

## ABSTRACT

Towards a Framework for National E-learning Implementation:

A Jamaican Case Study

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This thesis develops an appropriate framework for understanding national e-learning implementations. A case study approach is used to examine E-Learning Jamaica Limited and the capabilities that developed through the execution of the charge to implement e-learning at the secondary educational level in Jamaica. In order to ascertain how the dynamic capabilities evolved, data regarding the investment in the e-learning initiative and the conversion processes to develop the raw infrastructure into assets was gathered from academic staff and students from 18 schools throughout the island.

The research is grounded in a dual theoretical base, process theory and dynamic capabilities theory. These two theories are compatible and are useful to examine the phenomenon under study. The framework for national e-learning

implementations uses process theory to bring together in sequence, three processes that should be part of a national e-learning implementation. A dynamic capability theoretical lens is used to examine how the three capabilities, in the e-learning conversion process, are developed over a period of time by E-Learning Jamaica Limited. We develop the argument that these capabilities, along with the absorptive capacity of each educational institution, may have a moderating effect on the creation of assets.

The national e-learning framework enriches the understanding about the complex process of realizing benefits from e-learning. The findings of this research should help policymakers to conceptualize and visualize the impact of e-learning and to justify investments in national e-learning projects. There will be greater knowledge of the mediating processes that should be enhanced to create e-learning assets, achieve impacts from these assets and then realize long term benefits. The framework also enables further testing of the conditions and processes that are associated with achieving e-learning benefits at the national level.

**Keywords:** Christine Charlton-Laing; national e-learning implementation; e-learning; Jamaica; process theory; dynamic capabilities theory; technology in education; government involvement in e-learning; use of educational technologies; information technology for development; absorptive capacity.