

MONA SCHOOL OF BUSINESS AND MANAGEMENT



Prof. Densil A. Williams, BSc, MSc *UWI*, PhD *Manchester Business School*
Executive Director

WORK OF THE DEPARTMENT/SCHOOL

The Academic Year 2015/16 was a hectic one for the faculty and staff of MSBM. The school continued to pursue its differentiation strategy in the Business and Management segment of the higher education marketplace. I am pleased to report that over the reporting cycle, the school made significant achievements towards achieving its objectives as outlined in its strategic plan 2013–2017. Critically, a number of faculty members were engaged in research projects that lead to outputs in peer-reviewed journals, books, book chapters and conference proceedings. The body of this report shows the various activities that have been achieved under this rubric. Importantly, it is critical to note the significant number of invited presentations from MSBM's faculty over the period. This is a signal of the school's strong alignment with industry, a very important part of our strategic direction. In addition to our research, MSBM is proud of the significant strides its students have made over the

past year. A number of doctoral students have progressed towards their dissertation submission having successfully completed their proposal defense. Similarly, the entrepreneurial talent of our students continues to shine. As reported below, NCB has provided financial support for a group of students to make a reality; their project proposal for their entrepreneurial venture. Also, MSBM is proud of its faculty members who have gained awards and grants over the reporting period. This is a strong recognition of the high quality of the work that these colleagues continue to do in the academe. Overall, the performance of MSBM for the academic year 2015/16 continues to be strong and we look forward to stronger achievements in the year ahead.

PAPERS /ABSTRACTS PRESENTED – REFEREED CONFERENCES

- **Barclay, L.A. & Hickling, D.** (2015). “Black lives matter”: The role of the black entrepreneur in the international music industry”, Second Biannual Conference of the Pan-African Enterprise Research Council (PAREC), Atlanta, USA, September 9–11, 2015, pp. 40 pages.
- **Burke, O. & Weekes, T.** (2016). “Youth “transference” and community football,” Academic Conference on International Football (ACIF) 2016, Multifunctional Room, Main Library, UWI. March 23, 2016, pp 15 pages.
- **Chevers, D. & Chevers-Whyte, C.** (2015). “The adoption of agile software development methods in Jamaica,” Americas Conference on Information Systems (AMCIS), ICT and Sustainable Development in the Caribbean, Puerto Rico, August 13–15, 2015, pp 1–9.
- **Minto-Coy, I.** (2016). “Locating the local in the global diasporas and internationalisation of businesses from Jamaica,” IX Ethnology Days Workshop on Entrepreneurship & Ethnology, University of Turku and Åbo Akademi University, Turku, Finland. March 17–18, 2016, pp 1–7 slides.
- **Minto-Coy, I.D., Bailey, A. & Thakur, D.** (2015). “A critical assessment of E-Government in the Caribbean: Success, challenges and use of emerging technologies,” Americas Conference on Information

Systems (AMCIS), ICT and Sustainable Development in the Caribbean, Puerto Rico, August 13–15, 2015, pp 12 pages.

- **Robertson Hickling, H.** (2016). “Leadership and qualification and achievements of the 1998 Reggae Boyz”, Academic Conference on International Football, UWI Mona Campus, March 24, 2016.
- **Williams, D.A.** (2015). “How can SMEs compete with Multinationals? Some exploratory findings.” Allied Academies International Fall Conference, Las Vegas, October 13–16, 2015. pp 5 pages.
- **Williams, D.A.** (2016). “Modeling failure among SMEs: An artificial neural networks and logistic regression analysis.” ICSB 2016, New Jersey, USA., June 14–19, 2016, pp 1–5.

