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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 45* January 2014

Deans and Directors Conference Emerging Challenges of Business Schools in Pakistan



Inaugural Address by President Mamnoon Hussain at President Houses

L-R: Prof. Dr. Mukhtar Ahmed, Executive Director, HEC, Engr. Syed Imtiaz Hussain Gilani, Chairman, HEC, Mr. Mamnoon Hussain, President of Pakistan, Dr. Hasan Sohaib Murad, Chairman, NBEAC and Dr Mohammad Nishat, Vice Chairman, NBEAC

National Business Education Accreditation Council (NBEAC) of Higher Education Commission (HEC) in Pakistan, an **AMDISA Member**, organized a Deans and Directors Conference on “Emerging Challenges of Business Schools in Pakistan” on 27th and 28th January, 2014 at Serena Hotel, Islamabad, Pakistan.

This was the first of the series of four strategic level conferences being organized by NBEAC. The conference was very well attended by Deans and Directors of Business Schools in Pakistan. It was inaugurated by the President of Islamic Republic of Pakistan Mr Mamnoon Hussain and the inaugural function was held at the President’s house in Islamabad. The event was jointly organized by HEC and NBEAC and was attended by Chairman, HEC - Engr. Syed Imtiaz Hussain Gilani, Executive Director, HEC - Prof Dr Mukhtar Ahmed, Chairman, NBEAC - Dr Hasan Sohaib Murad and Vice Chairman, NBEAC - Dr Mohd. Nishat.

Chairman, NBEAC - Dr Hasan Sohaib Murad, Rector, University of Management and Technology is also Member of AMDISA Executive Board. Vice Chairman, NBEAC - Dr Mohd. Nishat is Associate Dean of Institute of Business Administration, an AMDISA Member. Among other eminent AMDISA Members present at the Conference were: Dr. Muhammad Ehsan Malik who is Director of Institute of Business Administration and Member Executive Board and Dr. Syed Zahoor Hassan, former Vice Chancellor, Lahore University of Management Sciences, Lahore and Past President, AMDISA.

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From the Editor



Warm Greetings to all readers and a Happy New Year 2014!

The CPM-AMDISA international conference at Colombo received a good response. Delegates included representatives from Academics and Business Community. The Conference was hosted by the Institute of Certified Professional Managers, of which Prof. Lakshman R Watawala, Vice President-AMDISA, is the President. The theme of the Conference “Managing Enterprises: Challenges & Opportunities” was contemporary and included the topics on sectors needing attention. It will be AMDISA’s endeavour to promote such intra-regional events and thereby not only providing networking but also giving a fillip to management education in the South Asian Region.

Another noteworthy aspect is the AMDISA’s collaboration with Institute of Business Administration, Dhaka, which was successfully launched, has gathered steam and two batches have been awarded “Advanced Certificate in Business Administration” (ACBA). The third batch is currently in session and the announcement for the fourth batch is already advertised.

AMDISA has also recently formalized as structure of collaboration with institutions so as to give them the necessary value for membership of AMDISA. This policy initiative has just been introduced and institutions are coming forward for AMDISA-Member Collaborative Programmes. Several other

programme initiatives are on the anvil and AMDISA will be announcing them in due course.

National Business Education Accreditation Council (NBEAC), an AMDISA Member from Pakistan recently held the Conference of Deans and Directors on Emerging Challenges of Business Schools in Pakistan, jointly with the Higher Education Commission (HEC) of Pakistan on 27th and 28th of January, 2014, at Islamabad, Pakistan. It was inaugurated by President of Pakistan. AMDISA was represented by its Executive Director Mr C Ramakrishna, who also gave a Key Note Address on “Internationalization: Linkages, Alliances and Accreditation” at the Conference, which was very well received.

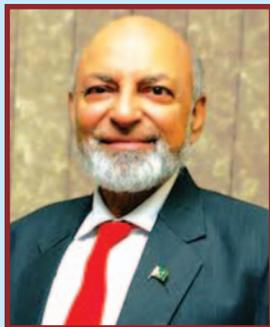
We would like to make the Newsletter more participative and vibrant and would like to include news and glimpses which AMDISA Member Institutions may wish to highlight/promote. Members are invited to contribute enthusiastically to the Newsletter which has a substantial reach among the management development community in the Region.

