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Association of Management Development Institutions in South Asia

# AMDISA NEWSLETTER

AMDISA Newsletter is the official organ of Association of Management Development Institutions in South Asia  
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## MESSAGE FROM AMDISA'S NEW PRESIDENT



### Greetings from the Kingdom of Bhutan!

We had a successful 10th South Asian Management Forum on 9th and 10th April 2009 in the Kingdom of Bhutan and concurrently, it was indeed a great honor for me then to take over the Presidency of AMDISA. I would like to commend the Founding Member and President, Dr. Dharni P. Sinha, past Presidents, AMDISA Executive Board of Directors and member institutions for their many professional contributions made towards building AMDISA into one of the most vibrant and progressive management associations in the region. In addition, the Association has been very successful in evolving closer ties and relationship amongst institutions and people of the region.

We are excited that the 21st century is going to be the Asian century because of which South Asia has unenviable position of being in the center of developments. With our large pool of management academia and practitioners which is proactively buttressed by a strong chain of regional and global networks, AMDISA can be the best it can be and thus help promote management excellence in the region.

On behalf of the Executive Board and on my own, I would like to express my heartfelt gratitude to all in having faith and confidence in me and to my team. We consider it as a great pleasure serving this Association. Management development is ever changing and more so, the dynamics and application of charting this field in our region. Opportunities to associate, network and learn meaningfully from each other are of utmost importance. And these we intend to maximise even by way of this Newsletter. Please provide feedback as to how we can improve and further strengthen this publication and the Association itself.

As we march ahead, we look forward to your continued support and contribution in the pursuit of our mission of a glorious South Asia.

**Happy reading and best of luck!!!**

**Karma Tshering**  
President  
AMDISA

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Dr Syed Zahoor Hassan, Pakistan (2004-2006)

Dr Hafiz G A Siddiqi, Bangladesh (2007-2009)

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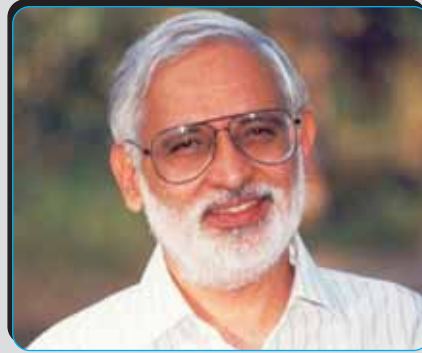
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## From the Editor



Dear Readers,

It is exciting to share the thought that the 21st Century would be 'The Asian Century'. Even in the midst of global turmoil and financial crises, Asian economies appear to have bounced back quicker and have displayed greater resilience and promise. Part of the reason is the delicate balance between market forces and thoughtful intervention that Asian governments have been able to achieve.

Often, it is striking how historic the times we live in are: The power of IT in empowering communities, the reaffirmation of Democracy as not just sociopolitical but also as economic commonsense, the vital role of governments in regulating economies and the obvious inevitability and sensibility of Inclusive Growth – are among a few truths our times have tried and tested.

It is said that the number one challenge of Managers everywhere, is 'Managing Change'. We have seen and will continue to see tumultuous change in our lifetime. As always, managing such change will require all of us to collaborate. I trust all of us join the new president of AMDISA in his resolve to contribute to managing the dynamics of Change in our region.

Warm Regards,

**Dr. Ashok R Joshi**

## News/Views/Articles Invited

### Dear Readers:

The AMDISA Newsletter is an important vehicle for reaching out to our members and others interested in promoting excellence in Management Education and Management Development through sharing of news and views. To further its effectiveness, **we invite you to send us brief news items of interest to the management community.** Items may include academic/professional events recently organized/to be organized, new

educational programmes/ courses, major projects, new Heads/ Deans/ Directors, major changes in faculty and student composition, major national/international recognitions received by institutions, etc., with photographs as appropriate. We also welcome brief articles (200 to 500 words) or relevant emerging issues for the management community.

