

## International Conference on Internationalization of Management Development and South Asian Response 11-12 April, 2014



**Mr. Mohammad Ibrahim Ghafoori, Director (HRT), SAARC, Kathmandu, Nepal delivering the Inaugural address. Prof. Sita Vanka, Dean, School of Management Studies, University of Hyderabad, and Prof. Ramakrishna Ramaswamy, Vice Chancellor, University of Hyderabad on the dais**

A two-day International Conference on the theme “Internationalization of Management Development and South Asian Response” in association with AMDISA was held at the School of Management Studies, University of Hyderabad on 11-12 April, 2014. The Conference aimed at enabling the senior management academics in South Asia to share their experiences and responses to emerging challenges from internationalization of management education, research, training (development) and consultancy. The Vice Chancellors, Deans and Directors of several Business Schools from South Asian nations attended the Conference. The key takeaways from the Conference included:

- (i) Valuable thoughts, ideas and practices on contemporary developments in global evolution of Management Development and South Asian Response. The sub-themes of the Conference covered Education, Training, Consultancy and Research.
- (ii) A networking opportunity to strike alliances, collaborations and cooperation agreements amongst Business Schools in South Asia.
- (iii) An action plan to internationalize the regional aspirations with global demands.

The conference was structured in the form of four panels with an inaugural and a valedictory session. A total of about 80 participants from SAARC member countries including India, attended the two-day event.

**Inaugural Session:** The Inaugural session was presided over by Professor Ramakrishna Ramaswamy, Hon’ble Vice Chancellor, University of Hyderabad. The Chief Guest of the inaugural session was Mr. Mohammad Ibrahim Ghafoori, Director (HRT), SAARC

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## AMDISA Executive Board 2013-2015

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**Prof. Subas K.C.** Dean, Kathmandu University School of Management, Lalitpur, Nepal

### Permanent Invitees - Ex-Officio

**Prof. Ramakrishna Ramaswamy**, Vice Chancellor, University of Hyderabad, Hyderabad, India

**Mr Mohammad Jasimuddin**, Acting Head of Regional Programs Group, Governance & Institutional Development Division, Commonwealth Secretariat, London, U.K.

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President, AIMS, India - **Dr Apoorva Palkar**, Founder & Dean, MERC Institute of Management, Pune.

### Illustrious Past Presidents

**Late Dr Dharni P Sinha**, India (1988-1991), Former President, COSMODE, Hyderabad, India.

**Dr G B N Pradhan**, Nepal (1991-1994), Former Executive Director, Nepal Administrative Staff College, Kathmandu, Nepal

**Late Prof. Dr Khawaja Amjad Saeed**, Pakistan (1994-1996), Former Professor Emeritus & Principal, Hailey College of Banking and Finance, Lahore, Pakistan

**Dr Abdur Rab**, Bangladesh (1996-1998), Vice Chancellor, Eastern University, Dhaka, Bangladesh

**Dasho Kunzang Wangdi**, Bhutan (1998-2000), Chief Election Commissioner of Bhutan, Thimphu, Bhutan

**Prof. Y K Bhushan**, India (2000-2002), Vice Chancellor, ICFAI University Meghalaya, Shillong & Senior Advisor, ICFAI Business School - Mumbai

**Dr Mohamed Latheef**, Maldives (2002-2004), Civil Service Commissioner, Civil Service Commission, Male, Maldives

**Dr Syed Zahoor Hassan**, Pakistan (2004-2006), Professor & former Vice Chancellor, Lahore University of Management Sciences, Lahore, Pakistan.

**Dr Hafiz G A Siddiqi**, Bangladesh (2007-2009), Former Vice Chancellor, North South University, Dhaka, Bangladesh

**Mr Karma Tshering**, Bhutan (2009-11), Director, Royal Institute of Management, Thimphu, Bhutan

**Mr Punya Prasad Neupane**, Nepal (2011-13), Executive Director, Nepal Administrative Staff College, Kathmandu, Nepal

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## From the Editor



Greetings!!

On behalf of AMDISA we extend our hearty Congratulations to His Excellency Mr. Arjun Thapa on assuming office as the Secretary General of SAARC.

We are also happy to inform you that Mrs. Neena Malhotra has assumed charge as Joint Secretary (SAARC and A&RM), Ministry of External Affairs, Government of India, New Delhi. We convey our heartiest congratulations to her.

A two-day International Conference on the theme "Internationalization of Management Development and South Asian Response" in association with AMDISA was held at the School of Management Studies, University of Hyderabad on 11-12 April, 2014. The conference received an overwhelming response with several luminaries from academia participating and attending the conference. A detailed report on the conference is covered in this issue.

It is with great pleasure that we announce that SAARC has further renewed the status of AMDISA as a SAARC recognized body for a period of three years.

The 62<sup>nd</sup> Executive Board meeting of AMDISA was held on 11<sup>th</sup> and 12<sup>th</sup> April 2014 at Hyderabad. One of the major highlights of the meeting include the tentative scheduling of the 13<sup>th</sup> SAMF at Sri Lanka Colombo to be hosted by Institute of Certified Professional Managers, sometime in February 2015.

The certificate awarding ceremony of Batch 3 of Advanced Certificate in Business Administration (ACBA) - a joint offering by the Institute of Business Administration (IBA), University of Dhaka, and the Association of Management Development Institutions in South Asia (AMDISA), was held at the Pan Pacific Sonargaon, Dhaka on Friday, May 16, 2014. Details of the ceremony can be found in this issue.

The issue also covers in detail the launch of BSIS – Business School Impact Survey by EFMD, which we are sure the readers will find interesting.

Our heartfelt condolences to the bereaved family of Mrs. Purnima Sinha, wife of Late Dr. Dharni P Sinha. May her soul rest in peace.

8<sup>th</sup> Death Anniversary of Dr. Dharni P Sinha, Founder President of AMDISA, was observed on 9<sup>th</sup> May, 2014 at AMDISA Secretariat, Hyderabad. He will always be fondly remembered by all of us.

Wishing all our readers a happy reading with this issue!!!!

Ashok R Joshi

## Tribute to Mrs. Purnima Sinha, wife of late Dr Dharni P Sinha



It is with deep regret that we inform about the passing away of Mrs. Purnima Sinha, wife of late Dr Dharni P Sinha, on Tuesday, 29<sup>th</sup> April, 2014 afternoon. AMDISA members and Secretariat staff condoled the death of Mrs. Purnima Sinha.

AMDISA misses her very much. Late Mrs. Sinha was closely associated with AMDISA since its inception in their house. She was actively involved in encouraging and supporting the AMDISA activities. The staff recalled with affection the interactions with Mrs. Purnima Sinha whenever she visited the AMDISA Secretariat and the maternal touch she lent by her presence. She had unbounded affection for all those who approached her and displayed a very compassionate demeanor.

May her soul rest in peace!

## SERVICE TAX APPLICABILITY FOR AMDISA FEES

Service Tax has been made applicable as per statutory provision, to AMDISA, with effect from January 2014.

All AMDISA Institutional Members are requested to note that Service Tax as applicable will be invoiced on all fees.

## MEMBERSHIP SUBSCRIPTION

Institutions who have opted for making Annual Subscription are requested to make the payment of Membership dues which are in arrears. Arrear dues would be waived for Institutions opting for Life Membership.



