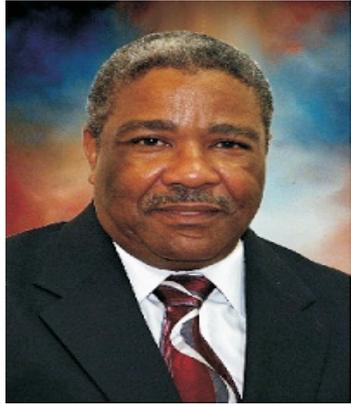


# MONA SCHOOL OF BUSINESS

Professor Evan W. Duggan – Executive Director

## WORK OF THE SCHOOL

The Mona School of Business (MSB) turned 25 in this school year – an extremely important milestone in our evolution. We have made significant advances in a relatively short time and are poised to achieve much more. It is undeniable that the school has maintained a progressive trajectory. MSB has contributed to the development of a particular ethos within the business community by producing ready-to-perform graduates with the confidence to innovate and lead and the capability to operate effectively as members of high performance work teams; providing for each a refined perspective on the global business environment and an intense sense of the national reality.



However, conditions today are far more inauspicious than they were 25 years ago and, like all enlightened enterprises, as we glance through the rear-view mirror we must focus intently on the road ahead. We must maintain an acute sense of what ought to endure - those few, precious “things” that absolutely should not change - but quite importantly, recalibrate to keep abreast of the frantic pace of change and innovation and remain alert to the potential upheavals that may dramatically and suddenly alter familiar landscapes.

This awareness calls for greater thoughtfulness in conceiving of an ambitious but attainable future for ourselves and our varied stakeholders and planning and implementing appropriate strategies to (1) continue to deliver the highest quality and a vastly superior product than our several and growing competitors, (2) ensure the long-term financial viability of the School, (3) make the priorities of the nation deeply rooted in our scholarly

pursuits and focus, (4) remain highly visible in the business community, where we have been positioning ourselves as a solution-oriented centre of relevance and value and, (5) persist in obtaining external inputs into the planning and validation of our programmes and activities.

This report on MSB's activities represents an epilogue to its storied existence and significant accomplishments but far more importantly it is a prelude to the enormous promise of a remarkable future heralded by the much grander expectations of the new and exciting enterprise formed by the merger of the Department of Management Studies (DOMS) and MSB, which became the **Mona School of Business and Management (MSBM)** on August 1, 2012. The proposed merger ignited much interest and debate and was approved by the relevant University boards and committees. It became reality through the efforts of a dedicated cadre of engaged and diligent faculty and staff, the unwavering support of our Principal and the critical input and wise counsel of members of several MSB advisors.

The MSB-DOMS merger corrected the anomaly of having two business schools on the same university campus, however, more significantly, this integrated entity will provide the critical mass and benefits of scope and scale to drastically improve our research capability, provide flexibilities in teaching and learning, extend the opportunities for all our varied stakeholders, generally increase the quality and range of our programmes, and help to define a value proposition that cannot be replicated by any of our several rivals in this space.

However, we did not lose focus on the core activities of attracting outstanding students and lecturers, servicing the needs of our clients, investing in our technology infrastructure, fostering deeper connections with other departments on campus, strengthening collaborative arrangements with international institutions, or thinking critically about how the School can continue to enrich the experience for stakeholders, contribute to the enhancement of its reputation and visibility and concretize the reputation of excellence and relevance.

MSB delivered over 180 new graduates to the business community. They are the second cohort of students to have studied through the entire

period of the global economic and social instability and many of their colleagues did not make it for financial reasons. As these graduates apply the knowledge they have acquired, we hope we have sufficiently implanted the notions that the performance bar has been raised several notches for them and expectations are more imposing than those of their predecessors. Many of the earlier global signs of economic recovery are seemingly dissipating and unusual creativity and innovation are required to mitigate the perpetual threats and assorted challenges that confront the modern enterprise.

