

## MONA SCHOOL OF BUSINESS

Professor Neville Ying, BSc, MA, PhD Maryland  
– Executive Director

### **WORK OF THE SCHOOL**

**D**uring the academic year 2006-2007, MSB continued to emphasise the personal development of our students. Students were exposed to personal development courses to hone “soft skills” in areas such as communication, business etiquette as well as action and service learning. In an effort to facilitate the UWI’s approach to student centeredness, quarterly meetings have been introduced in which student representatives and staff are involved in strategic discussions for the repositioning of the MSB.



The School now offers a full-time programme for its MBA and a seven (7) day week in terms of delivery options for part-time students with the introduction of a Saturday and Sunday option. With these options, students have a range of choices, Sunday to Saturday, during the day and in the evenings.

### **Student & Programme Affairs**

#### Introduction of Personal Development Electives

As an integral part of the quality improvement process for our programmes, this year we implemented the new personal development electives, replacing the seminar series. These electives include: Public Speaking; Ethics in Business; and Learning through Service and Action Learning. These electives are part of the School’s response to needs expressed by students.

The MBA full-time group were the first to take two new electives – Ethics in Business and Public Speaking. MBA part-time Cohort 10 students followed, opting for Career Development, Public Speaking and Social and Business Etiquette. All electives received positive feedback

from students with the high point being the course work assignment for Business and Social Etiquette which required students to plan and execute formal functions to demonstrate the ability to apply what they learned. Topics covered included: - Social & Office Decorum; Business Protocol & Ethics; The importance of personal grooming: Communication Etiquette; Entertaining & Dining Etiquette.

### **Scholarships**

Since 2004 the School has awarded a total of nine (9) Scholarships to deserving students, including the annual Scotiabank Jamaica Foundation / Sir Alister McIntyre Scholarship.

### **Quality Assurance**

#### External Examiners Meetings

The external examination process is an important mechanism for quality assurance in the School and the comments of examiners have always been a source of valuable recommendations for maintaining and improving standards. Our External Examiners are all from overseas business schools with which MSB has had established institutional relationships. The examiners' meetings formally assess students' performance and declare those eligible for graduation. The current external examiners are: Professor Christopher Ross, Concordia University, Canada; Professor Robert McGowan, University of Denver, USA; Professor Jack Stevens, Penn State University, USA; Professor Edward Davis, Clark Atlanta University, USA; Professor Paul Simmonds, University of the Virgin Islands, USA.

Once again, the recommendations of the external examiners congealed around the importance of attaining world class standards in all aspects of our programmes and seeking to validate this attainment through the involvement of formal accreditation bodies. The year closed on the positive note of the school accelerating this process through collaborative efforts involving the Arthur Lok Jack Business School, the Cave Hill Business School and the British based Association of MBA's (AMBA).

### **MSB Annual Awards Ceremony 2006**

The Annual MSB Awards Ceremony held on November 29, 2006 was the special event for the graduating class of the Diploma in Business

Administration and Special Awards for persons who did exceptionally well in the EMBA and MBA programmes. The guest speaker for the ceremony was Mr Colm Delves, CEO of the Digicel Group.

### **Graduating Class**

One hundred and sixty-three (163) MSB students (EMBA/MBA) were members of the UWI graduating Class of 2006. In addition, the School saw forty-three (43) students graduating from our Diploma in Business Administration Programme as well as nine (9) students graduating with Certificates for completion of the Summer Electives Programme.

The prestigious award for Most Outstanding Academic Performance - The Executive Director's Award was presented to Kareen Henlon - MBA and The Principal's Award for Leadership was presented to Anthony Edwards - EMBA; Kera Fairweather - MBA Full-time; Richard Blake & Dwight Lawrence - MBA Part-time; and Odelley Henry - MBA Part-time Sundays.

