

# MONA SCHOOL OF BUSINESS

Professor Neville Ying – Acting Director

## WORK OF THE SCHOOL



**D**uring the Academic year 2004 2005 the Mona School of Business consolidated its core offerings of academic programmes while laying the foundation for new initiatives to diversify and strengthen its activities. Increased attention was given to the quality of our programmes and the quality of services to our students and clients. The establishment of a new Caribbean Centre for Competitiveness was initiated and a New Executive Series was designed with its first major planned activity being a THINK TANK for key decision-makers in the Public and Private sectors. Having achieved membership in the AACSB, the School moved this accreditation process further by completing the Eligibility for Accreditation Application to the AACSB.

## ACADEMIC PROGRAMMES

### Student & Programme Affairs

The School continued to provide services in a variety of delivery formats. The Sunday MBA offering has completed its first year and commenced Year 1 for the second group. Declining student competence in quantitative courses continued to be an issue in the selection process, necessitating for the second year, the decision to offer a pre-MBA Math programme for those students whose matriculation status meets our criteria. Consequently in our curriculum review discussions active consideration is being given to inclusion of such a course for all new students.

### Overview of Student Population

| Programme    | Category                   | Total      |
|--------------|----------------------------|------------|
| MBA          | Cohort 7 full-time         | 65         |
|              | Cohort 7 part-time         | 61         |
|              | Cohort 8 (new) full-time   | 61         |
|              | Cohort 8 part-time Sundays | 39         |
|              | Evenings                   | 71         |
|              | Cohort 9 part-time Sundays | 42         |
|              | Evenings                   | 65         |
|              | EMBA & Cohort 15 / MIS 2   | 28         |
|              | EMBA-MIS Cohort 16 / MIS 3 | 36         |
|              | Cohort 17 / MIS 4          | 40         |
|              | Diploma Cohort 6           | 50         |
| <b>TOTAL</b> |                            | <b>497</b> |

Table 1

### Finalizing Students

Cohorts who are expected to graduate in November 2005 are as follows:

**Cohort Number** EMBA Cohort 15 / EMBA-MIS Cohort 2 27 MBA full-time  
 Cohort 8 32 MBA part-time Cohort 7 65 Diploma Cohort 5 34 **Expected Size of  
 Graduating Class** 158

## Diploma in Business Administration

The Diploma continues to be offered primarily as a programme to which MBA /EMBA applicants are referred with a view to upgrading their readiness for the graduate programmes.

There were thirty-seven (37) students in MSB's internal Diploma in Business Administration programme who successfully completed this year's programme, representing just over 56.7% per cent of those who commenced the programme.

There are currently fifty (50) students enrolled in the programme.

### Scholarships

The Scotiabank Foundation Sir Alister McIntyre Scholars of 2004, Janice Smith and Fiona Thompson have performed very well throughout the full-time programme and are on track for graduation in November 2005.

Alexis Chin, who received MSB's first half-scholarship in memory of the late Lamour Wills, has posted outstanding results and is also on track to graduate in November 2005.

### MSB Annual Awards Ceremony

The MSB Annual Awards Ceremony for the Diploma in Business Administration and Special Awards for the EMBA and MBA Graduates of 2004 was held on November 18, 2004 at the School.

The guest speaker was Mr. Stephen Meghoo, General Manager of IBM, World Trade Corporation and a graduate of the Mona School of Business.

Graduates who received the *Principal's Award for Outstanding Leadership* were:

**Eaton Hubbard** –(EMBA Cohort14 & EMBA-MIS Cohort 1)

**Cecil Bailey** – (MBA full-time Cohort 6)

**Paul Brown** – (MBA part-time Cohort 6)

*The Executive Director's Award for Excellence* was awarded to **Carol Thomas**, (EMBA Cohort 14). The Awards Ceremony was the celebration of the successful completion of programmes by some **144 students**. The **99 MBA** graduates from which the awardees were selected represent the largest number of Master's graduates from any one department in the University. This number is broken down as follows in Table 2.

| Category                    | Number of Students | Distinctions |
|-----------------------------|--------------------|--------------|
| EMBA                        | 23                 | 2            |
| MBA                         | 76                 | 4            |
| Total MBA Graduates         | 99                 | 6            |
| Total UWI Graduates awarded |                    |              |
| Master's Degrees in 2004    | 320                |              |
| MSB Graduates as % of UWI   |                    |              |
| Master's Level Graduates    | 31%                |              |

As shown in Table 3 trends in choice of Concentrations among the graduates continued to favour Banking and Finance.