Our graduates will be required to formulate innovative responses to business complexity, uncertainty and equivocality, and to be proactive in exploiting windows of emerging opportunities or anticipating disruptions and identifying and implementing pre-emptive strategies to dampen their potential impacts. We are hoping that our DBA students - a group known to possess the requisite intellectual capacity, and energy - will begin to make their mark soon in conducting scholarly and relevant research both independently and collaboratively to explore, investigate, interpret, and extend knowledge that will yield dividends in addressing many of the ills of our society.

One objective that has proven somewhat elusive to date is our intention to set alight fires of entrepreneurship from the sparks of innovation we have ignited. We continue to foster the emergence of creative and feasible business ideas; however, progress towards the stages of bankable entrepreneurial initiatives has not nearly kept pace. The synergy expected from integrated undergraduate and graduate programmes of MSBM is expected to advance this goal and produce the creativity and management to transform entrepreneurial opportunities into useful innovations.

Among the accomplishments that generated a great deal of pride was MSB's receipt of the highly complementary report that the Association of MBA's (AMBA's) assessment panel submitted to their International Accreditation Advisory Board (IAAB) and the **IAAB's official notification of the accreditation of our MBA and EMBA programmes.** This has enhanced our value proposition and international visibility and credibility, by signalling to stakeholders that experienced, independent reviewers have validated the relevance and quality of our

programmes and certified that we meet and exceed specific International quality standards and are among the top tiers of business schools. Accreditation assures current and potential students that their investment will be rewarded; graduates that their degree will retain its value and is internationally transferable, if necessary; and members of the business community that they can expect a pool of well educated, ready-to-perform graduates from which to recruit.

AMBA accreditation and its review processes have also committed MSB to continuous improvement; it is not a one-off activity. Instead, there is periodic re-accreditation and we are required to demonstrate during regular review cycles that we are developing, growing, and remaining current and relevant; not merely maintaining the standards that secured our accreditation. It forces us to introspect and reinforce and leverage our strengths and to devise remedial action for identified weaknesses; even those that escape the powerful probing lenses of the assessors.

MSB completed a path-breaking research and benchmarking study of Mobile Financial Services in collaboration with Solutions for Society, another University Think Tank. This important work provided hitherto un-researched and unknown information about the size and characteristics of Jamaica's un-banked and under-banked population and the economic opportunities associated with such services. We reported the integrated findings and recommendations for the way forward for an inclusive, broad-based Mobile Payments System in Jamaica at a conference in December 2011 that attracted all stakeholders - the Government and Bank of Jamaica, the telecommunications companies, the Banking Association of Jamaica, the regulators, and representatives of several associations interested in financial inclusion. Both the analytic and detailed research findings underscored the considerable potential that the appropriate introduction of mobile financial services technology could have for Jamaica's socio-economic circumstances. The research helped to quantify and characterize the nature of the un-banked population in Jamaica, by way of a national survey, and we presented a compelling case for the macro-economic and developmental impact of mobile financial services. Draft copies of the study were presented to the Prime Minister, the Bank of Jamaica, and the Ministers of Finance and Industry, Commerce & Investment and all participants at the conference.

MSB similarly turned the spotlight on the extremely important and high-priority issue of the high cost of energy generally, and electricity in particular. The cost of electricity is a key factor of production in our quest to achieve economic growth and development. Its high cost has had a large negative impact on the productivity of most sectors and affected our ability to compete globally. We engaged in the following high profile activities:

