



AMDISA

NEWSLETTER



ASSOCIATION OF MANAGEMENT DEVELOPMENT INSTITUTIONS IN SOUTH ASIA

AMDISA Newsletter is the official organ of Association of Management Development Institutions in South Asia.
(For private circulation only.)

Volume 31 • March 2007

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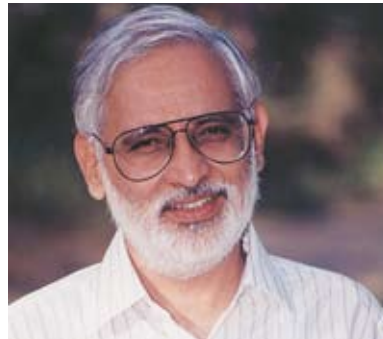
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From the Editor



The AMDISA Vision is now poised for a major leap forward with the speedy completion of its Secretariat at Hyderabad. I urge all of you to peruse the AMDISA President Dr. Syed Zahoor Hassan's appeal for participation in helping us make this dream come true.

Meanwhile, South Asia in general and SAARC Nations in particular, continue to forge stronger links with each other to leverage emerging global opportunities. The challenge is to utilise the enormous talent we have and to harness it to better lives throughout the region. While global opportunities emerge, local realities need rapid responses. Readers would find the summary of Mr. M. Scalem's Commonwealth-AMDISA Doctoral Fellowship Study under the auspices of IIM-Calcutta on Disaster Management insightful. In fact, the interesting range of studies – from Conflict Management to Customer Care and Environmental Management to Foreign Institutional Investment – undertaken by the AMDISA Fellows, highlights the complexity of challenges in the region.

As always, we shall welcome your comments and contributions, to keep our newsletter current and vibrant.

Dr. Ashok Joshi

From AMDISA Headquarters

Dear Friends,



It is with a great sense of pleasure and achievement I write to inform you that we are on the threshold of seeing AMDISA's dream of its own Secretariat Building blossoming into reality as an architectural showpiece and an everlasting symbol of South Asian Regional Cooperation. AMDISA's own building is now coming up fast on its site in the University of Hyderabad campus. The building, a futuristic complex, is designed to represent the quintessential unity of SAARC nations... the spirit of sharing through free flow of management ideas. This building's pictorial design features and periodical progress can be seen on AMDISA's website www.amdisa.org. We are hoping to complete the building by the end of this year.

Once complete, the building will draw corporate heads and world renowned management experts besides scholars and academics from not only the SAARC countries but all over the world. It will thus be a true catalyst in forging links between nations and promoting people to people contacts.

Over the years AMDISA has grown into a potent and valuable contributor in the realm of management development. The establishment and institutionalization of the 'South Asian Quality Assurance System (SAQS)' is a hallmark of this

commitment to create awareness among Business Schools in South Asia on the need to bench mark with the best schools in the world and seek global accreditation. The South Asian Quality Assurance System (SAQS) which is as demanding as any global accreditation system also recognizes the regional realities.

This penchant for excellence is furthered through the creation of a futuristic building complex whose design is representative of the SAARC spirit. AMDISA is an international not-for-profit organization and has assiduously built up slowly and painstakingly the institution development fund over the years. This has helped start the building construction which is now going on at a brisk pace. To complete the building complex in its entirety AMDISA needs to augment its funds. In this effort I solicit your wholehearted and enthusiastic participation through a generous contribution.

The Executive Board has decided to acknowledge all contributions made by member institutions and benefactors. Significant contributions will enable AMDISA to earmark funds for special portions of the building which will be acknowledged through plaques. As an option, some areas of the building have been identified, for being named after larger contributors as follows:

Entrance Foyer	US \$ 35,000
Library & Lounge	US \$ 65,000
Seminar Hall	US \$ 85,000
Syndicate Room 1	US \$ 25,000
Syndicate Room 2	US \$ 25,000
Rooms 1 to 7	US \$ 20,000 each
Circular Corridor (Surrounding water body)	US \$ 35,000

I request support and participation in the successful fruition of this prestigious project by way of generous contribution. Contributions may please be made payable to AMDISA at Hyderabad, India. AMDISA will remain grateful for your support.

