

MONA SCHOOL OF BUSINESS

Professor Evan W. Duggan – Executive Director

WORK OF THE SCHOOL

The Mona School of Business (MSB) continued to make significant strides in implementing the strategic plan that it developed and agreed with board members, MSB permanent faculty and staff, invited adjunct faculty, and DBA students at a Strategic Retreat in December, following the change in leadership. There were other faculty and administrative staff movements and appointments; however, these transitions occurred seamlessly. New members of staff have begun to make their presence felt and MSB is gaining visibility and name recognition in the business community as the School continues to exploit opportunities to interact with the community and champion our special programmes and offerings.



External examiners continued to endorse the School's programmes and the new organizational units are rapidly converging into a fit, unified machine; each addressing its particular mandate but coalescing around, and contributing to, the School's cross-functional strategic goals. Several noteworthy activities have been undertaken by the School that have helped to increase visibility this year. However, the most noteworthy were:

- The highly successful Regional International Telecommunications Society (ITS) Conference which had wide media coverage and was the subject of an extremely positive Jamaica Observer editorial on June 25.
- Eduniversal's rating of MSB among the top 1,000 Business Schools globally.

- The School's 21st Anniversary celebrations, which was commemorated with an awards function and dinner at which twenty-one awardees were recognized for their outstanding contribution to the MSB over the years, and served to advance our competitive positioning.

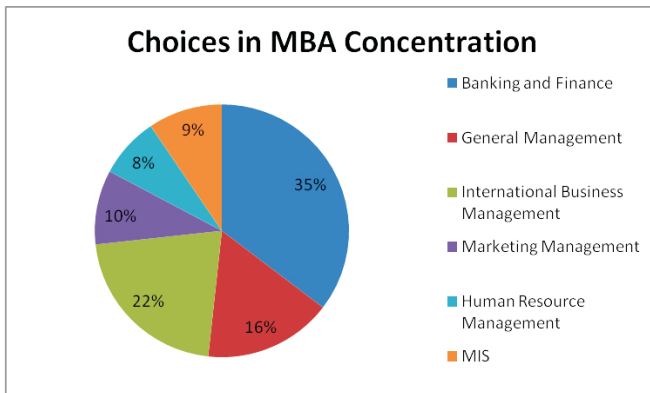
Academic Programmes

The 2008/2009 academic year saw the usual high level of activity in the Unit with external examiners' visits, the start of programmes at the Western Jamaica Campus, new student intake, and graduation and awards ceremonies.

Graduating Class

There was an 8% increase in the number of MSB graduates over the previous year. 132 (EMBA/MBA) students were members of the UWI graduating Class of 2008, 43 graduated with the Diploma in Business Administration, and 9 with Certificates for completion of Summer Electives (courses in the various concentrations). Figure 1 provides a breakdown of MBA graduates based on Concentrations:

Figure 1: Breakdown of Graduates according to Concentrations (MBA only)



The prestigious Executive Director's Award for Most Outstanding Academic Performance - was presented to Tessa Smith – EMBA and The Principal's Award for Leadership was presented to Debbie Morrell-Parker – EMBA; Stacey-Ann Westcarr – MBA Full-time; Marsha Davis and Gary Francis - MBA Part-time.

Upgraded Diploma in Business Administration

The MSB gained approval to upgrade the Diploma in Business Administration programme to a full-fledged UWI post-graduate diploma, extending the number of courses from 10 to 12 and the duration from 7 months to a year.

Admissions and Enrolment

The application process was somewhat tedious this time around and we have worked with the Office of Graduate Studies and Research to begin our application cycle much earlier to accommodate our May (vs. September) start. MSB is the only unit that has programmes beginning in May.

Enrolment for 2009/10 increased slightly over 2008/09, however numbers in the new Diploma of Business Administration, with its higher entry requirements, was almost halved.

The information below (Table 1) indicates enrolment in each of the programmes.

Table 1: Enrolment Numbers as at end of July 2009

	2009/10	2008/09
Mona		
EMBA	27	21
MBA Full Time	27	30
MBA Part Time	134	127
Diploma in Bus. Admin	39	75
Total Mona	227	253
Western JA Campus		
MBA	22	22
EMBA	17	—
Total Western JA Campus	39	22
Total MSB	266	280

Performance of New Programmes

The new Doctorate in Business Administration (DBA) and M.Sc. in Telecommunications Policy and Technology Management programmes are in full stride. The DBA students are in the final course of the first year of two years of coursework and the feedback from both students and lecturers have been extremely positive.

