



**Mona School
of Business &
Management**

The University of the West Indies, Mona

**3RD
BUSINESS &
MANAGEMENT
CONFERENCE**

2017

**Mona School of Business and Management
3rd ANNUAL BUSINESS AND MANAGEMENT CONFERENCE**

Learning • Knowing • Doing

DRIVING TRANSFORMATION:

FINANCE, ENTERPRISE DEVELOPMENT & WEALTH CREATION

November 8-10, 2017

Hilton Rose Hall Resort & Spa, Montego Bay, Jamaica

Message from Chairman of the Board

I wish to congratulate the Mona School of Business & Management (MSBM) on the hosting of this 3rd Business and Management Conference. I am proud of the effort of the planning committee in putting together a well-thought out programme on the theme **“Driving Transformation: Finance, Enterprise Development and Wealth Creation”**.

The conference is unique in its aim to provide space for the comingling of practitioner business experience with the ideas and research findings from the academic community, alongside expertise from the public sector. It is part of the MSBM’s aim to provide a meeting place where ideas can contend and problems can be discussed. Through this, solutions can be found to the pressing business and management problems facing Jamaica and other island states.

Over the years, I have adopted the saying of the late, great W. Edward Deming, who said: “in God we trust, all others bring data.” Deming, was one of the foremost management theorists of the 20th century and this quote epitomises his, and my own strong belief, in what has come to be called evidence-based management.

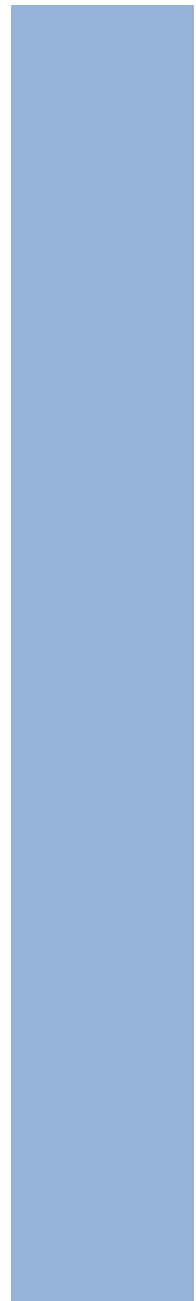
A Conference on the role of finance in enterprise development and wealth creation is timely because it is an issue that business people in all sectors of our economy contemplate daily. As new challenges emerge in our economy and society, new solutions and ways of thinking must also emerge. The Conference therefore aligns very closely with the idea that the foundation of sound business decision-making is research.

The MSBM is emerging as a centre for context-sensitive and usable research on business matters. This Conference is the medium for stress-testing this research and co-creating a future research agenda alongside business practitioners. It is founded on the premise that research drives knowledge, which in turn, drives meaningful action.

On behalf of the MSBM Board of Directors, I welcome all participants from Jamaica, the region and the rest of the world. As a business leader myself, I particularly welcome business practitioners. I am confident that you will be intellectually stimulated, and leave with new contacts, as well as fresh insights on how to cope with the challenges of business and execute well on emerging opportunities in an increasingly complex world.

Patrick Hylton

Chairman, Board of Directors, MSBM



Message from Executive Director

The launch of the MSBM series of Business and Management Conference in 2015, represented a significant step towards deepening and expanding the dialogue between the School and the wider business community. As in previous years our promise is to deliver a package that combines cutting edge business research on the problems of small island developing states, with the experience of some of the best business practitioners available.

This year our theme, **Driving Transformation: Finance, Enterprise Development & Wealth Creation**, highlights the role of finance as a central ingredient in enterprise development and wealth creation.

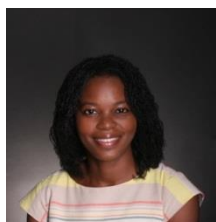
I am grateful to the MSBM family for their tremendous support during the year-long conference planning process. I am also grateful to the extended family of sponsors, alumni and other supporters whose assistance in cash and kind has enabled this conference to become a reality. This conference is unique in its blend of real life experience and scholarship. I sincerely hope that you will find it worth your while and we look forward to seeing you at next year's conference in November 2018, in Kingston.