## International Conference on Internationalization of Management Development and South Asian Response (Contd. from page 1)

Secretariat, Nepal representing the Secretary General, SAARC. Vice Chancellor Professor Ramakrishna Ramaswamy, in his remarks highlighted the importance of bringing together the decision makers of management institutions across the SAARC region through such forums. He urged all the SAARC countries to not only network but also collaborate on various issues and opportunities of the SAARC region. He reiterated the urgency of working together for developing South Asia as a global hub of excellent management practices rather than depending on the western countries for ideas and innovations. He highlighted the need for undertaking research in the SAARC countries by focusing on the region specific problems. To facilitate this collaborative endeavour, he suggested that each SAARC nation should sponsor eight fellowships for the students of other SAARC member countries to research on issues of mutual interest. Overall, his address focused the need for the inclusion of management research as an important agenda in the SAARC region.

SAARC Secretariat Director (HRT) Mr. Mohammad Ibrahim Ghafoori inaugurated the conference as the chief guest. In his remarks, he traced the evolution of SAARC as a region and highlighted the importance of the coming together of the SAARC nations for common interests. He spoke about the way students, faculty and research scholars benefitted by SAARC and also how research can be extended to the underdeveloped and later on to the developing nations to integrate SAARC response with the global demands. He underscored the need for technical collaboration among SAARC countries. SAARC countries could use the natural resources, which are available in abundance like the oil wells in Afghanistan, so as to reduce the dependence on the other regions. The need to tap talent, develop talent and export talent from one region to the other to solve the region specific problems was also discussed by him. Further, the most important resource which is the human resource can also be shared among the SAARC countries to address region-specific problems.

Dr V. Sita, Professor & Dean, School of Management Studies was the organizing secretary of the two-day event.



**Panel Discussion on Management Education L-R: Dr Chetan Srivastava, Prof. Srinivas Mahapatro, Prof. Alimullah Miya, (Session Chair), Prof. V Venkata Ramana, Prof. Iqbal Ahmad, and Dr N M Kondap**



**Panel Discussion on Training L-R: Prof. Lakshman Watawala, Dr S Padam, Dr Ashok R Joshi (Session Chair) and Prof. B Karunakar**



### Session 1: Panel Discussion on Management Education

The session on Management Education was chaired by Vice-Chancellor and Founder IUBAT, Dhaka, Bangladesh, Professor Alimullah Miyan. The other Members of the Panel were: Director General, Kohinoor Business School, Mumbai Dr N M Kondap; Director, Institute of Business Administration, University of Dhaka, Dhaka, Bangladesh, Prof. Iqbal Ahmad; Chairman, Presidency College, Berhampur, Odisha, India, Prof. Srinibas Mahapatro; Prof. V. Venkata Ramana, Professor & Former Dean, School of Management Studies, University of Hyderabad, Hyderabad, India; Dr. Chetan Srivastava, Associate Professor, School of Management Studies, University of Hyderabad coordinated the session.

### Day 2

### Session 2: Panel Discussion on Management Training

The session on management training was chaired by President, AMDISA & Director, Indian Institute of Cost & Management

Studies & Research, Pune - Prof. Ashok Joshi. The other Panel Members were: Prof. S. Padam, Advisor & Former Dean of Studies, Administrative Staff College of India, Hyderabad, India; Prof. Lakshman Watawala, Vice President, AMDISA & President, Institute of Certified Professional Managers, Colombo, Sri Lanka; Prof. B. Karunakar, Director – NMIMS, Hyderabad, India Prof. Jyothi, School of Management Studies, University of Hyderabad coordinated the session.

### Session 3: Panel Discussion on Management Consultancy

The session on management consultancy was chaired by Director General, SLIDA, Sri Lanka Prof. J. Dadallage. The session panelists were: Prof. Mukul Gupta, Director, Management Development Institute, Gurgaon, India; Mr. Chaminda Hettiarachchi, CEO & Managing Director, Dil Consultancy Pvt. Ltd, Sri Lanka; Prof. G.K. Shirude, Director, N.G Naralkar Institute of Career Development & Research, Pune, India; Dr. Sapna Singh, Associate



Panel Discussion on Consultancy L-R: Dr Sapna Singh (at podium), Prof. G K Shirude, Prof. J Dadallage (Session Chair), Prof. Mukul Gupta and Mr. Chaminda Hettiarachchi



Panel Discussion on Research L-R: Prof. Arif A Waqif (at the podium), Prof. B Raja Shekhar, Prof. M.R. Rao (Session Chair), Prof. Subas K.C., Prof. Abdul Wahab and Prof. J Mahender Reddy





**Prof. E Haribabu, Pro-Vice Chancellor, University of Hyderabad, delivering the Valedictory Address**

Professor, School of Management Studies, University of Hyderabad coordinated the session.

#### Session 4: Panel Discussion on Management Research

The panel discussion on Management Research was chaired by Prof. M.R. Rao, Dean Emeritus, Indian School of Business, Hyderabad, India. The other Panel Members were: Prof. Arif A.Waqif, Honorary Director, School of Management and Training, Jawaharlal Nehru Institute of Advanced Studies, JNTU, Hyderabad, India; Prof. K.C. Subas, Dean, Kathmandu University School of Management, Lalitpur, Nepal. Prof. Abdul Wahab, President, Mohammed Ali Jinnah University, Karachi, Pakistan; Prof. J. Mahender Reddy, Vice Chancellor, ICFAI Foundation for Higher Education, Hyderabad, Prof. B. Raja Shekar, Professor, School of Management Studies and Incharge Registrar, University of Hyderabad.

The two-day event concluded with the Valedictory session. Pro -Vice-Chancellor, University of Hyderabad Prof. E. Haribabu delivered the valedictory address. Prof. Haribabu said that management is both a Science and an Art. As a science, management concepts, theories and constructs from management education form the core. As an art, management focuses on skill building among the teachers and the professionals. In his address, he raised issues regarding the various challenges of management faced by management education and urged institutions like AMDISA to ensure that cooperation and collaboration emerged.



## SAARC NEWS

### New SAARC Secretary General

**H.E. Mr Arjun Bahadur Thapa assumed charge as the Secretary General of SAARC on 1<sup>st</sup> March, 2014.**



**H.E. Mr Arjun Bahadur Thapa**  
Secretary General of SAARC

H. E. Mr. Arjun Bahadur Thapa of Nepal assumed charge as the Secretary-General of the South Asian Association for Regional Cooperation (SAARC) from 1<sup>st</sup> March 2014. H. E. Mr. Thapa is the twelfth Secretary-General of the Association and succeeds H. E. Mr. Ahmed Saleem of the Maldives.

H. E. Mr. Thapa was appointed to the position by the Thirty-fifth Session of the SAARC Council of Ministers held in the Maldives on 20 February 2014. Endorsing the nomination from the Government of Nepal, the Council "approved the appointment of H. E. Mr. Arjun Bahadur Thapa as the next Secretary General of SAARC for a three-year term commencing from 1st March 2014."

