

13th SOUTH ASIAN MANAGEMENT FORUM 26th and 27th March, 2015 at Colombo, Sri Lanka

South Asian Management Forum (SAMF)



Chief Guest Hon. Mr. Karu Jayasuriya, Minister of Public Administration addressing the SAMF

South Asian Management Forum (SAMF) is a biennial conference organized by the Association of Management Development Institutions in South Asia (AMDISA). The forum aims to bring together management experts, scholars, practicing managers, business leaders, policy administrators and other academicians from different countries of South Asia on a platform to discuss various connected issues and share their research findings. The 13th SAMF 2015 hosted by Institute of Certified Professional Managers (CPM), Sri Lanka was held in Colombo, Sri Lanka on March 26 and 27, 2015. The earlier conference was held in Pune, India in 2013.

The theme of the 13th SAMF 2015 was “**Management and Sustainability – South Asian Perspective**”. Besides plenary sessions there were concurrent sessions where papers were presented by leading academic/research scholars from the participating South Asian countries.

The forum was inaugurated on the 26th March by the Chief Guest Hon. Karu Jayasuriya Minister of Public Administration, Buddha Sasana and Democratic Governance of Sri Lanka. He said that Management Professionals are a readily employable group and play a lead role in contributing to the economic development of Sri Lanka both in the private and public sector. He further said that the Theme of the conference “Management and Sustainability : South Asia Perspective” is very appropriate in today’s context as it covers important topics that are most relevant to long term strategic development of the Management Professionals and providing business organizations, investors high quality managers who play an important role in the economic development of these countries.

Contd... Pg. 4

Tribute to Prof. Ishwar Dayal, 1st Chairman of SAQS Council of AMDISA (2003- 2011)

AMDISA Condoles



It is with deep regret that we at AMDISA learnt about the passing away of Prof. Ishwar Dayal on 24th March 2015 after prolonged illness. He was 90 years old. News of Prof. Ishwar Dayal's demise was received with grief by leaders in management education and corporate world across the country.

Prof. Ishwar Dayal was the 1st Chairman of South Asian Quality Assurance System (SAQS) of AMDISA and served with great earnestness during his tenure from 2003-2011. He believed in the spirit and purpose of AMDISA and was available to provide help and guidance whichever way possible. AMDISA will miss him very much. In his demise, the world has lost a person of great academic devotion, grace and humility.

Professor Ishwar Dayal was a doyen of Indian management education and founder Director, IIM, Lucknow. Prof. Dayal served as the first full-time Director of the fourth national level management institute— Indian Institute of Management (IIM) Lucknow. In 1963, Prof. Dayal started teaching at IIM, Kolkata and later moved to IIM, Ahmedabad.

He also served as the founding Dean of International Management Institute, New Delhi, Director, Indian Institute of Public Administration, New Delhi and leader of UNDP/ILO Project on Management Development in Nigeria.

Prof. Dayal has published 27 books and monographs and over 240 papers in journals and periodicals in India and abroad.

May God grant his family the strength to bear this huge loss and may his soul rest in eternal peace.

STOP PRESS

Nepal Earthquake

The whole world is deeply distressed with the Nepal earthquake which took place on 28th April, 2015 at a magnitude of 7.9. Over 7,700 people have so far been reported dead in the massive earthquake and aftershocks. Relief and relief material from all over the world is being sent to Nepal. AMDISA prays for its speedy return to normalcy.



Devastation of Buildings due to Nepal Earthquake

AMDISA Membership

Fee Structure

Institutional Membership: US \$ 100 per annum

Corporate Membership: US \$500 per annum

Life Membership: US \$ 1500 (Life membership is for 25 years for which 15 year annual subscription is payable in one lump sum)

Admission Fee: US \$ 100 for all types of memberships to be paid initially on admission as member along with annual/life subscription.

Note: Institutions/Corporate in India can pay in INR equivalent of the prescribed fee.

Institutions/Corporates desirous of joining the Association may please apply for membership. For details, please visit our website at www.amdisa.org or write to the Executive Director, AMDISA at execdir@amdisa.org

AMDISA Executive Board 2015-2017

President

Prof. Lakshman R Watawala, President, Institute of Certified Professional Managers, Colombo, Sri Lanka

Vice President

Mr. Shathif Ali, Dean, Business School, Maldives National University, Male', Republic of Maldives, Maldives

Members

Prof. Dr. M Alimullah Miyan, Founder & Vice-Chancellor, International University of Business Agriculture & Technology (IUBAT), Dhaka, Bangladesh

Mr Lhato Jamba, Director General, Gaeddu College of Business Studies, Royal University of Bhutan, Gedu, Bhutan

Prof. Ashish Nanda, Director, Indian Institute of Management, Ahmedabad, India

Prof. Ajit Rangnekar, Dean, Indian School of Business, Hyderabad, India

Dr. Madhumita Chatterji, Director, IFIM Business School and Chairperson – Centre for Social Entrepreneurship and Management, Bangalore, India

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

Dr Hasan Sohaib Murad, Rector, University of Management and Technology, Lahore, Pakistan

Prof. Nisar Ahmed Siddiqui, Director, Sukkur Institute of Business Administration (IBA), Sukkur, Sindh, Pakistan

Dr Ajantha Dharmasiri, Director, Postgraduate Institute of Management, University of Sri Jayewardenepura. Colombo, Sri Lanka

Immediate Past President and Permanent Invitee

Dr Ashok R Joshi, Director, Indian Institute of Cost and Management Studies & Research (IndSearch), Pune, India

Permanent Invitees - Ex-Officio

President, AMDIP, Pakistan - **Dr Ishrat Husain**, Director, Institute of Business Administration, Karachi.

President, AMDIB, Bangladesh - **Prof. Iqbal Ahmad**, Director, Institute of Business Administration, Dhaka.

President, AMDIN, Nepal - **Prof. Dr. Bijay K.C.**, Dean, South Asian Institute of Management, Lalitpur.

Vice Chancellor, University of Hyderabad, Hyderabad, India

Special Invitee

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

Reciprocal Invitee

President, AIMS, India - **Dr. Upinder Dhar**, Gp. Addl. Vice Chancellor & Pro Vice Chancellor (Academics) Management & Allied Areas, Amity University, Noida

Past Presidents Invitees

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

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, Sr. 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 General, Royal Institute of Management, Thimphu, Bhutan

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

Dr Ashok R Joshi, Director, Indian Institute of Cost and Management Studies & Research (IndSearch), Pune, India

Ex-Officio

Mr C Ramakrishna, Executive Director, AMDISA, Hyderabad, India

Editor:

Dr Ashok R Joshi
Director, IndSearch, Pune,
President, AMDISA
joshiashokr@hotmail.com

Executive Editor:

Prof. Aparna Tembulkar
IndSearch, Pune, India

Deputy Editor:

Mr T Ganeswara Rao, Manager, AMDISA

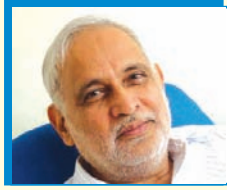
Address for Correspondence:

AMDISA Secretariat
University of Hyderabad Campus
Central University P.O.
Hyderabad – 500 046
Tel: +91-(0)40-64543774/64545226
Fax: +91-(0)40-2301 3346
Email: ganesh@amdisa.org
amdisa@amdisa.org

INDEX

<p>South Asian Management Forum (SAMF) 1</p> <p>Tribute to Prof. Ishwar Dayal 2</p> <p>Nepal Earthquake 2</p> <p>AMDISA Executive Board 2015-17 3</p> <p>Index 3</p> <p>Editorial 4</p> <p>AMDISA New President Prof. Lakshman R Watawala 4</p> <p>SAMF (Contd...) 5</p> <p>Conference on Building Quality in Management Education for Sustained Institutional Development 8</p> <p>Commemoration of SAARC Charter Day at 11</p> <ul style="list-style-type: none"> • AMDISA Secretariat • IBS-Mumbai • EDI-Gandhinagar • IndSearch, Pune • CPM, Colombo <p>NEWS FROM HEADQUARTERS 15</p> <ul style="list-style-type: none"> • AMDISA Board and Other Meetings • AMDISA's New Initiative – Corporate Learning Improvement Process (CLIP) • SAQS News • Peer Review Workshop at AMDISA • Collaboration with Member Institutions: <ul style="list-style-type: none"> – Institute of Business Administration-Dhaka – IILM Institute for Higher Education, New Delhi – Asian School of Business Management, Bhubaneswar – Christ Institute of Management, Rajkot 	<ul style="list-style-type: none"> • Forthcoming AMDISA Events • AMDISA New Members • Visitors to AMDISA Secretariat <p>NEWS FROM MEMBER INSTITUTIONS 18</p> <ul style="list-style-type: none"> • IUBAT, Dhaka <p>NEWS FROM NETWORKS 19</p> <ul style="list-style-type: none"> • EfmD, Brussels • CEEMAN <p>PROGRAMME ANNOUNCEMENTS FROM MEMBER INSTITUTIONS 19</p> <ul style="list-style-type: none"> • IIM-Bangalore <p>SHORT TAKES 19</p> <p>AWARDS AND HONOURS 20</p> <ul style="list-style-type: none"> • Best Business School Award to Kathmandu University School of Management • Best Institution Building Award to Prof. Y K Bhushan • Best Faculty Award for overall Excellence to Prof. Madhavi Garikaparthy • Best Management Institute Award to IMED • Life Time Achievement Award to Dr Danica Purg • Appointment of Prof. Abdul Mannan as Chairman of Bangladesh University Grants Commission <p>FIRST DR. DHARNIDHAR PRASAD SINHA MEMORIAL LECTURE 22</p> <p>ADVERTISEMENTS</p> <ol style="list-style-type: none"> 1. AMDISA Membership – Fee Structure 2 2. South Asian Quality Assurance (SAQS) 4 3. Institute of Publication Enterprise 12 4. AMDISA Publications for Sale 24
--	--

From the Editor



Greetings!!

This issue of the AMDISA newsletter brings to you the Proceedings of the 13th AMDISA biennial Convention, the South Asian Management Forum (SAMF) on the theme "Management and Sustainability – South Asian Perspective" hosted by Institute of Certified Professional Managers (CPM), held on 26th and 27th March, 2015 at Colombo, Sri Lanka. The response to the Forum was very good and the deliberations at the Forum were having rich informative content.