*Michael
Williams*

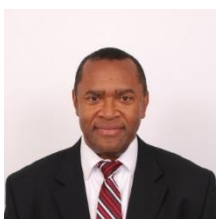
Acting Executive
Director, MSBM

Message from Conference Co-Chairs



*Dr. Indianna
D. Minto-Coy*

Welcome to MSBM's 3rd Annual Conference on Business and Management. The conference comprises of three broad components. The first is a doctoral consortium, which features new business scholars who (under the watchful eyes of a panel of experienced and accomplished scholars) are in the process of identifying business problems and refining approaches to solving them through research. Doctoral students are generally new to research but are not new to business. In fact, over the years our programme has enabled a number of already accomplished business practitioners to acquire the skills necessary to apply scholarship to the solution of important business problems. The work of doctoral students is a critical differentiating factor for the School.



*Dr. Noel M.
Cowell*

The second component is the fifteen concurrent sessions that combine a mix of academics and business practitioners. Together these sessions comprise of over 60 presentations covering topics ranging from financing new business ventures to business renewal.

The third component of the Conference is our plenary sessions, which are addressed by distinguished academics and/or business people. These include the opening session, a keynote address, the closing plenary as well as in the business roundtable. Taken together, these represent a compelling mix of insight, experience and cutting edge research findings that are directly relevant to businesses in the Caribbean environment.

This conference was a demanding addition to our already taxing work schedules and we could not have done it without the willing assistance of a number of other colleagues who brought skills to bear on various aspects of the organisational task. In this regard we are particularly grateful to Inderia Adjudah, Marvalyn Campbell, Kamau Chionesu, Suzette Cunningham, Janice Henlin, Brian Hall, Shannon Hill, Melesha Manderson, Sandra March, Vanessa Thompson and Althea Walker for their untiring support.

PROGRAMME

Wednesday | November 8, 2017

<p>7:30am – 4:30pm</p>	<p>REGISTRATION</p>
<p>8:30am – 8:45am</p>	<p>DOCTORAL CONSORTIUM</p> <p>WELCOME & OVERVIEW: Prof. Lou Anne Barclay, Professor of International Business, MSBM</p>
<p>8:45am – 10:30am</p> <p>Room: Hanover</p>	<p>DOCTORAL CONSORTIUM</p> <p>Chair: Prof. Delroy Hunter, Serge Bonanni, Professor of International Finance, University of South Florida</p> <ul style="list-style-type: none"> • Mr Stanley Beckford – The Effectiveness of Acquisitions (M&A action) in Emerging Markets: The Case of Jamaica • Mrs Austen Douglas-Panther – Aid and or Hindrances to Economic Development • Mr Noel Morgan – Entrepreneurship Education Programs in Higher Education: Perceptions of Stakeholders in Developed and Developing Economics <p>Review Panel: Professor Delroy Hunter, Dr William Lawrence, Dr Justin Robinson</p>
<p>Room: Falmouth</p>	<p>DOCTORAL CONSORTIUM</p> <p>Chair: Professor Lou Anne Barclay</p> <ul style="list-style-type: none"> • Mr Dwight Shelly – Drives of FDI; Are They Different from Caribbean SIDs Compared to Mercosur Member Territories • Ms Vanetta Skeete – Entrepreneurship in Local Economic Development: The Potential of Community-Based Enterprises in Jamaica [REMOTE] • Mrs Austen Douglas-Panther – Aid and or Hindrances to Economic Development <p>Review Panel: Dr Philmore Alleyne, Professor Lou Anne Barclay, Dr Lawrence Nicholson, Dr Kadamawe K’Nife</p>
<p>10:30am – 10:45am</p>	<p>COFFEE BREAK</p>