PUBLICATIONS

Refereed Journals

- **McLeod, M.** (2016) “A review of ‘tourism and development, concepts and issues’”. *Tourism Management*, 52, 535-536. Located at <http://www.sciencedirect.com/science/article/pii/S0261517715001740>.
- **Nicholson, L.** (2015). “Family-owned businesses – The seat of entrepreneurship: The case of three English-speaking countries.” *Journal of Eastern Caribbean Studies*, 40 (2), pp 1–26.
- **Williams, D. A.** (2016). “Can neural networks predict business failure? Evidence from small high-technology firms in the UK.” *Journal of Developmental Entrepreneurship*. 30. 1. pp 117.

Refereed Books

- **Jones, E.** (2015). “Contending with administrivia: Competition for space, benefits and power”. Arawak Publications, Kingston, Jamaica, ISBN 978-976-95835-4-2. pp 1–182.
- **Nicholson, L. & Lashley, J.** (2016). *Understanding the Caribbean enterprise – Insights from MSMEs and family owned businesses.* Palgrave Macmillan. eBook – 9781349948796; Hardcover – 9781349948789. pp. 1–142.

Refereed Case Studies

- Chevers, D. and Nicholson, L. (2016). "Operations process failure at MAC: Canteen meal problems." Cranfield Case Centre. Ref 616-0015-1. pp. 8. Teaching Note: No. 616-0015- 8
- Chevers, D., Parker, D., Downie, G. and Chalmers, S. (2016). "Writing a business plan: Start-up in Grand Cayman." Cranfield Case Centre. Ref 816-0007-1. pp. 29. Teaching Note: No.816-0007- 8
- Lawrence, W. and Parker, D. (2016). "Jamaica Producers Group: Turnaround using dynamic capabilities." Cranfield Case Centre. Ref 316-0001-1. pp 12–24. Teaching Note (by David Parker only): 316-0001-8.

Non-Refereed Publications

- Lawrence, W (2015). "Enterprise transformation in the Caribbean: Embracing dynamic capabilities changes the fortunes of Jamaica Producers Group". *Industrial Engineer*, Vol 47, No. 4
- Lawrence, W. (2015). "Developing dynamic capabilities for bank turnaround", *World Review of Business Research*, Vol. 5, Issue 3, pp. 197-212.
- McNaughton, M. (2015). "Making sense of US\$3 trillion – Estimating the value of open data for small developing countries". Blog, International Open Data Conference (IODC).
- McNaughton, M. (2015). "Problem-solving with open data: A Caribbean perspective". (Blog, International Open Data Conference (IODC) 2016 Series).
- McNaughton, M. (2016). "The emergence of big data: Economic game change? *MSBM Business Review*, pp. 12–14.
- McNaughton, M. & Cowell, N. (2016). "The role of analytics: In building the high performance workforce." *MSBM Business Review*, pp. 24–27.
- Rao-Graham, L (2016). "Big data for small business: A practical approach". *MSBM Business Review*, p. 16–19.

- Robinson, C. (2016). "RJR acquisition of the Gleaner: Setting the merger/acquisition in context." *MSBM Business Review*, pp. 34–36.

Non-Refereed Presentations

- **Burke, O.** (2016). "Sports and development in Greater August Town: The MSS experience" The first Rugby Symposium & Exposition. Police Officer's Club, February 6, 2016, pp 13 pages.
- **Burke, O.** (2016). "Playing football and pro-social behaviours in young males" and "UWI as an anchor institution: Preliminary findings from an assessment of UWI Township Project" The UWI Research Days 2016, February 17–19, 2016.
- **Burke, O., & Weekes, T.** 2016. "The UWI Mona campus positioned as an anchor institution: An education perspective". Anchor Institutions Task Force (AITF) Annual Conference. Manhattan. USA. October 29-30, 2015. pp 21 pages.
- **Chionesu, K.** (2015). "Assessment of outlook for competition in local telecoms market", The Fair Trading Commission. Montego Bay. September 23, 2015.
- **Crick, A.** (2016). "Create your cultural DNA and make amazing service experiences", "Little But Tallawah" Business Development Workshop, Swallowfield Chapel, March 12, 2016, pp 1–38 slides.
- **Crick, A.** (2016). "Understanding self, managing others", The UWI HRMD Workshop, March 16, 2016, pp 1–30 slides.
- **Crick, A.** (2016). "Grooming leaders", Jamaica Cooperative Credit Union League headquarters, April 5, 2016, pp 1–20 slides.
- **Crick, A.P.** (2016). "The plantation and the 'Corner Shop': Old tourism vs. new tourism in Jamaica". 2016 International Council on Hotel, Restaurant and Institutional Education (ICHRIE) Annual Conference, Dallas, July 20–22, 2016, pp 1–10.
- **Crick, A.P.** (2016). "To develop cutting edge strategies that nurture, sustain and expand small tourism businesses". People, Productivity and Sustainability Symposium: Tourism Development Company of Trinidad. Trinidad Hyatt. July 27, 2016, pp 1–15 slides.