The issue also brings to you the Proceedings of the Conference on "Building Quality in Management Education for Sustained Institutional Development" held on 12th December 2014 at Hyderabad, India. I am sure all our readers will find the proceedings to be thought provoking.

The 30th SAARC Charter day was commemorated at the AMDISA secretariat as well as at many of the member Institutions. The details of the same are shared in the issue.

The massive earthquake in Nepal has devastated the entire country. The tragedy has claimed more than 10,000 lives, and has affected the infrastructure and razed the cultural monuments. The severity of the disaster is quite evident from the estimate of 2 Billion US \$ given by the Nepal Prime Minister for rebuilding the nation. It is an appeal to all our member institutions to contribute to this Noble cause and help our member country return to normalcy at the earliest.

Congratulations to Prof. Y K Bhushan, Senior Advisor – IBS Mumbai, on receiving the award for Institution building of IBS Mumbai for his 12 years of uninterrupted and dedicated service.

Congratulations are also due to Prof. Danica Purg, President of CEEMAN and IEDC-Bled School of Management on receiving the Lifetime Achievement Award for the year 2014.

Congratulations are also due to Prof. Abdul Mannan, an AMDISA veteran and Member AMDISA SAQS Committee, who has been appointed as Chairman of the Bangladesh University Grants Commission by the President of the Republic of Bangladesh H.E. Hon'ble Abdul Hamid and Chancellor of the Universities in Bangladesh.

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

Ashok R Joshi

AMDISA New President



Prof. Lakshman R Watawala

Prof. Lakshman R. Watawala was inducted as New President of Association of Management Development Institutions in South Asia (AMDISA) for 2015-2017, at the 13th General Assembly of AMDISA held on 27th March 2015 at Hotel Taj Samudra, Colombo.

Prof. Watawala took over the Presidentship from Dr. Ashok Joshi. Before his new appointment, Prof. Watawala was the Vice President of AMDISA during 2013-2015.

Addressing the 13th General Assembly of AMDISA after his new appointment, Prof. Watawala stated that, he will continue the good work done by his predecessors and requested the co-operation of all Board Members & Past Presidents to make AMDISA success.

The International Quality Assurance Label for B-Schools



South Asian Quality Assurance System (SAQS) An initiative of AMDISA

Institutions are operating in an increasingly internationalizing environment. It is inconceivable to think about internationalization without addressing quality and quality assurance.

SAQS has positioned itself as Quality Assurance System representing the highest standard of achievement for management schools. AMDISA believes that Institutions that earn Quality Assurance, confirm their commitment to quality, quality assurance and continuous improvement.

Institutions desirous of being BENCHMARKED with international quality standards in management education are invited to enroll themselves for accreditation under SAQS.

For more details please visit AMDISA's website www.amdisa.org or write to the Executive Director, AMDISA at execdir@amdisa.org.

13th South Asian Management Forum (Contd. from page 1)

He warmly welcomed the foreign delegates from our South Asian Region and wished them a very pleasant stay in Sri Lanka. He was sure they will carry back with them happy memories of beautiful island.

Having supported the local institute CPM from its inception he fully endorsed their activities under the visionary leadership of Prof. Lakshman R. Watawala, President of Institute of Certified Professional Managers and Vice President of AMDISA towards development and the role played in strengthening the management profession in Sri Lanka & the South Asian Region. He also extended his heartiest congratulations to the organizers of 13th South Asian Management Forum 2015 for providing unique opportunity to the participants from the region to share their thoughts.



Guests and Delegates at the Inaugural

The Key Note Speaker Mr. Adam Sack, Country Director, International Finance Corporation (IFC) addressed on “Management and Sustainability – Global Dimensions”. The President of AMDISA Dr. Ashok Joshi addressed the inaugural session together with the President of CPM, Prof. Lakshman R. Watawala also the Vice President of AMDISA.

The response to the Call for Papers was overwhelming and 50 abstracts were received from all parts of South Asia. The Editorial Board and the Panel Reviewers carried out a rigorous selection and evaluation process to select the best abstracts and the final papers. The criteria used in evaluating full papers were Significance of the theoretical and methodological contributions, degree to which the manuscript fits the theme of the conference, appropriateness of the literature review, adequacy of the design and execution of the study, appropriateness of the analysis, quality of the discussion and interpretation of the results, clarity of presentation, implications for practitioners, academicians and scholars. Finally 20 papers were selected for presentation during the concurrent sessions.

The core themes were grouped under the following headings:

- A. Management Challenges and Sustainability Issues in the 21st Century
- B. Sustainability for Management Education
- C. Sustainability in creating real value
- D. Corporate Social Responsibility (CSR)
- E. Sustainable Business Management: Global Dimensions
- F. Management Practices of Sustainable Businesses in South Asia

Selected papers from among those accepted for the conference are being published in the Forum Proceedings.

Finally, it may be said that the papers generated great interest among the delegates and participants by raising serious questions and creating value adding discussions and dialogues, which would sub serve the objective of the Forum.





At the 13th South Asian Management Forum, the first Dharni Sinha Memorial Lecture was held. These lectures will henceforth be held at every SAMF. These lectures have been instituted in memory of Dr. Dharni P Sinha, the founder and 1st President of AMDISA. The 1st lecture at the 13th SAMF was delivered by Prof. Y K Bhushan, an AMDISA veteran and Past President-AMDISA. Ms. Kalpana Sinha, daughter of late Dr Dharni P Sinha graced the occasion as special invitee.



First Dr. Dharni P. Sinha Memorial Lecture by Prof. Y. K. Bhushan at the 13th SAMF - Memento Presentation

On the First day after the Inauguration, the Key Note Address and Dharni Sinha Memorial Lecture, there was a concurrent session with presentation of papers from academics. There were two breakout sessions: Session 1 on Management Challenges and Sustainability in the 21st Century and Session 2 on Sustainability and Management Education.

The topics and speakers on the first day were as follows:

Day 01 – 26th March 2015			
Session 01 - Management Challenges & Sustainability in the 21st Century			
Session Chairman	Social Development	Economic Development	Environmental Development
 Prof. E. Haribabu VC-University of Hyderabad, India	 Dr. Hasan Sohaib Murad Rector, University of Mgt. & Tech., Pakistan	 Mr. Desal De Mel Senior Economist, Hayles PLC Sri Lanka	 Dr. Shiranee Yasarathne CEO/MD-Sustainability Agenda Pvt. Ltd., Sri Lanka
Session 02 - Sustainability & Management Education (Presentation of Case Studies)			
Session Chairman	LUMS Pakistan	IIM Bangalore	PIM Sri Lanka
 Dr. Karunasena Kodituwakku Chairman, NIBM & NSBM Sri Lanka	 Dr. Syed Zahoor Hassan Prof. & Former VC-LUMS Pakistan	 Dr. P.D. Jose Associate Prof.-IIM Bangalore India	 Dr. Ajantha Dharmasiri Acting Director-PIM Sri Lanka

On the second day there was a concurrent session with presentation of papers from academics in universities who had prepared articles which have been evaluated by a technical panel and published. There were three breakout sessions each for both days which enabled 18 authors to present their papers. The topics and speakers on the 2nd day were as follows:

Session 03 - Sustainability & Management Education			
Session Chairman	Building Corporate Reputation and Brands	Sustainability Management in Institutions	Sustainability and Human Resource Development
 Dr. P.D. Jose Associate Prof.-IIM Bangalore India	 Mr. Ruchi Gunawardena Founder Sting Consultants Sri Lanka	 Ms. Richa Bajpai Co-Founder-NextGen India	 Mr. Isuru Tillakawardana Deputy General Manager-HR Commercial Bank-Sri Lanka
Session 04 - Corporate Social Responsibility (CSR)			
Session Chairman	Impact on Social Welfare	Socially Responsible Investment	Sustainability and Meeting Consumer expectations
 Dr. Mohamad Latheef Civil Service Commissioner Maldives	 Dr. Abdur Rab, Vice Chancellor-Eastern University, Bangladesh	 Mr. Hasitha Premaratne CFO-Brandix Lanka Sri Lanka	 Mr. Deepal Sooriyaarachchi Consulting Partner RBL Group USA, Sri Lanka
Session 05 - Management and Sustainability: South Asian Dimensions			
Session Chairman	Green Growth and Sustainable Development	Corporate Governance and Ethics	Sustainability an imperative for Business Development in South Asia
 Dr. Abdur Rab Vice Chancellor-Eastern University, Bangladesh	 Ms. Aruni Rajakariar Director-She-Consults Ltd. Sri Lanka	 Dr. Harsha Cabral President's Counsel Sri Lanka	 Dr. L. Ramakrishnan Distinguished Professor- IndSearch, Pune, India
Session 06 - Panel Discussion - Building Sustainable Management Professionals in South Asia			
Session Moderator	 Prof. Gunapala Nanayakkara Academic Advisor Graduate School of Management, Colombo	 Dr. Mohamad Latheef Civil Service Commissioner Maldives	 Dr. P.D. Jose Associate Prof.-IIM Bangalore India
 Mr. Mohammad Jasimuddin Former Acting Head Commonwealth Secretariat			



H.E. Mr. Aziz Ahmadzada
Ambassador of Afghanistan
in Sri Lanka



Dr Alimullah Miyan-VC-
(IUBAT)-Bangladesh



Mr. Punya Prasad Neupane
ED, Nepal Admin. Staff College,
Nepal



Ms. Nim Dem,
Registrar, Royal Thimpu College,
Bhutan

At the end of the proceedings, a summing up of the technical sessions was done by Dr. N.M. Vechalekar, Decan, Post Graduate Programs at IndSearch, India and the Concurrent Sessions by Mr. Chaminda Hettiarachchi, Coordinator, SAMF, were summed up.

The concluding remarks were made by the President AMDISA, Dr. Ashok Joshi, India and President of CPM and Vice President of AMDISA Prof. Lakshman R Watawala.