We would also appreciate receiving copies of **Newsletters** from member institutions and national and regional associations.

These may kindly be sent to us at the following address:

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## NEWS FROM HEADQUARTERS

### SAMF

### AMDISA'S 10TH SOUTH ASIAN MANAGEMENT FORUM HELD IN BHUTAN

The 10th South Asian Management Forum (SAMF) with the theme *Change and Continuity: Management Prospects and Challenges* was held at Thimphu, Bhutan on 9th and 10th of April 2009. It was organized by AMDISA and hosted by Royal Institute of Management (RIM), Thimphu, an AMDISA member-institution. It is a

forum which is held biennially. This is the second time that Royal Institute of Management hosted the forum, the first of which was held in 1998. The two-day forum commenced on April 9, 2009 with the traditional offering of marching. It was inaugurated by Mr Lyonchen Jigmi Y. Thinley, the Honorable Prime Minister of Bhutan.

In his address to the gathering, Mr Lyonchen expressed his appreciation of the theme for this year's forum. He said, "change is inevitable." The Prime Minister highlighted the importance of managing ourselves with the change but "change for the sake of change is

undesirable," he added. With examples of every South Asian country facing different challenges, Mr Lyonchen pointed out how suitable the theme for the 10th South Asian Management Forum has been. He also reminded the participants of the opportunities that lie ahead of them to learn new lessons from the management schools. Finally, the Prime Minister wished an enjoyable and a productive deliberation.

Welcoming the participants, Mr Karma Tshering, Director, RIM, informed that there were about 230 participants for the forum including 30 paper presentations. Initially, there were over 70 responses from a wide range of academicians, students and professors, a total of 58 papers were written and submitted for review. The editorial committee and the reviewers have accepted only 30 papers for presentation and publication. Interestingly, all papers that were presented received an overwhelming support, feedbacks and were thoroughly deliberated by the participants over two days of sessions. The papers were grouped under 8 themes: Management of Capital Markets, Democracy and Governance, Banking, Business Reforms, Management Education, Organization Management and Culture, Enterprise Development and Management and Institutional Renewal and Managing Change.

Subsequently, the outgoing President of AMDISA, Dr Hafiz GA Siddiqi congratulated the host institution for successfully organizing the forum. He added that the executive members of AMDISA "respectfully remember and pay our respect to the late Dr Dharni P Sinha, who founded AMDISA in 1988..." Dr Siddiqi emphasized that AMDISA is an international association since its membership is available to management development networks all over the



10th SAMF Inaugural





**Dr Hafiz G A Siddiqi, Outgoing President, AMDISA**

world. It promotes peace through “people to people contact” by organizing workshops, seminars and conferences. The outgoing President congratulated the Vice President of AMDISA, Mr Karma Tshering who

cooperation through people to people contact for development in the region. This, he said, can be promoted through private initiative like the AMDISA.



**Mr Mohammed Jasimuddin,  
Adviser (Asia Region) Commonwealth Secretariat**

would succeed him as the next President.

Dr Siddiqi stated that AMDISA has grown steadily and published many scholarly books and regularly publishes the South Asian Journal of Management. It has created new knowledge in management. He also spoke about the need to root out terrorism and to promote peace and

Mr Mohammed Jasimuddin, Adviser (Asia Region) Governance & Institutional Development Division, Commonwealth Secretariat, also emphasized the essence of AMDISA and the roles it plays in the South Asian regions.

He recalled that “AMDISA was conceptualized by some great thinkers, chief amongst them was

Dr Mohan Kaul, the Ex-Dean of the IIM, Ahmedabad, Dr K P K Nayyar of the Canada and like them some of the visionary leaders present here today and those who sadly have left us as well... and paid tribute to their courage, leadership and untiring commitment in the leadership of AMDISA”.