Prior to this appointment, H. E. Mr. Thapa served as the Foreign Secretary of Nepal. In his diplomatic career, H. E. Mr. Thapa has also served as Ambassador of Nepal to the United Arab Emirates and as Deputy Permanent Representative/Minister Plenipotentiary as well as Charge d'Affaires, a.i., at the Permanent Mission of Nepal to the United Nations in New York.

Born in January 1956, H. E. Mr. Thapa has a Master's Degree in International Law.

The Secretaries-General of SAARC are appointed by the Council of Ministers upon nomination by a Member State on the basis of the principle of rotation in alphabetical order for a period of three years.

Launched in December 1985, SAARC comprises Afghanistan, Bangladesh, Bhutan, India, the Maldives, Nepal, Pakistan and Sri Lanka as its members.

### Renewal of AMDISA SAARC Recognized Body Status by SAARC

SAARC Secretariat communicated that the SAARC Council of Ministers on recommendation of the SAARC Standing Committee has decided to renew the recognition status of AMDISA for another period of three years and attached the 'Renewal Certificate of Recognition'.

## NEWS FROM HEADQUARTERS

### 62<sup>nd</sup> Executive Board Meeting of AMDISA at Hyderabad

The 62<sup>nd</sup> Executive Board Meeting of AMDISA along with an International Conference on the theme “**Internationalization of Management Development and South Asian Response**” was held on 11<sup>th</sup> & 12<sup>th</sup> April, 2014, hosted by School of Management Studies, University of Hyderabad, Hyderabad in association with AMDISA. The venue of the Executive Board meeting was AMDISA Secretariat. President AMDISA and Director IndSearch, Dr Ashok Joshi chaired the meeting.



62<sup>nd</sup> Executive Board Meeting at AMDISA Secretariat, Hyderabad

#### Highlights of the Board Meeting:

1. Noting SAARC Recognition Certificate for AMDISA for a period of 3 years.
2. Appointment of M/s. PVRK Nageswara Rao & Co., as Auditors.
3. Review of working of AMDISA & UoH Memorandum of Understanding.
4. Review of Institute of Business Administration (IBA), Dhaka collaboration with AMDISA of Advance Certificate in Business Administration (ACBA) programs.
5. The 13<sup>th</sup> SAMF is tentatively scheduled in February, 2015 and will be hosted by Institute of Certified Professional Managers, Colombo, Sri Lanka.
6. The next Executive Board meeting along with an event would be held in Lahore, Pakistan between the last week of September and second week of October, 2014. University of Management and Technology (UMT) will host the event and the Executive Board meeting.

### 16<sup>th</sup> Local Management Committee Meeting of AMDISA

The 16<sup>th</sup> Local Management Committee (LMC) Meeting was held at Kohinoor Business School, Mumbai on 26<sup>th</sup> June, 2014. President AMDISA and Director IndSearch, Dr Ashok Joshi chaired the LMC meeting.

#### Highlights of the LMC Meeting:

The 16<sup>th</sup> Local Management Committee (LMC) was held at Kohinoor Business School, Mumbai on 26<sup>th</sup> June, 2014 chaired by AMDISA, President, Dr Ashok Joshi. The highlights of the Meeting were:

1. Apex Body Status for AMDISA with SAARC through the activation of the 4 National Chapters in Bangladesh, Nepal, Pakistan and Sri Lanka.
2. Proposal to the Commonwealth Secretariat for the next edition of AMDISA Regional Doctoral and Post Doctoral Fellowship Program and also seeking support for the promotion of Inter-Country Research and Internship both to be administered by AMDISA.
3. Drawing-up well designed annual programs for AMDISA. Such programs are to be formulated on the concept of financial viability in good locations in South Asia and held in gaps between peak and lean tourist periods.

4. AMDISA registered under Service Tax and has complied with its statutory liability under the Service Tax Voluntary Compliance Encouragement Scheme, 2013 (VCES) and paid all dues there under.
5. Perusal of the Audited Accounts for the financial year 2013-2014 with the advice that it be sent to the Board for approval.

### South Asian Quality Assurance (SAQS) News:

#### 1. 14<sup>th</sup> SAQS Committee Meeting of AMDISA

The 14<sup>th</sup> SAQS Committee Meeting was held at AMDISA Secretariat on 28<sup>th</sup> April, 2014. Dr A H Kalro, Provost, Ahmedabad University, Ahmedabad chaired the SAQS Committee meeting.



14<sup>th</sup> SAQS Committee Meeting at Hyderabad  
L-R: Dr A H Kalro, Dr Abdul Mannan, Dr S Padam  
and Mr. C. Ramakrishna



The SAQS Committee reviewed the progress with reference to the B-Schools in the SAQS Accreditation Process. As part of the SAQS process, with a view to ensuring that institutions continue to develop in the spirit of the SAQS emphasis on continuous improvement of the institutions getting full Accreditation, the SAQS Committee reviewed the Mid-Term review reports of the accredited institution.

The Committee also recommended organizing workshop for Accreditation Report Writing; 5 days General Faculty Development Programs covering Pedagogy, Research Methodology and Institution Building to be held in different locations.

**2. Peer Review Visit was completed in respect of**

- IFIM Business School, Bangalore

**3. Mentor Visit was completed in respect of**

- Institute of Business Administration, Dhaka.

**4. Applications for SAQS Accreditation have been received from the following institutions:**

- a) FORE School of Management, New Delhi, India
- b) IILM Institute for Business and Management, Gurgaon, India.

**Dhaka Visit by Executive Director, AMDISA**

Mr C Ramakrishna, Executive Director, AMDISA visited Institute of Business Administration (IBA), Dhaka on an invitation from Prof. Iqbal Ahmad, Director, IBA as a Special Guest to the Certificate Awarding Ceremony of Advance Certificate in Business Administration (ACBA) program - a joint collaborative program of IBA and AMDISA held on 16<sup>th</sup> May, 2014.

Mr C Ramakrishna called on Prof. A A M S Arefin Siddique, Vice Chancellor, University of Dhaka along with Prof. Iqbal Ahmad, Director, IBA and briefed him about AMDISA and its activities. Prof. A A M S Arefin Siddique wholeheartedly welcomed AMDISA initiatives.

The visit was also utilized for meeting member institutions. Notable among these was a visit to Eastern University on the invitation of Dr Abdur Rab, Past President – AMDISA and Vice

Chancellor, Eastern University. Dr Abdur Rab arranged an impromptu interactive meeting with Faculty of Business Management, Eastern University.

On the invitation of Prof. Dr. Alimullah Miyan, Vice Chancellor, International University of Business Agriculture and Technology, Dhaka, Mr Ramakrishna also participated in the seminar on “Regional Cooperation in Management Education: South Asian Experience” organized by International University of Business Agriculture and Technology (IUBAT) on 15<sup>th</sup> May, 2014 as Keynote Speaker. Present at this meeting were also Prof. Iqbal Ahmad, Director, Institute of Business Administration, Dhaka, Dr Abdur Rab, Vice Chancellor, Eastern University, Dhaka, Faculty of IUBAT and students.

Mr Ramakrishna also met Prof. Amin U. Sarkar, Vice Chancellor, North South University and Prof. Dr. ANM Meshquat Uddin, Pro Vice Chancellor, North South University and had discussions with them on Quality Assurance program. A meeting was also organized with Prof. Shibli Rubayat UI Islam, Professor and Dean, Faculty of Business Studies, University of Dhaka to further understand AMDISA’s Quality Assurance program.