<p>10:45am – 12:30pm</p> <p>Room: Hanover</p>	<p>DOCTORAL CONSORTIUM</p> <p>Chair: Dr Justin Robinson</p> <ul style="list-style-type: none"> • Mr Denis Gray – Advancing an Appropriate Method for Disclosing Intellectual Capital in Banking Institutions: A Caribbean Perspective • Ms Yvette Johns – Using Risk Management Effectiveness to Anticipate Turnaround • Mrs Jacqueline Leckie-Johnson – Increasing Corporate Turnaround Efficiency: An Empirical Investigation <p>Review Panel: Professor Delroy Hunter, Dr Philmore Alleyne, Dr Justin Robinson</p>
<p>Room: Falmouth</p>	<p>DOCTORAL CONSORTIUM</p> <p>Chair: Dr Lawrence Nicholson, Deputy Executive Director, MSc, MBM and Undergraduate Provisions</p> <ul style="list-style-type: none"> • Mrs Brenda Cuthbert – Trust in Cooperatives: The Relationship Between Board of Directors, Management, Members and the Impact on Performance • Mr Cedric Wilson – Does Privatization of Electric utilities inevitably lead to greater Efficiency in Emerging Economies? • Mrs Sherry-Ann Crooks – Corporate Governance of Banks and Risk <p>Review Panel: Professor Lou Anne Barclay, Dr William Lawrence, Dr Lawrence Nicholson</p>
<p>12:30pm – 1:30pm</p>	<p>FREE TIME</p>
<p>1:30pm – 3:00pm</p>	<p>CONCURRENT SESSIONS</p>
<p>Room: Hanover</p>	<p>PANEL: Overcoming the Hurdles of Raising Capital: A Closer Look at the Constraints and Solutions to Accessing Credit Financing for Small & Family-Owned Businesses</p> <p>Chair: Mr Arnaldo Brown, Lecturer, MSBM</p> <ul style="list-style-type: none"> • Mr Alfred Thomas, Managing Director, Pioneer Manufacturing Distribution Company – Should the Ease of Doing Business Report Consider the Concept of Equity? • Dr Kadamawe Knife, Mr Michael Marshal and Mr Edward Dixon – The use of Weighted Indexes’ as a tool for improving objectivity in funding decisions among stakeholders within the Social Economy – The case of Jamaica • Dr Lawrence Nicholson, Deputy Executive Director, MSc, MBM and Undergraduate Provisions – Which “F” is it – Financing, Family or Female? • Dr Priscilla Bahaw – An Investigation into the Impact of Capital Structures on the

	Profitability Levels of New Ventures in Trinidad and Tobago
Room: Falmouth	<p>PANEL: Employment Relations in the Caribbean Financial Sector</p> <p>Chair: Mr Michael McAnuff Jones, General Manager and Principal Consultant of the Leadership Conservatory</p> <ul style="list-style-type: none"> • Senator Kavan Gayle, President, Bustamante Industrial Trade Union – Banking on Trust: A Trade Union Perspective on Employment Relations in the Caribbean Financial Sector • Ms Carolyn Lewis, Deputy Managing Director (HRM), CIBC/First Caribbean International Bank – Banking on Trust: A Management Perspective on Employment Relations in the Caribbean Financial Sector • Mrs Carla Anne Harris Roper, Attorney at Law, Adjunct Lecturer MSBM – The Contemporary Challenges of Employment Relations in the Caribbean Financial Sector – Lessons from the International Arena • Michael McAnuff Jones, General Manager and Principal Consultant of the Leadership Conservatory – Reflections on Employment Relations in the Caribbean Financial Sector
3:00pm – 4:30pm	CONCURRENT SESSIONS
Room: Hanover	<p>PANEL: Supporting an Ecosystem for Social Entrepreneurship Thinking and Practice in Jamaica – Policy and Programmes</p> <p style="text-align: right;"><i>*Session Sponsored by JN Bank</i></p> <p>Chair: Dr K’adamawe K’Nife, Lecturer, MSBM</p> <ul style="list-style-type: none"> • Ms Saffrey Brown, General Manager, Jamaica National Foundation – A Model for Developing a National Social Enterprise Movement: The SEBI Approach • Ms Wendy-Jo Williams, Social Development Manager, National Housing Trust – Social Entrepreneurship and Sustainable Community Development: the Best Schemes Programme • Ms Charmaine Brimm, Technical Specialist: Socio-Economic Development, PIOJ – Role of Good Governance in Social Entrepreneurship Practice for Sustainable Community Development – The Community Renewal Programme PIOJ • Mr Clifford Spencer, MSME Unit, MICAF – Developing Policy to Support the Social Economy – Limited Review of National MSME policy
Room: Falmouth	<p>PANEL: Finance, Development & Ethics</p> <p>Chair: Mr Kamau Chionesu, Lecturer, MSBM</p> <ul style="list-style-type: none"> • Mr Mark Lewis – Financing Development through Collaboration in the Caribbean:

	<p>Arguments for Improved Vigilance, Governance and Policy Regulation Framework - the Case of Guyana</p> <ul style="list-style-type: none"> • Dr Anne Crick – Service by Design: Understanding How and Why Jamaican Firms Compete on Service • Professor Gerd Nufer – Ambush Marketing: A Parasitic Attack or an Alternative to Sponsorship • Professor Jan Keil & Karsten Müller – Bank Branching Deregulation and the Syndicated Loan Market • Dr Albert Duncan – Wealth Creation and Inequality
<p>6:30pm – 8:00pm</p> <p>Hilton Rose Hall Resort & Spa</p> <p>Room: Hanover</p>	<p>OPENING CEREMONY & RECEPTION</p> <p>Chair: Mr Patrick Prendergast, Acting Director, Western Jamaica Campus, The UWI Mona</p> <p>Address: Mr Richard Byles, Chairman, Sagikor Group Jamaica</p>
<p>8:00pm – 8:45pm</p>	<p>Cocktail Reception</p>

<h2>Thursday November 9, 2017</h2>	
<p>7:30am – 5:00pm</p>	<p>REGISTRATION</p>
<p>8:30am – 8:45am</p>	<p>WELCOME & OVERVIEW</p>
<p>8:45am – 9:30am</p> <p>Room: Hanover</p>	<p>PLENARY</p> <p>Chair: Prof. Lou Anne Barclay, Professor of International Business, MSBM</p> <p>Keynote: Professor Delroy Hunter, Serge Bonanni, Professor of International Finance, University of South Florida – “(How) Can we use Financial Development to Spur Economic Growth and Create Wealth?”</p>

9:30am – 11:00am	CONCURRENT SESSIONS
Room: Hanover	<p>PANEL: The Disruptive Implications of New FinTechs on Traditional Banking and Finance *Session Sponsored by NCB</p> <p>Chair: Dr Maurice McNaughton, Director, Centre of Excellence, MSBM</p> <ul style="list-style-type: none"> • Mr Shiva Bissessar, CEO, Caribbean Blockchain Association – Digital Financial Services (DFS) in the Caribbean • Ms Maria Luisa Martinez, Director of Innovations and Partnerships, Kuelap Inc – Fintech, The Most Disruptive Technology of the Century • Ms Nicole Brown, AGM, Enterprise Information Management, National Commercial Bank – Strategic Responses to the Threat and Opportunities of New Technologies and New Entrants
Room: Falmouth	<p>PANEL: Technology and Finance</p> <p>Chair: Ms Anne Crick, Senior Lecturer, MSBM</p> <ul style="list-style-type: none"> • Dr Trevor Smith – The Consumer Behavioural Predictors of Credit Card Misuse • Dr Charlette Donalds – Towards a Cybercrime Classification Ontology: Case of the Jamaican Jurisdiction • Ms Lakeith Bailey, Ms Shakira Robinson, Ms Arlene Spence & Dr Delroy Chevers – The Impact of Information Systems on the Operations of Commercial Banks in Jamaica: A Preliminary Study • Ms Diana Dacosta – Jamaica & the ICT/BPO 'sector'- The DBJ Intervention
Room: Trelawny	<p>PANEL: Entrepreneurship, Gender and Finance</p> <p>Chair: Dr Paulette Henry, Lecturer, MSBM</p> <ul style="list-style-type: none"> • Dr Tolulope Bewaji – Female Entrepreneurship in English and Spanish speaking Caribbean countries: The effect of colonization • Dr Akhentoolove Corbin – Gender and Leadership in an Emerging Economy: Comparison of Female and Male Leadership Behaviours and Job Satisfaction • Dr Wynette Harewood, Professor Francisco Linan & Professor Saha Gour – Assessing Entrepreneurial Intention in a Plural Society: Evidence from Trinidad and Tobago • Dr Olivene Burke & Mr Tariq Weekes – The UWI Mona Township and the Entrepreneurial Skills in its 'Venture'
11:00am – 11:15am	BREAK