He said, “... The very nature of the commonwealth has always been to place the highest importance on human equality and on building bridges between its races, cultures, disparities and philosophies. At the heart of the 1991 Harare Commonwealth Heads of Government declaration was the recognition that development is a people-centered process whose ultimate goal must be the improvement of the human condition. Participation and empowerment of individuals, groups and communities, was thus made the touchstone for Commonwealth programmes...”

He also said that it is time for us to appreciate that the AMDISA publications, the Newsletter and the South Asian Journal of Management have grown from strength to strength. The external relationship with regard to AMDISA’s benchmarking and cross crediting has yielded a new dimension improving the quality. The South Asian Quality Assurance System (SAQS) is a testament in itself. The support committed to faculty development has helped Maldives, Bangladesh, Pakistan and Sri Lanka and has spilled over to Brunei Darussalam.

He made special mention to the founder of AMDISA, the late Dr Dharni P Sinha as an inspiration, a great institutional builder and a peace maker.



The Chief Guest Hon'ble Mr Lyonpo Thakur S Powdyel addressing the Delegates at the Valedictory Function

The closing ceremony was graced by one of Bhutan's best known opinion leaders, His Excellency Lyonpo Thakur Singh Powdyel, the Education Minister of Bhutan. In his speech he urged the participants to work on the commitments made here towards developing better management education and practices for the brighter future of the South Asian region.

The Forum also provided a platform for opinion leaders of the region to share their views and renew the commitments of AMDISA towards the joint regional collaboration and actions. RIM director said that this forum would help "sow the seed of friendship" among the participating nations.

## SAQS Awards Presented

The South Asian Quality Assurance System (SAQS) awards to institutions accredited were presented at the valedictory function of the 10th SAMF on 10th April 2009 by His Excellency Lyonpo Thakur Singh Powdyel, the Education Minister of Bhutan.

Dr M Rammohan Rao, Chairman, SAQS Accreditation Awarding Committee highlighted the importance of Accreditation in improving the quality of education. "Accreditation includes self assessment and peer review. It provides information to students, faculty and various other stakeholders. Excellence is a continuing journey and not a destination. Accreditation plays a crucial role in this journey."

He pointed out that the key objective of AMDISA is to improve the quality of management education in South Asia. To achieve this objective, AMDISA has developed SAQS with support from EFMD (European Foundation for Management

## MEMBERSHIP SUBSCRIPTION

**Membership subscription for the year 2009-10 has become due on April 1, 2009. Kindly send the subscription in the amount US\$ 100 or its equivalent in Indian Rupees by way of Demand Draft in favour of AMDISA, payable at Hyderabad to enable us to continue our services including mailings of SAJM and Newsletter.**

Development). He then requested the Chief Guest to present the accreditation certificates to the following institutions:

1. ICAFI Business School, ICAFI University, Hyderabad, India.
2. Prin. L N Welingkar Institute of Management Development and Research, India
3. Xavier Institute of Management, Bhubaneswar, India
4. Management Development Institute, Gurgaon, India
5. Suleman Dawood School of Business, Lahore University of Management Sciences, Pakistan.



The South Asian Quality Accreditation Label

*An initiative of the Association of Management Development Institutions in South Asia (AMDISA), a SAARC*

### *Recognized Body.*

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 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](http://www.amdisa.org) or mail to the Executive Director, A M D I S A at [execdir@amdisa.org](mailto:execdir@amdisa.org).



### AMDISA GENERAL ASSEMBLY

#### General Assembly

AMDISA's 10th General Assembly was held at the Royal Institute of Management on 9th April, 2009.

AMDISA Members unanimously elected Mr Karma Tshering, Director, Royal Institute of



**Dr Dinesh P Pant**, Vice President, AMDISA Executive Director, Nepal Administrative Staff College, Lalitpur, Nepal

Management & Vice President, AMDISA as the new President. Mr Karma Tshering succeeds Dr Hafiz G A Siddiqi, Vice Chancellor, North South University, Dhaka, Bangladesh. Dr Dinesh P Pant, Executive Director, Nepal Administrative Staff College was elected as the Vice President.