**Collaboration with Member Institutions**

**Institute of Business Administration-Dhaka, Bangladesh ACBA Certificate Awarding Ceremony 2014**

The certificate awarding ceremony of Batch 3 of Advanced Certificate in Business Administration (ACBA) - a joint offering by the Institute of Business Administration (IBA), University of Dhaka, and the Association of Management Development Institutions in South Asia (AMDISA), was held at the Pan Pacific Sonargaon, Dhaka on Friday, May 16, 2014. The Honourable Vice Chancellor of University of Dhaka, Professor Dr. A A M S Arefin Siddique was the Chief Guest of the ceremony. Mr. C. Ramakrishna, Executive Director, AMDISA graced the occasion as the Special Guest and represented AMDISA President on the occasion. The Director of Dhaka IBA Professor Iqbal Ahmad presided over the ceremony. Dr. Md. Mohiuddin, Co-ordinator ACBA & Chairperson, Management Development Program (MDP), IBA also spoke on the occasion.



**3<sup>rd</sup> ACBA Certificate Distribution Ceremony – L-R: Ms. Sutapa Bhattacharjee, Mr C Ramakrishna, Prof. A A M S Arefin Siddique (VC and Chief Guest), Prof. Iqbal Ahmad and Dr Md. Mohiuddin**





**ACBA 3<sup>rd</sup> Batch Participants**

Professor Dr. AA M S Arefin Siddique encouraged the participants to always pursue knowledge and said that, to be truly successful, one must observe, analyse and learn from past mistakes as well as connect with future possibilities. He highlighted the importance of such programs in managerial capacity building in this region. Mr. C. Ramakrishna applauded the initiative taken by Dhaka IBA. He also urged to involve more corporate participants from other South Asian countries to this program. Professor Iqbal Ahmad acknowledged the supports from the University of Dhaka and AMDISA for running this program. He said that this innovative program gives a unique opportunity to the participants from diverse background to learn from not only the course materials but also from each other's experiences. He also congratulated the coordinator of ACBA for designing this innovative course and running it efficiently. The program started with a welcome speech delivered by Dr. Md. Mohiuddin. Welcoming the guests to the ceremony, he presented various aspects of the program and emphasised on the motto of ACBA program. He also remarked that ACBA initiative was to give a platform for the talented business executives to improve, learn and proceed to the greatest height of success. Ms. Sutapa Bhattacharjee, Assistant Professor, IBA delivered the closing remarks and vote of thanks. She urged the participants to continue to show the zeal and integrity they have shown at IBA.

Friends and family members of the participants were present there to celebrate the success of the participants. Deans of different faculties of Dhaka University, members of IBA Board of Governors, Faculty members of IBA, and important corporate personalities were also present at the ceremony. The certificate awarding ceremony was followed by a dinner.

### **Forthcoming AMDISA Events**

1. **Next AMDISA Executive Board Meeting on 14<sup>th</sup> October, 2014 at Lahore, Pakistan hosted by University of Management and Technology, Lahore.**
2. **One day seminar on "Managing Doctoral Programs in Business School: Challenges and Responses within South Asian Context" on 15<sup>th</sup> October, 2014 by University of Management and Technology,**

**Lahore in association with AMDISA, at Pearl Continental Hotel, Lahore, Pakistan.**

3. **First South Asian Doctoral Seminar for doctoral students in South Asia on 16<sup>th</sup> of October, 2014 hosted by University of Management and Technology at UMT Lahore in association with AMDISA.**
4. **6<sup>th</sup> Meeting of AMDISA's SAQS Council at Hyderabad, India on Thursday, the 11<sup>th</sup> December, 2014.**
5. **One day conference on the theme "Building Quality in Management Education for Sustained Institutional Development" on Friday, the 12<sup>th</sup> December, 2014 from 10:30 am to 5.00 pm.**

### **New AMDISA Members**

**New Member Institutions who have joined after January 2014.**

- 1) Pranveer Singh Institute of Technology, Kanpur, India
- 2) Department of Management Sciences, DHA Suffa University, Karachi, Pakistan
- 3) Institute of Business Management, Karachi, Pakistan.
- 4) Faculty of Management Sciences, Riphah International University, Islamabad, Pakistan.
- 5) IILM-Gurgaon, India.
- 6) East Delta University, Chittagong, Bangladesh.
- 7) Southern University, Chittagong, Bangladesh.

**8<sup>th</sup> Death Anniversary of Late Dr. Dharni P Sinha, Founder President of AMDISA, was observed on 9<sup>th</sup> May, 2014 at AMDISA Secretariat, Hyderabad.**

The Meeting began with several participants briefly recalling their personal, memorable and warm experiences with Dr Dharni Sinha. Prof Ajit Rangnekar, in the Chair, and Dr Padam suggested that some memorable photographs of a few major AMDISA functions and Dr Dharni Sinha may be suitably displayed in the Secretariat building.



**Session Presided by  
Prof. Ajit Rangnekar, Dean, ISB, Hyderabad**

Thereafter, the meeting began with discussions on the theme for the meeting, STRENGTHENING AND EXPANDING AMDISA, moderated by Prof Waqif. The brain-storming discussions took place.

The following points of consensus emerged from the discussions for consideration of AMDISA Executive Board, Secretariat, and the larger AMDISA community.

On EXPANDING AMDISA membership and network:

- To strengthen and add to services offered by AMDISA, to attract more institutional members across the region. These could include organizational and other support from AMDISA and members for regional workshops on faculty development, training of trainers, case development, leadership in management schools, organizing MDPs and consultancies, curriculum development in international and regional perspectives.
- To attract as members more management schools in public universities in India and other South Asian countries.

On STRENGTHENING AMDISA :

- To expand the pool of peer reviewers for SAQS through more frequent regional workshops on Quality. Prof Waqif suggested an expert evaluation study on perceived benefits of SAQS by SAQS accredited institutions to-date.
- To strengthen interactions and relationships with AACSB, AMBA, EFMD, to promote SAQS accreditation as an intermediate qualifying factor for accreditation by them.
- To seek international sponsorship for and revive regional doctoral and post-doctoral fellowship programmes, earlier sponsored by the Commonwealth Secretariat.
- To facilitate cross-country regional research projects by facilitating international funding.
- To seek funding for and organize annual/biennial Dr Dharni Sinha Memorial Lectures by inviting eminent management academics /practitioners /government functionaries.
- To promote and financially facilitate cross-country student exchanges/internships within the region, with the support of members, AMDISA acting as a coordinating and clearing house.
- To interact with and suitably influence national bodies regulating management education.
- To promote effective interactions and cooperation among sub-national, national and regional (SAARC) chambers of

commerce and industry, especially to facilitate regular institutionalized sharing of macro-economic policy developments and micro- opportunities for cross-country trade and investment.

- To institutionalize a culture of rotation of peers, by 4-year terms of chairpersons and members of all AMDISA committees and editors of AMDISA publications, subject to extensions approved by the Executive Board.