Conference on Building Quality in Management Education for Sustained Institutional Development, 12th December, 2014



L-R: Mr C Ramakrishna, Executive Director, AMDISA, Dr Ashok Joshi, Chief Guest and President-AMDISA, Dr A M Gondane, Guest of Honour and Joint Secretary, SAARC, Ministry of External Affairs, Government of India, New Delhi, and Prof. Y K Bhushan, Chairman, SAQS Council, and Past President-AMDISA

Proceedings of the Conference on “Building Quality in Management Education for Sustained Institutional Development” held on 12th December 2014 at Hyderabad, India.

There were four sessions in the conference namely: (1) Defining Quality in Management Education: The South Asian Perspective; (2) Institution Building: The Emerging Issues; (3) Quality and Institution Building: The South Asian Quality Assurance System Dimensions and (4) Management Education in South Asia: Towards Sustainable Institutional Development. The 1st Session was Chaired by Dr. S.Padam, 2nd and 3rd Sessions by Dr. A.H. Kalro and 4th Session by Prof. Y.K. Bhushan.

Dr. Ashok Joshi, President, AMDISA and the Director, Indsearch, Pune was the Chief Guest. Dr. A.M. Gondane, Joint Secretary, SAARC, Ministry of External Affairs, New Delhi, was the Guest of Honour. Prof. Y.K. Bhushan, Chairman, SAQS Council, AMDISA and Past President AMDISA presided over the Inaugural Session.

Prof. Y.K. Bhushan in his opening remarks stressed the need for quality. He emphasized that it is not just at a particular moment but quality is the continuous sustained effort in building up an institution. He also said that there are several institutions which are doing well but need a commitment towards continuous improvement.

Dr. Joshi in his welcome address expressed satisfaction over the fact that as decided in the SAMF 2013, AMDISA was now conducting a conference on “Building Quality in Management Education for Sustained Institutional Development”. He

further stated that the three components necessary to build South Asia as a global hub for Management, were communication ability, quantitative ability and most importantly young population. He emphasized the need for enhancing the quality of admissions in order to bring the best of people into management education and further into the management profession.

Dr. A.M. Gondane, in his address stressed the policy of Government of India to cover the entire South Asian Region in its endeavour to promote development. In other words, the focus is on the entire region. He felt that the Conference addressed issues relevant to every country. He mentioned the historical perspective of the emergence of SAARC and the efforts being made to cover the entire region.

Dr.S.Padam, Chairman of the Session and Former Dean of Studies of Administrative Staff College of India, Hyderabad, introduced the theme of the 1st Session on “Defining Quality in Management Education :The South Asian Perspective”. He stressed the need for teachers to create knowledge. He further explained that for creating knowledge there has to be a sustained effort to write and publish. He was of the view that South Asian Schools are lagging in creating a sustained environment for their faculty to engage in research. He expressed the need for both institutions and faculty to re-engage in research for enhancing the quality of research.

Prof. J. Mahender Reddy, Vice Chancellor, IBS, Hyderabad shared his experiences. Prof. Reddy, while underlining the need for quality, stressed the importance of institution building. He explained the efforts that have been made by IBS, Hyderabad over the last few years and the sustained work that has been done by his institution.

Prof. Mohd. Moin Uddin Ali Khan, Head, Quality Enhancement Cell, Institute of Business Management, Karachi, Pakistan, while endorsing the views of the earlier speakers, stressed the need to look at the ultimate beneficiary, the customer with regards to customer satisfaction and customer delight. He further stressed the need to not only send the students for jobs outside but also, to inculcate in them entrepreneurial ability and skills so that they can create their own jobs and employment for others. He mentioned that problem solving ability, data analytics ability to design systems and communication ability are the essential skills which need to be addressed in the management education.

Dr. A.H.Kalro, Chairman of the 2nd and 3rd Sessions and Prof. Emeritus & Advisor, Board of Management, Ahmedabad University, Ahmedabad introduced the themes of the 2nd and 3rd Sessions on “Institution Building: The Emerging Issues” and “ Quality and Institution Building: The South Asian Quality Assurance System Dimensions”. In his introductory address, he made specific references to the ancient times when the entire region was almost one country. He referred to the knowledge and wisdom created by Universities such as Takhashila and Nalanda and tradition that has continued since then. He said that the success of Takhashila and Nalanda was not only because of participation of the people from within the region but also of peoples from outside the region.

He stated that institution building can be metaphorically likened to constructing a building which is simultaneously a work of creative expression and a model of functionality. Such a building requires and artist’s vision, a designer’s skills, a strong foundation, good materials and excellent workmanship. The strength of the building and its resilience to withstand a variety of shocks depend upon the quality of the structural supports it has. In the context of institution building, the structural supports are its values, culture, institutional processes and governance system.



L-R: Dr Golam Ahmed Faruqi, Prof. Dr. Abdul Rab, Dr Pratap Reddy, Dr A H Kalro, Dr Bala Balachandran and Dr Garimella Somayajulu

Prof. Abdur Rab, Vice Chancellor, Eastern University, Dhaka, Bangladesh described the process of change from public sector Universities to private sector Universities. There is conscious effort to expand management education beyond the confines of Government and the public sector. According to Prof. Abdur Rab this expansion has given excellent results and helped institutions to compete and establish benchmark of action. The private initiative was so strong that there are 78 private universities and 36 public sector universities. He felt that this explosion of knowledge has been instrumental for the change in Bangladesh.

He advised that business schools that were seriously considering quality assurance should, without waiting for UGC support, set up the Internal Quality Assurance Cell, train selected faculty members in Quality Assurance system and start the self assessment process. On satisfactory of self assessment the Institutions could apply for SAQS accreditation. He emphasized that the competition among the private Universities for students was rising and it would intensify as more new Universities came up along with local campuses of foreign Universities and quality alone would be the differentiator.

Dr. S.Pratap Reddy, Chairman, Dhruva College of Management, Hyderabad stated that while the benefits of private schools are very evident, it is necessary also to make them affordable to the masses and provide opportunity for education to all.

Professor Golan Ahmed Faruqi, Dean, School of Business Studies, Southeast University, Dhaka, Bangladesh stated that higher education in Bangladesh suffered on account of not having enough number of qualified teachers and that needs to be addressed on priority basis. He felt that AMDISA as a SAARC recognized body could work towards improving the situation.

Dr. Somayajulu Garimella, Director, Institute of Management, Nirma University speaking on the Quality and Institution Building-SAQS Dimensions, said that increasing competition amongst business schools and increasing demand for accountability for quality by various stakeholders is compelling Indian business schools to rely on reputed agencies to provide external quality assurance and accreditation. Quality is the bedrock on which great institutions are built and hence many business schools are increasingly focusing on this aspect in recent times. The essential ingredients for building lasting quality include well articulated vision and mission statements, commitment of all the employees to realize the vision and mission, planning the quality assurance activities and arriving at a suitable quality assurance model for continuous improvement and finally willingness of employees to adapt to new processes and systems.

Prof. Dr. Anwar Hossain, Vice Chancellor, South East University, Dhaka, Bangladesh, briefly described the emergence of private Universities in Bangladesh, in the context of failure of public Universities to meet the growing demand for higher education. All the same, he felt that the quality of education was a prime concern for both public and private universities.

Dr. Hossain underscored the need for industry and University alliance in designing the course curriculum and the need to consult with all stakeholders for offering academic programs specially in business and engineering.

Prof. Arif A Waqif, Founder Dean (Rtd), School of Management, University of Hyderabad, Former Larsen and Toubro Chair Professor, Administrative Staff College of India, Hyderabad, India, in his address listed, what he called, three pillars of Sustainable Development. They were: (a) Economic; (b) Ecological; and (c) Social issues which management professionals in South Asia need to ponder and incorporate appropriately in their activities. Mentioning economic growth processes,



L-R: Dr M Rammohan Rao, Prof.Y K Bhushan, Prof. Dr.Anwar Hossain, Prof.Arif A Waqif and Prof.V Sita

Prof. Waqif said managers in private, public, governmental and developmental sectors have access to massive financial, human, technological and organisational resources, and play key roles in their allocation and utilization.

Prof. Waqif further stated that management schools in South Asia should work towards increasing awareness and a sense of responsibility in respect of sustainable concerns by (i) providing wider scope for sustainability issues in their curricula; (ii) encouraging faculty to take up relevant self-training, research, consultancy and training programmes; and (iii) facilitating relevant student projects.

Dr M Rammohan Rao, Former Dean, Indian School of Business and presently Provost, WOXSEN School of Business, Hyderabad said that typically quality is measured, either quantitatively or qualitatively, in terms of the various sub-parameters associated with (a) governance, (b) faculty, (c) research and publications including support provided by the institute for research, (d) students and alumni (e) curriculum and delivery of programmes, (f) executive education (g) facilities as well as administrative support and (h) contributions to community. He stressed that in order to build and sustain a good management institute, concentrated efforts over a long period of time are required.

Dr. Bala V Balachandran, Dean and Director, Great Lakes Institute of Management, Chennai stated that Management, is an art and a science – it has the characteristics of both. It is also malleable and lends itself to modification and improvement to stay in step with changing times. The relevance of Indian Management thought is being felt deeply today even in the hallowed halls of the Ivy League schools of the US. Integration of the principles of management with the time-tested principles of good and honest living is the need of the hour and this is exactly the point where India will make the most critical contribution. He felt that the time was ripe for India to emerge as the next b-school destination of the world.

Dr.V.Sita, Dean, School of Management Studies, University of Hyderabad, Hyderabad said that higher education and especially management education has undergone transformational changes as is evidenced by the unprecedented growth in size, scale, scope of the diverse programmes in the Indian context. Ensuring quality has thus, become significant. Given the varied picture of the different types of programmes offered in management by different organizations, quality appears to be the most critical determinant for institutional success. Competent and quality resources are important to enhance efficiency. Competency frameworks come in handy as a tool in building the institutions from a quality perspective among the various stakeholders in the process of ensuring quality. Faculty are an important resource, whose competence and competency assumes significance. Educational institutions and more so B-Schools can construct competency framework to ensure quality education and sustain the activities in institutional building.