#### Dr Dharni P Sinha 'Remembrance'

AMDISA Secretariat organized a remembrance for Dr Dharni P Sinha, Founder President & Coordinator, AMDISA, on his third death anniversary on 9th May, 2009. Mrs. Purnima Sinha, wife of late Dr Dharni P Sinha along with family

### AMDISA Membership

#### Fee Structure

#### Institutional Membership:

US \$ 100 per annum

#### Corporate Membership:

US \$500 per annum

#### Life Membership:

US \$ 1000 (Life membership is for 15 years for which 10 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/Corporates 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](http://www.amdisa.org) or write to the Executive Director, AMDISA at [execdir@amdisa.org](mailto:execdir@amdisa.org)

members Mrs. Kalpana Sinha, Mr Himanshu Tambe and Mr Abhik graced the Remembrance by their presence. Prof. Mohd. Masood Ahmed, Member, AMDISA Executive Board presided. Representatives from member institutions in Hyderabad as also those known to be close to Dr Dharni Sinha participated in the Remembrance and reminisced their association with Dr Sinha. A minute's silence was observed as a mark of respect to the departed soul. Among those who spoke in the Remembrance were Dr V Panduranga Rao, Dr Sudarsanam Padam, Dr R K Mishra, Dr K S Bhat, Dr A A Firdausi, Dr C Madhavi, Mr C Ramakrishna, Dr Amarnath Rao, Mr S N Patnak, Mr C P Vittal, Mrs Letty Christian and a host of others participated.

## Lessons from my Grandfather

(Talk by Abhik Tambe, grandson of Dr Dharni Sinha, on his Remembrance day)

“ I am here to talk about my grandfather; his impact upon my life and his legacy. He was undoubtedly a great man with a huge heart; I have learnt a lot from him and have apprised every lesson. Most of what I have learnt from him, was not directly taught to me by him, but were learnt by observing his illustrious life. The first lesson, and probably one of life's golden rules, is to persevere through hard times; never give up. He exemplified this lesson by persisting in all of his pursuits despite failure, difficulty and setbacks. He achieved many things and obtained an intellectual apex despite his lack of resources during childhood; he was from a relatively poor, backward family. In spite of this, he obtained a PhD, one of the ultimate symbols of intelligence, the hardest degree to attain. He taught in universities and started many companies and societies. All of these accomplishments are immense.

Another lesson I learnt is that it is never too late to do or be anything or anyone one wants to be. In seventy-two short years, my grandfather did an innumerable amount of things. He was a university gold medalist, had a PhD, obtained a Fulbright scholarship, he taught in universities in the USA and Australia, he founded several organizations, he worked in the UN, and worked with the Prime Minister of India and Chief Ministers of Andhra Pradesh and Bihar. This shows how much one can do with life and that there is no limit to achieving.

The third lesson I learnt, is that there is no substitute to hard work. He worked long hours every day until his demise. He was focused on his goals and had no vices. He has inspired me to dream big, work hard, set high standards of achievement for myself and treat others well. He was an amazing soul and to say he was great would be an understatement. May his soul rest in peace”.



### Message from President, AMDISA

“I am deeply touched to hear that AMDISA Secretariat is observing the third death anniversary of Dr. Dharni P. Sinha, the Founder President and Coordinator of AMDISA.

I join you with heartfelt gratitude for the outstanding services rendered by Dr. Dharni in bringing about regional cooperation. As we remember him through his deeds, we must aspire to fully achieve his vision for AMDISA.

On this 9th May 2009, I say my prayer for the peace of the dear departed soul and I pledge myself to serve AMDISA with full dedication, honesty and sincerity towards the realization of the vision.

I would also like to convey my deepest respect and reverence to Mrs. Purnima Sinha and her family on this important day of remembrance”.

Karma Tshering, President, AMDISA and Director, Royal Institute of Management, Thimphu, Bhutan.

