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

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

“To be the premier business School in the region globally recognized for management: education, research and consultancy.”

To achieve this vision, the School has settled on its main mission which is:

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

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

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

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

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

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

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

- Master in Enterprise Risk Management (MSc. ERM) designed jointly with the Department of Mathematics. Classes began on September 3, 2012. The size of this first cohort is 18.
- Diploma and Masters in Sports Business Management have been approved at all levels and can now be offered by MSBM.
Further, to continue to respond to our stakeholders with meaningful solutions to their problems, the MSBM continues to produce graduates that are equipped with the relevant skills to meet the needs of the marketplace. Our partnerships with stakeholders have helped us to achieve this goal. On February 21, 2013, representatives of Musson’s Group of Companies and MSBM signed an agreement to launch a formal internship programme for MSBM’s students. One of the major goals of this internship programme is to provide current undergraduate and graduate students with opportunities to develop and stimulate their interests and provide them with real-world business experiences.

Other manifestations of our work ready graduates can be found in the achievements of our students over the year. These include:

A team of MSBM students were awarded first place for their business plan in the Vincent HoSang Entrepreneurship Programme. Their company, Near Earth Delights, will be invited to apply to the Vincent HoSang Programme where they can access further advisory and monetary support to get their business commercialized. Importantly, the team went on to compete at the Opportunity Funding Corporation Innovation & Entrepreneurship (OFCIE) business plan competition, which was held in Atlanta, Georgia on April 18–21, 2013. They placed first in the competition among twenty (20) other Universities. The MSBM delegation was the only non-US based team among 25 schools including Howard University and Tuskegee University. This is the second time the UWI has won the prestigious competition, which is hosted in Atlanta, Georgia.

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

Over the year, the MSBM also hosted a number of seminars, symposia, conferences and special events which continued to share the research output of the school and also make advocacy in relation to public policy on national and regional issues.
Significantly, the School through its works over the year, was heavily featured at the awards ceremony for the Principals’ outstanding research awards in January 2013. The School copped 5 of the six awards including the award for most outstanding researcher in the Faculty of Social Sciences.

In summary 2012/2013 was a most productive year for the School despite its newness in operating as a single merged entity coming from two disparate cultural settings.

**PAPERS PRESENTED – REFEREED CONFERENCES**


Enterprises Within Developing Countries”, Las Vegas, Nevada, October 10–13, 2012.


- **Thompson, S.** (2013). “When the Opportunistic Adoption of Internet Technologies by Small and Medium-Sized Enterprises Segues into
Strategic Use: Cases from a Developing Country Context”. Proceedings of the Americas Conference on Information Systems, August 15–17, Chicago, US.


INVITED PRESENTATIONS


• Lawrence, W. and Thomas, R. “How should Jamaican Insurance Firms Respond to Business Related Trends?” Breakfast session organized by the Caribbean Insurance Professionals Society (CIPS), Kingston, Jamaica, April 9, 2013.


– 451 –


PUBLICATIONS

Refereed Book


Refereed Book Chapters


Papers Presented in Refereed Journals


**Non-Refereed Journals**


**AWARDS**

- Chevers, D. – Received a 6-month fellowship to Carleton University, Ottawa, Canada (effective January 1, 2013) to conduct research with Dr. Gerald Grant on Information Systems Quality in Canadian Software Development Firms.

- Chevers, D. – One of two recipients of the UWI/Guardian Life Teaching Award for 2012.


• **K'nIfe, K.** – received the Allied Academics International Fall Conference (AAIFC) Academy of Entrepreneurship Distinguished Researcher Award for paper entitled “Measuring Sustainability and Effectiveness of Social Value Creation by Social Sector Actors/Social Enterprises within Developing Countries”, October 10–13, 2012 in Las Vegas, USA.

• **McNaughton, M., Duggan, E. and Forrester, T.** – The Project with the Greatest Business/Economic/Developing Impact at the UWI Annual Research Days Awards Ceremony, awarded to for the Mobile Financial Services Research Project.


• **Spencer, A.** – Institute of Travel and Tourism PhD thesis of the Year Award, 2011/2012, Institute of Travel and Tourism Education and Training Committee, United Kingdom.

• **Williams, D.** – AAIFC Distinguished Research Award for paper entitled “Gender and the Internationalization of Small and Medium-Sized Enterprise”, October 9–12 in Las Vegas, USA.