Commemoration of SAARC Charter Day

SAARC Charter Day was observed by AMDISA Secretariat at Hyderabad

A half-day commemorative brain-storming function on the theme “Increasing Relevance of SAARC” on the occasion of 30th Charter Day of the South Asian Association for Regional Cooperation (SAARC) was organized on 8th December, 2014 at AMDISA Secretariat.

During the Meeting, moderated by Prof Arif Waqif, brief observations were made by academic invitees and Executive Director and Manager, AMDISA. A message sent by the SAARC Secretary-General on the occasion was read out. It called for greater understanding, cooperation and collaboration among SAARC countries to promote prosperity and peace in the region. These points were generally reinforced by the speakers in the Meeting, emphasising the cultural and historical commonalities and economic and developmental challenges in the region. The other specific observations emerging from the Meeting are as follows:

1. It is 33 years since 1981 when the-then Bangladesh Prime Minister proposed the idea of SAARC, and 30 years since the foundation of SAARC. As per the latest Indian census, more than half of India’s population was born after 1981. Probably, similarly in the other South Asian countries. The new generation in the region has a lot of international awareness and



SAARC Charter Day Function at AMDISA Secretariat
L-R: Mr.T. Ganeswara Rao, Prof.V. Sita, Prof. Shrinivas Acharya, Prof. Mohd. Masood Ahmed, Prof.Arif A Waqif, Mr C. Ramakrishna and Prof. S.S. Prasada Rao



Estd: 1964

INSTITUTE OF PUBLIC ENTERPRISE

Shamirpet, Hyderabad



IPE - India's Premier B-School Transforming students into Business Leaders

**Invites Applications
from Graduate
students of
South Asia**



- Global Intelligence ■ Learning in Practice
- Leadership ■ Publications and Resources
- Research-Based Curriculum ■ World Class Faculty
- Access to Experts and Risk Takers
- Building Entrepreneurs and Visionaries

**IPE HAS TURNED GOLDEN,
WITH 50 YEARS OF
SUSTAINED CONTRIBUTION
TO SOCIETY THROUGH**

- Management Education
- Research
- Consulting
- Corporate and Public Systems Training and Management Development

Why Join IPE - India's Premier B - School

- AICTE, AIU & SAQS approved and recognized PGDM Programmes
- PGDM programs equivalent to MBA
- Ranked 1st in AP, 8th in Govt B-schools & 17th all India
- Educational loans available from banks covering full fee
- State of-art infrastructure with two separate A/c hostel blocks for boys and girls
- Heading towards 100% placements

Admissions Open for Class of 2015-17

- PGDM
- PGDM - Retail Marketing
- PGDM - Banking Insurance and Financial Services
- PGDM - International Business
- PGDM - Human Resource Management
- Executive PGDM - 15 months
- MBA (PE)
- Entrepreneurship Development - 6 months

For eligibility and admission process

Contact: 1800 3000 4473, 9440177803
Email: admissions@ipeindia.org, www.ipeindia.org

IPE's excellent infrastructure - Conducive for all the South Asian students

The Institute of Public Enterprise (IPE) was established in 1964, as an autonomous non-profit society at the initiative of Mr SS Khera, ICS (the then Cabinet Secretary, Government of India). Having just completed its Golden Jubilee, consultancy, executive training and management education.

Located in the City of Pearls , namely Hyderabad, is a B-School which is striding with a steady and rapid march aimed at transforming itself to be among the best B-Schools in India.

Established in 1964, owing to its accomplishments and expertise in academics, research, consultancy and management training, IPE has been awarded the following which connote a stamp of quality and class amongst the myriad B-Schools:

- i) SAQS, the recognition for quality and standards for B-Schools / management institutions across all countries in South Asia,
- ii) AIU's (Association of Indian Universities) recognition of PGDM programs of IPE as being equivalent to MBA



Prof R K Mishra
Director - IPE

Policy Directions Given by Accomplished Professionals as Board Directors

The Board of Governors of IPE comprises eminent professionals ranging from renowned research scientists, academicians, Civil Servants & professionals such as Chairmen and Managing Directors of large Corporations. IPE's Board of Governors is led by no less a luminary than Padma Bhushan Dr P Rama Rao, renowned metallurgical scientist, and is presently under the able guidance of Shri K Madhava Rao, IAS (Retd.), who has an illustrious tenure as Chief Secretary, Govt. of Andhra Pradesh .

The institution is being steered by Prof R K Mishra, Sr. Professor, who has enabled IPE's rapid growth as a B-School which by now offers six different full time Post Graduate programmes. His penchant for research and publications has led to IPE undertaking numerous research studies and publishing research reports and a number of books authored by the Director as well as the faculty. Prof.Mishra is nominated by several national and international organizations on various committees.

IPE B - School

PGDM-Two year Programs

- ▶ **PGDM** - Comprises core courses in the major domains of Marketing, Finance, Economics, HRM, Operations, Strategy, etc., as well as courses such as Corporate Governance and Business Ethics, Public Sector Policy- issues in management, privatization and regulation of business and Spanish language.
- ▶ **PGDM - Retail and Marketing:** The curriculum has core courses in the domains and Cyber Marketing, Strategic Marketing, Store Layout, design and visual merchandising, Sales Management, Industrial and International Marketing and Spanish Language.
- ▶ **PGDM - Banking, Insurance and Financial Services:** The focus is laid on Retail Banking, Rural Banking, Micro-finance, Risk Management and Derivatives, Treasury and Forex Management.
- ▶ **PGDM-International Business:** This programme imparts knowledge to students in core courses and domains of management and additionally courses which groom the students as global business managers such as Global Marketing, Foreign Currency Risk Management, Global Supply Chain Management, Innovation Management, International HRM Export Strategies, etc.
- ▶ **PGDM-Human Resources Management:** This program is envisaged as the highest quality program in the area of Human Resource Management as it is proactively designed to provide eligible, suitable, and competent HR professionals with sufficient knowledge of business to all industrial sectors.

IPE also Offers

- ▶ **Exe-PGDM-15 months Program**-This program is for people with work experience. The curriculum is tailored to address the advanced managerial issues and challenges of professionals.
- ▶ **Master's In Business Administration (Public Enterprise)** - This is a three year evening programme
- ▶ **Entrepreneurship Development Program – 6 months**

Faculty Strength: The Institute has a strong intellectual capital base in terms of a core team of more than 50 faculty members of good academic background. Apart from the core faculty, the institute gets students groomed at the hands of reputed visiting & guest faculty from not only within India but also from a few well known foreign universities.



Cutting Edge Curriculum for all PGDM Programs

The curriculum in all PGDM Programs has been crafted after due diligence and is revised periodically to induct state-of-the-art contemporary courses which have relevance in the present day dynamic business environment after considering the core and elective courses at leading B-Schools in the US, Europe, Asia Pacific, etc.

IPE Linkages With International Organizations

IPE B-School established linkages with numerous renowned universities such as University of Ljubljana, Slovenia, London Business School, Tun Abdul Razak Universiti, Malaysi, Kyungpook University, South Korea, Waikato University, Newzealand, etc., and organizations such as World Bank, ADB, etc., IPE will also be forging tie-ups for faculty and student exchange, dual degree programmes and also endeavour to accomplish placement of students in companies located overseas .

Quality Accreditations at international and national levels for the PGDM Programmes at IPE are also underway as IPE believes in packing adequate value for the students in the various PGDM programmes. The award of SAQS and AIU's recognition of PGDM Programmes of IPE as being equivalent to MBA bear testimony to the relevant standards attained by IPE..

perspectives, and has been increasingly adopting international life-styles. AMDISA and SAARC need to promote much greater awareness about the South Asian region and contacts and interactions especially among the younger generations in South Asia.

AMDISA, as an apex SAARC body and focal regional organisation in management, may specifically promote these by: (i) institutionalising and facilitating cross-border short-term internships of students; (ii) expanding the reach of South Asian doctoral and postdoctoral fellowships, to help improve the quality of academic HRs in regional perspectives; (iii) requesting member heads of institutions to bring younger faculty and students as participants to its meetings/conferences etc throughout the region, as appropriate; and (iv) consider appointing reputable academics in each country as honorary AMDISA "Ambassadors", to promote regional awareness especially among younger management faculty and student communities in each country.

2. More broadly, SAARC, national governments, academic institutions and AMDISA need to promote: (i) economically, environmentally and socially sustainable growth, with a focus on meeting employment and basic needs of the people; (ii) increasing contacts and cooperation among academic and business communities, especially among universities, academic schools and departments, student associations, and national chambers of commerce, industry and related organisations by relaxing visa regimes to begin with; (iii) exchange of academic journals, curricula, newspapers; and (iv) exchange visits of performing and other artists, musicians, writers.

The Meeting ended with a mutual vote of thanks.

SAARC Charter Day was observed by IBS-Mumbai

IBS Mumbai commemorated the SAARC Charter signing day on December 8th, 2014 with a display of posters created by the batch of 2016. Each of the eleven divisions of the batch created colourful and informative posters and models highlighting the history and philosophy of SAARC as well as the strengths and weaknesses of the eight member countries. China as an observed country was given special attention in view of the recently concluded SAARC summit in November. Highlights of each of the summits that have already been concluded were also displayed.

The students were very enthusiastic in explaining to the Senior Advisor Prof. Y.K. Bhushan, of IBS Mumbai, as well as the faculty present how the SAARC has evolved as a geo-political power and how the new Government in India can play a major part in reviving the spirit of SAARC. The need for mutual trust especially with the neighbouring country Pakistan can go a long way in promoting the growth in the region. Agenda concerning Water sharing, freer trade, greater cooperation in building infrastructure were pointed out as well. It was a great learning experience for the students and has helped them understand the significance of regional cooperation as a path to growth for each of the member economies.



Prof. Y.K. Bhushan inaugurating SAARC Charter Day Function at IBS-Mumbai

SAARC Charter Day was observed by Entrepreneurship Development Institute of India (EDI), Gandhinagar, Gujarat

SAARC Charter Day was celebrated at Entrepreneurship Development Institute of India (EDI) on December 8, 2014 with an aim to raise awareness among people about SAARC and its important activities and thereby, to enhance South Asian identity and solidarity within the region and beyond.