Table 3

**MBA Concentrations % of MBA Class (Excludes EMBA students)**

Banking & Finance 34.2 Marketing 17.1 Human Resource Management 13.2 MIS 7.9  
International Business 14.4 Public Sector Management 4.0 General Management 9.2  
**TOTAL 100**

### **Accreditation**

The University of the West Indies, / Mona School of Business is now a member of the Association to Advance Collegiate Schools of Business International (AACSB) and our Eligibility Application for Accreditation has been submitted to the Pre-Accreditation Committee (PAC) of AACSB.

### **MSB Open House**

The School's Open House was held on January 12, 2005. This has now become an Annual event. There were 132 persons in attendance. Persons were introduced to the School and its programmes and were given the opportunity to tour the building and meet with Faculty, Programme Coordinators and staff from different departments in the School. Representatives from different financial institutions offering education loan facilities also attended. As an added facility for financing the School provided prospective applicants with information on the International Education Finance Corporation (IEFC) a provider of international student loans via the internet.

### **MSB ENTREPRENEURIAL PROGRAMMES**

#### **Vincent HoSang Entrepreneurship Programme – “Students to Entrepreneurs”**

The Vincent HoSang Entrepreneurship Programme was established in November 2002. This programme currently has six (6) projects in incubation.  
For 2004/05 there were three projects:

- .- ACT Company, a company involved in the assessment, diagnosis and treatment tools for common psycho-social disorders.
- .- VALUE Company, a vending machine company.
- .- Ornamental Fish Farms, a company dealing in ornamental fish breeding and exporting.

Ornamental Fish Farms are the **2004 winners** of the UWI-OFCVC Competition as well as **2<sup>nd</sup> place winners** at the 2004 Annual Opportunity Funding Corporation Venture Challenge Business Competition hosted by Clark Atlanta University, USA.

The Vincent HoSang Programme is spearheaded by Mr Anthony Barnes, Faculty Advisor with coordination by Ms Michelle Tomlinson.

### **ENTREPRENEURIAL DEVELOPMENT ACTIVITIES**

#### **Entrepreneur-in-Residence (Business Development)**

##### **Honourable Karl Hendrickson, OJ,CD**

The current project being undertaken is in the agricultural sector and it seeks to improve the organization of small farmers in such a way as to make them more efficient in what they produce. The project is pursuing the development of a model which involves the formalization of a supply chain between fresh produce farmers, produce distributors and a supermarket chain.

Mr Anthony Barnes is the Faculty Advisor for this project with coordination by Ms Michelle

Tomlinson.

## **ALUMNI AFFAIRS**

February 20-26, 2005 was designated as the UWT's Alumni Week. During that week the School, in association with the MSB Alumni Association with its acting President, Mrs Nicola Madden-Greig hosted a Symposium on February 23, 2005 entitled "New Millennium Trading Partners: A Focus on China"

The symposium explored areas such as Import Opportunities / Export Opportunities for Trade with Jamaica; Investment and Trade with China; Changes in China -China being the new "Asian Tiger"; and Trade Challenges. The symposium was coordinated by Mrs Beverly Sutherland Lewis and Mrs Serephena Emanuel.

## **MSB CONSULTANCY**

Throughout the year the Consultancy Unit of the School continued to conduct a number of projects for several leading private and public sector, local and regional companies.

### **Family and Women-Owned Businesses**

MSB, in partnership with the Jamaica Chamber of Commerce, the Women Owned Business Organization, Scotiabank and USAID, undertook an island-wide study of family and women-owned businesses. The objective of this study is to determine their characteristics, needs and contribution of these businesses to the national economy. This project is being spearheaded by faculty member Dr Maxine Garvey.

### **Consultancy Executive Programmes**

#### **Trinidad Cement Limited Group (TCL)**

MSB is drafting a series of written cases covering a range of business issues for the TCL group. The cases will cover the Group's operations in Trinidad, Jamaica and Barbados. They are intended for use in the region's University programmes.