With warm regards.

Yours sincerely,



Syed Zahoor Hassan
President, AMDISA &
Vice Chancellor,
Lahore University of Management
Sciences

Mr. Jasimuddin visits AMDISA

Mr. M. Jasimuddin, Adviser (Asia), Governance & Institutional Development Division, Commonwealth Secretariat, visited the AMDISA Secretariat on 5th October, 2006 and held an extensive discussion with AMDISA's Officials at its Secretariat on a wide range of issues of mutual interest. Mr Jasimuddin also reviewed the progress achieved in connection with the assistance given by Commonwealth Secretariat to AMDISA.

Amdisa Secretariat Building Project - IT Exemption

The Government of India, Ministry of Finance, Department of Income Tax vide its communication S.No. DIT(E)/HYD/34(04)/80G/06-07 dated 25-09-2006 granted approval under section 80G of the Income Tax Act 1961 for contributions received by AMDISA during 2006-07.

In view of the above, all contributions made to AMDISA in its fundraising efforts for its building project coming up in the University of Hyderabad, Gachibowli, Hyderabad will qualify for deduction from the Income Tax under section 80G of the IT Act, 1961.

The Executive Board of AMDISA appeals to Corporates, Business Leaders and Member Institutions for generous contributions to the building fund of AMDISA an International not-for-profit association.

AMDISA Commonwealth Fellowship Program

Under the Program sponsored by the Commonwealth Secretariat, eight Doctoral and Post Doctoral Fellowships have been awarded in two phases 2004-06 and 2006-07. The Table below gives brief details.

Summary Table on Fellowships Awarded

Sr.No.	Fellowship Type and Topic of Research (Countries)	Fellow and Institution	Status of study (year)
I – 2004-06			
1.	Doctoral: Distributed and Decentralised Real-Time Information Network for Disaster Management (India, Bangladesh, Sri Lanka)	Mr. M. Scalem, Indian Institute of Management, Calcutta	Completed (2005)
2.	Post Doctoral: Environmental Management Strategies of Corporate Enterprises in Malaysia, Singapore and India: A Comparative Study	Dr. Gurdip Singh, Punjab School of Management Studies, Punjabi University, Patiala	Completed (2005)
3.	Post Doctoral: A Comparative Study of Service Quality Delivered by Public Sector Banks in India, Bangladesh and Sri Lanka	Dr. Mukta Kamplikar, Tata Management Training Centre, Poona	Expected (2006-end)
II – 2006-07			
4.	Doctoral: Foreign Direct Investment and Economic Growth for Bangladesh and India: A Comparative Study.	Mr. Mohammed Abdul Bari, Department of Finance and Banking, University of Rajshahi, Bangladesh	Expected (2007-end)
5.	Doctoral: A Study of Strategic Orientation of Human Resource Professionals in South Asian Corporate Sector (India, Bangladesh and Sri Lanka)	Mr. Ajantha Dharmasiri, Postgraduate Institute of Management, Sri Jayawardenepura University, Sri Lanka	Expected (2007-end)
6.	Doctoral: Revisiting Hofstede – A Comparative Study of Differences in Conflict Handling Behaviour Across Three Countries (Bangladesh, Pakistan and Sri Lanka)	Mr. Haren Samarasekara, Postgraduate Institute of Management, Sri Jayawardenepura University, Sri Lanka	Expected (2007-end)
7.	Post Doctoral: Comparison of HRD Systems for Customer Care Services Management in Outsourced Call Centers in India and Sri Lanka	Dr. Saman Dassanayake, Department of Management Studies, University of Colombo, Sri Lanka	Expected (2007-end)
8.	Post Doctoral: Effectiveness of Transformational/ Transactional Management in Educational Institutes of South Asia: A Cross Cultural Study (Malaysia and Pakistan)	Dr. Seema Munaf, Institute of Clinical Psychology, University of Karachi, Pakistan	Expected (2007-end)

With these awards the Fellowship funds have been fully utilised. Should the Program be renewed in the near future, suitable Fellowships Invitation and Announcement will be placed in the AMDISA website, Newsletter, South Asian Journal of Management and elsewhere. Do watch this space!