- **Chevers, D.** (2016). “The impact of ICT on customer satisfaction in Jamaican hotels: A preliminary study”, MSBM Brown Bag Research Seminar, April 28, 2016, pp 1–20 slides.
- **K’nlfe, K.** (2015). “Rethinking community development: A social enterprise approach,” Queens College, University of Guyana, November 5, 2015.
- **Lawrence, W.** (2015). “Adding value to Caribbean organizations through academic research” The UWI HRD Unit Seminar. The UWI Library, September 28, 2015.
- **Lawrence, W.** (2015). “Leading business model transformation”. Scotiabank Jamaica, September 29, 2015
- **Lawrence, W.** (2015). “Transforming public sector organizations – Where are we now?” International Research Society for Public Management (IRSPM) Regional Conference 2015, UWI Mona, October 2, 2015
- **Lawrence, W.** (2015). “Transforming credit union business models” Credit Union Fund Management Company breakfast forum, the Jamaica Pegasus Hotel, October 28, 2015.
- **Lawrence, W.** (2015). "Business models for corporate transformation", the 42nd Annual Conference of the Caribbean Association of Banks, St. Kitts, November 13, 2015.
- **Logan, T.** (2015). “The RJR-Gleaner merger: Implications for media business in Jamaica” MSBM – Spur Tree Jamaica joint Public Advocacy Series, Faculty of Medical Sciences, UWI Mona Campus, September 10, 2015.
- **Logan, T.** (2015). “Determinants of efficiency and profitability of financial institutions in the Caribbean, MSBM Brown Bag Research Seminar, October 8, 2015.
- **McNaughton, M.** (2015). “Open Source Adoption in the Public Sector - The illusion and hazards of desktop migration”, International Research Society for Public Management (IRSPM) Regional Conference 2015. UWI Mona, October 1, 2015.
- **McNaughton, M.** (2015). “Open data and the private sector –

Business models, business opportunities”, Jamaica Computer Society Conference, Hyatt Ziva Rose Hall, Montego Bay, October 29–31, 2015.

- **McNaughton, M.** (2015). “Prospects for mobile payments in the Caribbean: A public-private partnership perspective” Barbados Public Workers’ Credit Union Cooperative Limited, Cave Hill, UWI, November 19, 2015.
- **McNaughton, M.** (2016). “Will the emergence of big data accelerate the demise of the scientific method as we know it?” MSBM Brown-Bag Research Seminar. February 11, 2016.
- **McNaughton, M.** (2016). “Open data and interactive community mapping: empowering local community tourism”, MapStLucia, the Ministry of Public Service, St. Lucia, February 28, 2016.
- **McNaughton, M.** (2016). “Open ICT ecosystems – Caribbean opportunities”, 6th International FOSS workshop, Informatica Habana 2016, Havana, Cuba, March 14–18, 2016.
- **McNaughton, M.** (2016). “Caribbean mobile market & business models”, 6th International FOSS workshop, Informatica Habana 2016, Havana, Cuba, March 14–18, 2016.
- **McNaughton, M.** (2016) “Beyond data journalism – Building Caribbean data competencies for a post-2015 world”. DevCa Conference, UWI Mona Campus, May 5–6, 2016.
- **McNaughton, M.** (2016). “Mobile wallet – The future of money services: Research findings & prospects for mobile financial services in Jamaica”. Micro-insurance Seminar, Financial Services Commission, May 5, 2016.
- **McNaughton, M.** (2016). “Open data and community tourism - A strategy for empowering local communities. 6th IDB Group-Caribbean Civil Society meeting, Nassau, Bahamas, June 1, 2016.
- **McNaughton, M.** & **McLeod, M.** (2015). “Mapping an emergent open data eco-system”, MSBM Brown Bag Research Seminar, September 10, 2015.
- **Minto-Coy, I.** (2015). “Diaspora and the growth and internationalisation