On this day, Prof. Sunil Shukla (Chief Faculty & Chairperson-PGPs) initiated the SAARC Charter Day celebration by addressing EDI students, faculty & staff members at the Institute's campus. To generate awareness about the association, Dr. Saji Kumar, Faculty-EDI, delivered a speech on SAARC's importance, achievements and required reforms at EDI campus. Dr. Saji, in his speech, focused on varied vital aspects including SAARC Charter, Areas of Cooperation, Kathmandu Declaration, Deeper Integration for Peace and Prosperity, Regional Cooperation, SAFTA and Trade Facilitation, SAARC Development, Roadblocks to Trade and Agreements and Conventions.



EDI Faculty, Staff & Students celebrating SAARC Charter Day at EDI campus

SAARC Charter Day Celebration at IndSearch, Pune

The South Asian Association for Regional Co-Operation (SAARC) Charter Day was celebrated at IndSearch on Monday, 8th December 2014. Dr. Ashok Joshi, President, AMDISA (Association of Management Development Institutions in South Asia) - a SAARC recognized body and Director, IndSearch, gave the opening remarks. He provided insights on past and current

happenings in the member nations of the SAARC. A poster competition was organized to mark the occasion and the topic was “**Differences and Synergies amongst the SAARC countries**” (minimum 2 countries to be compared). Large number of MBA students of IndSearch participated in the competition. The first prize was shared by two teams comprising Mr. Lithin John, Mr. Amol More and Ms. Priyanka Korde, Ms. Kalyani Shinde. Ms. Anisha Hiwale & Ms. Ameeta Mundhaay won the second prize and the consolation prize went to Ms. Karishma Shende & Ms. Arundhati Bhand. The panel of judges comprised Dr. R.S. Mali, Former Vice Chancellor, North Maharashtra University & Ms. Pallavi Joshi, an alumna of IndSearch. The celebrations concluded with prizes being given away by Dr. Mali & Dr. Joshi and the vote of thanks by Prof. Ankita Deshmukh. The programme was anchored by Ms. Sneha Jain, a student of MBA and coordinated by Prof. Manjari Lal.

CPM Sri Lanka Commemorated the SAARC Charter Day on 8 December 2014

AMDISA member, Institute of Certified Professional Managers Sri Lanka (CPM) commemorated SAARC Charter Day on 8th December 2014 at Hotel Taj Samudra, Colombo 03, Sri Lanka to raise the awareness of members about SAARC and its activities, thereby enhancing South Asian Identity and Solidarity within the Region and beyond.

On the SAARC Charter Day, this was a big celebration event held by all members (Maldives, India, Bhutan, Pakistan, Nepal, Bangladesh, Sri Lanka & Afghanistan) in order to raise the public awareness about the commitment to the SAARC process. It is also celebrated to emphasize the major activities and work of the Association. SAARC Charter Day is commemorated every year by the statement of the Member States and the Secretary General.

At this seminar Mr.Nihal Rodrigo former member of the Sri Lanka Foreign Service and former Secretary General of SAARC shared his experience on the SAARC, Regional and Global Issues and Dr.Saman Kelegama, Executive Director, Institute of Policy Studies set the note by his address on Enhancing Regional Co-operation and Economic Community in South Asia. The event was concluded with a panel discussion by the SAARC member body representatives from High Commissions and Embassies of India, Bangladesh, Pakistan, Nepal, Bhutan, Maldives, Afghanistan & Sri Lanka. Dr. Rohan Perera, former Legal Advisor, Ministry of External Affairs, Sri Lanka also expressed his views in this connection.



Poster Competition at IndSearch, Pune

NEWS FROM HEADQUARTERS

1. Executive Board Meetings of AMDISA

Highlights of the Recent Four Board Meetings:

1. Membership of 29 institutions from Bangladesh, India & Pakistan.
2. Accounts for the financial year 2013-14.
3. Appointment of Auditors.
4. Dr. Dharni Sinha Memorial lectures to be held as part of the SAMF. The 1st such memorial lecture to be held along with the 13th SAMF at Colombo on 26th & 27th March, 2015.
5. Devising a separate Membership Application Form for MDC's.
6. AMDISA's New Initiative - Corporate Learning Improvement Process (CLIP).
7. Revision of out of Pocket Expenses for Mentor and Peer Review Team Members while working with schools seeking accreditation under the South Asian Quality Assurance System (SAQS).



65th Executive Board Meeting of AMDISA at Colombo on 25th March, 2015
L-R: Seated Row: Prof. Iqbal Ahmad, Prof. Alimullah Miyan, Dr. Abdur Rab, Prof. Y.K. Bhushan, Dr. Ashok Joshi, Prof. Lakshman R. Watawala, Mr. Punya Prasad Neupane, Prof. E. Haribabu, Dr. Syed Zahoor Hassan
Standing Row: Mr. C. Ramakrishna, Dr. Mohamed Latheef, Mr. Karma Tshering, Mr. Mohammad Jasimuddin, Dr. Hasan Murad

8. Holding of Peer Review Workshop to augment the approved panel of Peer Reviewers under the South Asian Quality Assurance System (SAQS).
9. Progress of collaboration between IBA, Dhaka and AMDISA on Advanced Certificate in Business Administration (ACBA) under which 5 batches have been successfully completed.
10. 13th SAMF on 26th & 27th March, 2015 at Hotel TAJ Samudra, Colombo, Sri Lanka on the theme “Management and Sustainability – South Asian Perspective”.
11. 6th Meeting of the SAQS Council followed by Conference on the theme “Building Quality in Management Education for Sustained Institutional Development”.
12. Review and re-constitution of SAQS Committees.
13. Identification of activities and programs to be undertaken by AMDISA.

Highlights of the General Assembly Meeting:

- a. Confirmation of Memberships of 29 new member institutions.
- b. Ratification of audited accounts for 2012-13 and 2013-2014.
- c. Approval of the composition of the Executive Board for 2015-2017.

2. New Initiative – Corporate Learning Improvement Process (CLIP)

The 1st Meeting of the Primary Core Group constituted by AMDISA Executive Board was held on 16th December, 2014 at IIM, Ahmedabad. The Primary Core Group reviewed the South Asian Quality Assurance System (SAQS) and evolved a blue print of the next steps to progress on this initiative.

3. South Asian Quality Assurance (SAQS) News

- (i) Full SAQS Accreditation for Five years was awarded to the following Institution:
 - Great Lakes Institute of Management, Chennai, India
- (ii) Mentor Visit was completed in respect of
 - Faculty of Management Studies, University of Central Punjab, Lahore, Pakistan
- (iii) Applications for SAQS Accreditation have been received from the following institutions:
 - a. Narsee Monjee Institute of Management Studies (NMIMS), Bangalore, India
 - b. Kathmandu University School of Management (KUSOM), Kathmandu, Nepal
 - c. Institute of Management, NIRMA University, Ahmedabad, India
- (iv) The 7th Meeting of AMDISA’s SAQS Council will be held at Hyderabad, India on Thursday, the 10th December, 2015 followed by a Conference on the theme “Accreditation for Institutional Learning and Growth” on Friday, the 11th December, 2015.

15th SAQS Committee Meeting of AMDISA

The 15th SAQS Committee Meeting was held at AMDISA Secretariat on 28th October, 2014. Dr A H Kalro, Prof. Emeritus & Advisor, Board of Management, Ahmedabad University chaired the SAQS Committee meeting.

The following are the highlights of the Meeting:

- Reviewed the progress with reference to the B-Schools in the SAQS Accreditation Process.
- Welcomed Dr.V Sita, Dean, School of Management Studies, University of Hyderabad as a Member of the SAQS Committee.
- Identified issues for consideration of the SAQS Council at its meeting to be held on 11th December, 2014.
- Identified prospective Peer Reviewers to be invited to attend the Peer Review Workshop at AMDISA Secretariat, Hyderabad and also identified Resource Persons for the workshop.
- Recommended enhancement of Out of Pocket Expenses for Mentor and Peer Review Team Members under South Asian Quality Assurance System (SAQS) while working with schools seeking accreditation.

6th SAQS Council Meeting of AMDISA

The 6th SAQS Council Meeting was held at Hotel Taj Deccan, Banjara Hills, Hyderabad on 11th December, 2014. Prof. Y K Bhushan, Senior Advisor, ICFAI Business School - Mumbai chaired the SAQS Council meeting.

The highlights of the Meeting were as follows:

- Review of the progress on SAQS.
- Noted that 17 institutions have been awarded SAQS Accreditation and 8 are in various stages of the SAQS process from South Asia and that 5 institutions have expressed their interest to enter the SAQS from South Asia.
- Noted that AMDISA Conference on the theme “Building Quality in Management Education for Sustained Institutional Development” will be held on Friday, the 12th December, 2014 at Hotel Taj Deccan, Banjara Hills, Hyderabad and recommended 3 Conferences on the similar lines of the Conference scheduled on 12th December, 2014 be held annually.
- Set up a Committee to review the SAQS process.
- Endorsed recommendation of the SAQS Committee for enhancement of Out of Pocket Expenses for Mentors and Peer Review Team Members while working with schools seeking accreditation under South Asian Quality Assurance System (SAQS).
- Ratified the recommendation of the SAQS Committee for Prospective Peer Reviewers and identified Resource Persons.

Peer Review Workshop at AMDISA

21 Participants from Bangladesh, Nepal, India, Pakistan and Sri Lanka, have participated in the Workshop took place on 19th and 20th of February, 2015 at AMDISA, Hyderabad in association with EFMD.

4. Collaboration with Member Institutions

(i) Institute of Business Administration-Dhaka, Bangladesh

Certificate Awarding Ceremony of ACBA Batch 4

The certificate awarding ceremony of Advanced Certificate in Business Administration (ACBA) batch four was held at Nabab Nawab Ali Chowdhury Senate Bhaban, University of Dhaka on Friday, September 19, 2014. ACBA is a joint offering by the Institute of Business Administration (IBA), University of Dhaka, and the Association of Management Development Institutions in South Asia (AMDISA). The Honourable Pro-Vice Chancellor (Academic), University of Dhaka, Professor Dr. **Nasreen Ahmad** was the Chief Guest of the ceremony. Professor Dr. Abdur Rab Mia, Former President, AMDISA graced the occasion as the Special Guest and represented AMDISA president on the occasion. The Director of IBA, DU Professor Iqbal Ahmad presided over the ceremony. Dr. Md. Mohiuddin, Co-ordinator ACBA & Chairperson, Management Development Program (MDP), IBA also spoke on the occasion.