### Messages were also received from the following:

Dr Dinesh Prasad Pant, Executive Director, Nepal Administrative Staff College, Kathmandu.

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

*Prof. Shekhar Chaudhuri, Director, IIM Calcutta.*

*Prof. Y.K. Bhushan, Senior Advisor, ICAI Business School-Mumbai.*

*Dr Ashok Joshi, Director, Indian Institute of Cost and Management Studies & Research, Pune.*

*Dr M Rammohan Rao, Professor and Dean Emeritus, Indian School of Business, Hyderabad.*

*Dr Ajit Rangnekar, Dean, Indian School of Business, Hyderabad.*

*Prof Narendra Reddy, Head of School of Management and Public Administration, University of the South Pacific, Suva, Fiji.*

*Dr Chukka Kondaiah, Director General, National Institute for Micro, Small and Medium Enterprises (ni-msme), Hyderabad.*

*Dr Niaz Ahmed, Director, Institute of Quality & Technology Management, University of Punjab, Lahore, Pakistan.*

*Dr J V M Sarma, Professor and Head, Department of Economics, University of Hyderabad, Hyderabad.*

*Dr A H Kalro, Executive Director, AES Post Graduate Institute of Business Management, Ahmedabad.*

*Prof. Arif A Waqif, former Adjunct Professor, ICAI School of Public Policy, Hyderabad.*

*Prof P Bala Bhaskaran, Director, IBS, Ahmedabad.*

### **New AMDISA Members**

- (1) Bharati Vidyapeeth's Institute of Management Studies & Research, Navi Mumbai, India, and
- (2) Institute of Management Education and Research, Belgaum, Karnataka, India have joined AMDISA as Institutional Members. Welcome!

## **NEWS FROM MEMBER INSTITUTIONS**

### **IUBAT, Dhaka, Bangladesh**

#### **Battle of Brains**

Mastermind competition termed as 'battle of brains' of International University of Business Agriculture and Technology (IUBAT) was held on May 17, 2009 and ended through its final round in the university. The participating contestants demonstrated their intellectual pursuit in a tough contest facing varied meritorious questions on contemporary world.

Earlier, top ranking students of different discipline of IUBAT participated in the mastermind competition for a berth in the final round. The mastermind competition introduced couple of years back has aroused new wave converting students' mind towards knowledge hunting.

Prof Dr. M Alimullah Miyan Vice-Chancellor of IUBAT and Chief Guest of the event in a short speech on the occasion termed this competition as the battle ground of intellectuals to help develop knowledge power in broader areas of the contemporary world.

### **PROGRAMME NEWS FROM NETWORKS**

#### **EFMD, Brussels, Belgium**

**\* The European Foundation for Management Development (EFMD) CENTRUM Conference on the theme: Managerial Challenges for Latin America: Developing Innovative, Responsible, Talented and Global Leaders** in collaboration with CENTRUM Catolica, will be held on 5-6-7-8 July, 2009 at Lima, Peru.

**\* EFMD announces the 1st Global Peter F. Drucker Forum** (19-20 November), which will be held by

the newly formed Peter Drucker Society of Austria in Vienna, Drucker's home city, on the centenary of Drucker's birth .

Highest caliber Academics and Practitioners will provide input to a future oriented dialogue on the vital role of management in the 21st century society, drawing on Peter Drucker's seminal work. Key inputs will come from speakers such as: Yves Doz, Doris Drucker, Charles Handy, Fredmund Malik, Philip Kotler, C.K. Prahalad, Thomas Sattelberger and Hermann Simon.

As a primary partner in the initiative, the EFMD is pleased to offer to its members preferential rates for this conference.

In support of the Global Peter F. Drucker Forum a call for papers has been announced by Emerald in partnership with the EFMD on themes central to Drucker's work

For more information on the Forum, please visit <http://www.druckersociety.at>.