It is with deep regret that we have learnt about the passing away of Dr. Khawaja Amjad Saeed on Thursday, 30th January, 2014. He was AMDISA’s President from 1994 – 1996 and was also associated with AMDISA’s Quality Assurance Initiative (SAQS) having served as a Member of AMDISA’s SAQS Committee from 2007 – 2012. I and AMDISA Members would like to convey our deep condolences to the family members on the demise of Dr Khawaja Amjad Saeed, whose contribution to AMDISA was invaluable.

With best wishes,

Ashok R Joshi

Tribute to Prof. Dr. Khawaja Amjad Saeed, 3rd President of AMDISA



It is with deep regret that we at AMDISA learnt about the passing away of Prof. Dr. Khawaja Amjad Saeed, a legendary educationist, a noble human being and above all a person with very friendly and humane demeanor.

AMDISA has lost one of its earliest Presidents (1994-96), who was involved with AMDISA right from its inception. He was a well known professional in management and accounting and has written scores of books which were internationally recognized. Known for his joviality and very friendly and open nature, he established a close rapport with all he came in contact with.

In his demise, the world has lost a person of great academic devotion, grace and humility. He believed in the spirit and purpose of AMDISA and was available to provide advice, help and guidance in whichever way possible. AMDISA will miss him very much.

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

Deans & Directors Conference at Islamabad (Contd. from page 1)



South Asian Quality Assurance System presentation in progress

NBEAC invited AMDISA to participate in the Conference and also to deliver a keynote speech on “Internationalization: Linkages, Alliances & Accreditation”. President, Dr Ashok Joshi nominated Mr C Ramakrishna, Executive Director to represent AMDISA and also deliver the keynote address. Accordingly, Mr C Ramakrishna delivered the keynote address which was well received by the participants.

Delegates at the conference evinced keen interest about AMDISA and its activities with a good number evincing interest in AMDISA Membership.

Quality Assurance – AMDISA South Asian Quality Assurance Program

Mr C Ramakrishna was nominated by the President Dr Ashok R Joshi to attend the Deans and Directors Conference on “Emerging Challenges of Business Schools in Pakistan” on 27th and 28th January, 2014 at Serena Hotel, Islamabad, Pakistan organized by National Business Education Accreditation Council (NBEAC) of Higher Education Commission (HEC) in Pakistan. Mr C Ramakrishna visited Islamabad from 26th to 28th January, 2014.

On the sidelines of the Conference, a luncheon meeting was organized by Chairman, NBEAC - Dr Hasan Sohaib Murad for selected Deans and Directors of Business Schools in Pakistan on 28th January, 2014. In this luncheon meeting, Mr C Ramakrishna gave a presentation on AMDISA's Quality Assurance Initiative the, “South Asian Quality Assurance System (SAQS)”. Dr. Syed Zahoor Hassan, Past President of AMDISA and former Vice Chancellor, Lahore University of Management Sciences, who was also present in the luncheon meeting, supplemented Mr C Ramakrishna's presentation with the process of SAQS. Based on this, a good number of Deans and Directors present at this meeting expressed interest in SAQS and also sought clarifications/details on the process.

CPM-AMDISA International Management Conference 2013 at Colombo, Sri Lanka

The **Institute of Certified Professional Managers (CPM)**, Sri Lanka, in collaboration with the **Association of Management Development Institutions in South Asia (AMDISA)** held its International Management Conference on **September 12-13, 2013 at Sri Lanka Institute of Development Administration, Colombo, Sri Lanka.**

The theme of the conference was “**Managing Enterprises; Challenges & Opportunities**” Deputy Speaker of Sri Lankan parliament and the Chief Guest of the function Hon. Chandima Weerakkody inaugurated the International Conference. Speaking on the occasion Mr. Weerakkody mentioned that hosting the conference with the South Asian Management Professionals in Sri Lanka was indeed a great honour for Sri Lanka.

Member of Parliament and fellow member of CPM, Hon. Karu Jayasuriya who was the guest of honour said that he was pleased that AMDISA with its vast experience had tied up with the Institute of Certified Professional Managers to bring about the forum that would usher in a new business era in Sri Lanka.

In the Inaugural session AMDISA President and Director IndSearch Dr. Ashok Joshi, mentioned that the conference would go a long way in strengthening the mission of AMDISA to promote management excellence in South Asia by networking management development institutions and facilitating their partnership with corporate enterprises and public agencies in the region.

Director Post Graduate Institute of Management Sri Lanka, Prof. Uditha Liyanage delivered the key note address on the theme.