- Organized a symposium in collaboration with the Jamaica Productivity Centre (JPC) and the Office of Utilities Regulation (OUR) to facilitate a discussion and share with the results of the JPC's study on *"The Generation and Distribution of Electricity in Jamaica: A Regional Comparison of Performance Indicators,"* which provided several important clues to opportunities for price reduction.
- Devoted the last issue of the *MSB Review* to the featured story "Energy Cost and our Economic Future." This resonated with readers and the *Gleaner* reprinted three of the articles from the magazine and organized an Editor's Forum with the authors and the Editor around this theme.
- Dedicated one **Kingston 360° Breakfast Series** presentation (an MSB/ Spanish Court Hotel collaborative arrangement to bring distinguished speakers from the Jamaican Diaspora to focus on issues of national priority) to this topic. Mr Lincoln Bailey, Jamaican-born energy economist, discussed the advantages of cool coal technology as a viable energy source for Jamaica with academics and members of the business community.
- Partnered with the Principal's office to form an Energy Think Tank, whose members have been analysing the electricity crisis and providing recommendations for its resolution and shared their ideas in several articles that have been published in the *Gleaner*.

MSB has extended its footprint in the risk management space after devoting the first MSB Roundtable to this under-engaged topic in Jamaica

two years ago. This year, the Corporate Governance Unit of the International Finance Corporation (IFC) sponsored a two-day Risk Governance Workshop “Risk Management and the Board of Directors” which was held in conjunction with the Private Sector Organisation of Jamaica (PSOJ) and the Jamaica Stock Exchange. The main speakers, Professors Aswath Damodaran and Oliviero Roggi from New York University’s Stern School of Business, assisted participants in reflecting on the tools needed for effective oversight of risk-taking in their firms and to enhance the risk oversight structures, processes and competence of board members and senior managers. We further extended our offering in this area at another Kingston 360° Breakfast presentation, where Jamaican, Mr S. Michael McLaughlin, Principal, McLaughlin Actuarial Consulting, Chicago, IL expounded on the topic: The Risk Intelligent Enterprise – Principles, Players, and Processes. The workshop and the breakfast presentation also provided perfect platforms for advertising the September start of our new Enterprise Risk Management programme which is offered jointly with the Department of Mathematics.

We ramped up a notch in our Executive education and training when we launched the new Caribbean Executive Leadership Series in conjunction with the Jamaica Institute of Financial Services (JIFS) in an intensive three-day Seminar, which, according to the participants’ evaluations, was a resounding success. This programme is designed to sharpen the skills of leaders of financial services to address issues related to managing growth, diversification and innovation in focused workshops’. The workshops discussions were seeded by contextual research (provided by the facilitators) and participants benefitted from pre-workshop readings, interactive presentations and discussions, case analysis, role-play, simulations and critical thinking exercises. The proceedings of the Seminar were published.

The annual MSB Roundtable, at UWI Mona Visitors’ Lodge & Conference Centre, was sponsored this year by Sandals Resorts International (SRI). It was a resounding success. Since its inception in 2010, the Roundtable has focused on providing insights and intervention strategies for organizational recovery and growth, the proceedings have been published and made available to participants. This year’s theme was

“Organizational Growth: Securing the Present and the Future.” SRI’s CEO, Adam Stewart, was the keynote speaker.

A Major Cloud Computing Conference was hosted by the Mona School of Business (MSB) and held at the Pegasus Hotel in Kingston November 1-2, 2011, with an average of 200 participants and over 20 presenters representing information technologists, academics, practitioners, business strategists, and users from the business community, government organizations and academia. The conference was organized in collaboration with the International Telecommunication Union (ITU), lead sponsor Digicel Business and corporate sponsors, CISCO, Broadsoft and Fujitsu under the theme **“New Applications in Managing Hosted Corporate and Information Services”**. The core objective of the conference was to (1) elucidate the issues surrounding the possible deployment and use of cloud computing services as an alternative sourcing arrangement for ICT services, (2) identify the potential benefits and the risks of adopting Cloud Services, (3) clarify strategic and tactical issues, and technical considerations for effective deployment by both public and private sector organizations, and (4) discuss examples of successful adoption, and opportunities for usage on a larger scale in Jamaica and the Caribbean. A major outcome was the plan to form a Cloud Policy Working Group in Jamaica to develop on the issues discussed, provide public and industry information, and develop strategies for effective use and self-regulation.