The following students graduated with distinction:

- EMBA – Kasey Bourne, Stephanie Corcho, Janet Ferguson-Conie, Orville Forrest, Patsy Latchman-Atterbury, Janice Richards, Lloyd Smith.
- MBA Full-Time – Annetet Daley, Kareen Henlon, Nadine Lewis-Smith, Terise Kettle.
- MBA Part-Time – Colin Atkinson, Georgia Balfour, Richard Blake; Keisha Cardoza, Khayon Desouza-White, Sherrie Johnson, Claudine Murray, Suzanne Parkin, Keron Phillips-Jackson, Lisa Prince, Vennecia Scott, Kevin Turner, Opal Whyte.

### **Diploma in Business Administration**

During the year under review, one hundred and thirteen students were enrolled in this programme. Cohort 7 - fifty-two (52) students and cohort 8 - sixty-one (61) students.

### **Executive Development Courses (EDC)**

The Mona School of Business expanded its offerings of management education by re-introducing Executive Development Courses in Business Management. Designed to meet the specific needs of the

business community, these courses provided executives, managers and other senior staff in private and public sector companies with the tools to acquire or sharpen the skills needed in today's competitive business environment. These courses are designed to complement the existing programmes of the EMBA, MBA and the Diploma in Business Administration. The courses were structured to provide tools that participants could use immediately in their organizations.

The courses offered during 2006 / 2007 were in the categories of:

- Business Communication
- Financial Management
- Project Management
- Negotiation
- Telecommunications Policy & Technology Management

During this academic year, approximately two hundred and ninety two (292) persons participated in twenty-six (26) offerings of sixteen (16) courses.

#### **Doctorate in Business Administration (DBA)**

The Mona School of Business (MSB), Jamaica, the Cave Hill School of Business (CHSB), Barbados and the Arthur Lok Jack Graduate School of Business (ALJGSB), Trinidad, collaborated on the development of a new post graduate academic programme - the Doctorate of Business Administration (DBA). Professor Neville Ying, Professor Edwin Jones, Professor Evan Duggan, Mrs. Sandy Alvaranga and Mrs Olivene Burke spearheaded the development of this programme on behalf of the Mona School of Business.

The aim of the programme is to:-

- Develop a cadre of business leaders trained at the highest level
- Make Caribbean firms more competitive globally
- Increase the pool of doctoral graduates in the teaching community

The main emphasis will be applied research; practical business solutions; testing of existing theories and preparation for executive business management. The four year part-time programme will consist

of taught courses, followed by a comprehensive examination in the first two years, coupled with research and a dissertation.

The DBA programme was launched on June 27, 2007 at the Mona School of Business by Professor Nigel Harris, Vice Chancellor, UWI with representatives from the three Business Schools in attendance. The programme is expected to commence in January 2008.

## **SPECIAL EVENTS**

### *MSB Open House*

The Annual Open House Day for the academic year 2006/07 was held at the School on January 17, 2007. Over one hundred persons accepted the School's invitation. Attendees were taken on tours of the Alister McIntyre complex and were introduced to faculty and staff and listened to lively presentations on the University, MSB and the potential academic and practical gains possible as a result of studying at MSB. Representatives from several Financial Institutions offering educational loan services also participated in the day's activities.

### **Human Resources Appreciation Luncheon**

The School hosted Human Resources Practitioners from the private and public sectors at a luncheon on January 23, 2007 at the Mona Visitors' Lodge.

### **The Centre for Leadership and Governance**

The new Centre for Leadership and Governance which is a collaborative effort between the Department of Government and the Mona School of Business was launched on January 31, 2007 at the Mona Visitor's Lodge & Conference Centre by His Excellency the Most Honourable Professor Kenneth O. Hall, ON, OJ. This was followed by a special forum on Social Capital hosted by the Governor General at King's House on April 13-14, 2007.

### **Institutional Relationships**

The School hosted Professor Ian McDonald, President Emeritus of York University from March 6-8, 2007. Professor McDonald's visit was the result of efforts to establish a collaborative relationship between the MSB, the Departments of the Faculty of Social Sciences and the Schulich Business School of York University.