of firms from countries of origin”, MSBM Brown-Bag Research Seminar, November 12, 2015.

- **Minto-Coy, I.D.** (2016). “Caribbean immigrant entrepreneurship in the US: Speaking to power, size and network strength, for immigrant entrepreneurship in transnational comparative perspective, 18th Century – Today”. German Historical Institute. Washington DC. June 16–17, 2016, pp 1–14.
- **Minto-Coy, I.D. & Rao-Graham, L.** (2016). “Mainstreaming disaster risk management into management education”, UNISDR/ARISE & Florida International University Workshop on Disaster Risk Management in Business Education. Shulich Business School, Canada, March 23–24, 2016, pp. 31 pages.
- **Perue, C., Minto-Coy, I., McNaughton, M.** (2015). “Increasing transparency & dismantling myths: The role of open data in informing public discourse in Jamaica”, International Research Society for Public Management (IRSPM) Regional Conference 2015, UWI Mona, October 1, 2015, pp 1–15.
- **Rao, Lila** (2015). “Business intelligence as an enabler for corporate transformation”. JEF members’ meeting, JEF headquarters, September 10, 2015.
- **Rao-Graham, L.** (2016). “Leveraging, driving innovation and business growth through emerging technologies for the future workforce”, UTECH College of Business and Management 21st Annual Students’ Conference, The Jamaica Conference Center, March 22–23, 2016.
- **Robertson-Hickling, H.** (2016). "Personal characteristics and emotional intelligence" The UWI HR Department, March 22, 2016.
- **Smith, T.** (2015). “Customer knowledge management in Jamaica’s public sector” International Research Society for Public Management (IRSPM) Regional Conference 2015, UWI Mona. October 3, 2015.
- **Williams, D.A.** (2015). “Strategies for growth: Opportunities in the Jamaican business environment.” Victoria Mutual Inaugural Economic Forum. Terra Nova All Suites Hotel, August 12, 2015, pp 18 slides.
- **Williams, D.A.** (2015). “Marketing and branding: Vision and future

developments in the tourism sector.” Jamaica Tourist Board Retreat, Hyatt Ziva Resort, Montego-Bay, Jamaica, September 25, 2015, pp 1–10 slides.

- **Williams, D.A.** (2015). “Why should I attend Graduate School?” International Colloquium on Black Males in Education. UWI, Regional Head Quarters, October 6, 2015, pp 1–5.
- **Williams, D.** (2015). “Competing in highly competitive sectors: Can SMEs survive?” Small Business Bureau of Guyana and the Department of Business and Management at the University of Guyana, November 6, 2015.
- **Williams, D.A.** (2015). “Challenges and opportunities for entrepreneurs: Some insights.” SBAJ Town Hall Meeting, Girl Guides Headquarters, Waterloo Road, November 23, 2015.
- **Williams, D.A.** (2016). “Developing as a leader: A process not a chance event”, Caribbean Neurological Association 14th Neuroscience Symposium, Montego-Bay Convention Centre, January 29, 2016, pp. 1–8.
- **Williams, D.A.** (2016). “Developing an MSME Policy for Jamaica” - SBAJ position paper to the Government of Jamaica. Oral presentation to SBAJ, May 5, 2016.
- **Williams, D.A.** (2016). “Growth through internationalization: Cultural sensitivity and spotting opportunities.” NCB Diversity Management Workshop, May 18, 2016, pp 1–17.
- **Williams, D.A.** (2016). “Jamaica’s economic outlook – 2016/17.” ICAJ Taxation Seminar. Knutsford Court Hotel, June 1, 2016, pp 1-10 slides.
- **Williams, D. A.** (2016). “The Economics of Export-Led Growth.” TSL/ MSBM Seminar on Export Led Growth for Prosperity. Faculty of Law, UWI, Mona, Kgn 7. June 29th, 2016, pp 1–10 slides.
- **Williams, D.A.** (2016). “Post March 2017: IMF or No IMF?” PSOJ/ JMMB Annual Economic Forum. Jamaica Pegasus, July 12, 2016, pp 1–10 slides.