MSB continues to collaborate with reputable International Bodies. We have been the longstanding partner institution of the World Economic Forum (WEF) for the collection of data in Jamaica for their Global Competitiveness Report. This year we hosted a World Bank public lecture and consultation on “Diaspora Bonds: Partnering with the Diaspora for investment and economic growth,” which was delivered by Dr Dilip Ratha, Lead Economist and Manager of the Joint Migration and Remittances Team in the Development Prospects Group at the World Bank. The initiative was aimed at stimulating the interest of the sector and thought leaders in an instrument that can realize funding for targeted, novel industries and assist in stimulating economic growth. Dr Ratha identified projects in other countries that benefited from similar bonds and the policies needed to mobilize diaspora resources.

MSB is extremely proud of its Board Chairperson, Ms Minna Israel, for having been conferred with the **Honorary Degree of Doctor of Laws (LLD)** by the University of the West Indies at the Presentation of Graduates Ceremony on Saturday November 5. We also laud Mr Earl Jarrett, who has chaired the MSB Think Tank for several years, for being similarly recognized and congratulate Directors Mr Peter Moses and Ambassador Saunders for the national recognition of their outstanding achievements by their award of the high honour of the Order of Jamaica (OD).

Ms Israel also joined the school as a Distinguished Business Fellow, in March 2012. She has hit the ground running, particularly in spearheading the endowment and grant-seeking activities of the School. She will also provide advice on the expansion and strengthening of the consultancy and projects unit of the School and the expansion of our offerings generally to international students.

## **ACADEMIC PROGRAMMES**

The 2011/2012 academic year saw a high level of activity in MSB with external examiners' visits, numerous information and application sessions, the new student intake, graduation and awards ceremonies, among others.

### **MSB Graduates 2011**

Approximately 197 MSB students graduated this year from the MBA, EMBA, Diploma in Business Administration and MSc. Telecommunications Policy and Technology Management (MSc. TPM) programmes. The Annual Awards ceremony for outstanding achievers was held on November 30, 2011 at the Mona Visitors' Lodge. The guest speaker was Mrs. Donna Duncan-Scott, Executive Director of Culture and Leadership, JMMB. A special feature of the event was that the prizes for top performers in each concentration were sponsored by corporate entities whose representatives made the actual presentation. The prestigious award for "The Most Outstanding Student" of the Graduating Class of 2011 was presented to **Danielle Dailey-Longman**. Ms. Dailey-Longman who earned 20 'A's out of a possible 21 courses in the

MBA programme also copped the Grace Kennedy Award for the Top student in the Banking and Finance concentration in the MBA programme.

**Table 1 provides a breakdown of MBA graduates based on Concentrations.**

Area of Concentration	Number of Students	Percentage
Banking and Finance	38	29%
General Management	43	33%
International Business Management	7	5%
Marketing Management	25	19%
Human Resource Management	8	6%
MIS	11	8%

### Finalizing Students

Table 2 indicates the number of students who proceeded to the final phase of their programmes during the period under review. In the case of the part-time students (MBA and EMBA), they commenced studies in May 2010, have done their final courses and should be eligible for graduation in November 2012. The full-time and Diploma students entered in May 2011 and are due to graduate in November 2012.

**Table 2: Finalizing Students**

Programme	Total
MBA FT	12
MBA PT, Sundays	41
MBA PT, Evenings	45
EMBA	10
<b>Total EMBA and MBA</b>	<b>108</b>
Diploma	18
MBM	9
TPM	6
<b>Grand Total</b>	<b>141</b>

## **Admissions and Enrolment**

In preparation for new entrants, the Programmes Unit again hosted Information/Application sessions. These did not seem as useful as previous sessions, as there were not many persons who showed up for information. We believe this could be attributed to the fact that there were no stand-alone advertisements promoting the event.