## **Telecommunications Policy and Management Programme**

The Telecommunications Policy and Management Programme completed its second successful academic year. During the year under review TPM programme achieved its major strategic planning objectives and accomplished important goals in a wide range of operational areas, including:

- Approval by the UWI's Board of Graduate Studies of a UWI-wide Master of Science Degree Programme in Telecommunications Policy and Technology Management to be led by the TPM Programme of MSB.
- Strengthening of the role of TPM as a strategic node in the ITU's Caribbean Centres of Excellence Programme, including participation in one of its CTU-led regional capacity building courses, recently held in Trinidad and Tobago.
- Completion of a consultancy in the development of the draft National ICT Strategic Plan 2007-2012, for Jamaica's Central Information Technology Office (CITO), and co-authored by TPM Director, Dr Hopeton Dunn and Professor Evan Duggan, MSB.
- Leadership of the Northern Caribbean component of an African, Caribbean and Pacific (ACP) World Bank InfoDev Research consultancy on ICT and Regulatory Capacity Building.
- Active participation by TPM in the ICT Sector Task Force for the Planning Institute of Jamaica's (PIOJ's) National Development Plan 'Towards Developed Country Status by 2030', including leadership of the Cultural Content and Creativity component.
- Institutional Co-ordination of the MSB Online Delivery programme, including planning and management of a two-week School-wide training programme in Online Course Design and Delivery using the Moodle open-source platform led by an Online Training Specialist, Mr. Pieter van der Hijden of Amsterdam in early June 2007. An associated specialized Mona Campus Workshop was also hosted by MSB.
- Delivery of a highly specialized, practical training course in Voice over Internet Protocol (VoIP) and Session Initiation

Protocol (SIP) technologies to a diverse group of twenty two (22) senior industry engineers and technical specialists, as part of the regional ITU Centres of Excellence programme.

- Through the TPM Programme the MSB received two fellowships for participation in the ITU Centres of Excellence Training of Trainers' Programme in the specific area of Online Education. Two MSB staff members, Allison Brown and Ingrid Bennett Lewis, were trained in the use of WebCT for the delivery of courses
- Completed an Island-wide Quantitative Household Survey on Patterns of Usage of Mobile (cellular) Telephony, especially by low income users in Jamaica as part of a wider regional project, led by the TPM-linked research forum called Regional Dialogue on the Information Society (DIRSI).

### **Executive Development Series**

The annual Think Tank was hosted by the School from November 17-19, 2006 at the Ritz-Carlton Golf and Spa Resort. Approximately fifty (50) CEO's of major Jamaican companies and the Public Sector met to discuss issues vital to the future of Jamaica. The theme for the Think Tank was "Creating Opportunities: Making Jamaica Competitive".

The speaker at the opening ceremony was the Most Honourable Mrs Portia Simpson Miller, ON, Prime Minister of Jamaica. Other speakers included representatives from the Inter-American Dialogue; the Inter-American Bank (IDB) and Stanford University Graduate School of Business Development.

### **Jamaica Diaspora Institute**

The Mona School of Business has been working with the Ministry of Foreign Affairs and Foreign Trade for more structured involvement of the Jamaica Diaspora in national development. It is planned that a Diaspora Foundation will be established with a Diaspora Institute as its operational arm.

### **Labour Studies Programme**

- The Labour Studies Unit continued collaboration with the Faculties of Pure and Applied Science and Medical Sciences providing programme development and support for the new

Masters and PhD programmes in Occupational and Environmental Safety and Health (OESH).

- Research continued on the study of Labour Administration: Strategic Response to Transformational Forces: Case Study of the Ministry of Labour and Social Security, Jamaica. This case is being developed in collaboration with Professor Richard Phidd, former Professor at the University of Guelph, Canada.

### **Research & Policy Group (RPG)**

An integral and important component of the work of the RPG Group is the organization of seminars, symposia, conferences and policy proposals using research data. There are two outcomes that result from these activities, namely academic publications and research policy guidelines. The on-going curriculum improvement process to enrich teaching material for the EMBA/MBA programmes, now has a number of Jamaican Business Cases in Marketing. The Financial Crisis Study Report has been completed and awaiting publication.