#### **Life of Jamaica (LOJ)**

MSB provided training in Corporate Governance for Senior Executive Officers of LOJ. This training is expected to be extended to the company's general staff. Dr Maxine Garvey conducted this training programme.

#### **National Housing Trust (NHT)**

A Management Development Programme was conducted for the National Housing Trust and this culminated with a graduation ceremony on December 10, 2004. Fifty middle managers were trained in this initial batch. Training for the second batch of Middle Managers is currently in progress.

This project is spearheaded by faculty member Mrs Frances Coke.

#### **Jamaica Employers' Federation (JEF)**

The Jamaica Employers' Federation's "*Employer of Choice*" competition for 2004 came to a close with an Awards Ceremony on December 1, 2004. The MSB provided Technical Assistance for the design and development of the rating instruments, criteria and scoring system and the review of policy documents and quantitative data. The core team from the MSB were Professor Neville Ying, Mr Gordon Draper (deceased), Mrs Ingrid Bennett Lewis and Mrs Frances Coke with assistance from Dr Anne Crick and Ms Densie Gowdie of the Department of Management Studies.

### **Nestlé Jamaica Limited**

A customized training in Team Building for Middle Managers was executed and delivered by Mrs Frances Coke.

### **CARIMED Limited**

Senior and Middle Management Workshops in Leadership and Performance Management were executed and delivered by Mrs Frances Coke.

### **Sponsored Research Projects / Surveys**

#### **Executive Opinion Survey**

The School joined again with the Private Sector Organization of Jamaica in conducting the annual Executive Opinion Survey of Jamaica's leading firms from the major sectors of the economy. The study which is widely seen as the world's leading cross-country comparison of issues relating to economic competitiveness and growth is conducted in association with Harvard University and the World Economic Forum (WEF).

This project is spearheaded by faculty member Dr Maxine Garvey and coordinated by Ms Michelle Tomlinson and Ms Patricia Douce.

#### **GiltEdge Magazine**

The second annual publication of the MSB/Financial Gleaner -GiltEdge Magazine was published on October 6, 2004. This year's publication included not only Jamaican but also Trinidad/Tobago and Barbados listed companies on the Stock Exchange. This event is spearheaded by faculty member Mr Harry Abrikian.

#### **The Wharton Project**

Mona School of Business joined the Wharton Graduate Consulting Practicum (WGCP) in developing and completing a student driven project for a local entertainment company. The project was undertaken by a joint student team from the MSB and Wharton Business School, supervised by faculty from both institutions.

This project was the only project from the Caribbean. It culminated with presentations by the students to the company management and prospective investors at a week long event in Philadelphia in May 2005.

## **LABOUR STUDIES PROGRAMME**

### **Background/Introduction**

The Labour Studies Programme is related to the Chair for Labour Studies sponsored by three private sector companies: Kaiser Jamaica Operations, Shipping Association of Jamaica, and Cable and Wireless Jamaica Limited. The activities for the period 2004 / 2005 continued with the focus on the consolidation of the existing projects related to Education and Training, Research and Publications and Institutional Development.

During this period, the Director of the Labour Studies Programme was appointed as the Acting Executive Director of the Mona School of Business.

### **Major Activities**

The Labour Studies Unit continued to support the establishment of the new BSc Degree in Labour and Employment Relations, which is now being administered by the Department of Sociology, Psychology and Social Work. Approximately ten (10) persons have been selected to begin this programme in the academic year 2005/2006.

The Unit made presentations to the Ministry of Labour & Social Security and to the Caribbean Development Bank (CDB) Forum for Development, at a meeting in October, 2004 and the inaugural retreat of the Labour Advisory Committee (LAC) in Jamaica in December 2004.

### **ILO Nobel Peace Prize Lecture Series**

The University of the West Indies was selected to host the prestigious ILO Nobel Peace Prize Social Policy Lecture Series. The MSB through the Labour Studies Unit is coordinating the planning for this event in collaboration with the International Institute of Labour Studies (IILS), ILO, Geneva. Professor Ying and Mrs Ingrid Bennett Lewis, Mrs. Olivene Burke, Mrs. Nicola Mykoo and Mrs. Serephena Emanuel of the MSB and Mr José of the IILS are members of the planning committee.