#### **Visitors to AMDISA Secretariat from abroad**

**From Commonwealth Secretariat, United Kingdom** - an impromptu visit by Mr Mohd. Jasimuddin, Acting Head of Regional Programmes Group, Governance & Institutional Development Division, Commonwealth Secretariat, London.

**From Pakistan** - Dr Abdul Wahab, President, Mohammad Ali Jinnah University, Karachi; Dr. Mohd. Nishat, Associate Dean, Institute of Business Administration, Karachi, Pakistan;

**From Bangladesh** - Prof. Alimullah Miyan, Vice-Chancellor and Founder, IUBAT—International University of Business Agriculture, Dhaka; Prof. Iqbal Ahmad, Director, Institute of Business Administration, University of Dhaka, Dhaka; Prof. Shahid Uddin Ahmed, Professor, Faculty of Business Studies & Ex-Vice Chancellor, University of Dhaka, Dhaka; Dr. Nazrul Islam, Dean, Faculty of Business Administration, Eastern University, Dhaka, Dr. Mohd. Nurul Absar, Professor of HRM & Associate Dean, School of Business Administration, East Delta University, Chittagong;

**From Nepal** - Mr. Punya Prasad Neupane, Executive Director, Nepal Administrative Staff College, Kathmandu; Prof. Subas K.C., Dean, Kathmandu University School of Management, Lalitpur; Prof. Geeta Pradhan, Professor, Faculty of Management, Tribhuvan University, Kathmandu;

**From Bhutan** - Mr Karma Drupka, Dean, Academic Affairs, Gaeddu College, Chukha, Bhutan; Mr. Lhendup Dorji, Dean, MBA Programme, Gaeddu College, Chukha, Bhutan;

**From Sri Lanka** - Prof. Lakshman Watawala, President, Institute of Certified Professional Managers, Colombo; Prof. J. Dadallage, Director, Sri Lanka Institute of Development Administration (SLIDA), Colombo; and Mr. Chaminda Hettiarachchi, CEO/ Managing Director, Dil Consultancy (PVT) LTD, Colombo.

#### **AMDISA Value Based Services for Members**

Member Institutions have been approaching AMDISA in the recent past with a view to facilitating inter-institutional connection for professional services. AMDISA is happy to provide such specific value based services to member institutions as done recently where AMDISA facilitated an interconnection between two institutions for curriculum development.

AMDISA by way of further promoting the spread of management education also proposes to be a catalyst in promoting inter-country fellowships and internships. The procedural aspects in this regard will be circulated through AMDISA website as well as the Newsletter in due course.

#### **Latest AMDISA Publication**

The latest publication of AMDISA “*Developing South Asia as a Global Hub of Management Professionals – Role of Management Education*” edited by Ashok Joshi, et al., is the culmination of the biennial 12<sup>th</sup> South Asian Management Forum held between



February 14-16, 2013 at Pune, India. The theme of the South Asian Management Forum being addressed to the issue of creating a global hub of management professionals with reference to South Asian Region, it has added significance in the wake of emergence of South Asia as a major training and industrial region. It is generally recognized that 21<sup>st</sup> Century promises to be an Asian Century where South Asia is destined to play an important role in various spheres particularly in the world economic order and professional management education.

53 abstracts pertaining to the following subthemes have been published - (A) South Asia – The Emerging World Knowledge Region – Prospects, Potential and Performance in Management Thought and Practice, (B) Creating a South Asian Global Hub for Management Education and Training – Strengths and Opportunities, (C) Developing World-class Management Education in South Asia, (D) Leveraging Technology – Advantage South Asia in Making the World Boundary less. Abstracts were received from all South Asian Countries. Varied and interesting subjects have been dealt with in the publication which is a compilation of the papers presented on the themes mentioned above. They range from specific topics related to industry/sector such as Insurance, Banking etc., to a comparative study of top business schools with reference to quality, to integration of teaching and research for developing world-class education, to corporate governance and the role of Independent directors in China and India, family business, towards a cultural theory of management education, to name a few. It is interesting to note that a couple of papers are addressed to management education for auditors and engineers as professional categories. In the

following sections, some abstracts are briefly noted in order to provide insights into their variety and significance.

This volume will be of interest not only to academics and students of management but also to the practitioners. In fact, the papers included in it go beyond South Asia and will be of interest to management professionals every where.

#### Placing of Orders for the above book:

The book is available at Rs. 500/- (postage extra). Member Institutions of AMDISA can place an order for the above publication at 30% discount on the price of the book. Non-AMDISA members, can avail 15% discount on the above price **For orders of five copies or more, postage is free.**

The amount can be paid by a Demand Draft drawn in favor of “AMDISA” and sent to Mr T Ganeswara Rao, Manager, Membership Services and Programmes, AMDISA Secretariat, Central University Post Office, Hyderabad - 500 046, India.

#### Announcement on AMDISA Publications for Sale at Attractive Rates

The following books are available at AMDISA Secretariat. These are offered as a value proposition for a discount. Members of AMDISA can avail a 30% discount on the price of the book and non members can avail 15% discount on the same. Postage is extra. **For orders of five copies or more, postage is free.**

As there are limited number of copies available, books will be supplied on first-come-first served basis. For further enquiries, Mr T Ganeswara Rao, Manager, Membership Services and Programmes, at AMDISA Secretariat may please be contacted.

Sl. No.	Book Name	Price
	<b>At 30% Discount</b>	
1.	SOUTH ASIAN MANAGEMENT FORUM - Challenges in the New Millennium 2002; Published by AMDISA	INR 600
2	ADVANTAGE SOUTH ASIA : Opportunities & Challenges in Management Development 2000; Published by AMDISA	INR 600
3	EMPOWERMENT OF WOMEN, 2000 : Published by AMDISA.	INR 300
4	MANAGEMENT OF DEVELOPMENT: GROWTH WITH EQUITY 1998; Published by Excel Books, Hyderabad.	INR 1200
5	MANAGEMENT OF CHANGE IN SOUTH ASIA: Proceedings of Conference held in Dhaka 1994; Published by The University Press Ltd.	INR 560
6	INNOVATIONS IN INSTITUTION BUILDING: Case Studies of Management Development Institutions in South Asia, 1992; Published by AMDISA.	INR 300
7	INNOVATIONS IN MANAGEMENT FOR DEVELOPMENT: Proceedings of the Conference held in Kathmandu 1992; Published by Tata McGraw Hill.	INR 550
8	WOMEN IN MANAGEMENT CHAMPIONS OF CHANGE : 1994; Published by University Press Limited, Dhaka.	INR 275
9	<i>Latest Publication:</i> Developing South Asia as a Global Hub of Management Professionals – Role of Management Education" edited by Ashok Joshi, et al., 2013	INR 500

**Discount for the following book is at 15% discount to AMDISA Members and at 5% Discount for Non-Members of AMDISA**

	<b>At 15% Discount</b>	
10	Learning from Life by Dharni P Sinha 2007; published by Excel Books, New Delhi	INR 495

## NEWS FROM MEMBER INSTITUTIONS

### IMED, Pune

Bharati Vidyapeeth Golden Jubilee Celebrations by IMED, Pune. The IMED, Pune, celebrated the Golden Jubilee of Bharati Vidyapeeth by organizing various programmes, with new initiatives at national and international level, which include: "PRIDE" The Entrepreneurs' Meet; Industry Institute Partnership Summit 2013; The International Symposium on "Paradigm Shift in Management Principles: The Winning Edge" at Sri Lanka; IMED Times Job Fair; State Level Competition of Road Safety Awareness Campaign; and Time for Nation.