Mr. Claude Robinson was Co-organizer of the annual Caribbean Media Conference in observance of World Press Freedom Day, May 2-3, 2007, in St Lucia. The Conference was co-sponsored by UNESCO, Caribbean Broadcasting Union and The University of the West Indies, Mona, CARIMAC and Research and Policy Group, MSB. As chairman of the Legislative and Policy Committee of the Broadcasting Commission, Mr. Robinson participated in seminars with leaders of the media and entertainment industries on application of broadcast regulations on problematic content over the airwaves and on cable.

The manuscript for a book on Media and Violence in Jamaica was completed by Claude Robinson and co-edited with Dr. Marjan deBruin of CARIMAC.

The Office of the Principal commissioned a UNESCO report focussing on higher education in the Caribbean. Dr Vanus James, School for Graduate Studies and Research, UWI, Mona, Olivene Burke, Research Officer, MSB and Lynette Housty, Consultant (Guyana) collaborated in the preparation of the report on Higher Education in the Caribbean: Postgraduate Activity in the Region. This report aimed to provide an interpretation of the historical record and relevance to development of investment in postgraduate education in English-speaking Caribbean countries.



Mrs Olivene Burke prepared the University of the West Indies, Mona Campus Self Study Document in January 2007, in preparation for the registration visit to the University by the University Council of Jamaica (UCJ).

### **Conferences / Symposia / Special Lectures**

The School hosted or partnered with the private /public sectors for the following conferences / symposia / fora /workshops:

- Telework Consultation Workshop
- Public Consultation for the Montego Bay Stakeholder Community on the National ICT Strategy
- Institute of Management Consultants of Jamaica (IMCJ) - MSB Conference
- Special Forum on “New Directions for Development Banking in the Caribbean”
- International Labour Organization (ILO)/MSB Employers Organizations Workshop-CAMEO – The Caribbean Academy for the Management of Employers’ Organizations
- Special Social Policy Forum – “Strengthening Social Capital”.

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

#### **WEF Executive Opinion Survey**

The School in collaboration with the Private Sector Organization of Jamaica (PSOJ), both Partner Institutes of the Global Competitiveness Network of the World Economic Forum, once again conducted the annual Executive Opinion Survey of Jamaica’s leading firms from the major sectors of the economy. The study is the world’s leading cross-country comparison of issues relating to economic competitiveness and growth. Data from Jamaica and approximately one hundred and twenty-five (125) other countries are used to rank countries on two complementary but separate indices: (i) the Growth Competitiveness Index which aims “to measure the capacity of the national economy to achieve sustained economic growth over the medium term, controlling for the current level of economic development” and (ii) the Business Competitiveness Index which examines the underlying conditions

defining the sustainable level of productivity. The Executive Opinion Survey contributes to the preparation of the annual Global Competitiveness Report. This project is coordinated by Ms Patricia Douce and Ms Michelle Tomlinson.

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

The research done on Jamaica's family- and women-owned businesses continues to gain traction with the invitation of Dr. Lawrence Nicholson, Lecturer, to two conferences that covered issues related to these areas of business. In addition to the two conferences, Dr. Nicholson is in the process of preparing the following: (i) a course outline for a short course or seminar on family-owned businesses in Jamaica and (ii) a course outline for an MBA/EMBA elective in family-owned and women-owned businesses in Jamaica. This is in keeping with the trend in many Business Schools across the globe.

### **Entrepreneurial Development Activities**

There were two major areas of activity under entrepreneurial development, the UWI Venture Competition and the Vincent HoSang Programme.

#### **UWI Venture Challenge Competition 2006/07**

Promotions and invitations for entry to the UWI Venture Challenge Competition was launched in August 2006. A total of eight business plans were received from MBA, MSc and MIS students.

The team Petroleum Delivery Management System (PDMS) was identified as the winner of the UWIVC after competing in the final round on February 7, 2007 against the team Mini-Jamaica which was awarded second place.

The UWI's participants in the OFC Venture Challenge at Clark Atlanta University, USA last year earned 3rd place. The team's project Fun Source proposed to offer a multi-service childcare centre for children between the ages of three months and twelve years old. This year's team -Petroleum Delivery Management System (PDMS) competed with eighteen other teams from American Universities and placed sixth.