For the incoming group of MBA part-time evening candidates, a decision was taken this year to have only one MBA PT Evening group. This was as a result of insufficient persons selecting the 2 Evenings and Saturday option. The decision made was based on AMBA regulations which stipulate no cohort should be less than 20 persons. As such, persons who selected the 2 Evenings and Saturday option were asked to transfer to the 3 Evenings or Sunday option. The 3 Evenings group now has 66 registered students and the Sunday group has 61 registered students.

### **Recruitment of TPM Masters - Cohort 3**

The Telecommunications Policy and Management (TPM) Programme interviewed applicants and recruited the 22 students who now make up the 3rd Cohort for the TPM Masters Degree. The selection of the class took place from a group of 70 applicants and deferred acceptances. The TPM Programme is fortunate in attracting so many mid-career professionals across the region as applicants to the specialized programme and the School is also satisfied with the selectivity ratio applied to the recruitment of members of the TPM class. Among those selected are 9 females and 13 males, from diverse backgrounds including IT, broadcasting, law, engineering and business. Courses in the programme are delivered mostly by distance via the online platform Moodle. While the majority of students come from Jamaica, there were 3 students from Trinidad and Tobago and 1 from the United States among those selected this year.

## **QUALITY ASSURANCE**

### **External Examiners' Meetings**

The final meetings of the Board of Examiners for the academic year 2011/2012 took place in late August. These meetings formally assessed

students' performances and declared those eligible for graduation in November 2012. The external examiners continue to endorse our programmes' rigour and high quality standards, the commitment to teaching and learning, the use of technology assistance in our blended approach, and MSB's assessment structure. They have also commented favourably on the proactive manner in which we continue to design and deliver relevant products and processes. The external examiners are also sources of valuable recommendations for the improvement of our academic standing, influence and effectiveness. The current external examiners are: Professor Kasim Alli, Clark Atlanta University; Professor Barron Harvey, Dean, Business School, Howard University; and Professor Edward Davis, Professor of Decision Sciences, School of Business Administration, Clark Atlanta University.

### **Exit Interviews and Focus Group Meetings with Graduating Students**

Exit interviews have been conducted with the outgoing EMBA, MBA and diploma students. Both focus groups and online surveys were used. The results will be used to provide insights for enriching the MSB student experience.

### **NEW AND REVISED PROGRAMMES**

The MSc ERM degree programme offered by The Mona School of Business in conjunction with the Department of Mathematics, Faculty of Pure and Applied Science, University of the West Indies, was introduced in February 2012. The new programme has been promoted via print media, social media and direct mail to select groups/individuals. Work continues with the design of several new programmes and courses: The MSc in Sports and Events Management; The development of a Services Management concentration, which will be offered initially at Western Jamaica Campus; and a suite of courses in Competitiveness which will be available in the General Management concentration.

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

The first cohort of DBA students is well into the dissertation phase of the programme. Some have already defended their research proposals while the others are lining up to do so. The second cohort has completed the coursework phase and is preparing to do comprehensive exams. They have also successfully planned and, on June 19, 2012, mounted the Academic conference that is a required component of their programme.

## **Executive Master in Educational Management (EMEM)**

The MSB together with the MICO University College jointly offers an Executive Master in Educational Management (EMEM) for Principals and Senior Administrators. The second Cohort of the EMEM commenced on January 17, 2011. There are ten students on enrolment. The EMEM Cohort 1 students who are re-sitting their failed courses will be graduating from Mico in December 2012. The third Cohort of EMEM students are slated to begin the programme on September 10, 2012. There are approximately thirteen students who have accepted their offers.

## **Master of Business Management (MBM)**

The first cohort of the Master of Business Management (MBM) programme is in the entrepreneurship track or the internship stage, depending on the student's choice. The second cohort of the MBM began with orientation on August 29, and classes began on September 5. The cohort size was 13. The first student has completed her MBM internship at Barita Portfolio Management Limited and has secured a job as an Equity Analyst at VM Wealth Management. Three other students have been placed at Sagicor, Jamaica National Building Society and Junior Achievement Jamaica.