Dignitaries Addressing the audience

L to R: Hon. Chandima Weerakkody - Chief Guest, Hon. Karu Jayasuriya - Guest of Honour, Prof. Dr. Ashok Joshi - President-AMDISA, Prof. Uditha Liyanage - Keynote Speaker, Prof. Lakshman R. Watawala - President CPM & Vice President-AMDISA.

Prof. Liyanage emphasized that for managing challenges effectively, managers have to embrace complexity and explained that complexity wasn't a convenient reality given the Managers' desire for control, technology was not yet powerful enough to capture much complexity and the prospect of non-human decision making was unnerving.

Conference chairperson, AMDISA Vice President and President of CPM Prof. Lakshman R. Watawala while welcoming the guests said that the CPM-AMDISA International Conference would provide an insight as to how leading companies have successfully managed their enterprises with the challenges and opportunities.

The conference had various Technical Sessions.

The first Technical Session on "Opportunities and Challenges in Multidisciplinary Management" was chaired by Prof. Y K Bhushan, Vice Chancellor, ICAI University, Mumbai, India. The Panel members who participated in this session and shared their views were Mr. Dinesh Weerakkody, Chairman, Commercial bank PLC, Dr. Mukul Gupta, Director, Management Development Institute, Gurgaon, India and Dr. Nachiket Vechalekar, Associate Dean (Post Graduate Programmes, IndSearch, India).

The second technical Session was on the theme "Public Enterprise Management - Need for Change". The session was chaired by Mr. P B Abeykoon, Secretary, Ministry of Public Administration. The panelists for the session were Dr. B M Suren Batagoda, Deputy Secretary to Treasury, Ministry of Finance and Planning, Mr. S Swarnajothi, Former Auditor General/Director, Commercial Bank and Dr. Lloyd Fernando-Program Director, Public Policy, Post Graduate Institute of Management, Sri Lanka.

The third session had deliberations on the theme "Business Management in Key Economic Sectors". The session was chaired by Dr. Ashok Joshi-President AMDISA, Director IndSearch, Pune, India. The panelists were Dr. Seman Kelegama, Executive Director, Institute of Policy Studies, Mr. Dushan Soza, Managing Director, WNS Global Services Pvt. Ltd. and Mr. Tuli Cooray-Secretary General-Joint Apparel Association Forum.

The fourth technical session was on the theme "Can Business School – Corporate Interface Enhance the Managing of Enterprise?". The session was chaired by Prof. Uditha Liyanage – Director-Post Graduate Institute of Management, Sri Lanka. The panelists were Dr N M Kondap, Director General, Kohinor Business School, Mumbai, Mr Karma Tshering, Director, Royal Institute of Management, Thimphu, Bhutan, Prof. Shathif Ali, Dean, Faculty of Management and Computing, The Maldives National University, Male, Maldives and Dr. E. A. Weerasinghe, Director General, National Institute of Business Management. The quality of deliberation was appreciated by the participants.

CPM Business Excellence Awards 2013 were conferred on Sri Lankan Corporate Leaders by the Chief Guest Hon. Chandima Weerakkody. The recipients of this award were Mr. Mahendra Amarasuriya, Former Chairman, Commercial Bank PLC, Mr. D Eassuwaran, Chairman, Eassuwaran Brothers Exports, Mr. Jayantha Dharmadasa - Chairman - Nawaloka Hospitals, PLC, Mr. M G Kularatna, Chairman, MAGA Engineering Pvt. Ltd, Dr. Gamini Wickramasinghe, Chairman, Informatics Holdings Ltd., Mr. Ashok Pathirage, Chairman Softlogic Ltd., and Mr. Fauzal Hameed, MD, Hameedias.

The vote of thanks was proposed by Mr. Praintha Seresinha, Management Consultant, Council Member-CPM. The Conference was attended by large number of academicians and the Corporate Executives. The Executive Board Members of AMDISA also graced the occasion. A gala dinner and impressive folk dances depicting the cultural tradition of Sri Lanka were organized.

Commemoration of SAARC Charter Day

SAARC Charter Day was observed by AMDISA Head Quarters at Hyderabad

A 90-minute commemorative brain-storming function on the topic “Strategies for Management Development in South Asia” was organised on December 12th, 2013 at the AMDISA Secretariat. The Chief Guest was Professor Ramakrishna Ramaswamy, Vice-Chancellor, University of Hyderabad. The participants included heads / senior faculty from management institutions in Hyderabad.

