policy Making; Mobile Applications and Broadband Content for Development
Shirley-Ann Eaton, LLB., CLE., MBA	Business Ethics for Bankers; Regulatory Framework of Banking and Finance; The Legal and Regulatory Framework for Business Business, Government & Society; Ethical, Legal & Regulatory Framework for Enterprise Risk Management
Stascia Gordon, MSc	Introduction to Cost & Managerial Accounting; Financial Accounting; Financial Accounting I & II; Management Accounting; Advanced Management Accounting; Financial Statement Analysis
Paulette Henry, PhD	Communication Skills for Managers; Management Skills; Integrated Marketing Communication
Eritha Huntley Lewis, MSc	Entertainment Management
Karen Jones-Graham, PhD	Information Systems; Computer Applications
K'adamawe K'nIfe, PhD	Introduction to Entrepreneurship; New Venture Management; Strategic Planning for Entrepreneurship; Social Entrepreneurship for Sustainable Development
William Lawrence, DBA	Quantitative & Qualitative Research



Faculty

FULL-TIME FACULTY

Name

Areas of Teaching for 2015/16

Vanda Levy-McMillan, MSc

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

Twila Mae Logan, PhD

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

Hilton McDavid, PhD

National Security Policy & Programme Analysis;
Project Management

Michelle McLeod, PhD

Tourism;
Hospitality;
Event Management;
Marketing for Managers

Maurice McNaughton, PhD

IT Economics;
Business Systems Engineering

Indianna Minto-Coy, PhD

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

Stanford Moore, MEng., MMM

Production & Planning;
Operations, Planning & Control

Lawrence Nicholson, PhD

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

Lila Rao-Graham, PhD

Enterprise Data Management

Hilary Robertson-Hickling, PhD

Organizational Behaviour;
Team Building and Management;
Organizational Development



Faculty

FULL-TIME FACULTY

Name

Areas of Teaching for 2015/16

Michael Roofe, MSc, CPA

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

Clive Scott, PhD

Consumer Behaviour

Trevor Smith, DBA

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

Sandria Tennant, PhD

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

Joan Thomas-Stone, MSc, CPA

Introduction to Cost and Managerial Accounting;
Financial Accounting

Densil Williams, PhD

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

Michael Williams, MSc

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



Faculty

ASSOCIATE TEACHING FELLOWS

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

ADJUNCT FACULTY from within The UWI

Name	Teaching Specialty
Abdullahi Abdulkadri, PhD	Statistics & Multivariate Data Analysis
Ricardo Anderson, MSc	Computer Applications; Systems Construction & Implementation
Audrey Bailey	Financial & Accounting Management
Gavin Bennett	Financial Management II
Ian O. Boxill, PhD	Research & Quantitative Methods
Stacy Brodie-Walker, PhD	Counselling for Human Resource Practitioners
Allison Brown, MA	Academic Writing
Olivene Burke, PhD	Transformational Leadership; Learning Strategy
Christopher A. Charles	Caribbean Security Perspective - Deviance, Conflict and Social Management
Leighton Duncan, MBA	Computer Business Applications
Andre Y. Haughton, PhD	Econometrics for Managers
Suzette A. Haughton, PhD	New Dimensions of Power and Security in the Caribbean
Claremont D. Kirton, PhD	Security and Defence Economics



Faculty

ADJUNCT FACULTY from within The UWI

Name	Teaching Specialty
Trevor Murray, PhD	Human Resource Management; Organizational Development & Change
George Stewart, PhD	Electronic Commerce; Management Information Systems
Monica Taylor, PhD	Academic Writing
Lloyd Waller, PhD	Epistemology for Management Science; Qualitative Research Methodology for Managers
Carole Wedderburn-White, MBA	Team Building

ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Tashfeen Ahmad	Productivity and Quality Management Techniques
Olubusola Akinladejo	Legal and Regulatory Framework for Business
Peter Alfred, PhD	International Marketing & Export Strategy
Beryl Allen, PhD	Learning Strategies
Erica Allen, OD	Personal Development Electives
Herman Alvaranga	Marketing Strategy and Product Policy
Karl Anderson	Marketing for Managers
Loretta Anderson	Essentials of Business Plan Creation
Patrick N. Anderson	Corporate Finance
Richardo A. Anderson	Management Information Systems; Systems Construction & Implementation; Construction & Implementation
Vincent Anderson	External and Internal Threats to Hemispheric Security