Scholarships

The School hosted 2 scholarship award functions with The Bank of Nova Scotia and Jamaica National Building Society in honour of their respective scholarship winners, Mr. Marvin Lawful and Mr. Twayson Laird respectively, who both received first class honours at the undergraduate level from the Department of Management Studies.

Student Services

MSB's Executive Director hosted 2 meetings of student representative from all existing cohorts with the Executive-in-Residence, all faculty members, student services professionals, and a group of adjunct faculty members, where student representatives highlighted important challenges the student body faces. A Student Services Committee has been appointed to coordinate responses to student concerns and an MSB Student Association is also being formed.

Quality Assurance

External examiners continue to endorse our programme offerings and commend the School for its high-quality product. MSB has formally applied to the British Accreditation body, the Association of MBAs (AMBA), to accredit its programmes. We are in the second stage of completing the extensive data sheet on programmes, faculty and students.

Curriculum Development

An agreement has been reached with the MICO University to jointly offer an Executive Masters in Educational Management (EMEM) for Principals and Senior Administrators. The degree will be awarded by MICO, but MSB will be offering the business and management courses that make up the curriculum. The arrangement of the programme as

designed has been endorsed by UWI's Board of Graduate Studies and the UWI School of Education. Delivery of the course began in July.

Master of Business Management

The Master of Business Management programme to accommodate students with less than 3 years business experience (excluded from consideration by AMBA's accreditation rules) has been designed. It is now going through the approval process with the aim of beginning the programme in January 2010.

Masters in Sports Management and Events Management

The design and development of Masters Programmes in Sports Management and Events Management have begun. A survey is being conducted to ascertain the qualifications of prospective applicants and to determine their specific interests. Those involved in these discussions include Dr. Fritz Polite from the University of Tennessee at Knoxville (UTK), Professor Evan Duggan, Professor Edwin Jones, Dr. Lila Rao-Graham, and members of the College of Business at UTK.

Professional Services Unit (PSU)

A new administrative Unit of the School was formed to advance the strategy of diversifying income streams. The Unit will extend MSB's offerings in professional and executive development training, business consultancy, conferences, and the development and dissemination of teaching cases that are rooted in the Caribbean experience. Dr. William Lawrence joined the School as Director of Professional Services effective January 1, 2009.

Center of Excellence (CoE) For IT-Enabled Business Innovations

The Centre of Excellence (CoE) was formally launched December 1, 2008 with Dr. Maurice McNaughton as Director. The Unit's broad mandates are to build a distinctive Free and Open Source Software (FOSS) Competency and Practice, for establishing IT-enabled business innovations that can be deployed at MSB and the wider UWI community, as a showcase to secure external buy-in and to engage in the commercial development and deployment of these solutions largely

to Small and Medium Enterprises (SMEs) in the wider business community. The Centre will also conduct maturity evaluations of the FOSS innovations with certification for “industrial use.”

Grant funds were secured from the UWI Research Fellowship Committee under the New Initiative Programme to undertake a one-year Research project: “Enabling the Adoption and Diffusion of Free and Open Source Software (FOSS) among SMEs in Jamaica”.

Telecommunications Policy & Management Programme (TPM)

The Telecommunications Policy and Management (TPM) Programme continues to operate as a dynamic, pioneering unit within the School. The main areas of progress are in academic programme delivery, specialized industry training, academic research output and consulting services.

The TPM/ITU’s course on ‘Entrepreneurship for Innovators’ was successfully delivered and the feedback and evaluations were all positive. Sixteen ICT Innovators completed the course on June 16. The course was led by Dr. Sandra Palmer-Peart and included a range of guest presenters with a focus on the development of ICT businesses. In response to popular demand, the course will be offered again before the end of the year. TPM continued to deliver high impact presentations both locally and internationally including (1) the 18th Annual Shortwood Teachers’ College Lecture entitled ‘Learning Smart: Enhancing Education through Technology’, (2) Securing funding from the IDRC towards a Caribbean ICT Research Network in association with UWI, St. Augustine, (3) a sustained high level of academic research output including the publication during the period of two book chapters, two journal articles and one research report.