Dr. Md. Mohiuddin started the program with his welcome speech. He highlighted various aspects of the program and emphasised on the motto of ACBA program. He also mentioned that ACBA initiative was to give a platform for the talented business executives to excel to the greatest height of success. Professor Dr. **Nasreen Ahmad highly praised the collaborative success of IBA and AMDISA**. She highly appreciated the pursuit of knowledge among the participants. She mentioned that to be successful, one must learn from past mistakes as well as connect with future possibilities. She highlighted the importance of such programs in managerial capacity building in this region. She congratulated batch four on their successful completion of this six month program. Professor Dr. Abdur Rab Mia highlighted on the AMDISA's role in quality assurance and excellence in education sector. 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. Ms. Sutapa Bhattacharjee, Assistant Professor & Student counsellor, IBA concluded the ceremony with vote of thanks and congratulation to the participants on their success and wished the best on their all future endeavours.

Friends and family members of the participants were present on the occasion 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 to grace the ceremony. The certificate awarding ceremony was followed by a dinner.

(ii) IILM Institute for Higher Education, New Delhi

In collaboration and support with AMDISA, IILM Institute for Higher Education, New Delhi, has organized its Second International Conference on "Responsible Management Education, Training and Practice" from 8 to 10 January 2015 at its IILM Lodhi Road Campus, New Delhi.

(iii) ASBM, Bhubaneswar, Odisha

Asian School of Business Management (ASBM), Bhubaneswar, Odisha, in association with AMDISA, is organizing the 2nd International Convention on "Global Business: Creating, Performing and Sustaining" on 15th and 16th of January, 2016.

CEOs, Directors, Corporate Executives, Professionals, Academicians, Research Scholars, Consultants, Students and anyone having specific interest in the Convention Theme may consider participating in the Convention.

The guidelines for submission of papers and the Registration Form can be downloaded from the website : www.asbm.ac.in. The last date for submission of full paper is 31st July, 2015. Authors should log on to www.imconasbm.in for submission of abstract and full text papers.

(iv) Christ Institute of Management, Rajkot, Gujarat

Christ Institute of Management, Rajkot, Gujarat, in association with AMDISA, is organizing its 2nd International Conference on "Global Business and Innovation Management – Trends and Competitiveness" on 22nd & 23rd January, 2016. For more details, please contact Dr K J Thankachan, Principal, at dr.kjthankachan@gmail.com. As soon as the Conference brochure and Registration Form are made available to AMDISA, it will be forwarded to all AMDISA Members for consideration of their participation.

5. Forthcoming AMDISA Events

The following are the prospective programs/events on the basis of the decision of the Executive Board held at its 65th Meeting held on 25th March, 2015 at Colombo:

(i) 1st Doctoral Conference of AMDISA

Hosted by: University of Management and Technology (UMT), Lahore, Pakistan.

Date: Late November / Early December, 2015 **Venue:** Lahore, Pakistan.

(ii) Managing Doctoral Programs in Business Schools: Challenges and Responses within South Asian Context

Hosted by: University of Management and Technology (UMT), Lahore, Pakistan.

Date: Late November / Early December, 2015 **Venue:** Lahore, Pakistan.

(iii) THE FUTURE OF MANAGEMENT PROGRAMS: EVALUATING THE RELEVANCE OF THE MBA DEGREE.

Hosted by: International University of Business Agriculture & Technology (IUBAT).

Date: To be notified **Venue:** Dhaka, Bangladesh.

(iv) Conference on the theme Accreditation for Institutional Learning and Growth

Hosted by: Association of Management Development Institutions in South Asia (AMDISA), India.

Date: 11th December, 2015 **Venue:** Hyderabad, India

6. AMDISA New Members

New Member Institutions who have joined after July 2014.

- (i) Faculty of Management Sciences, Riphah International University, Islamabad, Pakistan
- (ii) Institute of Management Technology, Hyderabad, India
- (iii) Mahatma Gandhi Vidyamandir's Institute of Management & Research, Nashik, India
- (iv) Indian Institute of Management, Udaipur, India
- (v) Southern University Bangladesh, Chittagong, Bangladesh
- (vi) Faculty of Management & Administrative Sciences, University of Sargodha, Sargodha, Pakistan
- (vii) PES University, Bangalore, India
- (viii) SVKM's NMIMS University, Bengaluru, India
- (ix) Indian Institute of Management, Tiruchirapalli, India
- (x) University of Liberal Arts Bangladesh (ULAB), Dhaka, Bangladesh
- (xi) Nashik District Maratha Vidya Prasarak Samaj's Karmveer Adv. Baburao Ganpatro Thakare College of Engineering, Nashik, India
- (xii) Goa Institute of Management, Goa, India
- (xiii) International School of Business & Research (ISBR) Business School, Bangalore
- (xiv) Master School of Management, Meerut, India
- (xv) Southeast School of Business, Southeast University, Dhaka, Bangladesh
- (xvi) Bhavan's Centre for Communication and Management, Bhubaneswar, India
- (xvii) Department of Management Studies, BNM Institute of Technology, Bangalore, India
- (xviii) Silguri Institute of Technology, Darjeeling, West Bengal

7. Visitors to AMDISA Secretariat

From Pakistan:

Prof. Muhammad Moinuddin Ali Khan, Head, Quality Enhancement Cell, Institute of Business Management, Karachi, Pakistan.

From Sri Lanka:

Prof. Lakshman Watawala, Vice President-AMDISA and President, Institute of Certified Professional Managers, Colombo, Sri Lanka.

From India:

Prof. R.K. Mishra, Director, Institute of Public Enterprise, Hyderabad

Prof. Satish C. Ailawadi, Director, K J Somaiya Institute of Management Studies & Research, Mumbai.

NEWS FROM MEMBER INSTITUTIONS

IUBAT, Dhaka, Bangladesh

International Conference on Archives and Records Management in Bangladesh

International University of Business Agriculture and Technology (IUBAT) organized a daylong International Conference on Archives and Records Management in Bangladesh (ICARM2015) on Saturday, January 31, 2015. The Objective of the Conference was to spread the idea of the urgent need to improve records and archives in public and private organizations in Bangladesh for better governance and to provide a platform for the researchers and practitioners in archives and records management in Bangladesh and throughout the globe. The conference has been organized as a part of 25th Foundation Day Celebration of IUBAT, the theme of the conference was *Archives and Records for Good Governance*.

Resource Persons and Specialists from Bangladesh and other countries like The Netherlands, India presented their research findings in the areas of information and records management, archives and information systems, laws and institutions, public sector information (PSI), research and scientific data management, health and medical services, digital information and records management, digital archiving and digitization, library and information management, media archiving and judicial records management, right to information act and their relations with good governance.

Mr Wadudul Bari Chowdhury, Director, Directorate of Archives and Libraries, Ministry of Cultural Affairs, Government of the People's Republic of Bangladesh graced the inaugural session as the Chief Guest. Professor Dr M Alimullah Miyan, Founder Vice-Chancellor of IUBAT presided over the conference.

Drs Sigfried Janzing, Director, Streekarchief Midden-Holland, archives institution in Gouda, the Netherlands and Mr Florus Geraedts from Netherlands were the Specialists and the Facilitators of the conference. Mr Muhammad Ibne Mujib, Assistant Registrar, International Programs of IUBAT coordinated the conference.

The conference has been the first of its kind in Bangladesh and is identified as a milestone. The organizer, facilitators, paper presenters and participants expressed due desire for continuation of this conference in 2016. The conference ended through a closing ceremony and award of certificate to the facilitators, paper presenters and participants.

NEWS FROM NETWORKS

EFMD, Brussels, Belgium

EFMD Executive Development Program

The EFMD is organizing its Executive Development Program on the Theme "Learn to Transform in Unpredictable Time", hosted by Barcelona School of Management, from 14th to 16th October, 2015 at Barcelona, Spain.

For details, contact at delphine.hauspy@efmd.org or visit www.efmd.org

CEEMAN

The CEEMAN's 6th EMAC Regional Conference on "Convergence and Divergence in the New Europe: Marketing Theory Challenges in Emerging Markets" is taking place from 16th to 18th September, 2015 at Vienna, Austria.

For details, visit www.ceeman.org/programs-events

PROGRAMME ANNOUNCEMENTS FROM MEMBER INSTITUTIONS

Indian Institute of Management Bangalore, India

International Management Research Academy (IMRA) and Indian Institute of Management Bangalore (IIMB) are organizing an International Conference on "Inclusive Growth & Profits with Purpose: New Management Paradigm" at IIMB, Bannerghatta Road, Bengaluru (Bangalore), Karnataka, India from 15th to 18th December, 2015. For more details, please visit Conference Website: <http://www.imraweb.org/conferences/2015india> or write at email id: 2015india@imraweb.org

SHORT TAKES

- 1) Dr. Madhumita Chatterji has been appointed Director, IFIM Business School - Bangalore.
- 2) Dr. Devi Singh has taken over as Vice Chancellor, JK Lakshmi Pat University, Jaipur.
- 3) Shri Sumeet Singh has taken over as Director, Dr. Y. S. Rajasekhara Reddy National Institute of Tourism & Hospitality Management, Hyderabad
- 4) Dr. Vikas Nath has taken over as In-charge Director, BVDU Institute of Management and Research, New Delhi.
- 5) Dr. M.L. Singla has taken over as Dean, Faculty of Management Studies, University of Delhi, Delhi
- 6) Prof. Kulbhushan Balooni has taken over as Director In-charge, IIM, Kozhikode
- 7) Padma Shri Dr. Bakul Dholakia has taken over as Director General of International Management Institute, New Delhi.
- 8) Prof. Rajiv K. Srivastava, has taken over as Director, IIM Lucknow.
- 9) Prof. C.P. Shrimali, has taken over as Acting Director, Management Development Institute, Gurgaon.
- 10) Dr. G.S. Batra has taken over as Head, School of Management Studies, Punjabi University, Patiala, Punjab.
- 11) Prof. Mohd. Masood Ahmed has taken over as Director General, Vishwa Vishwani Institute of Systems & Management, Secunderabad.
- 12) Prof. Dr. Rubina Tareen, has taken over as Director, Institute of Management Sciences, Bahauddin Zakariya University, Multan, Pakistan.
- 13) Dr Prabhu Kumar has taken over as Director, School of Management Studies, Jawaharlal Nehru Technological University, Hyderabad.
- 14) Ms. Olga Veligurska has been appointed as Director of Central and East European Management Development Association (CEEMAN), Bled, Slovenia
- 15) Prof. (Dr). Satish C. Ailawadi has taken over as Director, Institute of Management Technology, Hyderabad.
- 16) Dr Ajantha Dharmasiri, Acting Director, Postgraduate Institute of Management (PIM), Colombo, Sri Lanka, has been appointed as Director.