Dr. Arif A. Waqif

Chairman

AMDISA Fellowship Committee

Review Article on AMDISA Fellowship Study

"Distributed and Decentralized Real-Time Information Network for Disaster Management (D2MIN), a study submitted to AMDISA by M. Scalem, Commonwealth-AMDISA Doctoral Fellow, IIM-Calcutta, 2005, pp 73.

Research on the causes and management of disasters were and are being undertaken in most of the countries primarily with governmental funding. Glaring issues have come to fore after the recent events of Tsunami and Hurricane Katrina. These events have proved the lack of much social science research on disasters in both developed and developing countries. In this context, the research work by M. Scalem, funded by AMDISA, really tries to bridge the gap of research from a techno-managerial angle.

The research work D2MIN is an integral part of the concept of mobile governance in which Scalem & Bandyopadhyay (2002), showed the way to incorporate new management propositions through the application of wireless mobile technologies for effective real time information sharing, transparency, security etc. In D2MIN Mr. Scalem took 'Disaster Management' (DM) as a part of mobile governance as his work domain.

As representatives of the third world, Scalem selected three South Asian countries, viz., Bangladesh, Sri Lanka and India. All these countries suffer from natural disasters almost annually. Scalem collated facts from grass root level up to the primary stakeholders i.e., government departments and various NGOs of these countries to find the research gap and validate his hypotheses.

In their earlier work (Scalem M, Bandyopadhyay S and Sircar A, 2004), it had been established that "since disasters themselves are unstructured in scope and hence difficult to be managed centrally, there is a need for a user centric decentralized, hierarchy independent approach wherein even the end user is empowered accordingly for quick and effective results. The main objective here is to match the available resources at any time with the needs, at the right time and to the right people."

Amongst the three countries, Bangladesh has the most effective on-field DM network, solely attributed to the evolution of a strong grass root structure, driven by the basic needs of the affected populace. But there is a lack of technology application from top to grass root level. In Sri Lanka DM is suffering from mostly a non-structural approach. Though technology is being given quite a high priority, it is limited within the primary stakeholders i.e., within the Governmental set up. In case of India, strong focus has been given to a technology led DM in its policy to address DM. But there is a lack of customized grass-root bottom-up management solution. Though NGOs and peoples' initiatives hold the strategic key to DM, the existing policy drivers limit them. The lack of co-operation and co-ordination among various DM related agencies and their behavior indifference, inadequate

funds and resources and proper communication, and lack of modern technology have made the DM situation more complex.

The important conclusions drawn from the study include:

1. The usual existing MIS approach to DM does not hold true in heterogeneous socio-technical environment like DM and hence requires special customized non-hierarchical approach.
2. The management approach and solution so devised shall have to be grass root level oriented. There is the need for a transparent yet decentralized model for DM.

Some recommendations are also proposed by Scalem:

1. While acknowledging a desperate need for a decentralized, distributed and grass-root real-time Information Network, emphasis should be more on the management issues than on the technological ones.
2. The design of such a system should be more grass-root oriented and should take into account the distinct regional aspects and characteristics rather than having an ad-hoc template.
3. The system so proposed should ensure that the purview of the stakeholders is overlapping in nature so that each remains in the know how.
4. Focus should be more on resource management and resource matching with the local groups taking care amongst themselves rather than waiting for instructions in extreme and emergency cases.

Commemoration of SAARC Charter Day by AMDISA

AMDISA Secretariat organised a meeting in Hyderabad to commemorate the 21st SAARC Charter Day, which fell on December 8th, 2006. Dr. Syed Mazher Hussain, Founder-Director, Confederation of Voluntary Agencies, Hyderabad, was invited to address the meeting on "The Future of SAARC: A Civil Society Perspective".

Dr. Hussain has had an illustrious career as a civil society organiser and activist. His primary concerns have been in the areas of promoting communal harmony, peace and democracy at grass roots levels, nationally, regionally and internationally. In the context of regional cooperation in South Asia, his roles as member and secretary, Pakistan-India Peoples Forum for Peace and Democracy, and as Co-Convener of the Festival of the Sub-Continent to jointly celebrate the Golden Anniversary of Independence from the British in 1997, are particularly worth mentioning.