Special Events

MSB 21st Anniversary Banquet and Awards Ceremony

The School celebrated its 21st anniversary on October 20, 2008 with a gala dinner and awards ceremony, in which 21 individuals and 2 institutions were recognized for the integral role they played in the development of the School.

Strategic Retreat

The MSB held a Strategic Retreat on December 17, 2008, which included board members, MSB permanent faculty, invited staff, adjunct faculty and DBA students. It was quite successful. There were rich interactions and very useful discussions and recommendations for the refinement of the School's strategic plan.

Pearson Vue GMAT Centre

MSB recently signed a contract with Pearson VUE, the administrators of GMAT testing services, to become the official GMAT and other certification and testing centre for Jamaica. Pearson VUE is a subsidiary of Pearson, the international media company, whose businesses include the Financial Times Group, Pearson Education, and the Penguin Group. It is the world's leading computer-based testing and assessment business, operating test and certification centres in 165 countries. Testing began in July 2009.

UWI Venture Challenge Competition 2008/09

The winning team from the Venture Challenge Competition competed in the Opportunity Funding Challenge (OFC) for traditionally Black Colleges and Universities held in Atlanta in April. The project received positive responses from the judges and the team was highly praised for its effective presentation.

IDU & Harvey Brightman Workshop

Current and potential adjunct lecturers of the Mona School of Business were required to attend 3 training sessions in order to assist in improving their effectiveness in the classroom. The first 2 sessions, which were conducted by the Instructional Development Unit (IDU) of the School of Education on March 23 & 25, covered topics on Student Centred Teaching and Learning and Teaching with Technology. The third was a workshop held on April 2-4 by Professor Emeritus Harvey J. Brightman, a world-recognized Master teacher-trainer of MBA/EMBA teachers.

Conferences / Symposia / Special Lectures

Think Tank 2008

MSB hosted a successful Think Tank 2008, under the theme “Threats of Global Upheaval and Economic Crises: Stimulating Stability through Innovation and Creativity”. The Think Tank was well supported and attracted several local and international speakers, including the Prime Minister of Jamaica, Sir Richard Branson, Professor Gordon Shirley, Sir Courtney Blackman, former Governor of the Bank of Barbados, The Hon. Oliver Clarke, Dr. Wesley Hughes and Mr. Robert Gregory.

Regional International Telecommunications Society (ITS) Conference

MSB in collaboration with the International Telecommunications Society (ITS), an independent, not-for-profit association of professionals in the information, communications and technology sectors, hosted the Regional International Telecommunications Society (ITS) Conference, in Montego Bay, under the theme “Innovation, Demand & Competitiveness in Telecommunications: Implications for the Caribbean Region and Beyond”.

The School collaborated, hosted or partnered with other UWI departments and the private/public sectors in the staging of the following:

- 4th Caribbean Conference on Dispute Resolution
- Caribbean Business Renewal Conference 2009 at the Knutsford Court Hotel in Kingston.
- Panel Discussions on the Seminar Series jointly sponsored by MSB and the department of Management Studies, including:
 - The Business of Sports
 - Entrepreneurs on Entrepreneurship
- ILO’s Caribbean Academy for the Management of Employers’ Organizations (CAMEO), five-day programme.
- Merritone symposium with the department of Government: The Role of the Sound System in Music Development in Jamaica: 58 Years of Excellence.

- Governance of family-owned businesses
- Towards a Mobile Future: Exploring Mobile Telephony and Broadband as a Development Strategy in Jamaica
- International Labour Organization’s (ILO) Workshop on Actuarial Methods and Social Security Financing
- Prosperity through Entrepreneurship and Small Business
- TPM organized a panel discussion for the UWI Conference on Caribbean Information and Communications Technology titled “Environmental Challenges in Caribbean Telecommunications and ICT Development”.

PAPERS PRESENTED

- Brown, Allison and Richardo Williams “Assessing Jamaica’s ICT Sector Resilience in an Economic Crisis” Caribbean Regional ITS Conference, June 23-26, 2009.
- Chionesu, Kamau, “Flexi-Week and Competitiveness Draft Policy” Research Day Symposium, Department of Language, Linguistics & Philosophy, May, 2009.
- Chionesu, Kamau “A critical analysis of economics as a tool for understanding and facilitating development”, Department of Language, Linguistics & Philosophy, December 12, 2008.