AWARDS AND HONOURS

Awards and Honors

Best Business School Award to Kathmandu University School of Management (KUSoM)

Kathmandu University School of Management, a member of AMDISA, for the second year in running has made it to the top in the Everest Bank - New Business Age National Business Schools Rating and Ranking 2014 with the award of the Best Business School in Nepal. It also came top in the Best Graduate Business School (MBA) category. Currently, this is the only rating and ranking competition of B-Schools in Nepal. The Top Business School Trophy and certificates were awarded to Prof. Subas KC, Dean of the School, in a function organized on 23 August 2014 by Minister of Commerce and Supplies of Nepal.

Earlier in 2007 and 2008 also the School had been rated as the Best Business School by Boss Magazine - A C Nelson ranking and rating of business schools in Nepal, which has since been discontinued.

Humble in accepting this honor and inspired by this recognition, the School commits even more to lead management development in the country for its socio-economic transformation. The School thanks all benefactors and beneficiaries of the School for being the reason of our existence and success.

Best Institution Building Award to Prof. Y K Bhushan

The Alumni Federation of IBS (all campuses of IBS) annually offers Awards to the best faculty and the best institution building award. These awards are based on a system and are ultimately approved by the Management of ICFAI. The award for Institution Building of IBS-Mumbai for the year 2014 has been conferred on Prof. Y.K. Bhushan, Senior Adviser, IBS-Mumbai. This comes in the wake of his 12 years of uninterrupted service in the building up of IBS Mumbai.

Best Faculty Award for overall Excellence to Prof. Madhavi Garikaparthy

The award for the best faculty for overall excellence at IBS Mumbai in the year 2014 has been given to Prof. Madhavi Garikaparthy, faculty in Marketing.



Prof.Y K Bhushan receiving Award from Dr Anjali Raina



Prof. Madhavi Garikaparthy receiving the Award from Prof. Y. K. Bhushan

Best Management Institute Award to IMED

Dr Sachin Vernekar, Dean FMS BVU and Director IMED receiving Best Management Institute Award conferred on IMED by ASSOCHAM and Education Post for Promoting Leadership and Industry Institute Partnership on 8th December, 2014 at Ahmedabad at the hands of Honble Governor of Gujarat Shri O P Kohli.

Lifetime Achievement Award to Dr. Danica Purg

Prof. Danica Purg, President of Central and East European Management Development Association (CEEMAN) and IEDC-Bled School of Management has been granted the highest award in the field of management in Slovenia, the Lifetime Achievement Award for the year 2014 by the Managers' Association of Slovenia. The ceremony took place on January 29, 2015, at the

Annual Meeting of Managers' Association of Slovenia, in the presence of the Prime Minister Mr. Miro Cerar.

Dr. Danica Purg, an international networker, who masters and communicates in seven foreign languages, is director of the European Leadership Centre and president of the CEEMAN, International Association for Management Development in Dynamic Societies, which brings together 220 management schools from more than 55 countries.

Appointment of Prof. Abdul Mannan as Chairman of Bangladesh University Grants Commission

Prof. Abdul Mannan, an AMDISA veteran and Member AMDISA SAQS Committee, has been appointed as Chairman of the Bangladesh University Grants Commission by the President of the Republic of Bangladesh H.E. Hon'ble Abdul Hamid and Chancellor of the Universities in Bangladesh.

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.

FIRST Dr Dharnidhar Prasad Sinha Memorial Lecture by Prof.Y.K. Bhushan



Late Dr Dharnidhar P Sinha

The First Dr Dharnidhar Prasad Sinha Memorial Lecture was delivered at the 13th South Asian Management Forum (SAMF), Colombo, Sri Lanka on 26th March, 2015 by Prof. Y.K. Bhushan, Senior Advisor & Head, IBS Business School Mumbai and Chancellor, ICFAI University Nagaland, and Past President-AMDISA. The text of the lecture delivered by Prof. Bhushan is given below.

Profile of Dr. Dharnidhar Prasad Sinha

Dr. Dharnidhar Prasad Sinha who co-founded the Association for Management Development Institutions in South Asia (AMDISA) was one of India's foremost management professionals. An anthropologist by training, Dr. Sinha had a distinguished career as a management educator, administrator, consultant, and diplomat. He began his career teaching at Universities in the United States, Hawaii, and Australia. Later, he occupied several senior positions as a Professor of Organisation Behaviour at the Indian Institute of Management, Calcutta; the Principal of the Administrative Staff College of India, Hyderabad; and the UNDP Advisor on Civil Service

Reforms to the Royal Government of Nepal. He consulted with several large Indian and MNC organizations including ICI, ITC, SAIL, ONGC, Crompton Greaves and the JK Organization.

Dr. Dharnidhar Prasad Sinha's journey began from the relatively humble, yet comfortable, beginnings in a village in Bihar, India to the pinnacles of Indian Management. The journey characterized by the vision to create a new tomorrow, persistence to continually strive towards this future, courage to make the "tough calls", faith in the goodness and ability of his co-workers, and most important of all, a deep sense of service above self.

In 1993, he founded COSMODE Consultants, a Hyderabad-based, boutique management consulting firm specializing in Strategy and Organisation Development which he led till he passed away in May 2006. He also co-founded several other institutions such as Indian Society for Applied Behavioral Sciences (ISABS) and the Association of Management Development Institutions in South Asia (AMDISA).

Dr. Sinha received his bachelor's degree in Arts from the Lucknow University, India. Later he completed his Masters Degree in Psychology from Patna University and PhD in Anthropology from the University of Illinois, St Louis, USA.

It is indeed a matter of great honor and pride for me to be given the opportunity to deliver the first Dr. Dharnidhar Prasad Sinha Memorial Lecture at this august Convention of AMDISA.

The occasion evokes a strong sense of nostalgia in me specially because I regarded Dr. Dharnidhar Prasad Sinha as my Guru and mentor in Management and Behavioral Science and in promoting Management Education through networking. The presence of Ms. Kalpana Sinha, Dr. Sinha's daughter and only child makes this moment specially emotional.

It was a great shock to all his friends, associates and admirers when Dr. Dharnidhar Prasad Sinha, the founder of AMDISA, and its guiding spirit breathed his last at Patna on May 9, 2006. As the Advisor to the Government of Bihar on the Bihar Administrative Reforms Committee, Dr. Dharnidhar Prasad Sinha was accorded the honor of a state funeral. With his deep understanding of management education gained from his long experience and his own teaching stints in US, Australia and at IIM Calcutta, Dr. Dharnidhar Prasad Sinha was a visionary who brought to South Asia the opportunity of forming a network representing management schools and corporate training setups with a view to promoting the cause of development in South Asia.

I had the opportunity of joining him at all the Global Management Forums starting way back in 1992 at Montreal at Canada and was graciously accepted by him as a friend and an associate in whom he did repose his trust in both personal and institutional issues. In my interactions with him specially at his residence in Hyderabad, I came to develop a deeper understanding of the Guru who would often discuss persons and institutions in the context of growth of AMDISA and the development of South Asia. It was indeed tragic in retrospect when, on the eve of his departure for his last visit to Patna, he shared with me his vision of expanding the horizons of AMDISA to Commonwealth countries and involved me in working out a programme of establishing contacts and organizing visits to the major commonwealth countries for bringing them into an enlarged network with AMDISA at the core. Little did I realize that was to be his last meeting with me in Mumbai in the active presence of his abiding partner in life Late Mrs. Purnima Sinha. It was impossible for me to have imagined that I would never see Dr. Dharnidhar Prasad Sinha after that meeting!

On a personal note, I remember how he brought the Canadian Consortium of Management Schools under their programme of assistance to support AMDISA in its initial years. As a pragmatic professional, Dr. Sinha did know very well the need for resource mobilization, tapping sources like CCMS, Commonwealth Secretariat and EFMD to support the development of the network of management schools in South Asia to promote their academic and institutional quality. Realizing that Quality was important for management schools in the region to be able to stand up to the levels of the Business Schools and their networks in other parts of the world, he shared the vision of setting up the South Asian Quality Assurance System for quality assessment through peer review for helping Management Schools grow and develop to superior levels of performance. I do recall a proud moment when at a lunch meeting of the Global Management Forum at Bangkok he brought to culmination his discussions with EFMD and gave me the opportunity of signing on behalf of South Asia, the Memorandum of Understanding between AMDISA and EFMD for setting up the South Asian Quality System with support from European Foundation for Management Development. I was then the President of AMDISA.

To my mind the most significant visionary contribution of Dr. Dharnidhar Prasad Sinha was in establishing and zealously guarding the spirit of networking based on equal partnership, among the Member nations of SAARC. He established the convention of rotating the leadership of AMDISA among the Member nations without any exception to the established order. To this day, AMDISA scrupulously rotates its Presidentship across the nations of South Asia.

He nurtured AMDISA, saving every possible penny of the funds raised with the vision of creating for the network a home of its own. Sadly he did not live up to see his dream house of AMDISA taking shape at the beautiful campus of the Hyderabad Central University. The location of our office in Hyderabad came to AMDISA as a result of his persuasive negotiations with the University authorities. This lecture of mine is dedicated to sacred and loving memory of our founder Dr. Dharnidhar Prasad Sinha.