### **RESEARCH & POLICY GROUP (RPG)**

The Research and Policy Group, a joint initiative of Sir Arthur Lewis Institute for Social and Economic Research (SALISES) and Mona School of Business (MSB), was officially launched in September 2002 and named in honour of Sir Alister McIntyre.

The new *RPG Fellows* are: Mr James Samuels, Professor Denise Eldemire Shearer and Professor Barrington Chevannes.

### **Financial Sector Restructuring**

#### **Alister McIntyre RPG Fellow – Mr Boswell Ivey**

The Report on the *Financial Sector Restructuring Policies* is currently being written. In addition to lecturing on the MSB Graduate programmes, a Marketing Plan for the School is now in its final stages. However, a Needs Assessment Survey is to be conducted in order for the Plan to be completed. Members of the developmental team for the Marketing Plan are; Mr Boswell Ivey, Mrs Loretta Anderson, Ms Melisha Manderson and Ms Patricia Douce.

### **Tertiary Education Policy**

#### **Senior Alister McIntyre RPG Fellow – Ms Rheima Holding**

Ms Rheima Holding, RPG Fellow and Mrs Olivene Burke, Administrative Research Officer coordinated the planning and implementation of the Mona Academic Conference 2004 which was held from August 27-29, 2004. The theme of the Conference was

**“Revisiting Tertiary and Higher Education Policy in Jamaica: Towards Personal Gain or Public Good”**. The Conference was sponsored by the Office of the Principal and coordinated by the Research and Policy Group, MSB.

### **Media and Public Policy**

#### **Alister McIntyre RPG Fellow – Mr Claude Robinson**

– Conference Follow-up Research

During the review period, research work continued following the symposium on ***“Coverage of Crime and Violence in the Jamaican Media”*** that was held in October 2003. The outcomes from this symposium are a;

- *Manual for Working Journalists on Coverage of Crime and Violence*. UNESCO has agreed to fund the production of the manual in both text and video format. Production work has begun.
- *“Code of Practice for Jamaican Journalists”* and a *“Media Complaints Commission”*. These documents have been completed and presented to the Media Association of Jamaica and the Press Association of Jamaica for implementation.

#### – Research

A Survey of the *Mass Media Training Needs in the Caribbean* was conducted.

This project was completed and the final report and recommendations submitted to the UNESCO Caribbean Office which supported the research with a grant of US\$5,000.

### **Tourism & Hospitality**

#### **Alister McIntyre RPG Fellow – Mr James Samuels**

The Tourism & Hospitality Unit (THU) became operational in August 2004 with the appointment of Mr James Samuels as its Director. One of the first challenges of the new Unit was to create a national awareness of the opportunities that are likely to flow from Jamaica’s hosting of Cricket World Cup in 2007. To this end, the Mona School of Business’ Tourism & Hospitality Unit in collaboration with the Jamaica Chamber of Commerce, Jamaica Promotions Corporation (JAMPRO), and the Jamaica Tourist Board spearheaded a Symposium on World Cup Cricket entitled **“ Its not just Cricket! It’s Business!”** at the Mona Visitors Lodge & Conference Centre on November 2, 2004. Mr. James Samuels spearheaded this effort with assistance from Professor Neville Ying, and members of staff from the MSB.

### **NEW INITIATIVES**

The MSB completed design and development work on new strategic initiatives to diversify its activities as well as to strengthen Research and Development activities for a two-fold purpose:-

- a. Improving Academic Programmes
  - b. Improving the research and publications capacity to inform and shape policies in the Business and the Public Sector.
- **Competitiveness Centre**

A project has been initiated with funding from the USAID and Bank of Nova Scotia. This project is a research study on Women Owned and Family Owned Businesses in Jamaica. Faculty member Dr Maxine Garvey is leading the developmental work and has been appointed the Director of the Competitiveness Centre.

- **Executive Development Series**

A new Executive Development Series is being planned under the Theme ***“Transformational Leadership and Change”***. A private sector planning team is assisting MSB to design this series. This team is chaired by Ms Sandra Shirley of First Global Financial Services.