11:15am – 12:45pm	CONCURRENT SESSIONS
Room: Hanover	<p>PANEL: The Evolving Role of Mutuals in the Caribbean Financial Services Landscape <i>*Session Sponsored by VMBS</i></p> <p>Chair: Mr Courtney Campbell, President, VMBS</p> <ul style="list-style-type: none"> • Dr William Lawrence, Director, MSBM – What Competitive Strategy for Caribbean Mutual Companies? • Mrs Brenda Cuthbert, CEO, Jamaica Employers Federation – Cooperative Self-Governance or External Regulation; Preserving The Role of Mutuals in the Jamaican Financial Sector • Mr Peter Reid, CEO, Building Society Operations – A practitioner perspective on the essence of Mutuality, challenges and opportunities for the Modern Mutual • Dr Maurice McNaughton, Director, COE, MSBM – The Evolution of Financial Technologies and the Role of Mutuals in the Contemporary Financial Landscape
Room: Falmouth	<p>PANEL: Corporate Governance, Risk & Ethics</p> <p>Chair: Dr Indianna Minto-Coy, Senior Research Fellow, Centre of Excellence, MSBM</p> <ul style="list-style-type: none"> • Amb Allison Roofe & Mr Michael Roofe – Exploring Business Culture and Analyzing Institutional Realities - Case studies from enterprises in Jamaica and Brazil 2017 • Ms Diana Weekes-Marshall – Risk Governance Disclosures: Financial Institutions in a Developing Country • Dr Suzanne Wynter – Credit Risk in Government Mortgage Lending • Dr Philmore Alleyne – Setting a Whistleblowing Agenda for Financial Institutions in the Caribbean • Ms Jeanelle Baron – A General Model of Corporate Boards: An examination of theories and a review of the literature on board of directors
12:45pm – 2:00pm	LUNCH
2:00pm – 3:30pm Room: Hanover	<p>BUSINESS ROUNDTABLE “Driving Transformation: Finance, Enterprise & Wealth Creation”</p> <p>Chair: Ms Audrey Richards, Coordinator, Jamaica Venture Capital Programme, DBJ</p> <p>Panellists:</p> <ul style="list-style-type: none"> • Mrs Rita Humphries Lewin, Founder & Chairman, Barita Group of Companies • Mrs Marlene Street-Forrest, Managing Director, Jamaica Stock Exchange • Mrs Mariame McInstosh Robinson, President & CEO, First Global Bank

3:30pm – 5:00pm	CONCURRENT SESSIONS
Room: Hanover	<p>PANEL: Business Renewal, Continuity & Reengineering</p> <p style="text-align: right;">*Session Sponsored by NCB and JSE</p> <p>Chair: Dr William Lawrence, Director, Professional Services Unit, MSBM</p> <ul style="list-style-type: none"> • Ms Valerie Veira, CEO, JBDC – Starting and developing small business • Mr Simon Roberts, Director, Group CIO, GraceKennedy – Reengineering a mature business • Dr Rickert Allen, Senior GM, Group HR, National Commercial Bank – Preparing employees for company-wide transformation • Dr Maurice McNaughton, Director, COE, MSBM – Extracting value from data assets • Dr William Lawrence, Director, PSU, MSBM – Managing Enterprise Risk for Business Renewal in Jamaica
Room: Falmouth	<p>PANEL: Case Studies in Finance & Development</p> <p>Chair: Dr Olivene Burke, Executive Director, Mona Social Services & Lecturer, MSBM</p> <ul style="list-style-type: none"> • Dr Trevor Smith – Personality Traits as the Basis for Selling Life Insurance to Young Adults • Ms Annusha Bridglal, Mr Tobias Schulze Frenking & Gour Saha – ELearning Acceptance & Students’ Demographic Characteristics: An Empirical Study at the University of the West Indies, Trinidad and Tobago • Ms Tracy-Ann Hyman – Small-Island Perceptions of Scholarships [REMOTE] • Mr Horace Campbell, Mrs Cly-Anneka Jones-Williams, Ms Kemoy Jones, Dr Delroy Chevers – The Impact of Fiscal Incentives Over the Last Six years on the Tourism Sector in Jamaica • Ms Donnahae Rhoden-Salmon, Mrs Antoinette Barton-Gooden, Robin Leger, Dr Steve Weaver – Global Health Initiative: An Income Generation Model