#### **AACSB, Tampa, Florida, USA**

The Association to Advance Collegiate Schools of Business, Tampa, Florida, USA, is organizing the **Assessment Seminar** from 6th to 7th July, 2009 at Sydney, Australia.

In response to the demand for the June offering in Sydney, Australia, AACSB has added a second Assessment Seminar, taking place just a week later in Sydney. This seminar outlines the assessment process, explains AACSB expectations regarding student learning, and shows examples of how business schools are meeting this standard.

For more details, please visit their website (<http://www.aacsb.edu/conferences/events/seminars/assess-sydney-july-09.asp>)

## MEMBER INSTITUTIONS' PROGRAMME ANNOUNCEMENTS

### **Annamalai University, Annamalainagar, Tamilnadu, India**

**The International Conference on Indigenous Management Practices (ICIMP 2009)** is scheduled from July 16 to 18, 2009 at Department of Business Administration, Annamalai University, Annamalainagar, Tamilnadu, India. For more details on the Conference, please contact the Conference Secretary at [aumgtconf@yahoo.com](mailto:aumgtconf@yahoo.com).

### **IIM, Ahmedabad, India**

Workshop on CAPSTONER Business Simulation is scheduled from 9th to 12th November, 2009 and again from 17th to 20th February, 2010. Details are available at: <http://www.iimahd.ernet.in/programmes/programdetail.php?abc=127>. In case of queries, please mail to Manager, MDP at [mdp@iimahd.ernet.in](mailto:mdp@iimahd.ernet.in).

### **ni-msme, Hyderabad**

One-week Programme on Strategies for Enterprise Profitability is being organized from 20th to 24th July, 2009 by National Institute for Micro, Small and Medium Enterprises (ni-msme), at their campus in Hyderabad. For enquiries and nominations, please contact the Registrar, ni-msme, Yousufguda, Hyderabad-500 045, email id: [registrar@nimsme.org](mailto:registrar@nimsme.org)

## SHORT TAKES

Prof. Dr. Md. Abbas Alikhan has taken over as Dean, Faculty of Business Studies, University of Dhaka, Dhaka, Bangladesh.

Dr Anwar Ali has taken over as Director, IMT, Ghaziabad, India.

Dr B S Sahay has taken over as Director, Management Development Institute, Gurgaon, India.

Dr Ravindra Jain has taken over as Vice Chancellor, Barkatullah

University, Bhopal, Madhya Pradesh, India

Mr. W M Bandusena has taken over as Director, Sri Lanka Institute of Development Administration (SLIDA), Colombo, Sri Lanka.

Dr N Ravichandran has taken over as Director, Indian Institute of Management, Indore, India.

Mr Ajit Rangnekar has taken over as Dean, Indian School of Business, Hyderabad, India.

Professor Dr. Yogeshwari Phatak has taken over as Director, Prestige Institute of Management and Research, Indore, India.

Dr Amarlal H Kalro, Executive Director, AES Post Graduate Institute of Business Management Board, has been appointed Provost, Ahmedabad University, Ahmedabad, India.

Our best wishes to them in their new assignments!

## MANTHAN

**A Review of "Effectiveness of Transformational and Transactional Management in Educational Institutions of South/ South-East Asia: A Cross Cultural Study of Malaysia and Pakistan"** by Dr. Seema Munaf ( Professor, Institute of Clinical Psychology, University of Karachi, Pakistan and Commonwealth - AMDISA Post Doctoral Fellow 2006-07).