Duggan, Evan

- “Improving Productivity through Electronic Data Capture and Measurements: Application of ICT in Organizational Transformation”, National Productivity Conference, Knutsford Court, Kingston, October 29, 2008.
- “The State of Information Technology and the Global Fiscal Crisis” Rotary Club of Downtown Kingston, December 10, 2008.
- “A Review of the Relationship Between the CEO and the CIO: A Jamaican Perspective”, Jamaica Computer Society Conference, BizTech 2008, Ritz Carlton, Rose Hall, October 25, 2008.

- “ICT Deployment and Measures of their Impact in the English-Speaking Caribbean” 2nd Meeting of the CARICOM ICT Sub-committee on Statistics, Amaryllis Beach Resort, Barbados, February 12, 2009.
- “The Identification of Themes, Issues and Concerns of Relevance to the Region regarding the internal and external divide”, 2nd Meeting of the CARICOM ICT Sub-committee on Statistics, Amaryllis Beach Resort, Barbados, February 12, 2009.
- “ICT Policy for the Caribbean”, FP7/ ICT Awareness Workshop for the Caribbean, FP7 Euro-AfriCa-ICT and WINDS-Caribe projects, Mona Visitor’s Lodge, March 19, 2009.
- “ICT for Social & Economic Progress in the English-speaking Caribbean”, Euro-AfriCa Forum on ICT Research, Brussels, Belgium, April 26, 2009.

Dunn, Hopeton

- “Telecommunication Policy and Liberalization in the Caribbean” Department of Library Studies, November 5, 2008.
- “Social Networking, Mobile Communication and the Challenges of Globalization”, Sixth Formers at Ardenne High School on January 21, 2009.
- “Caribbean Issues in ICT Policy and Technology”, Caribbean Regional ITS Conference, June 23-26.
- Dunn Hopeton, “Environmental Challenges in Caribbean Telecommunications and ICT Development”, UWI Conference on ICT, Mona Visitor’s Lodge, March 17, 2009.

Lawrence, William

- “Strategies for Business Turnaround”, Business Management Conference, Northern Caribbean University, Mandeville, April 20, 2009.

- “Industrial Dispute Resolution: The Role of Company Cost Reduction”, 4th Caribbean Conference on Dispute Resolution, Dispute Resolution Foundation, Kingston, Jamaica, May 1, 2009.
- “Company Cost Reduction and Turnaround”, Jamaica Employers Federation, Ocho Rios, May 23, 2009.
- “How to Read the Business News”, Women in Business Conference, Business Development Agency, Kingston, June 24, 2009.

McNaughton, Maurice

- “Knowledge Management Approaches”, Central Information Technology Office’s (CITO) 6th Annual Summit on Knowledge Management, Jamaica Pegasus, February 6, 2009.
- “Broadband Over Powerlines as a General Purpose Communications Infrastructure in Developing Economies: A Research Agenda”, Caribbean Regional ITS Conference, Montego Bay, June 23-26, 2009.
- “Opportunities and Applications of Free and Open Source Software (FOSS)”, Caribbean Business Renewal Conference, “Enabling SME Business Innovation, July 17, 2009.

Nicholson, Lawrence

- “How to grow your business”, Small Business Association of Jamaica (SBAJ) seminar, November 12, 2008.
- “Volunteerism and Social Responsibility” Kiwanis Clubs of Division, 23 East & West Kingston, March 25, 2008.

Rao-Graham, Lila

- “Using Ontologies for Disaster Recovery Planning for Enterprises in Small Island States”. Caribbean Regional ITS Conference, June 23-26, 2009.

PUBLICATIONS

Refereed Journal Articles

- * Dunn, H. “From Voice Ubiquity to Mobile Broadband – Challenges of Technology Transition among Low-Income Jamaicans”, *The Journal of Policy, Regulation and Strategy for Telecommunications, Information and Media*, Vol. 11, Issue 2.
- * Kacmar, Charles, Denise McManus, **E.W. Duggan**, Joanne Hale and David Hale. 2009. Software Development Methodologies in Organizations: Field Investigation of Use, Acceptance, and Application. *Information Resources Management Journal* 22(3): 16-39.
- * **Rao, L.**, Reichgelt, H. and Osei-Bryson, K.-M. (2009) An Approach for Ontology Development and Assessment Using a Quality Framework, *Knowledge Management Research and Practice* 7: 260-276.