In his presentation, Dr. Hussain interestingly observed that as an Indian, he felt more warmly welcomed by Pakistanis than by Bangladeshis, Nepalis and Sri Lankans. Implicit perception of India as Big Brother contributes to some antipathy in the region. This apart, most South Asian countries were affected more by intra-country inter-community tensions, conflicts and competing aspirations, than by inter-country disharmonies. It was therefore important to address both these aspects simultaneously at civil society levels to promote peaceful coexistence nationally and regionally. He also suggested that SAARC should explore more active cooperation with regional groupings and countries in its neighbourhood and beyond. He further observed that there is a need to study the impact of the market factors on national foreign policies, and the inter-related impacts of both on welfare, culture, society and economy. While concluding, Dr. Hussain commended the role of AMDISA in promoting regional cooperation through educational institutions, and

appreciated the organisers' invitation to him to share his perspectives on the topic.

The meeting was chaired by Prof. Arif A. Waqif, Director – Research at AMDISA. In his brief opening remarks, Prof. Waqif observed that most discussions on regional cooperation in South Asia are focused on economic, business-financial and political dimensions, and he looked forward to Dr. Hussain drawing our attention to broader social perspectives. He briefly outlined the salient features of the SAARC Social Charter, signed by the leaders at the SAARC Summit in Islamabad in 2003. In his concluding remarks, he briefly shared his own perspectives based on his visits to the neighbouring countries. He recalled the late Sri Lankan President Premadasa's insightful remark that India could behave as an "Elder Brother", and the recommendation of the Independent South Asian Commission on Poverty Alleviation to "walk on two legs."

On behalf of the Institute of Public Enterprise, the meeting venue, Prof. M. L. Saikumar warmly welcomed those on the podium and in the audience. Dr. Trivikram K, IPE Faculty, conveyed his warm thanks on behalf of his institution to Dr. Hussain, Prof. Waqif, AMDISA and the participants. Mr. C. Ramakrishna, Executive Director, AMDISA, expressed his deep appreciation to Dr. Hussain, the participants, and the IPE Director Prof. RK Mishra and his colleagues, for their valuable participation and cooperation.



Dr S Muzher Hussain addressing the participants. Also seen is Prof ML Saikumar.

9th South Asian Management Forum

The 9th South Asian Management Forum (SAMF), the biennial AMDISA Conference is being held on 24th and 25th February, 2007 at Dhaka. The Conference is being hosted by North South University, Dhaka and will be held at Dhaka Sheraton Hotel over a period of two days.

The theme of the 9th SAMF is "Management for Peace, Prosperity and Posterity." A total of 80 papers on various topics will be presented at the conference by the participants from Australia, Bangladesh, India, Pakistan, Sri Lanka, Singapore, Thailand and UK. There will be 20 sessions to be presided by reputable academics and research scholars from the participating countries.

North South University expects a number of internationally renowned scholars and corporate practitioners who will present keynote papers. The papers presented at the conference will focus on contemporary business issues and suggest strategies to deal with them successfully.

The Forum will culminate on the 25th February, 2007 after the General Assembly of AMDISA Members. The details regarding Program and the Conference are available on AMDISA's website: www.amdisa.org and North South University website: www.northsouth.edu.

Fundraising

The President of AMDISA had in a message appealed for contributions for the Construction of AMDISA's Secretariat Building. The following Institutional Members of AMDISA have so far come forward with their contributions.

1. TA Pai Management Institute, Bangalore - Rs. 25,000/-
2. Hailey College of Banking and Finance, Pakistan - US \$ 100/-
3. Prin. LN Welingkar Institute of Management Development and Research, Mumbai - Rs. 2,00,000/-

As the Building is fast nearing completion and the AMDISA Secretariat is expected to be functional

from the new premises from April 2007, AMDISA solicits contributions from Member Institutions, and philanthropic minded well wishers to contribute generously for the cause of AMDISA, an international not for profit association, which is also recognised by South Asian Association for Regional Cooperation (SAARC), the inter governmental agency in South Asia as a professional association for consultative purposes. Contributions to AMDISA qualify for deduction in computing the income of institutions/ persons in India under Section 80 G of the Income Tax Act, 1961.