Mrs Patricia Lothian and Mr Gavin Beckford were the Faculty Advisors for this project with coordination by Ms Michelle Tomlinson.

Vincent HoSang Entrepreneurship Programme – “Students to Entrepreneurs” Since its inception in November 2002, some thirty (30) projects have been evaluated and processed through the programme. For the period 2006/07, three teams participated in the Programme:- Ellington Foods, Mini Jamaica and Petroleum Delivery Management System (PDMS). Mrs Patricia Lothian is the Staff Advisor for this project with coordination by Ms Michelle Tomlinson.

## **PAPERS PRESENTED**

Burke, O.

- “Justification for a Caribbean/Regional Accreditation Model”. School of Education, Faculty of Education and Humanities, UWI, March 2007.
- “The Theoretical Framework and Research design: Informing the investigation for Caribbean/Regional Quality Assurance and Accreditation”. UWI, Mona, June 2007.

Duggan, E.

- “Mentoring and Sponsorship of the Tenure-Track Assistant Professor”. 10th Anniversary Celebration of the US-based Information Systems Doctoral Student Association, Acapulco, Mexico, August 2006.
- (with Rao, L., and Mansingh, G.) “Toward an Ontology in the Domain of Information Systems Delivery and Evolution”, 12th Americas Conference on Information Systems (AMCIS), Acapulco, Mexico, August 2006.

Dunn, H.

- “Global Trends and Jamaican Media Transitions”. Caribbean Media Conference 2006, Kingston, Jamaica, September 2006.
- “Challenges and Opportunities of the Evolving Media and Communications Environment”. Rotary Club of Mandeville, Golf View Hotel, September 2006.
- “Intervention Strategies for a Crime-Free Tomorrow”. The Petersfield Community Awards Presentation Ceremony, Westmoreland, October 2006.

- “Genderstanding Mobile Telephony: Women, Men and their Use of Cellular Phones in the Caribbean”. A DIRSI Working Meeting, Montevideo, Uruguay, November 2006.
- “Working in the Digital Domain: Communication Technologies and New Media”. UWI Mona Research Day 2007, January 2007.
- “Communication Technologies, Marketing and New Media”. Seminar by the University of Technology, Jamaica (UTECH), Jamaica Conference Centre, Kingston, March 2007.
- “Global Technologies and the Business of Jamaican Culture”. United Nations Small Island Developing States (UN-SIDS) Conference, Victoria, Mahe, The Seychelles, South Pacific, April 2007.
- “Mobile Opportunities: Poverty and Telephony Access in Latin America and the Caribbean”, Preliminary Quantitative Results. Special Researchers Consultative Seminar, Lima, Peru, July 2007.

Nicholson, L.

- “Debunking the Myths about Family and Women-owned Businesses in Jamaica: Towards a Policy Framework”. 7th Annual Hawaii Conference on Business, May 2007.

Robinson, C.

- “Reporting Crime and Violence in the Media in the Caribbean in observance of World Press Freedom Day. Annual Caribbean Media Conference, St Lucia, May 2007.
- “Developments in the Pan-Caribbean Media Environment”. Caribbean Media Conference and Expo, Hilton Hotel, Kingston, September 2006.

Ying, N.

- “Capacity Building of NGO’s- The Need for Transformational and Transactional Leadership”. UWI/ HARP Workshop with NGO’s, Kingston, August 2006.

## **PUBLICATIONS**

### **Books & Monographs**

- \* Dunn, H. (2007) Emancipation: The Lessons and the Legacy, Ian Randle Publishers, Kingston, JA.
- \* Evans, H., and Burke, O. “National Report on Higher Education in Jamaica”, Higher Education: Caribbean Perspectives. ed. by Kenneth O. Hall and Rose Marie Cameron: Ian Randles Publishers, 2007, p. 314.