Vision of the Founder

When Dr. Dharnidhar Prasad Sinha gave concrete shape to his dream of setting up of AMDISA at a Conference of Heads of Management Schools at Hyderabad in 1988, he had the larger vision of developing South Asia as a Region that needed the process of growth and development specially in view of the underdeveloped state of the member nations and the role that this Region should play in a globalized world in future. He saw Management education playing a uniting role in a region marked by conflicts and strife among the major nations with its negative impact on the development of these nations and consequently on the amelioration of poverty, disease, hunger and lack of education. His vision was to help the development of Management Schools not only for fostering a sense of unity among the nations in SAARC but also develop socially committed Management Schools whose products would collaborate in tackling the problems of the Region.

Development of South Asia

The present time is truly one of an opportunity for South Asian region to play its rightful role in the global development order. If one looks at the present status of the South Asian nations under the banner of SAARC, their economic levels appear to be relatively dismal and their present state of economic development far from encouraging. But the role of AMDISA is to create that hope and courage in seeking out a niche for the Region in terms of its strength and opportunities and see how united thinking and action among the management schools in the Region can promote and channelize the special advantages the Region enjoys compared to some of the better developed parts of the world. From this point of view, we shall now take a look at some of the special strengths enjoyed by us towards economic development and the opportunities for synergizing actions towards our common goal.

Opportunities for Economic Development in South Asia

In establishing AMDISA as a Body of Management Schools across the Region, Dr. Dharnidhar Prasad Sinha expressed his hope and faith in the much needed economic development of the SAARC Region. This has been reflected in the choice of themes for the various conventions of AMDISA, ranging from the one on 'Management of Change in South Asia' in 1994 to 'Breaking Dawn - Towards South Asian Economic Renaissance' and 'Managing Change for Sustainable Development in the SAARC Region'. Continuing with the mission of AMDISA as one of fostering Management Development as an instrument for the overall development of the region, one may like to focus this lecture on Opportunities for Economic Development and the Development of SAARC Region as a viable entity in the context of its relationship with the rest of the world.

The key to the opportunities in the region lies in the establishment of Regional Economic Cooperation which implies collaboration among the member nations of SAARC for collective benefit to the advantage of each nation. The scope of such cooperation can cover a wide range of economic issues like trade, tariffs, technology, investment, joint ventures and fiscal and monetary policies. With globalization, the South Asian economies got integrated into the world market and their export performance which is a major plank of economic development became highly dependent on global changes. Members of SAARC have also taken note of this but it is unfortunate that the intra-regional trade of SAARC has remained below 5% of the total trade which is small as compared to the other regional trade agreements like e.g ASEAN Free Trade Area.

South Asia has great economic strength in terms of its market potential, rich natural resources and above all human capital. Even with these advantages the custom services effectively reduce the potential for economic growth and employment. It is therefore imperative that SAARC emerges as a strong economic bloc rising above by bilateral disputes and works for the collective advantage of all the members.

The scope for cooperation among the SAARC nations is specially highlighted by the synergies that exist between various nations in the Regions. A case in point is the optimal utilization of scarce energy resources. It is paradoxical that the largest economy of India is energy - starved, while some of India's neighbors have surplus energy. For example, Pakistan has surplus hydro - electricity which can be gainfully exported to North-Western India. On the other hand, India has an installed capacity of 900 MW wind energy which can be used by other countries if there is better understanding among them.

Another area of cooperation is tapping of natural gas. It will be economically more viable for India and Pakistan to tap the gas deposits of Persian Gulf and Central Asia than go for separate endeavors. Similar cooperation can be achieved with Bangladesh which is fortunate to have huge reserves of gas. Without cooperation in harnessing these vital resources, their benefit cannot become available to the neighboring India.

Tourism has a huge potential for development in the various nations of the SAARC where effective coordination of public and private efforts will achieve necessary synergy in the development of this sector. There can be cooperation in the promotion of intra-regional investment in hotel and aviation sectors both of which are crucial for the development of tourism sector. There are but a few examples of what could possibly be achieved if the present state of conflicts and misunderstandings can be replaced by an active mutual understanding and collaboration among the nations.

Recognizing the growing popularity of regional trade agreements like Bangladesh - Bhutan - India - Nepal vide Quadrilateral Growth Initiative (BBIN) and encouraged by the growing popularity of RTAs, South Asian Countries established SAPTA, in 1993 to achieve higher levels of trade and economic cooperation in the Region. However, the actual exchange of preferences for the least developed countries has remained extremely limited since 1993.

The encouraging step of signing of SAPTA in 2004 has catalyzed the development of transport arrangements among different nations like Nepal, Bangladesh and Bhutan but given a hostile environment, it has not fructified. SAPTA could be a vehicle through which integration of economies in South Asia could lead to emergence of a big market for investors. Industries can be located anywhere in the Region, according to need-based suitability. Likewise other segments of economy, like the aviation sector and hotel industry, can reap the 'cascading effect'. Unfortunately, while relatively developed economies like India, Pakistan and Sri Lanka are upbeat about SAPTA, some of the LDCs are sceptical as they fear the risk of erosion of revenue and collapse of their weak industrial base because of the loss of tariff revenues.

There is no doubt that trade among the countries in the Region can lead to better understanding among the member nations of SAARC and lead to the emergence of SAARC as a Region that can take a place of honor with other Regions of the world on the same table. Immense benefits could be derived if restrictive policies are abandoned and relatively free flow of trade is promoted. Perhaps, it is time for South Asia to work towards a Common Market with a common currency though that might sound like a distant dream in the light of the present differences among the nations on major and minor issues. One hopes that there will be a dismantling of non traffic barriers among the nations and also lowering of tariff if not complete dismantling of these. The major nations like India, Pakistan, Bangladesh and Sri Lanka have a pivotal role to play in utilizing the untapped synergies that exist among the nations.

If only Bangladesh and Pakistan join hands with India, they could substantially improve iron and steel production. Likewise Sri Lanka and India can co-operate in exporting tea to the rest of the world. The list of similar opportunities of synergistic development is indeed long.

Need for New Strategic Vision

A strategic vision for South Asia was the hope and aspiration of our founder Dr. Dharnidhar Prasad Sinha and all of us working with him. Such a strategic vision will rest on two major pillars - intra-regional political and economic understanding for common benefit, and development of a unique niche advantage for South Asia for which the other nations of the world would look to this Region. It is only through statesmanship in place of political expediency that the multiple areas of interdependence for mutual advantage can be explored and tapped.

Coming to the other aspects of strategic vision, which focuses on the development of South Asian human resources base, is the development of an outward looking growth strategy in the current global scenario while tapping the rich intellectual capital available in the Region. Significantly, the last SAMF of AMDISA was addressed under the leadership of President Ashok Joshi to the development of South Asia as a Global Hub of Management professionals. Going by our experience in the last and the earlier SAMFs the quality of papers contributed by academics and professionals gives rise to the hope that it is possible to develop the South Asian Region as a global hub for management professionals. This can be achieved if the message of quality in management education can be disseminated throughout the Region and imbibed by Management schools. That indeed is a challenge and opportunity for management schools across the Region which have brought into play huge amount of private investment in management education. Some of the private management schools with excellent infrastructure and faculty are an outstanding feature of the Region specially in the major member nations. If 21st century is to be truly the Asian century, it has to step up its efforts in raising the level of quality of management education with affordability and accessibility through concerted measures and by adoption of systems of institutional accreditation. The South Asian Quality System launched by AMDISA certainly needs to be geared up to cover up larger number of institutions in the Region. Given the cost of advantage enjoyed by the Region, the improved quality of management education can hopefully invite the attention of aspirants of high quality management education elsewhere.

Among the major areas of management education where the Region can have special advantage is the area of Information Technology where India and some of the other member nations of the Region do have an advantage. This is already being tapped by the developed nations of the world. The superior numeracy and logical skills of the younger generation in countries of the Region coupled with use of English as a medium of instruction is certainly an advantage which can help the Region in shining forth if only the leaders of these countries take a visionary view of the opportunities in the Region and closely work together to meet the aspirations of the people.

The management schools and professionals in the country have a special role in promoting research in developing homespun solutions to the multiple socio economic problems that cause and create the current state of misery and inequity. Management education in the Region can also play its own role in providing a forum for the political and non-political leaders to come together and deliberate over the issues of regional cooperation by tapping inter country synergies. There is perhaps a role for the major management schools catering to the requirement of the corporate sector and the government to gear themselves for the role of a 'third track of diplomacy' towards creating a climate of better understanding among the nations.

If this be an optimistic view of the future, be it so as that was of the spirit with which AMDISA was established.

I will now conclude this lecture with my humble tribute to the sacred memory of Dr. Dharnidhar Prasad Sinha with the prayer that God gives SAARC nations the wisdom to give the benefit of corrective action for helping the people to reap fruits of a better quality of life for the present and future generations.

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
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

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

9	Learning from Life by Dharni P Sinha 2007; published by Excel Books, New Delhi	INR 495
10	<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

SUBSCRIBE to AMDISA's Internationally Reputed SOUTH ASIAN JOURNAL OF MANAGEMENT

ISSN: 0971-5428
(Published Quarterly)

It is a quarterly, scholarly journal, publishing empirical papers, review papers, executive experience-sharing, research notes, case studies and book-reviews. Two internationally acclaimed database services, EBSCO and ProQuest, USA have indexed the contents of the Journal. It reaches major world libraries besides member institutions in South Asia.

Current subscription rates are as follows:

Subscription Rates	One Year	Two Years	Three Years
SAARC Region			
(a) Within India	INR 2,400	INR 4,600	INR 6,700
(b) Outside India	US\$ 55	US\$ 107	US\$ 157
Rest of thw World	US\$ 153	US\$ 286	US\$ 399

Note: Payment may be made by demand draft payable to "AMDISA" at Hyderabad, India and mailed to AMDISA, University of Hyderabad Campus, Central University P.O., Hyderabad-500 046, Telangana State, India.

Edited by Dr. Ashok R Joshi on behalf of AMDISA, and published by AMDISA, Printed by M/s. Yashoda Graphics, # 80, Mangapuram Colony, Opp. H.B. Colony, Moula-Ali, Hyderabad-40, India. Cell : 9849309945.