AMDISA Memberships Fee Revised w.e.f. April, 2006

Institutional Membership:
US \$ 100 or its equivalent in Indian Rupees

Corporate Membership:
US \$ 500 or its equivalent in Indian Rupees;

Life Membership:
US \$ 1000 or its equivalent in Indian Rupees;

Admission Fee:
US \$ 100 or its equivalent in Indian Rupees;
(to be paid along with the membership fee).

AMDISA Journal – SAJM New Journal subscription rate:

Subscription Rate	One Year	Two Years	Three Years
SAARC Region	Rs. 1000	Rs. 1800	Rs. 2500
Rest of the World	US \$ 130	US \$ 240	US \$ 330

News from Member Institutions

• BANGLADESH

Nepalese Ambassador Calls on IUBAT VC

Mr Ramesh Prasad Khanal, Charge-de-Affairs of the Nepalese Embassy in Bangladesh called on Prof Dr M Alimullah Miyan, Vice-Chancellor of International University of Business Agriculture and Technology (IUBAT) on December 20, 2006. They discussed matters of mutual interest among the two countries particularly in the educational and cultural fields. Mr Khanal was impressed by the educational facilities of IUBAT set out in the purpose built campus at Uttara. He was informed about cooperative activities between IUBAT and educational institutions in Nepal.

Following the briefing meeting Mr Khanal meet separately with the Nepalese students of IUBAT. It may be mentioned that presently 24 students from Nepal are studying in IUBAT in nursing and engineering programs. Mr Khanal informed the Vice-Chancellor that more students from Nepal are interested in joining the IUBAT program, particularly in nursing.

Mr Khanal also exchanged views with the 1 resident and 3 visiting faculty members from Canada. He commended the international orientation of IUBAT programs through overseas faculty as well as collaboration with large number of universities. The VC indicated



Vice-Chancellor Dr Miyan Distributing Merit Certificates

the desire to have visiting faculty from Nepal and sought the embassy assistance in identifying potential candidates. In this process, IUBAT is seeking to promote multi-culturalism as well as promoting the spirit of SAARC.

Mr Khanal signed the Distinguished Visitors Book and the visit ended with a promise of continued cooperation in education between Nepal and Bangladesh.

MOU between IUBAT and Bangkok University, Thailand

Prof Dr M Alimullah Miyan, Founder and Vice Chancellor, International University of Business Agriculture and Technology (IUBAT) and Dr Thanu Kulachol, President, Bangkok University (BU), signed a Memorandum of Understanding (MOU) on academic and research collaboration in December 2006. The agreement is for perpetual cooperation.

The goal of cooperation is exchange of researchers, faculty and students, transfer of students, joint research and development of policy proposals, technical assistance/training, and exchange of scholarly and pedagogical materials.

This agreement between IUBAT and Bangkok University (BU), Thailand significantly strengthens development efforts and internationalisation of IUBAT. With this agreement, IUBAT's international active accreditation level reached 57 institutions in North America, Europe, Australia, Asia and Africa. The MOU contributes to strengthening of relationship between Bangladesh and Thailand in the educational & cultural fields.

• INDIA

Indian Institute of Cost and Management Studies & Research (IndSearch), Pune

Prof. C.K. Prahalad visits, IndSearch, Pune

Harvey C. Fruehauf Professor of Business Administration at University of Michigan Business School, Prof. C.K. Prahalad visited IndSearch – Indian Institute of Cost and Management Studies and Research, Pune on 9th February, 2007.

The occasion was a joint meeting organized by the IIM Ahmedabad Alumni Association's Pune Chapter and IndSearch to honour Prof. C.K. Prahalad.

Prof. C.K. Prahalad is from the first batch of IIM Ahmedabad (1964-66) Prof. Prahalad's groundbreaking article 'The End of Corporate Imperialism won him the 1998 McKinsey Prize as the year's best.