## **Sports and Events Management**

The newly designed Diploma in Sports Management has been completed, was approved at Faculty Board and will now go on for approval by the Campus Graduate Committee.

## **Opportunity Funding Challenge Venture Competition (OFCVC)**

The MSB team that represented the University at the annual Opportunity Funding Corporation Venture Challenge in Atlanta, Georgia, placed 5th in the competition. They competed among 22 other colleges and universities based in the United States of America. The team displayed poise and confidence and represented the University and by extension Jamaica very well.

## **CENTER OF EXCELLENCE (CoE) FOR IT-ENABLED BUSINESS INNOVATIONS**

On February 2, 2012, the MSB hosted a breakfast session with sponsors, potential sponsors and representatives of the Ministry of Education and Early Childhood Commission as part of the commemoration of the first anniversary of the launch of the One-Laptop-Per-Child (OLPC) project in Jamaica. Six members of the global OLPC community visited the island from January 29-February 5, 2012 during which they visited the August Town and New Providence Primary Schools where the pilot project was launched last year, to interact with the teachers and students and to engage in training sessions with teachers. The team will capture the visit on film with a view to including this in a documentary to be produced later this year as part of an initiative to publicize to a worldwide audience the great OLPC work being done in Jamaica, Madagascar (Nosy Komba), Philippines, Kenya, Haiti, and Vietnam.

## **TELECOMMUNICATIONS POLICY & MANAGEMENT PROGRAMME (TPM)**

The Telecommunications Policy and Management (TPM) Programme has now accomplished its mission and is being re-branded. On June 27, 2012, the Programme completed the final step in the UWI approvals necessary to become a Campus Centre of the University of the West Indies. This was the culmination of a very successful year which included global recognition for the TPM Masters Programme which was first offered in 2008. The programme's visibility and reputation were improved through the hosting of two major industry relevant activities in the area of focus. The Centre continued to foster partnerships and collaborations with key

local and international organizations including the Digicel Foundation and the International Telecommunication Union. The fundraising mandate was also furthered in the period under review, particularly through the securing of another major research grant from the International Development Research Centre (IDRC).

The Telecommunications Policy and Management Masters Degree (TPM) Programme ranked among the top 200 Masters Degree Programmes in the world in the Project Management and Engineering category by the world-renown institution, Eduniversal, based in France. This ranking was achieved from among over 12,000 such programmes evaluated globally in the 1,000 top business schools.

The TPM hosted a meeting of partners in the Open Business Models Music Project on April 20 and April 21, 2012 at the Knutsford Court Hotel and at the University. In addition to the MSB team, the participants in the meeting included Dr. Fernando Perini, International Development Research Centre, Regional Office, Uruguay, Mr. Laurent Elder, International Development Research Centre, Ottawa, Canada and Mr. Ronaldo Lemos, Center for Technology and Society (CTS), Fundacao Getulio Vargas Law School in Rio de Janeiro, Brazil.

TPM in association with CARIMAC hosted a lecture by the President of the International Association for Media and Communication Research (IAMCR), Professor Annabelle Sreberny on March 19, 2012. It was titled “Global Communication Trends: New Media in Iran”.

## **PUBLICATIONS**

- \* **Duggan, E., McNaughton, M., & Donaldson, O.** (2012). Retail Banking Consumer Attitudes and Behaviour: Implications and Insights for Business Strategy and IT Governance. Paper presented at the GIFS/MSB Caribbean Executive Leadership Series, Kingston, Jamaica.
- \* D. Chevers, **E.W. Duggan**, S. Goulbourne and S. Moore. (2011). Factors that influence the quality and success of information systems in firms within the English-speaking Caribbean. Proceedings of the Academy of Business Research,

Winter Conference, Planet Hollywood Resort, Las Vegas, November 14-16.