### • Faculty of Business Administration, Eastern University, Dhaka, Bangladesh

Dr Nazrul Islam, Professor & Dean, Faculty of Business Administration, Eastern University, Dhaka attended the International Conference on "Internalization of Management Development and South Asian Response" from 11-12 April 2014 at School of Management Studies, University of Hyderabad, India.

Dr Nazrul Islam opined that the Conference created an opportunity to learn from participants' experience. He also said that it was also an opportunity to cooperate and collaborate among AMDISA member institutions and thereby add values in teaching and research in Management.

Dr Nazrul Islam on return to Faculty of Business Administration, Dhaka, Bangladesh prepared a compilation of the important issues raised and discussed in the Conference for his faculty members in Eastern University which he proposed to disseminate through a seminar.

### ASBM, Bhubaneswar

The three-day 4th International Management Convention-IMC'2014, organized by Asian School of Business Management (ASBM), concluded on the 8<sup>th</sup> of February, 2014. Speaking at the valedictory ceremony of IMC'14, Regional Director, Reserve Bank of India, Shri P K Jena said, "To deal with global economic meltdown, companies should adopt survival strategy. Adaptability is one of the most important factors to survive in the global business world." Expressing concern over the erosion of human values, Shri S K Rath, Director (HR), Odisha Power Transmission Corporation Limited said, "Greater urgency is needed to fight against some issues like poverty, unemployment, cyber crime, climate change, etc. Robust economic policy should be made to deal with economic crisis." Addressing students at the valedictory ceremony, Prof. (Dr.) Omkar Nath Mohanty, Former Vice Chancellor, Biju Patnaik University of Technology, said, "There is a need to accelerate our ability to innovate new things. Innovation in field of transport, education, health, industry should be given priority." "Indian business schools should have the international approach. There is a need to update the infrastructure with global standard and develop robust pedagogy in emerging business schools to generate skilled management professional," said Founder and Director ASBM Prof. Dr. Biswajeet Pattanayak.

The three-day event was inaugurated by Shri M Bhagavantha Rao, Managing Director, State Bank of Hyderabad on Thursday, 6<sup>th</sup> February, 2014. While inaugurating the three-day event, Shri Rao said, "Management institutes of the country should internationalize their approach to equip students to become global managers." "ASBM is one of the best Management B-Schools of the Country with international standard. Students

should take advantage of expertise and world class facilities available at this prestigious institute," he said.

"Country has a sizable youth population. Young workforce means having more innovative minds. So stress should be given to generate more skilled workforce. A growing and skilled workforce is an advantage for both the manufacturing and services sectors," said Shri DS Ravindra Raju, Chief Operating Officer, Paradeep Phosphates Ltd, while addressing the students during the inaugural ceremony.

Addressing the next-gen leaders on the inaugural day Prof. Oopali Operajita, Senior Policy and International Affairs Adviser Chair, The AI Gore Sustainable Technology Venture Competition & Distinguished fellow, Carnegie Mellon University, USA said, "It is a crucial task to scale up the potential of people entering in to the workforce, it is possible only through the quality education.

Speaking at the inaugural ceremony, Shri Rajesh Sharma, Director-HR, Odisha Hydro Power Corporation Ltd said, "Apart from academic curricula, weightage should be given to develop creative ability, soft skill and capacity to work in an unstructured environment among the students."

IMC-14 book 'Business of Being in Business: New Prospectives' and Phoenix were released, whereas as many as 28 papers were presented.

Intellectuals from across the globe including countries like USA, Nepal, France had come together to attend the 4th International Management Convention-IMC'2014-'The Business of Being in Business: New Prospective' at ASBM. Dean, ASBM, Prof. (Dr.) Kalyan Shankar Ray, Convener Prof. Mrutyunjay Dash and Co-Convener Prof. Rajee Jabal, large number of delegates, faculty members of ASBM and students were also present in the event.

### IndSearch – Celebration of 40 years

#### "Industry Connect: Workshop for Faculty Development through real life cases"

As a part of the celebrations of completing eventful 40 years in higher education, IndSearch has undertaken a series of faculty development programmes on "Industry Connect: Workshop for Faculty Development through real life cases" as a CSR activity for undergraduate teachers.

The launch of this series was made at Goa Vidya Prasak Mandal's GVPR College of Commerce and Economics, Ponda, Goa with the kind support of Dr. Bhaskar Nayak, Director of Higher Education, Goa on 8<sup>th</sup> of March 2014.

40 teachers from 20 colleges in Goa attended this programme. The Programme was coordinated by Prof. M M Chikodikar and Dr. Sandeep Gokhale. Present at the occasion were Principal Praveen Bhende and Prof. Gulab Borkar.

IndSearch faculty members Dr. Anand Karandikar, Dr. N M Vechalekar, Capt. Ramrao Ranadive and Prof. Ravi Kowadkar conducted the case studies in the areas of Strategy, Marketing, Human Resource and Finance. Cases were developed by the IndSearch faculty.

## NEWS FROM NETWORKS

### EFMD, Brussels, Belgium

At the 2014 EFMD Deans & Director General Conference in Gothenburg, EFMD officially launched BSIS - Business School Impact Survey.



“BSIS is a vital addition to the EFMD portfolio of services as it provides a process and tool to capture the value that a school brings to a defined region. It is a service for any business school anywhere in the world that is interested in collecting key statistical data on its impact. Once collected this information can then be used both internally and externally with key stakeholders to widen the debate about “the role of business schools in society” and showcase the enormous added value and impact they bring to a community, said Prof Eric Cornuel, CEO & Director General of EFMD.”

The BSIS scheme identifies the tangible and intangible benefits that a business school brings to its local environment.

**“Demonstrating the many ways in which they add economic and social value to the environment in which they operate has become a challenge for business schools. To meet this demand for greater accountability, BSIS is an effective tool to help schools identify, measure and communicate all the positive contributions they make to the world around them,”** added Prof. Gordon Shenton, Senior Advisor, EFMD.

At a time when all organisations, public or private, are being held accountable for their activities, there is a need to demonstrate the impact that they are having on their immediate environment.

If you would like further information or are interested in your school taking part you can visit [www.efmd.org/bsis](http://www.efmd.org/bsis) or please contact: Gordon SHENTON: [gordon.shenton@efmd.org](mailto:gordon.shenton@efmd.org), Michel KALIKA: [michel.kalika@efmd.org](mailto:michel.kalika@efmd.org) or [bsis@efmd.org](mailto:bsis@efmd.org)

#### **CEEMAN**

22nd CEEMAN Annual Conference events, taking place on 25-27 September 2014 in Budapest, Hungary. Secure your place at the conference by registering.

For more information, please visit [www.ceeman.org/conference](http://www.ceeman.org/conference) or contact Maja Medja Vidic at [maja.medja@ceeman.org](mailto:maja.medja@ceeman.org), tel +386 4 57 92 507.