Friday | November 10, 2017

7:30am – 2:00pm	REGISTRATION
8:30am – 9:45am	CONCURRENT SESSIONS
Room: Hanover	PANEL: Corporate Governance & Business Sustainability

	<p>Chair: Dr Lawrence Nicholson, Deputy Executive Director, MSc, MBM and Undergraduate Provisions</p> <ul style="list-style-type: none"> • Dr Justin Robinson – Corporate Ownership in Small Island Developing States • Dr Delroy Chevers, Dr Indianna Minto-Coy, Dr David Parker, Dr Alicia Loh, Dr Elisa Gebennini, Dr Bianca Rimini, Dr Luca Zeppetella – Evaluating Corporate Sustainability in the Jamaican Manufacturing Sector • Ms Renee Thompson & Dr Philmore Alleyne – Exploring Governance Issues Within State Owned Enterprises in an Emerging Economy: Evidence from Barbados
Room: Falmouth	<p>PANEL: Financing & Networks in Small Firms</p> <p>Chair: Professor Graham Hall</p> <ul style="list-style-type: none"> • Mr Kamau Chionesu – Financing Natural Farming: An exploration of issues facing small farmers in Jamaica • Dr Winsome Halliman – Aligning Lending Strategies with the Transformation Experiences of Small and Medium-Sized Enterprises • Ms Cheralee Morgan – The Role of Entrepreneurial Networks on Firm Performance: A Focus on Jamaican Small Firms
9:45am – 11:00am	CONCURRENT SESSIONS
Room: Hanover	<p>PANEL: National Security & The Growth Economy</p> <p>Chair: Mr Marc Ramsay, Attorney-at-Law, Marc Francis Ramsay & Company</p> <ul style="list-style-type: none"> • Professor Anthony Clayton, Alcan Professor of Caribbean Sustainable Development, The UWI, Mona • Dr Elizabeth Ward, Consultant, Institute of Public Safety and Justice • Dr Wayne Henry, Director General, Planning Institute of Jamaica (PIOJ)
Room: Falmouth	<p>PANEL: Taxation – Policy and Practice</p> <p>Chair: Dr Noel Cowell, Head, Behavioural Sciences & General Management Unit, MSBM</p> <ul style="list-style-type: none"> • Dr Twila-Mae Logan & Mrs Joan Thomas-Stone – Corporate pay-out policy on the Jamaica Stock Market: Can changes in the tax regime explain firm choice? [REMOTE] • Dr Oronde Small – The Effect of Public Goods Messaging on Personal Income Tax Compliance among the Self-Employed: Evidence from a Field Experiment in Jamaica • Mr Mark Lewis – Building a Tax Culture: A Case for Taxpayer Education and Publicity Programmes

	<ul style="list-style-type: none"> • Dr Sandria Tennant – Small Firms & Effective Tax Rate: Measuring the Political Success of Small Firms, MSBM [REMOTE]
11:00am – 11:15am	BREAK
11:15am – 12:45pm Room: Hanover	<p>CLOSING PLENARY: Presentation & Business Roundtable “Partnerships for Renewal of Jamaica’s Tourist Capital”</p> <p>Chair: Ms T’Shura Gibbs, President, Montego Bay Chamber of Commerce</p> <p>Speaker: Mr Christopher Issa, Hotelier</p> <p>Panellists:</p> <ul style="list-style-type: none"> • Mrs Paula Kerr Jarrett, Company Director, Barnett Limited • Dr Andrew Spencer, Executive Director, TPDCo • Dr Indianna D. Minto-Coy, Senior Research Fellow, Centre of Excellence, MSBM
12:45pm – 1:00pm	END
2:30pm...	Post-Conference Tour along Jamaica’s North-East Coast to Rick’s Café, Negril



EXHIBITORS: First Global Bank & Salada Foods Jamaica Ltd

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