- \* **Dunn, Hopeton** and Lewis, Rupert. (Eds) Special Issue of the journal *Critical Arts*. “Communicating Pan-Africanism: Caribbean Leadership and Global Impact”. Vol. 25 No. 4.
- \* Dunn, Hopeton (2011). Jamaica Country Report. *Global Information Society Watch (GISW)*, APC.
- \* **Dunn, Hopeton** and Lewis, Rupert. (2011). Communicating Pan-Africanism: Caribbean Leadership and Global Impact. *Critical Arts: South-North Cultural and Media Studies*. Special Issue - Vol 25 No 4. December 2011, Routledge and University of South Africa Press.
- \* **Dunn, Hopeton** and Lewis, Rupert. (2011). Introduction: Communicating Pan-Africanism: Caribbean Leadership and Global Impact. *Critical Arts: South-North Cultural and Media Studies*. Special Issue - Vol 25, No 4, December 2011, Routledge and University of South Africa Press, pp. 467-472.
- \* Dunn, Hopeton. (2011). An Interview with Peter Abrahams: Custodian and Conscience of the Pan-African Movement. *Critical Arts: South-North Cultural and Media Studies*. Special Issue - Vol 25 No 4. December 2011, Routledge and University of South Africa Press, pp. 500-513.
- \* Jackson, C. Courtney and **Dunn, Hopeton**. (2011). Feasibility and Cost Benefit Analysis Mobile Number Portability (MNP) in Jamaica and the Caribbean. TPM-MSB.
- \* TPM. (2012). Caribbean ICT Indicators and Broadband Study: A Qualitative Report. Prepared for IDRC.
- \* **Dunn, Hopeton**. (2011). Our Real ICT Future: Beyond Broadband and Mobile Access in Jamaica. *MSB Business Review*. Vol. 1 Iss. 3, pp. 54-57.
- \* **Dunn, Hopeton**. (2012). Jamaican Media: Ringing the Changes 50 Years and Beyond. *Buzz* Vol. 6 #3, pp. 92-96.

- \* TPM. (2012) Women and Girls in ICTs: A Supplement commemorating World Telecommunications and Information Society Day. *Jamaica Observer*, May 17, 2012.
- \* Lawrence, W. (2012). Coping with external pressures: A note on SME strategy. *Social and Economic Studies* 61(1), 161-170.
- \* Lawrence, W. (2012). Executive Leadership Practices for the New Era of Financial Services. Proceedings of Caribbean Executive Leadership Series February 8-10, 2012. ISBN: 978-976-41-0247-2
- \* Lawrence, W. (2012). Going Public: Managing SME Turnaround. Proceedings of the Research Symposium titled: “Managing Firms that have Gone Public” staged by the Department of Management Studies, UWI Mona, UWI Council Room on March 29, 2012.
- \* **McNaughton, Maurice, S. Thompson, E. W. Duggan** Adoption & Diffusion Patterns Of FOSS In Jamaican SMEs: A Study of Perceptions, Attitudes & Barriers For Owner-Decision Makers. In Free and Open Source Software for Sustainable Development in Developing Countries, United Nations University Institute for Advanced Studies (UNU-IAS), 2012 (Summer).
- \* **McNaughton, M.** (2011). Creating Systemic Innovation - Lessons from Open Source Software. *MSB Business Review*, 1(3)
- \* **McNaughton, M.** (2011). Fuelling the Energy Debate: Comparative Study on the Generation and Distribution of Electricity. *MSB Business Review*, 1(3)
- \* Sowe, S. K. and **M. L. McNaughton** (2012). Using Multiple Case Studies to Analyse Open Source Software Business Sustainability in Sub-Saharan Africa. 8<sup>th</sup> International Conference on Open Source Systems. Hammamet, Tunisia, 2012.