## **PROGRAMME ANNOUNCEMENTS FROM MEMBER INSTITUTIONS**

### **IFIM Business School, Bangalore, India**

**IFIM Business School is organizing the 15th Annual Conference of the Asian Academic Accounting Association on ACCOUNTING AND ACCOUNTABILITY on October 15th, 16th and 17th, 2014 at Hotel Crowne Plaza, Electronics City, Bangalore.** For more information, please visit their website: [www.ifimbschool.com](http://www.ifimbschool.com)

### **Suleman Dawood School of Business (SDSB), LUMS, Lahore, Pakistan**

SDSB LUMS is organizing its 4th Asian Management Research and Case Conference (AMRC) 2015 in association with University Sains Malaysia (USM), Indian Institute of Management, Bangalore, India on the theme Management Issues in Emerging Markets for Sustainable Business from 10<sup>th</sup> to 12<sup>th</sup> January, 2015 at the University Sains Malaysia, Penang, Malaysia. For details please visit their website: <http://amrc2015.usm.my> or contact: [amrcsubmission2015@gmail.com](mailto:amrcsubmission2015@gmail.com)

### **Bharati Vidyapeeth Institute of Management and Research (BVIMR), New Delhi, India**

BVIMR is organizing its 7<sup>th</sup> International Conference on Managing Organizations of Tomorrow by Capitalizing Generation Next on 16-17 January, 2015 at its campus in New Delhi. For more information, please visit their website: [www.bvimr.com](http://www.bvimr.com) or contact at mail id: [genextconference2015@gmail.com](mailto:genextconference2015@gmail.com)

### **International Consortium for Innovation and Entrepreneurship Research (ICIER) and Indian Institute of Management Bangalore (IIMB), Bangalore, India**

ICIER and IIMB are announcing their International Conference on “Entrepreneurship Education and Training: Design, Delivery and Effectiveness” during 29-31 January 2015 at Indian Institute of Management Bangalore, India. For more information, please mail to [icierconference@gmail.com](mailto:icierconference@gmail.com)

### **Management Development Institute (MDI), Gurgaon, India**

MDI in association with Thammasat Business School, Bangkok, Australian Centre for Asian Business, University of South Australia, Adelaide, Australia and Faculty of Economics & Business, University of Maribor, (Maribor) Slovenia is organizing a Global Conference on Managing in Recovering Markets (GCMRM 2014: CONFLUENCE OF GLOBAL STRATEGIES) during February 4th – 6th, 2015, VENUE: Bangkok (THAILAND). More details about the conference can be obtained from [www.gcmrm.org](http://www.gcmrm.org).

## **SHORT TAKES**

1. Prof. Rishiksha T. Krishnan has taken over as Director, Indian Institute of Management, Indore.
2. Dr. Virendra Godbole has taken over as Director, Institute of Management Development & Research, Pune
3. Dr. Usha Kamilla has taken over as Director, Institute of Management and Information Science, Bhubaneswar.
4. Shri Abhay Damle has taken over as Director, Central Institute of Road Transport, Pune.
5. Dr. (Prof.) Rakesh Premi has taken over as Director, Dr. Gaur Hari Singhania Institute of Management and Research, Kanpur.
6. Dr. C. Babu has taken over as Director, Durgadevi Saraf Institute of Management Studies, Mumbai
7. Dr. KVM Varambally has taken over as Director, School of Management, Manipal University, Manipal, Karnataka.
8. Dr. Somayajulu Gariemella has taken over as Director, Institute of Management, NIRMA University, Ahmedabad, Gujarat.
9. Prof. Sunil Sharma has taken over as Director, Institute for Integrated Learning in Management, IILM Graduate School of Management, Greater Noida.
10. Dr. Farah Naz Naqvi has taken over as Principal, Hailey College of Banking & Finance University of the Punjab, Lahore, Pakistan.
11. Dr. Karna Bir Poudyal Kshatry has taken over as Dean, Faculty of Management, Pokhara University, Dhungepatan, Khudi, Nepal.
12. Dr. Amitabh Joshi, has taken over as Director Incharge, Prestige Institute of Management Dewas.

## **MANTHAN**

### **A Review of**

“Supply Chain Management and Organizational Performance in Pakistan and India: Strategy and Innovation Aspects” A Doctoral Study by Dr Muhammad Shakeel Sadiq Jajja, Commonwealth-AMDISA Doctoral Fellow, Assistant Professor, Institute of Business Administration, Karachi

By: Dr Shaukat A Brah, Rector and Dean, Karachi School for Business & Leadership, Stadium Road, Karachi.

## Introduction

The study looks at a couple of dimensions of a supply chain management: strategy and innovation, and seeks to establish a relationship with performance. This fellowship report looks at the theoretical proposition and the empirical investigation of the two aspects of the supply chain management and their impact on performance.

The report provides a good literature review of the survey research. It proposes two models of supply chain management follows with items generation, pre-testing, and data collection through mass mailing of a survey questionnaire, statistical analysis, and theoretical discussion. The research reports results of the data collected from 296 relevant managers of Pakistani and Indian companies from various industrial sectors.

The paper uses statistical analysis software for data management, preliminary quantitative analysis, and hierarchical regression analysis. The author uses structural equation modeling for hypotheses testing. The research method sections follow standard guidelines from the literature for the measurement model and structural model estimations in the two essays.

The report presents a macro theoretical framework to propose linkages among supply chain strategy, internal and external organizational functions, and performance constructs to address the gaps in supply chain strategy research. The report limits the research scope to the theoretical development and empirical investigation of the impact of supply chain strategy on internal operational functions (Essay 1), and product innovation potential of buyer-supplier relationship (Essay 2) that in turn impact various buyer performance constructs.

### Essay 1: Supply Chain Strategy, Core operations and Performance

First essay in the report proposes a theoretical model linking supply chain strategy, core operation function and performance. The author argues for a positive impact of a balanced supply chain strategy on internal operational functions. This in turn, it is argued, positively impact the construct of organizational performance.

The study of the author finds literature support for supply chain strategy constructs. The supply chain strategy construct developed in the study presents a balanced approach adapted from earlier studies supporting order winner and order qualifier philosophy. The author reports that many studies argue for cost and quality as order qualifier and responsiveness as an order winner. Moreover, the author argues that a large number of empirical studies find top management support as a critical factor for the success of a strategic plan. He concludes that the data in the current study supports the three constructs.

The study finds supply chain strategy has a positive impact on customer focus, product development, information technology, process management, and production technology. This implies supply chain focused firms seem to develop core operational capabilities to achieve supply chain goals. These findings are congruent with an understanding that strategically focused firms are better at developing their core capabilities to achieve long term competitive advantage.

The empirical study shows supply chain strategy with a balanced focus on cost, quality and responsiveness, and support from top management, positively impacts internal functions of customer focus, information technology, process management, production technology, and new product development process. Also, the study finds all internal functions, with the exception of information technology, impact organizational performance in four areas - operational, quality, market, and financial.

The essay discusses the theoretical and managerial implications and provides a potential explanation for the lack of support of the impact of information technology on organizational performance. The essay concludes that alignment in supply chain strategy and internal operational functions leads to better performance and proposes directions for future research.