The first activity under this series will be a THINK TANK for key decision makers in the Government, Public and Private Sectors. A private sector team chaired by Mr Richard Byles, CEO of

Life of Jamaica is planning the next Think Session in the **new series** for November 2005.

- **Telecommunications Policy and Management Programme**

A proposed Programme in Telecommunications Policy and Management has been developed. This programme will consist of a combination of taught courses, industry and academic seminars, publications and sponsored research projects as well as provide training and research at the postgraduate degree levels. The new Director for the Telecommunications Policy and Management Unit will be leading the work in this area. Funding for an endowed Chair in the MSB, for this Programme will be provided by the Digicel Foundation.

- **Jamaica Diaspora Institute**

A Business Plan was developed for discussion with the Ministry of Foreign Affairs and Foreign Trade with the aim of establishing a Jamaica Diaspora Institute which would be integrally linked with the Jamaica Diaspora Foundation which is being established. Work on the plan was coordinated by Professor Neville Ying with assistance from Mr Harry Abrikian of MSB and Mr Francis Felix and Miss Natacha Mortley of the Business Development Office, UWI.

- **Caribbean Integration Unit**

Research and publications have started in the area of Caribbean Integration under the leadership of the Chairman of the MSB, Professor the Hon Kenneth O. Hall. Integration of this area of work into the activities of MSB will be done under the Caribbean Integration Unit.

## **PAPERS PRESENTED**

- **Chionesu, K.,"** Anti-Egalitarianism and Development: Can the Plantation-Dependency School Adequately Explain "Poverty Persistence". 4<sup>th</sup> Caribbean Reasonings Conference, Centre for Caribbean Thought, June, 2005.
- ———, "Scientific Realism, Empirical Adequacy and Development: Is Philosophy of Science Relevant?". 7th Conference of the Faculty of Pure & Applied Sciences, May, 2005
- ———, "Science and Development: Is Philosophy Relevant?". Departmental Seminar, Department of Language, Linguistics and Philosophy, April, 2005.
- ———, "Does Financial Sector Add Long-Run Value?" Mona Association of Post-Graduate Students Conference, February, 2005.
- ———, "Economic Justice, Poverty and Human Rights: The Idea of Capability". International Human Rights Day Conference: Poverty & Human Rights, sponsored by UNESCO & Department of Language, Linguistics & Philosophy, November, 2004.
- **Holding, R.** "Using the Visual Arts as a Tool in Classroom Teaching", St. Jude's Church, May 7, 2004
- **Ivey, B.** Keynote presenter "Preparing For and Implementing Marketing Planning", Annual Conference of The Jamaica Cooperative Credit Union League, Knutsford Court Hotel, Jamaica, April 5, 2005.
- **Robinson, C.** "The Role of Broadcast Regulator in delivery of action points from the World Summit on Information Society", at International Institute of Communication International Regulators Forum, Montego Bay, Jamaica 9 10 October 2004.
- **Ying, N.** "Transformational Change and Leadership", Roundtable for CEOs organized by ILO and St. Lucia Employers' Federation, July 27, 2004.

- —————, “Customer Satisfaction and Customer Loyalty: Strategic Imperatives for Corporate Success”, January 8, 2005, Guardian Life Blast Off for 2005.
- —————, “Labour Administration: Strategic Response to Transformational Imperatives of the Labour Market”. Labour Advisory Committee, Retreat, St. Ann , November 19, 2004.
- —————, “Customer Satisfaction and Customer Loyalty: Strategic Imperatives for Corporate Success”, The Social Partners Week of Excellence on Caribbean Single Market and Service Excellence: A Partnership for the Future, Barbados, February 28, 2005.

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## **PUBLICATIONS**

**Articles written for the MSB/Financial Gleaner GiltEdge Magazine,  
October 2004.**

**Harry Abrikian**

- .\* “Just who has the Edge?”
- .\* “Management Capitalization – Growth Increasing Shareholder Value”.
- .\* “Trends in JSE Listed Companies”.

**Anthony Barnes**

- \* “The Jamaican Economic Environment 2003”

**Frances Coke**

- .\* “The Productivity Problem, a Look at Two Human Issues.
- .\* “Best Company & Employer of Choice.

**Maxine Garvey**

- \* “Size Matters”.
- \* “The Global Competitiveness Report 2003 -2004 – Participant Spotlight”.