In his welcoming remarks, Mr C Ramakrishna, Executive Director mentioned about the initiation of discussions with University of Hyderabad for programmes model on the lines of those at Academic Staff College, University of Hyderabad for career advancement of faculty from South Asia.

Charter Day Function

Professor Ramakrishna Ramaswamy led the session by making several important suggestions relevant to the theme of the function. These included: (a) strengthening the leadership roles and inter-actions between AMDISA, University of Hyderabad and the School of Management Studies on the UoH campus, for collaborating on a wide range of opportunities within India and across South Asia; (b) setting up a “clearing house” at AMDISA, in collaboration with leading management institutions and organizations in private, public and government sectors in South Asia, to promote cross-country internships of students from neighbouring countries in Indian organizations; (c) organizing cross-country Educating the Educators programmes, to help bridge the quality gap among institutions; (d) organizing 1-day conferences of leading academicians with participation from all South Asian countries, to discuss emerging academic issues in the region; and (e) to have AMDISA in a leadership role.



L-R: Mr C Ramakrishna, Prof. Ramakrishna Ramaswamy and Prof. Arif A Waqif

Professor Ramaswamy’s address as Chief Guest was followed by a brain-storming discussion among the participants, moderated

by Professor Arif A Waqif, former Dean SMS-UoH, Executive Board Member and Academic Director, AMDISA. While endorsing Professor Ramaswamy’s suggestions, the participants added (a) the need to share information on institutions’ academic activities and invite participation more widely across the region through AMDISA’s Newsletter and website; (b) to promote faculty and student exchange programmes in the region for diversity; (c) to more widely publicize the services offered by AMDISA; (d) to improve the research programmes, data bases, and financial sustainability of AMDISA; (e) to organize capacity development programmes for heads of management schools affiliated to universities; and (f) to organise collaborative regional MDPs.

Professor Ramaswamy in his concluding remarks reiterated his suggestions on cross-border internship and faculty development programmes. Professor Waqif, in conclusion, briefly shared his experiences in organizing regional workshops. He high-lighted the need for promoting recognition of academic qualifications across countries to facilitate movement of students. He further emphasized the need to make management education and management development more broad-based, to include more efficient management of infrastructural, social services, governmental, environmental-natural resources, and developmental sectors. Better management of these sectors would not only contribute to the efficiency of corporate and business sectors but also to quality of life. Prof. Ramaswamy in his concluding remarks said that AMDISA would follow-up on promoting cross-border internship, and faculty and student exchange programmes. Mr T Ganeswara Rao, Manager, AMDISA, proposed a vote of thanks.

SAARC Charter Day was observed at Hailey College of Banking & Finance, University of the Punjab, Lahore, Pakistan.

Hailey College of Banking & Finance, Lahore, observed the 28th Anniversary of the SAARC Charter Day in their premises on 9th December, 2013. Prof. Dr. Khawaja Amjad Saeed, Principal, presented on the topic: SAARC (SOUTHASIAN ASSOCIATION OF REGIONAL COOPERATION) - Past, Present and Future Prospects, to the students of Master Degree in Business Administration. In his presentation, he gave an overview of SAARC mentioning the historical perspective of SAARC, its unique features, exports, various initiatives and challenges faced by SAARC.

SAARC Charter Day was observed at IndSearch, Pune

The South Asian Association for Regional Co-Operation (SAARC) 28th Charter Day was celebrated at IndSearch on Monday, 9th December 2013.

Dr. Ashok Joshi, President, AMDISA and Director (IndSearch) gave the opening remarks. Dr. Joshi spoke about the cooperation amongst the Member Countries of SAARC - through the many events being conducted by AMDISA. He said that the main goal of the Association is to accelerate the process of economic and social development in member states, through joint action in the agreed areas of cooperation. He also welcomed the Chief Guest for the occasion Prof. M.L. Rajput, renowned Human Resource Management Consultant. Prof. Rajput spoke about the political, economic and social development in South Asia.