### Essay 2: Buyer Supplier Relationship, Product Innovation and Performance

The second essay focuses on the innovation aspect of the supply chain strategy, buyer-supplier relationship and business performance. The author argues that supply chain innovation strategy provides the basis to develop supplier focus, buyer-supplier innovation intent, and buyer-supplier innovation structure. This in turn positively impact buyer product innovation. Further, the model argues for a positive impact of product innovation on the business performance in terms of quality, market, and financial aspects.

This paper seeks endorsement from existing supply chain and innovation management research to propose theoretical linkages among supply chain innovation focus, buyer-supplier relationship for innovation, entailing supplier focus, buyer-supplier innovation intent, and buyer-supplier innovation structure, product innovation and market and financial performance.

The model finds an overall significant positive support from the data with the use of structural equation modeling. Moreover, the essay explores the association between organizational demographics and product innovation using hierarchical regression analysis. The report goes on to discuss the demographics analysis findings in the emerging economies context.

The essay uses the findings to discuss the theoretical implications and managerial utility of the research. It finds strong support for the proposition of supply chain innovation strategy enhancing innovation potential of buyer-supplier relationship. This in turn positively impacts product innovation, leading to improved business performance. The essay concludes with some ideas to extend the research.

### Conclusions

The report reviews the operations management literature to propose the relationships among these constructs. The findings of the empirical study that are based on the data from Pakistan and India and Pakistan confirm the validities and reliabilities of the constructs using confirmatory factor analysis.

The results of full structural equation model suggest that supply chain strategy guides the internal operations as well as innovation orientation of buyer supplier relationship. Hence, the report validates the idea that supply chain strategy has a significant impact on supply chain structure. Moreover, findings suggest that buyer and supplier functions stemming from supply chain strategy impact many areas of buyer performance.

The report brings forward the necessary clarity from a theoretical as well as a managerial stand-point as to what constitutes supply chain strategy and how various dimensions of supply chain strategy impact buyer performance through internal and external supply-chain structure. The author proposes many ideas for future research including further validation of constructs and additional data from the region and beyond.

Overall, the study makes significant contribution to the body of literature in the supply chain management. It provides useful insights for the linkage between the supply chain strategy and performance, and product innovation and performance. The study provides good insights into the South Asian market. Perhaps, there is a need to extend it to other regions. Moreover, there is a need for more work to strengthen the constructs of the model.



## AWARDS AND HONOURS

### • Awards and Honors

#### IndSearch gets National Education Leadership Award 2014

IndSearch received Lokmat **National Education Leadership Awards** on 13th February 2014 at Taj Lands End, Bandra, Mumbai. Dr. Ashok Joshi, Director-IndSearch, Dr. Anand Karandikar, Chairman-IndSearch and Dr.Sandeep Gokhale, Assistant Dean, Admission & Academic Administration were present at the venue to receive the award. This award recognizes the institutions for innovative, modern & industry related in their curriculum in Marketing, Advertising, Marketing communications, Engineering & Technology, etc.,



**National Education Leadership Award to IndSearch, Pune**

This award is in recognition of IndSearch's initiative for leadership development, marketing an institute and industry interface of business school.

#### Innovative Leadership Award to Dr Sita Vanka of Hyderabad

Dr. V. Sita, Professor & Dean, School of Management Studies, University of Hyderabad, was honored with the Innovative Leadership Award on the 17th February, 2014, at the awards function at Hotel Taj Lands End, Mumbai. The awards were instituted by the DNA in association with the Stars of Industry Group. A large number of Vice Chancellors, Pro-VCs, educational consultants, Deans and Directors of B Schools across the country attended the function.



**Dr Sita Vanka receiving the National Education Leadership Award**

#### The LOKMAT Award for Outstanding B-School in the South

The School of Management Studies was adjudged the Best B School in the South by the LOKMAT and the Stars of Industry

Group for the year 2013-2014. Prof V.Sita, Dean, School of Management Studies, University of Hyderabad, received the award on the 13th February, 2014 at a glittering function at Hotel Taj Lands End in Mumbai, in the midst of the education fraternity.



**Dr Sita Vanka receiving the Best B School Award in the South**

#### Prof. Biswajeet Pattanayak Appointed as Member of First Court of Rajasthan Central University by President of India



Noted educationist and Founder and Director of ace B-school Asian School of Business Management (ASBM) Professor Dr. Biswajeet Pattanayak has been nominated by Hon'ble President of India as the member of the First Court, the Highest Body of Governance, of the Central University of Rajasthan, for his outstanding contribution in field of management education.

He has more than 83 Research Publications in National and International referred Journals and 20 books to his credit and has presented a number of papers and also Chaired sessions both in National and International Conferences. He is popularly known as the Lagaan Professor for introducing the movie first time to the classrooms of IIMs and Board rooms of several leading corporate houses.

Professor Pattanayak – a man of principles and passionate promoter of creativity and commitment – has worked in different coveted positions like as Professor in "IIM, Indore & Lucknow" and Director of RBI Institution "Indian Institute of Bank Management (IIBM), Guwahati", etc.

Dr. Pattanayak has been honoured for his pioneer work through citation in 'Reference India', 'Indo-European who's who', 'Asian-American who's who', 'Asia Pacific who's who', 'World who's who', 'Biography International' and 'Asia – Men and women of achievement'.

Besides, Dr. Pattanayak has achieved the rare distinction having been placed among the Top 100 Educators in the World, 2008 by IBC, Cambridge, England. In his powerful career of more than two decade career, Dr. Pattanayak has received many national and international awards. He is the recipient of "Dewang Mehta Award for Best Professor in HRM by Dewang Mehta Foundation", "Career Award by Ministry of HRD", "Deccan Herald Award for Best Teacher in Management," and "Rashtriya Shiksha Ratan Award" of AIBDA, New Delhi etc.



# Think Beyond Career



**Admissions 2014-16**

Hyderabad Business School (HBS), a constituent of GITAM University, invites applications for admission into two-year full-time MBA Programme with dual specialization.

## MBA With Dual Specialization

### Specializations offered:

- \* International Business \* Marketing Management
- \* Operations & Supply Chain Management
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### Admission Criteria:

- \* Through valid CAT\*/MAT/GMAT/XAT/ATMA scores or through HBSAT-2014, an admission test conducted by HBS.
- \* Minimum 50% marks in any bachelors degree.

*HBS uses CAT scores only for screening applications for admissions and IIMs & other institutions have no role in the conduct of Hyderabad Business School's academic programme.*

### Awards

**SHIKSHA BHARTI  
PURASKAR 2012**



DNA & Stars of the Industry Group Awards 2013 for "BEST B-SCHOOL USING TECHNOLOGY IN TRAINING / EDUCATION" and "OUTSTANDING B-SCHOOL (SOUTH)"



National Education Leadership Awards 2013 for "B-SCHOOL WITH EXCELLENT INDUSTRY INTERFACE" and "B-SCHOOL LEADERSHIP AWARD".

**DEWANG MEHTA  
Business School Awards -11**

Business School that Encourages Leadership as a part of the curriculum

### LemonBridge Awards - 2013



- Business School with the Most Innovative Pedagogical Methodology
- Innovative Leader in B-Schools for the Director
- Merit Award for Entrepreneurship Incubation Cell



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