**Kamau Chionesu**

- \* “Is Profit a Social Good”.

**Rhemia Holding & Olivene Burke (Co-editors)**

- .\* “Revisiting Tertiary Education Policy in Jamaica-Towards Personal Gain or Public Good”.
- .\* “Proposal for a National Tertiary Education System for Jamaica”.

**PUBLIC SERVICE Mr Harry Abrikian**

- .— Director, Ian Randle Publishers
- .— Chairman, Stock Analysis Committee, Jamaica Stock Exchange

- .- CVSS/UWI Programmes & Technical Assistance Committee

#### **Mr Anthony Barnes**

- .- Member, Port Services
- .- Member, Jamaica Manufacturers Association

#### **Mr. Kamau Chionesu**

- .- Member, Jamaicans For Justice, Economic/Social Analyst,
- .- Chairman, Economic and Social Justice Committee

#### **Mr Claude Robinson**

- .- Member, Michael Manley Foundation
- .- Member, Broadcasting Commission
- .- Member, National Steering Committee on Values and Attitudes

#### **Ms Rheima Holding**

- .- Member, United Theological College Education Council
- .- Chairman, Visual Arts Sub-Committee of the Fine Arts Board of Studies
- .- Member, National Homecoming 2005 Planning Committee
- .- Chairman, Planning Committee, UWI, Mona Academic Conference 2005
- .- Member, Tertiary Articulation Committee, UCJ

#### **Professor Neville Ying**

- .- Technical Adviser, Caribbean Examinations Council on Measurement and Evaluation.
- .- Technical Adviser, Ministry of Labour and Social Security
- .- Council Member, Jamaica Employers' Federation
- .- Director, Jamaica Association for Training and Development (JATAD)
- .- Adviser, Government of Jamaica team to the ILO, Conference in Geneva
- .- Chairman, Overseas Examinations Committee
- .- Chairman, Mico Foundation
- .- Deputy Chairman, Mico College, Board of Governors
- .- Chairman, Jamaica Flour Mills Foundation,
- .- Director, MultiCare Foundation,
- .- Director, University Council of Jamaica
- .- Director, Serge Island Dairies
- .- Trustee, Superannuation Ltd
- .- Chairman, University Hospital of the West Indies (UHWI) Search Committee

#### **Staff Achievements**

**Mrs Frances Coke**, Senior Teaching Fellow and Director of Programmes was a nominee for the Vice Chancellor's Award in the Area of Teaching.

**93** **Professor Neville Ying** was elected Chairman of the Drafting <sup>rd</sup>

Committee, at the Session of the International Labour Organization (ILO) Conference, Geneva, June 2005, for Conclusions of the Conference on Youth Employment.

**Ms Sandra March**, Programme Coordinator, successfully completed a Masters Degree in Counselling /Psychology.

**Mrs Vanda Levy McMillan**, Programme Coordinator successfully completed a Masters Degree in Human Resource Development.

**Ms Melisha Manderson**, Assistant Coordinator successfully completed a Bachelors Degree in Sociology, Psychology & Demography.

**Ms Tashell Blair**, Assistant Coordinator successfully completed a Bachelors Degree in Industrial Relations & Public Administration.

#### **Institutional Achievements**

The School was the recipient of the 2005 Principal's Award for Outstanding Contribution to Public Policy.

#### **Conference, Symposia, Seminars**

During the year under review the School hosted or partnered with the private/public sector, the following conferences/symposia:

- . • Mona Academic Conference 2004
- . • PSOJ/MSB Symposium
- . • World Cup 2007 Symposium
- . • Political Leadership Forum 2005

The UWI Mona Campus through the Mona School of Business, the department of Government and SALISES hosted a series of open forums titled **“Political Leadership Forum 2005”**

The main objective of the series was to provide the leaders with the opportunity to articulate their vision for the country under the theme **“Jamaica -the way forward”**, and for the University Community and the Jamaican people to also share their own views.

Five (5) forums were held between March – May 2005: The presenters were Senator Bruce Golding, Dr. the Hon. Peter Phillips, Dr. the Hon. Omar Davis, Dr. Karl Blythe, and Mrs. Portia Simpson Miller