• **Williams, D.** – Received Outstanding Researcher Award at the UWI Annual Research Days Awards Ceremony, for the following three (3) works:
RESEARCH SEMINARS

The Business School hosted a series of Brown Research Seminars throughout the second half of the academic year, during the months of March, April and May 2013. The sessions included presentations by Faculty members and Doctoral students who are engaged in research. Among the topics presented were 1. Testing of Theory and Related Factors for Influencing Proficiency in Quantitative Research; 2. Modeling Business Failure among SMEs: An Artificial Neural Networks and Logistic Regression Analysis; 3. Factors That Influence Group Perceived Cohesion Used As A Measure Of Software Quality In Open Source Communities And The Interacting Effect Of Embedded Structural Networks. The seminars served the purpose of sharing research engagements among faculty members and also fostered interaction with doctoral students of the school.

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

The School joined efforts with the Jamaica United for Sustainable Development to host a seminar on “An Economic Action Plan – Options for Jamaica” at the Faculty of Law on February 12, 2013. Presenters included Dennis Chung, Dr. Densil Williams, Professor Evan Duggan, Professor Anthony Clayton, Ralston Hyman and panelists Mark Kerr-Jarrett and Dr. Andre Haughton. The seminar was well attended with well over 100 persons from the Public and Private Sectors.
The Mona School of Business and Management, with the Private Sector Organisation of Jamaica (PSOJ) and the Jamaicans United for Sustainable Development (JUSD), hosted a Tax Reform Forum on July 24, 2013 at the Faculty of Law. Presenters included Chris Zacca, President of the PSOJ, Ainsley Powell of the Tax Administration of Jamaica, Dr. Densil Williams, Richard Byles, Ralston Hyman, Dr. Tamoy Christie, Brian Pengelley and Dennis Chung. The aim of the Forum was to increase discussions from which suitable recommendations could be derived to aid the tax reform process in Jamaica.

GRANTS

• **Donalds, C.** – Received New Initiative Grant (effective August 1, 2012) for project entitled – Towards the Construction of a Criminal Investigation Knowledge System for the Jamaican Constabulary Force: An Ontology and a Meta-Directory.


OUTREACH

The Office of Social Entrepreneurship (OSE) engaged in collaborative initiatives such as the “Be the Change” Summer Camp held on the University of the West Indies campus. The camp catered to youth from communities under programmes administered by Jamaica Social Investment Fund (JSIF). There were a total of 37 participants present at the camp of which 20 were males and 17 females. The programme continues to target youth from communities normally considered to be at-risk. The camp lasted for 13 days. The Positive Youth in Action Limited, which is a registered Community-Based Organisation (CBO), provided much-needed logistical and mobilisation support for the duration of the camp. The objective of the programme was to provide participants with a
greater appreciation for self, their community and the nation. This was the common strand which bound all the presentations that took place throughout the summer camp.

The Office of Social Entrepreneurship (OSE) also continued to be involved in the GNAT High Achievers programme which was run from October 2012 to June 2013, with the aim of providing supplementary support for students who would sit the Grade Nine Achievement Test and needed supplementary assistance in their preparations. The YCWJ-OSE programme has prided itself as one which focuses its intervention on communities and schools which either serve at risk groups or are considered at-risk based on government classification. The team examined the communities from which the students who attended the programme reside and it reconfirmed the idea that the programme reached its intended target.

**PUBLIC SERVICE**

**Mr. Harry Abrikian**

- Member, CVSS/United Way Projects and Programmes Committee.
- Member, Board of Directors of Business Recovery Systems Limited.

**Dr. Olivene Burke**

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

Dr. Kamau Chionesu
- Contributor to the Caribbean Dialogues Forum

Dr. Anne P. Crick
- Director, JMMB Board.
- Chair, Human Resource, Nominations & Corporate Governance Sub-committees, JMMB.
- Member, Board of Studies, College of Insurance & Professional Studies

Dr. Derrick Deslandes
- Member, Cocoa Diversification Enterprise Team, Ministry of Agriculture
- Member, Tourism Linkage Committee, Ministry of Tourism
- Collaboration with Nipissing University.
- CAPE Tourism Lecture, St. Georges College, Trinidad.