### **Refereed Journal Articles**

- \* Chevers, D., and Duggan, E. “A Modified Capability Framework for Improving Software Production Processes in Jamaican Organizations.” *The Electronic Journal of Information Systems in Developing Countries*, 30, 4 (2007): 1-18.

### **Other Peer Reviewed Publications**

- \* Campbell, G., and Duggan, E. “Does Organizational Quality Culture Influence Information Systems Delivery Quality and Success?” In the Proceedings of the 37th Annual Conference of the Decision Sciences Institute, San Antonio, TX, November 2006
- \* Chevers, D. and Duggan, E. “Assessing Software Process Maturity and Discipline in Small Caribbean Enterprises”. The Proceedings of the 12th Americas Conference on Information Systems (AMCIS), Acapulco, Mexico, August 2006.

### **Technical Reports**

- \* “A Report on Higher Education in the Caribbean: Postgraduate Activity in the Region” by Vanus James, School for Graduate Studies and Research, UWI, Mona, Olivene Burke, Research Officer, MSB and Lynette Housty, Consultant (Guyana), July 2006
- \* “E-Powering Jamaica: The National ICT Strategic Plan 2007-2012” by Hopeton Dunn and Evan Duggan, submitted to the Central Information Technology Office (CITO), January 2007).
- \* “Industry Needs Analysis for the Telecommunications component of the planned Caribbean Regulatory Research

Centre” – TPM in conjunction with Organization of Caribbean Utilities Regulators (OOCUR) – Final Report submitted Caribbean Regulatory Research Centre (CRRC) in June 2007

- \* “Telework: New Forms of Work and Employment Opportunities in the Caribbean” by Noel Cowell and Hopeton Dunn, submitted to IDRC, January 2007.

## **PUBLIC SERVICE**

Mr Harry Abrikian

- Director, Ian Randle Publishing
- Director, Business Recovery Services Limited
- Chairman, Stock Analysis Committee, Jamaica Stock Exchange
- CVSS/United Way- Programmes & Technical Assistance Committee

Mr Anthony Barnes

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

Mrs Olivene Burke

- Member, Caribbean Area Network for Quality Assurance in Tertiary Education
- Member, Society for Human Resource Management
- Member, Human Resource Management Association of Jamaica
- Member & Secretary, Board of Governance, Hope Valley Experimental School

Mr Kamau Chionesu

- Economic & Social Analyst, Jamaicans For Justice
- Research Advisor, Economic and Social Justice Project

Professor Evan Duggan

- Member, Target Growth Competitive Committee (TGCC) of the Private Sector Development Programme

- Member, Global Editorial Review Board (ERB), Idea-Group Publishing
- Associate Editor, Communications of the Association for Information Systems Journal
- Associate Editor, Alternative Approaches to Information Systems Development Track for International Conference on Information Systems
- Member, Editorial Advisory Board, Journal of Organizational and End User Computing
- Member, International Editorial Review Board of the Advances in End User Computing (AEUC) Book Series

Dr Hopeton Dunn

- Chairman, Creative Production and Training Centre
- Member, Board of Management, National Library of Jamaica
- Member, Jamaica Commission for UNESCO
- Chairman, Broadcasting Commission of Jamaica

Mrs Patricia Lothian

- Member, Jamaica South African Association
- Member, Special Olympics, Jamaica
- Board Member, FISH Medical Dental & Eye Clinic

Mr Claude Robinson

- Board Member, Michael Manley Foundation
- Board Member, Commissioner, Broadcasting Commission of Jamaica
- Chairman, Legislative and Policy Committee, Broadcasting Commission of Jamaica

Professor Neville Ying

- Chairman, Overseas Examinations Commission
- Technical Adviser, Caribbean Examinations Council on Measurement and Evaluation
- Council Member, Jamaica Employers' Federation
- Adviser, Government of Jamaica team to the ILO, Conference in Geneva

- Chairman, Mico Foundation
- Deputy Chairman, Mico College, Board of Governors
- Chairman, Jamaica Flour Mills Foundation
- Director, MultiCare Foundation
- Director, University Council of Jamaica
- Director, First Caribbean International Bank