- \* Smith, P. and **Rao, L.** (2012). *Lessons Learned from Introducing a Learning Management System to Support Face to Face and Blended Learning Courses in an MBA Programme.* The 18th Americas Conference on Information Systems (AMCIS), Seattle, Washington, August 9 - 11, 2012.
- \* **Rao Lila,** Gunjan Mansingh, Kweku-Muata Osei-Bryson: Building ontology based knowledge maps to assist business process re-engineering. *Decision Support Systems* 52(3): 577-589 (2012).
- \* **Thomas, Michele.** (2011). Business in the Clouds: Exploring Hosted Information Services. *MSB Business Review.* Vol. 1 Iss. 3, pp. 58-60.

## **PUBLIC SERVICE**

### **Mr. Harry Abrikian**

- Member, CVSS/United Way Projects and Programmes Committee.
- Member, MSB E-Learning Committee
- Member, MSB Projects Committee
- Member, MSB Venture Capital Competition/Vincent HoSang Committee
- Member, Board of Directors of Business Recovery Systems Limited
- Chair, Finance Committee for the Faculty of Social Sciences.

### **Mr. Maheshwar Boodraj**

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

### **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

**Mrs. 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

**Mr. Kamau Chionesu**

- Contributor, Caribbean Dialogues Forum
- Advisor/Social and Economic Analyst, Jamaicans for Justice, Social and Economic Justice Project.

**Professor Evan Duggan**

- Associate Editor, *Communications of the Association of information systems* (CAIS) and *Journal of Organizational and End-User Computing*.
- Section Editor, *African Journal of Information Systems* (AJIS).
- Global Editorial Advisory Review Board Member, Idea Group Inc. Publishing Company

- International Editorial Review Board Member, *Advances in End User Computing Book Series*
- Chairman, Board of Directors for SynCon Technologies Ltd.
- Member, PSOJ Steering Committee for the Commercial Alternative Dispute Resolution Centre (CADRC).
- Member, National Commercial Bank’s Corporate Learning Campus Governing Council
- Member, Board of Directors of the Jamaica Diaspora Foundation

**Professor Hopeton Dunn**

- 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.

**Dr. William Lawrence**

- Member, Board of Trustees of the Small Business Association of Jamaica.
- Member, Board of Directors of the McIntosh Bedding Company Limited.
- Member, Turnaround Management Association (TMA).

**Mrs. Vanda Levy-McMillan:**

- Member, Senior Management Team, Jamaica Netball Association
- Member, Jamaica Employer’s Federation Convention Programme sub-committee
- Member, UWI Mona’s Faculty of Social Sciences Teaching and Learning Committee
- Member, Change Management Committee relative to the MSB/DOMS merger

**Dr. Maurice McNaughton**

- Member of the Committee responsible for implementing the vision and concept of GovNet, the Government communications network that would serve the need of the various ministries and agencies of Government.

**Dr. Lawrence Nicholson**

- Chair, Steering Committee of the Poverty Reduction Programme (PRP II), funded by the European Union (EU), in collaboration with the government of Jamaica (GoJ) to reduce poverty and crime in violent and volatile communities.
- Chair, Board of Governors of the Mona High School.
- Director, Television Jamaica (TVJ).
- External Examiner for Business courses at UTECH.

**Mrs. Patricia Lothian**

- Member, Jamaica South African Association
- Board Member, FISH Medical, Dental and Eye Clinic
- Member, Finance Committee, 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
- Member, WIGUT Membership Committee

**Dr. Lila Rao-Graham**

- Reviewer, Information Systems Frontiers (ISF) Journal

## **OUTREACH**

### **MSB's Jamaica National Children's Home (JNCH) Outreach Programme**

The MSB hosted a Christmas treat for the residents of the Jamaica National Children's Home (JNCH) on December 14, 2011. Most of the gift items and refreshment were donated by staff and sponsors in a collection drive led by the Outreach Committee.