Refereed Book Chapters

- * Dunn, H. Imperial News Flows in the British West Indies: The Telegraphy and Wireless Systems as Colonial Conduits in the Caribbean in International Circuits of News: Historical Studies, Professor Peter Putnis (Ed), Canberra University, Australia.

Refereed conference proceedings

- * D. A. Chevers, S. E. Moore, **E. W. Duggan**, and A. M. Mills. Identifying key software development practices in the English-speaking Caribbean using the nominal group technique, 19th Australasian Conference on Information Systems (ACIS), The Rydges Christchurch, New Zealand, December 2008.
- * D. A. Chevers, S. E. Moore, and **E. W. Duggan**. Using a modified nominal group technique to identify key process maturity practices, Department of Management Studies. 3rd Annual International Management Conference, Barbados, November 2008.
- * Rao-Graham, Lila. A Demographic Profile of Current Internet Banking Users in Jamaica, First Caribbean

Conference on Information and Communications Technology.

- * **Rao L., McNaughton M.**, Osei-Bryson K.M. and Haye M. The Role of Ontologies in Disaster Recovery Planning. 15th Americas Conference on Information Systems, San Francisco, California, August 6-9, 2009.
- * Mansingh, G., **Rao L.** and Mills A. (2009) A Demographic Profile of Current Internet Banking Usage in Jamaica. 1st Caribbean Conference on Information and Communications Technology (CCICT 2009), Kingston, Jamaica, March 16-17, 2009.
- * **Rao, L.**, Osei-Bryson, K.-M., & Reichgelt, H. (2008) Quality Dimensions for B2C E-Commerce. Eighth International Conference on Electronic Business, Waikaloa, Hawaii, USA, September 30 - October 3, 2008.

Other Non-Refereed Publications

- * Abrikian, Harry. No Excuses - Doing what it takes for Business Growth! The SME Voice Magazine.
- * Chionesu, Kamau. Dancehall: High Culture versus Survival. Abeng News Magazine, February 2009.
- * Lawrence, William. Entrepreneurship and Small Business as a Tool for Economic Growth: Attempting Turnaround, SME Voice Magazine.

PUBLIC SERVICE

Harry Abrikian

- Member, Economics/Business Sub-Committee, UWI Mona August Town initiative.
- Member, Sub-Committee, CVSS/ United Way Programmes

Maheshwar Boodraj

- President, Ardenne Alumni Association
- Member, Board of Management, Ardenne High School
- Chair, ICT Committee, Ardenne High School

Olivene Burke

- Member, Grace Missionary Church Council
- Member, Jamaica National, Papine branch Advisory Council
- Board Member, Hope Valley Experimental Infant and Primary School
- Board Member, Hermitage Basic School
- President, Hope Valley Infant and Primary School Parent Teachers' Association

Marvalyn Campbell

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

Evan Duggan

- Chairman, Board of Directors, Syncon Technologies Ltd.
- Member, CARICOM Information and Communication Technologies (ICT) sub-committee on ICT Statistics
- Advisory Review Board, Idea Group Inc.'s (IGI) Global Editorial
- Associate Editor, *Communications of the Association for Information Systems (CAIS)*
- Section Editor, *African Journal of Information Systems (AJIS)*
- Editorial Advisory Board Member, *Journal of Organizational and End User*
- Editorial Board Member, *International Journal of Information Technology Project*
- International Editorial Review Board Member, *Advances in End User Computing*

Hopeton Dunn

- Secretary General, International Association for Media and Communication Research (IAMCR).
- Chairman, Broadcasting Commission of Jamaica
- Member, Steering Committee, Jamaica Press Institute (JPI)
- Commissioner, Jamaica National Commission for UNESCO
- Associate Editor, Critical Arts – Journal of South-North
- Member, ICT Task Force, Planning Institute of Jamaica
- President, Jamaica-South African Friendship Association (JASFA)

William Lawrence

- Board of Trustees Member, Small Business Association of Jamaica

Patricia Lothian

- Member, Jamaica South Africa Friendship Association
- Board Member, FISH Medical, Dental and Eye Clinic
- Member, Fund Raising Committee, Special Olympics of Jamaica.
- Member, Human Resource Management Association of Jamaica (HRMAJ)
- Fellow, Jim Moran Institute for Global Entrepreneurship
- Member, National Business Incubation Association, USA

Lawrence Nicholson

- Member, Target Growth Competitiveness Committee
- Deputy Chair, Board of Management, Mona High School