Dr. Charlette Donalds
- Reviewer, International Conference on Information Systems (ICIS)
- Reviewer, Special Interest Group on Global Development (SigGlobDev)
- Reviewer, Hawaii International Conference on System Sciences (HICSS)

Professor Hopeton Dunn
- Member, University Senate.
- Chairs the UWI Advisory Committee on CKLN/C@ribnet relations with UWI.
– Secretary General, International Association for Media and Communication Research (IAMCR).
– Chairman, Broadcasting Commission of Jamaica.
– Member, Jamaica National Commission for UNESCO.
– Chief Judge, Jamaica Broilers Group Fair Play Media Awards.
– Member, Editorial Board, *International Journal Telecommunications Policy*.
– Lay Magistrate and Justice of the Peace for the parish of Kingston.

**Dr. K’adamawe K’nife**
– Member, Organizing Committee, ‘Be the Change’ Summer Camp 2012.
– Facilitator, Biz Lab – “How to develop i3 Summer Camp”.

**Dr. William Lawrence**
– Member, Board of Trustees, Small Business Association of Jamaica.
– Board of Directors, McIntosh Bedding Company Limited.
– Member, Turnaround Management Association (TMA).

**Mrs. Vanda Levy-McMillan**
– Member, Senior Management Team of the Jamaica Netball Association.
– Member, Jamaica Employer’s Federation Convention Programme sub-committee.
– Member, Change Management Committee relative to the MSB/DOMS merger

**Dr. Maurice McNaughton**
– Member, GOJ GovNet Working Group.
– Completed article for Jamaica@50 edition of the MSBM Business Review titled: “Jamaica’s Olympics Village in Birmingham: A
Microcosm for Enhancing Cultural and Economic Possibilities in the Jamaican Diaspora”.

– Member, Board of Directors, Universal Media Company Limited – operators of NewsTalk 93 FM.

– Facilitator Technology/Media panel for Caribbean MBA Conference 2013.


– Contributed to development of “ICT Roadmap” for Ministry of STEM

– Member, GOJ Steering Committee for “Tablets in Schools” pilot project

– Handover of 20 OLPC XO’s to Mission House Basic School, Gordon Town.

Dr. Lawrence Nicholson


– Facilitated a session on April 15, 2013 at Shortwood Teachers’ College on the topic: “Reflecting on your leadership skills”.

– Member of panel to discuss the impact of the IMF Agreement on Small and Medium Sized Enterprises, April 11, 2013.

– Guest on TVJ’s Smile Jamaica on April 18, 2013. Spoke on the Economic Impact of the Logistics Hub in Jamaica (as a spin-off from the expansion of the Panama Canal).

– Chairman – Steering Committee – Poverty Reduction Programme (PRP) 2 & 3

– Chairman – Board of Governors – Mona High School

– Director – Television Jamaica (TVJ)
– Member, FSS Sub-Committee for Graduate Studies.

**Dr. Lila Rao-Graham**
– Reviewer for the *Information Systems Frontiers (ISF) Journal*.
– Member, Faculty of Social Sciences Graduate Studies Sub-committee
– Member of the organizing committee for the UWI 5K to be held on Sunday November 18, 2012.
– Mini Track Chair for the ICT and Sustainable Development in the Caribbean Track at AMCIS 2013, August 15–17, 2013, Chicago, USA.
– Member of the local organizing committee of the International Federation for Information Processing (IFIP) 2013 conference to be held in Ocho Rios, Jamaica, 19–22 May, 2013.
– Member of the CB UWI 5K Committee.

**Dr. Hilary Robertson-Hickling**
– Member, Board of Managers of St Andrew High School
– Member, Board of Managers of the Queen’s School
– Member, Teachers Services Commission.
– Member, Mary Seacole Foundation.
– Member, Career and Placement Board.
– Panellist – Ministry of Education Exhibition Scholarship.
– Member of the panel for the Selection KOGOD Case Competition Team.
– Justice of the Peace.

**Mr. Ralph Thomas**
– Provided advisory services on Business Planning to the Directorate of Sports Management related to the UWI Stadium.

**Dr. Densil Williams**
– Chairman, Rural Agriculture Development Authority
– Deputy Chairman, Spectrum Management Authority
– Director, Fair Trading Commission
– Mona Academic Representative – UWI Strategy Committee
– Chairman – Audit Committee – Spectrum Management Authority
– Vice Chairman – Project Advisory Board – Collaborate to prosper project – Competitiveness Company/USAID Project.
– Member, Steering Committee, Caribbean Centre for Competitiveness

Mona School of Business and Management

– 465 –