Faculty

ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Herman Athias	Transformational Leadership & Management
Nadine Baker-Largie	Auditing
Audrey L. Bailey	Advanced Financial Reporting; Financial & Accounting Management
Carl Beckford	Healthcare Informatics
Matthew Beckford	The Legal and Regulatory Framework for Business
Milton Bernard	Operations Management
Kerry Bigby	Auditing I; Taxation I; Management Accounting II
Andrea Blackwood-Harriot, PhD	Business Policy & Strategic Management
Girjanauth Boodraj, PhD	Quantitative and Statistical Techniques; Economics for Managers; Management Decision Making with Statistics; Macroeconomics Implications for Business
Belinda Brown	Communication Skills for Managers
Christine A. Brown	Communication Skills for Managers; Managerial Communications; Management Information Systems
Marjorie Campbell	Enterprise Risk Management Governance
Karen Campbell-Bascoe	Essentials of Business Computing; Computer Applications
Christine Charlton-Laing	IT Governance & Policies; Management Information Systems
Ryan Chung	Essentials of Financial & Managerial Accounting; Financial & Managerial Accounting



Faculty

ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

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



Faculty

ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Paula Ferguson	Corporate Finance
Ramon Gracey	International Business Management
Neville Graham	Communication Skills for Managers
Paul Golding, PhD	Management Information Systems
Nadia Grant-Reid	Quantitative Methods; Production & Operations Management
Kelvin Hall	Risk & Treasury Management
Winsome Halliman	New Ventures and Entrepreneurship
Lesley Hare	International Hospitality Business
Leonie Harris	Human Resource Management
Carla-Anne Harris-Roper	Labour and Employment Law
Dormah B. Harrison	Management of Strategic Issues
Carolyn E. Hayle	Sustainable Tourism Development; Tourism and Hospitality Management Meeting
Martin Henry	Foundation Skills for Graduate Management Education
Deborah Hickling, PhD	Elective Seminar 1
Benthan Hussey	International Human Resource Management; Organizational Development & Change; Human Resource Management
Ricardo Hutchinson	Financial Markets & Investments
Sydney R. Innis	International Relations and National Security Issues
Jacqueline A. Irons	Management of Change
Mark Jackson	Financial & Managerial Accounting



Faculty

ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Dave Jeffrey	Taxation I; Advanced Taxation; Taxation of Business Organizations
Carol C. Jackson	Interconnection in Telecommunication Network
Maureen Johnson	Human Resource Management; Management of Change; Team Building & Management
Oniel Jones	Introduction to Entrepreneurship; Business, Government & Society; Business Strategy & Policy; Entrepreneurship & New Venture Creation
Margaret Lawrence	Introduction to Tourism and Hospitality; Meetings and Convention Management; Quality Service Management; Transportation & Travel; Entertainment Management
Neville Ledgister, PhD	Principles of Marketing; Marketing Strategy; Marketing for Managers; Marketing Management
Douglas Lindo	New Ventures & Entrepreneurship
Michelle A. Linton	Corporate Environment & Strategy; Advanced Financial Accounting
Andrew Litchmore	Computer Applications
David F. Lowe	Marketing
Norman W. Marshall	International Marketing; Principles of Marketing
Cecille McCormack	Market Research



Faculty

ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Lyndel McDonald	Information Technology and Telecommunications Management
Melville McIntosh	Project Management; Productivity & Quality Management Techniques; Information Technology Fundamentals
Ramon McLaren	Computer Applications
Kerry-Ann Metcalfe-Green	Introduction to Tourism & Hospitality; Transport & Travel
David Miller	Operations, Planning and Control
Pauline Millwood, PhD	Business, Government & Society
Noel Morgan	Financial & Managerial Accounting
Shelly Muir	Principles of Marketing
Dwayne N. Paul	Financial Accounting; Introduction to Cost & Managerial Accounting
Carol Nelson-Perry	Advanced Auditing; Advanced Financial Accounting
Martin Nesbeth	Financial Statement Analysis; Financial Management II
Kay Osborne	Marketing for Managers
Dionne A. Palmer	Creativity & Innovation Management for Entrepreneurship; Essentials of Management Theory
Sandra Palmer-Peart, DBA	New Ventures and Entrepreneurship
Derek Peart	Risk & Treasury Management; Risk Management in the Business
Ingrid Peralto	Personal Development Electives
Paula-Anne S. Porter-Jones	Communication Skills for Managers



Faculty

ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Lincoln Price	Business Strategy & Policy
Kaydia Reid	Computer Applications; Computing Methods; Management Information Systems I
Julaine S. Rigg	Tourism Management
Donald Roberts	Industrial Relations
Wayne Robinson	Industrial Relations and Negotiations Strategies; Industrial Relations; Business Negotiations
Carole Rowe	Communication Skills for Managers; Quality Service Management
Gloria Royale-Davis, PhD	Essentials Critical Analysis & Communication; Foundation Skills for Graduate Management Education
Vennecia Scott-Barnes	Finance; Financial Management; Investment Analysis & Portfolio Management; Management of Financial Institutions
Stewart E. Saunders	External and Internal Threats to Hemispheric Security
Rohan Shaw	Computer Business Applications
Joseph Shoucair	Business Law I; Company Law
Andenis Simms	Communication Skills for Managers
Donette F. Sommerville-Mills	Taxation II
Dayton M. Spencer	IT Project Management
Shannon Spencer	Managerial Economics