*By Dr Fauzia Naeem Khan, Head of Social Sciences and Economics, Shaheed Zulfighar Ali Bhutto Institute of Science and Technology (SZABIST), Clifton, Karachi, Pakistan.*

In Pakistan research on the implementation of particular management style in order to motivate teaching faculty of higher education, to enhance their performance and job satisfaction is not easy to gauge from the literature. Typically in countries of South Asian

Association for Regional Cooperation (SAARC), for the purpose of educational administration and management of public sector educational institutions, senior teacher is given responsibility of Head /Chairperson of the department, Dean or Director of the educational institution without any formal research based training. This may be due to limitation of research creating constraint in offering training program of educational management for heads of the departments. Although in Pakistan in order to maintain research culture the Higher Education Commission Pakistan has provided facilities to its teachers to increase quality and quantity of research, there is lack of research in the areas related to impact of managing style (for example Charismatic, Passive Avoidant, Laissez-Faire, Transactional, Transformational, Directive, Supportive, Participative and Achievement Oriented Management Style), upon teaching faculty of higher educational system. Hence there was need to conduct research emphasizing teacher's of higher educational Institutions cross culturally with the Asian countries.

The author determines effectiveness of transformational and transactional management in educational institutions of Pakistan and Malaysia cross culturally. In multicultural society like Malaysia, educational institutions are giving importance to cultural values in understanding educational related problems, because it seems not easy to manage students and teachers of different nationality and backgrounds with differences in views. It appears that there is also a need for adoption of particular management pattern or combination of styles which can effectively motivate people with different ethnicities, attitudes and styles of living. Hence at this stage of educational development in both countries where education is rapidly advancing there is need for recognition of effective management

style for implementation of different policies too. Although in both countries management education can be seen in different departments of universities and quality assurance cells keep a check on the functioning of public sector universities, unfortunately few universities give emphasis on educational management, educational leadership and educational administration in particular. Hence at this point present study appears need of time.

The intensity of study can be seen by viewing it from different angles. The author has taken support of models of transactional leadership as given by Burns, (1978) that, leaders move toward followers with expectation of high quality and quantity of work with exchange of reward as well as she has emphasized upon extension of Burns model, specified by Bass (1985) that a transformational leaders stimulate subordinates and supporters to do more than they initially are expected to do. They motivate their followers to look away from their personal-interest for the welfare of the organization. With the support of two models and with the help of two types of samples of two countries i.e. Pakistan and Malaysia which represented countries of South/South-East Asia, the design of study catches eyes of readers. Transformational and transactional educational management styles were taken as first independent variables, public and private sectors as additional independent variables and relationship of these independent variables with achievement motivation, performance and job satisfaction of the university teaching faculty as dependent variables. Secondly, teaching departments of universities of Pakistan and Malaysia were taken as independent variables and achievement motivation; performance and job satisfaction of their teaching faculty were dependent variables.

The objective of the research as mentioned in the report was to determine the effectiveness of transformational and transactional management style in educational institutions of South/South-East Asia by examining its relationship with performance, achievement motivation and job satisfaction of teaching faculty and to further investigate cross-culturally, the effectiveness of overall educational management style of Pakistan and Malaysia. As an additional variable it also examined the difference in the effectiveness of educational management of public and private sectors of Pakistan and Malaysia.

#### **Two hypotheses framed were as follows:**

1) The correlation of scores of transformational style of management and teachers' achievement motivation, performance and job satisfaction in the educational institutions of South/South-East Asia would be more positive than the correlation of scores of transactional style of management and teachers' achievement motivation, performance and job satisfaction.

2) There would be a difference in the effectiveness of management in the educational institutions of Pakistan and Malaysia.

In order to investigate the data was collected from two samples. The first sample comprised of 120 Chairpersons/Heads of the university departments including 60 of Pakistan and 60 of Malaysia. The second sample consisted of 120 teaching faculties. These were from each department from where the first sample of heads was taken. Two senior and regular teachers working for minimum period of two years in the same department were taken as sample of faculties.

Procedure includes completion of

Introduction to Participants and Informed Consent Form, Personal Information Forms by both samples and Multifactor Leadership Questionnaire Short Form-6 S and University Teacher's Evaluation Rating Questionnaire by the heads and Costello Achievement Motivation Scale adapted version and Job Satisfaction Scale by teaching faculties. Bivariate correlations and t'test were applied for statistical analysis and interpretation of results.