AWARDS/GRANTS

Several members of the MSBM faculty were recognized and received awards (for their contributions to academic research), and grants (to enable them to conduct further research):

Awards

- **Dr Indianna Minto-Coy**, Senior Research Fellow, MSBM was awarded a US\$20,000 grant from The Regional Fund for Digital Innovation (FRIDA). The funding is administered by LACNIC through the support of a number of international agencies such as the IDRC. This grant will support research on Open Budgeting for Improved Transparency and Civic Engagement in Jamaica; was awarded under the theme of "Mobile Internet for Social Inclusion, Growth, Political Participation, and Active Citizenship", and will be executed by the recipient and Dr Maurice McNaughton, Director of the CoE, MSBM.
- **MSBM** was, on November 5, 2015, recognized by the Project Management Institute (PMI) for excellence in project management under its Project Management Organization of the Year (PMOY) award – the award seeks to recognize and reward companies who have transformed their organizations and by extension, the nation, through project management excellence. The school was awarded second place prize for project management excellence for the coordination of activities that led to the on-time and within-budget development and launch of the MSBM Finance Lab – the Caribbean's first University Finance Laboratory of its kind; international technology company Fujitsu and telecommunications giant Digicel took home the first and third place prizes, respectively. MSBM won the award for the Best Disaster Risk Management new Academic Offering at a workshop held at the Shulich Business School, York University in Toronto Canada, March 23–24, 2016. MSBM's submission titled: "Mainstreaming Disaster Risk Management (DRM) in Management Education" was co-authored by Dr Indianna Minto-Coy and Dr Lila Rao-Graham.

- Drs Michelle McLeod and Maurice McNaughton won the award for “The research project attracting the most research funds” at the UWI Research Days 2016 for their project titled “Harnessing open data to achieve development results in Latin American and the Caribbean” that attracted US\$300,000 in funding.
- Dr Lou Anne Barclay was promoted to the rank of Professor, International Business, effective January 21, 2016.

PUBLIC SERVICE

The following is indicative of the public service activities undertaken by MSBM faculty and staff:

Professor Lou Anne Barclay

- Reviewer, *Social and Economic Research Journal*
- Member, Board of Directors, University Council of Jamaica (UCJ).

Dr Olivene Burke

- Presenter, Escarpment Road New Testament Church Of God - Becoming a UWI Township Scholarship Recipient.

Dr Delroy Chevers

- Reviewer, *The International Journal of Operations & Production Management (IJOPM)*

Mr Kamau Chionesu

- Tutor, CXC mathematics classes in Rockfort, East Kingston.

Dr Anne Crick

- Facilitator, Ministry of Industry, Investment and Commerce Retreat, January 15, 2016.
- Reviewer, *International Journal of Contemporary Hospitality Management*
- Chair, Culture and Human Resource Development Committee Meeting – JACSA

- Chair, JMMB Culture, Leadership and Development Committee.

Ms Janice Henlin

- Member, Planning Committee, ICAJ 2016 Conference.