Faculty

ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Robert M. Stephens	Events Planning and Management; Tourism Entrepreneurship and Innovation Management
Alwyn Taylor	Data Structures; Computing Methods; E-Commerce
Vanesa Tennant, PhD	Management Information Systems; IT Project Management; Computer Applications
Martin B. Thame	Compensations Management
Michele Thomas	Frameworks for Telecommunication and ICT Policy Making
Oswald Thomas	Economics for Managers; Economics for Business (Micro)
Fabian Vassell	Graduate Mathematics for Graduate Management Education; Decision Models for Managers; Managerial Decision Making with Statistics; Quantitative Methods & Statistical Techniques
Francis Vassell	Graduate Mathematics for Graduate Management Education; Essentials for Quantitative Methods; Quantitative Methods
Valerie P. Veira	New Venture Management; Introduction to Entrepreneurship
Rudolph Wallace	Essentials of Marketing Management; Consumer Behaviour
Patrice Whitely	Security and Defence Economics
Mathew William	Spanish
Arlene A. Williams	Business Law I
Donna Williams	Events Planning



Faculty

ADJUNCT FACULTY/VISITING PROFESSIONALS - LOCAL

Name	Teaching Specialty
Richardo Williams	Economics of Telecommunications, Information Technology and the Global Market
Stacey-Ann S. Williams	Business Law I
Petra-Ann Williamson	Organizational Behaviour
Cedric Wilson	Economics for Managers; Economics of Enterprise Risk Management
Maureen H. Wright	Financial & Managerial Accounting
Stacy-Ann Wright	Management Information Systems
Jennifer Wynter-Palmer, PhD	Organizational Theory and Design; Transformational Leadership; Organizational Development & Change
Christopher Zombas	Business Communication

VISITING PROFESSIONALS – OVERSEAS

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

OVERSEAS SUPERVISORS OF DBA STUDENTS

- Dr Speros Link Margetis
Professor of Finance
John H. Sykes College of Business
University of Tampa
- Professor Mary Jo Jackson
Associate Professor, Management
Sykes College of Business
University of Tampa



Faculty

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



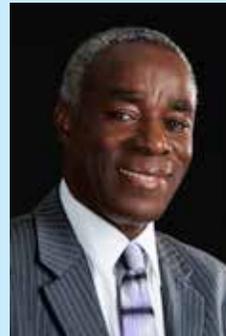
Board of Directors



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



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



Professor Alvin Wint
Professor of International Business
and Special Adviser (External Relations)
to the Vice Chancellor, UWI
(Vice Chancellor's representative on the
MSBM Board)



Professor Evan Duggan
Dean,
Faculty of Social Sciences, UWI



Dr Densil Williams
Professor of International
Business &
Executive Director, MSBM



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



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



Mr Kenneth Mason
Business Development Director
Digicel Group



Miss Allison Peart
Country Managing Partner
& Tax Partner,
Ernst & Young Jamaica



Mrs Lisa Soares-Lewis
Founder/CEO
Great People Solutions



Institutional Linkages

Key Partnerships

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

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



Institutional Linkages

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



Institutional Linkages

- Microsoft – Jamaica
- Ministry of Science, Technology, Energy and Mining (MSTEM)
- Montego Bay Chamber of Commerce
- National Commercial Bank Jamaica Limited (NCB)
- North Carolina A&T University
- Northern Caribbean University (NCU),
- Northwestern University
- Nova South Eastern University
- Nunes, Scholefield, DeLeon & Co.
- Organization of American States (OAS)
- Observatory on the Information Society in Latin America and the Caribbean (OSILAC-ECLAC)
- Office of the Prime Minister (OPM)
- Office of Utilities Regulation (OUR)
- Organization of Caribbean Utilities Regulators
- Pearson Vue
- Penn State University
- Petrojam
- Petroleum Corporation of Jamaica
- Pricewaterhousecoopers
- Private Sector Organization of Jamaica (PSOJ)
- Project Management Institute (PMI)
- Public Accountancy Board (PAB)
- Red Stripe – Diageo
- Regional Dialogue on the Information Society (DIRSI)
- Rural Agricultural Development Authority (RADA)
- Rutgers University
- Sagicor Jamaica
- Salada Foods Jamaica
- School of Business Administration, Clark Atlanta University
- Scotia Bank Jamaica
- Scotiabank Small Business Banking
- Slashroots Foundation
- Small Business Bureau of Guyana
- Social Development Commission
- Social Partnership Council
- Sofos Consultancy, Netherlands
- Spatial Innovision Limited
- Spur Tree Spices Jamaica Limited



Institutional Linkages

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



The UWI's Schools of Business





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