He dwelt on a variety of topics, which included Indian and other Global management dilemmas. He advocated a global movement towards private sector solutions for global poverty. His emphasis was on research to be undertaken by the management institutes. He was of the view that the faculty members in these institutes should involve themselves in more



IndSearch Professor Subhash Bhawe welcomes Prof. Prahalad. On his right is Prof. Prahalad and Dr. Ashok Joshi

applied research. That would help them and the students in more meaningful teaching, learning process. Quoting from his experience in American Universities and the industry there, he opined that such academic industry collaboration would prove a very rewarding experience for the students and the institutes.

Dr. Ashok Joshi, Director, IndSearch welcomed Prof. C.K. Prahalad, Prof. Subhash Bhave who was his batch mate (1964-66) for PGDBA program at IIMA introduced him, Mr. Vijay Palkar, an alumnus from IIMA proposed a vote of thanks.

ICFAI, Mumbai



Yet Another Honour for Dr YK Bhushan!

Prof YK Bhushan, Sr Advisor of ICFAI Business School, Mumbai & former Director General of NMIMS was presented with "The Life Time Achievement Award" for his services and outstanding contribution in the field of Management Education. The award was presented at a function to mark Sesquicentennial Celebrations of University of Mumbai in connection with its 150 years of working, on July 27, 2006. The Award was instituted by Welingkar Institute of Management and presented by Mr Vijay Khole, Vice Chancellor, Mumbai University & Dr Jagdish Seth, the well-known Management Guru from Emory Business School, Atlanta, USA. Many well known personalities from the field of education were present on the occasion.

Dr Bhushan has also been appointed recently as the member of Governing Council of Smt Hinduja Trust's Institute of Management Studies.

ICFAI Students win Trophies!

Mr. Nikhil Joshi and Mr. Saurabh Kulkarni, students of ICFAI Business School Mumbai (IBS-M) have won the prestigious "Prof YK Bhushan trophy 2006" in the Inter B-School Presentation Competition organized by Dr PN Singh Foundation. IBS-M has won this trophy the second time consecutively. IBS-M students also won 1st Runner Up prizes in both, the Open and Women Management student's category. 16 teams participated in this competition from Mumbai and other places in Maharashtra. The winning Team of IBS-M received the prestigious trophy from Prof G Nanayakkara, Vice Chairman, UGC, Sri Lanka, at 8th Annual Convention on Leadership – 2006 organized by Dr PN Singh Foundation on 27th September, 2006 at Nehru centre. The convention was attended by eminent leaders in the field of Management education and industry from India and abroad.

Students of ICFAI Business School – Mumbai (IBS-M) won 4 prizes at 10th AIMA – Infosys NSMG – 2006, a prestigious Management event in the country held in August 2006 at EILM, Kolkata. 25 teams from various Management Institutes participated in this event. IBS-Mumbai excelled by taking away all four top positions and the team that bagged the 1st position.

• PAKISTAN

UMT (University of Management Technology, Lahore)

UMT faculty member wins PTCL research grant

Mr Imran Hussain, Assistant Professor, School of Science and Technology (SST), University of Management and Technology, Lahore has won a research grant from Pakistan Telecommunication Company Limited (PTCL) R&D Fund for his project titled "Urdu Web Standards and Guidelines". The two year project has received funding exceeding Rs 11 million.

Mr. Hussain is the first faculty member of SST, UMT to win a research grant. His achievement is a tribute to his dedication and perseverance. UMT is very proud of the honor he has brought to SST and to the University. Congratulations to Mr. Imran Hussain!

PhD student at UMT wins distinction

Sabahat R Bilgrami's, (a PhD student at University of Management and Technology, Lahore) paper on "**Effect of Personality on Organizational Commitment**" has been accepted for presentation at the 2006 Southern Management Association Meeting (SMA) to be held on Oct-25-28 this year. A regional affiliate of the Academy of Management, SMA is a respected professional organization devoted to teaching and research in management. Kudos and all the best wishes to Mr. Bilgrami!

Published and Edited by Dr Ashok Joshi, on behalf of AMDISA (Association of Management Development Institutions in South Asia) at IndSearch (Indian Institute of Cost and Management Studies & Research), 85/1, Law College Road, Pune 411 004 and Printed by Shri Sujit Patwardhan, Mudra, 383, Narayan Peth, Pune 411 030.