Dr Paulette Henry

- Facilitator, Strategic Planning Retreat of the Board of the Cancer Society, Terra Nova Hotel, January 3, 2016
- Co-opted member, Policy & Communications Committee, Board of the National Housing Trust

Dr K’adamawe K’nIfe

- Member, Multidisciplinary working group at the UWI Centre for Cannabis/Ganja Research that will carry out research on the ‘medicinal and other uses’ of the plant.
- Chief Examiner, Caribbean Examination Council’s CAPE Entrepreneurship Programme.
- Trustee, Ras Tafari Trust Fund
- Host, Diaspora Live Online on Power 106FM
- Board of Directors, National Integrity Action
- Member, UWI Mona Advisory Board for Innovation and Entrepreneurship.

Dr William Lawrence

- Reviewer, US Academy of Management (Strategy Division)
- Reviewer, *Journal of Small Business and Enterprise Development*.
- Member, CARIMAC Advisory Board.
- Member, Combined Board of Jamaica Business Development Corporation (JBDC), Micro Investment Development Agency (MIDA) and the Self-Start fund (SSF).

Dr Maurice McNaughton

- Attendee, GOJ ICT Steering Committee meeting, Cabinet Office.
- Member, Overseas Examinations Commission

Dr Indianna Minto Coy

- Contributor, Jamaica's needs, priorities and challenges under the post 2015 sustainable development agenda at National Consultation on the Caribbean Multi-Country Assessment Paper, organised by the UN / PIOJ.
- Member, National Working Group on International Migration and Development, PIOJ.

Mr Craig Perue

- Member, Principal's Committee – Ministry of Education on Business Intelligence Project
- Chair, Ministry of Education ICT Committee for the Agricultural Education Transformation Program.

Dr Hilary Robertson-Hickling

- Board of Management of the MOE Teachers' Service Commission.

Dr Lila Rao

- Member, Ministry of Education's Early Childhood Commission
- Track Chair, AMCIS 2015, Puerto Rico, August 2015
- Member, JCC Project Development Committee.

Dr Clive Scott

- Advisory Board Member, JLS Youth Empowerment.

Dr Trevor Smith

- Member, Board of Directors, University Council of Jamaica (UCJ).

Professor Densil Williams

- Reviewer, *Springer Plus, Business Journal, SES Special Issue on Small Business*
- Presentation Chair, "Creating value through effective implementation: An examination of current action on national security policy initiatives."

National Security Co-ordination Unit, UWI Regional Headquarters,
Mona, October 8, 2015.

Mr Michael Williams

- Chair, Kiwanis Club of Liguanea Installation Committee

STUDENT ACHIEVEMENTS

Six DBA students successfully defended their dissertation research proposals during the period. The candidates were:

- **Mr Rickert Allen** (Cohort 4), “Organizational characteristics linked to organizational commitment for improving employee readiness for corporate transformation”. October 28, 2015.
- **Mrs Deloree Staple-Chambers** (Cohort 3), “Predicting tax compliance: The case of Jamaica”. November 10, 2015
- **Ms Suzanne Wynter** (Cohort 4), “Credit risk in government mortgage lending”. November 13, 2015.
- **Mr Steve Whyte** (Cohort 2), “An examination of the relationship between social network structures and software quality in free and open source software development”. March 4, 2016.
- **Mrs Vanetta Skeete** (Cohort 1), “Entrepreneurship in local economic development: The potential of community-based enterprises in Jamaica”. May 13, 2016
- **Mr Noel Morgan**, DBA (Cohort 3), “A roadmap for socio economic development utilizing the entrepreneurial framework conditions of the Global Entrepreneurship Monitor: Examining the case of Jamaica”. June 7, 2016.
- A team of MSBM undergraduate students – Monish Parwani, Olivia Sinclair, Jon-Ross Dela Motta and Andrew Christie – were presented with the NCB Vision Awards for the best final year business plan project in their Entrepreneurship Major.