#### **Major findings of the study**

\* The correlation of transformational and transactional style of management is positively and significantly related to the performance of the university teaching faculty for combined sample of Pakistan and Malaysia as well as for the separate sample of both the countries.

\* The correlation of transformational and transactional management style is not significantly related with the achievement motivation and job satisfaction of its faculty for combined sample. Similarly for separate sample of Pakistan and Malaysia both styles are also not significantly related with the achievement motivation of teaching faculties, however significantly related to Job satisfaction in case of Malaysia but not for Pakistan.

\*Over all the achievement motivation and job satisfaction of Malaysian faculty is significantly more than achievement motivation and job satisfaction of Pakistani teaching faculty, whereas no significant difference was noted on the variable of performance of Malaysian and Pakistani teaching faculty working under their respective heads of educational institutions. Supplementary analyses indicate that achievement

motivation of Malaysian selected private sectors teaching faculty seems to be more than Pakistani selected private sectors teaching faculty. However the performance and job satisfaction of private sector university teachers of Pakistan and Malaysia do not differ significantly. Further performance and achievement motivation of selected public sector Malaysian teaching faculty is significantly more than selected public sector teaching faculty of Pakistan. Insignificant difference was found on the variable of job satisfaction between two groups, indicating that job satisfaction of selected public sector faculty of Pakistan and Malaysia is similar.

**Management style and performance, achievement motivation and job satisfaction of teaching faculty**

The study clearly reveals that effectiveness of transformational and transactional style of managing the teaching faculty of educational institutions in two countries seems to be similar. It demonstrates that both styles are similarly related to the performance, achievement motivation and job satisfaction of its faculty. Neither transformational nor transactional management is negatively related to any of the variables studied. As a result it appears that both styles of management act together and not as aspect totally contrary to each other. Results are identical with the concept of Bass who viewed both the styles as not totally reverse.

\* Further author perceives through analysis that although there is culture difference between two countries, still there is some similarity in working patterns of faculties. Similarity of performance of Pakistani and Malaysian university teachers, in spite of the fact that there is comparatively low achievement motivation and job satisfaction of Pakistani than Malaysian faculties, clearly indicates that whether achievement motivation of the Pakistani faculty is high or not,

whether they are satisfied with their jobs or not, they are dedicated and do perform similar to university teachers of other South-East Asian countries.

\*On the whole results signify that it would be injustice to consider any one management style or sector of Pakistan and Malaysia in particular and South/South-East Asia in general as only factor responsible for enhancement of performance, achievement motivation and job satisfaction of teaching faculty. Hence to specify from results of present study, any particular style of educational management for region of South/South-East Asia is not easy. One reason may be due to as mentioned in the limitations of study that data were collected only from selected higher educational institutions of two countries. It would have been more appropriate if the data were collected from various other countries in order to make multiple cross-cultural comparisons and to recommend suitable management style.

**Implications of findings and recommendations**

The research draws attention that Education Ministers of Pakistan and Malaysia may set committees to develop strategies and policies for educational management for heads and teaching faculties on lines of intensive research. This will facilitate heads of the educational institutions in managing

teaching faculty as well as would help in enhancement of performance, job satisfaction and achievement motivation in them. Further to enhance the quality of educational management, it would be very important that proper educational management training be implemented for teachers in both countries and it is suggested that no senior most university teacher may be given charge of the Director, Chairperson, head of the faculty and even of any administrative posts in the university, if they have not gone through proper training of educational management.

**Areas for future research**

Although present work is quite thorough and systematic, as mentioned earlier it may be extended to more than two countries. For wider perspective future comparison may also be made of educational management of university, college and high schools. Moreover it was noted that work can be more vital if it is extended to cross-sectional research by taking into consideration the differences in gender, income level, work experience and marital status of sample studied.

It is also suggested that in order to save time of both the researcher and the sample future cross-culture researcher may instead of visiting different countries for data collection, get the work done online. Although it would limit observation and networking yet major work can be done in short time duration.

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