**28th SAARC Charter Day Celebrations
at IndSearch, Pune.**

An Elocution Competition was conducted by IndSearch celebrating the 28th SAARC Charter Day. The topics for the competition were WTO, the Farm Sector and SAARC; Sports as a bonding mechanism for SAARC countries; and How can SAARC countries as a political entity influence world politics. Large number of MBA students of IndSearch participated in the competition. The first prize of Rs. 1500 was won by Mr. Vedant Nighojkar (MBA IT) who spoke on the topic “WTO, the Farm Sector and SAARC”, the second prize of Rs. 1000 was won by Ms. Pallavi Joshi (MBA Marketing) who spoke on “Sports as a bonding mechanism for SAARC countries” and Ms. Jessica Makode (MBA HR) won the third prize of Rs. 500. Her topic was “WTO, the Farm Sector and SAARC”. The panel of judges comprised Prof. M.L. Rajput, Prof. Dr. S. Kandalgaonkar, Prof. Ramarao Randive and Prof. Nilesh Joglekar.

The celebrations concluded with the prizes being given away by Prof. Rajput and the vote of thanks by Prof. Manjari Lal. The programme was anchored by Ms. Pooja Jaisinghani and Ms. Sanika Diwan, students of MBA.

NEWS FROM HEADQUARTERS

61st Executive Board Meeting of AMDISA at Colombo

The 61st Executive Board Meeting of AMDISA along with an International Conference on the theme “Managing Enterprises :

Challenges & Opportunities” was held on September 12 - 13, 2013, hosted by Institute of Certified Professional Managers (CPM), Colombo in collaboration with AMDISA. The venue of the Executive Board Meeting was at Sri Lanka Institute of Development Administration (SLIDA), Colombo, Sri Lanka, an AMDISA Member Institution.

President AMDISA and Director IndSearch, Dr Ashok Joshi chaired the EB meeting.

Highlights of the Meeting:

1. Program proposals submitted by Member Institutions seeking collaboration with AMDISA were accepted in principle and it was decided to work out the modality in this respect by the Local Management Committee.
2. SAARC Apex Body Status for AMDISA – It was decided to appoint the Task Force for effectuating Apex Body Status for AMDISA.
3. AMDISA-Corporate Learning Improvement Process (CLIP) - New Initiative

With a view to giving new impetus to Academia-Corporate interface, exploratory discussions have begun by AMDISA for evolving a visible and effective Corporate-Academia interface more specifically in the context of corporate learning organizations and developing an accreditation system for such organizations on the lines of EFMD-CLIP. It is proposed that AMDISA-EFMD work together on this as EFMD has the expertise and credibility in this area. AMDISA president Dr. Ashok Joshi has held initial discussions on this with Prof. Eric Cornuel, Director General, EFMD, and a primary Core Group has been constituted to conceptualize and strategize the process and also to work on the modalities for a brain storming session on the same.

4. It was tentatively decided that the next Executive Board Meeting of AMDISA would be held in Hyderabad, India in end March/early April, 2014 along with an event. School of Management Studies (SMS), University of Hyderabad (UoH) will host the event and the Executive Board Meeting.

Local Management Committee Meetings of AMDISA

The 14th Local Management Committee (LMC) Meeting was held at AMDISA Secretariat on 9th August, 2013 and the 15th LMC



61st AMDISA Executive Board Meeting

L-R: Mr. C. Ramakrishna, Prof. Ramakrishna Ramaswamy, Prof. Y.K. Bhushan, Prof. Lakshman R Watawala, Prof. Dr. Ashok Joshi, Mr. Karma Tshering, Mr. Punya Prasad Neupane, Dr. N.M. Kondap, Mr. Shathif Ali, Prof. K.C. Subas, Dr. Mukul Gupta

Meeting was held at MDI Gurgaon on 6th December 2013, both chaired by AMDISA President Dr. Ashok Joshi. The highlights of these Meetings were the following:

1. The Committee welcomed the proposals for AMDISA-Member Institution Collaboration and recommended the following sharing formula for collaboration of the programmes with AMDISA:
 - a. AMDISA should collect a minimum amount of Rs. 10,000/- or 20% of the fee collected whichever is higher from collaborating Member Institutions;
 - b. If programme is organized coinciding with any AMDISA activity, no fee is to be charged;
 - c. If any institution hosts any activity of AMDISA, no fee is to be charged;
 - d. If any Executive Board Member or other members host any activity of AMDISA coinciding with their activities, they should be excluded from participation.

AMDISA's role in such collaboration with Member institution will be to provide facilitation such as:

1. Allowing the usage of AMDISA's logo on the collaborating events website/ promotional literature and providing the logo art work design;
2. Uploading of events and its essential features on AMDISA website;
3. Sending communications through e-mails to AMDISA Member Institutions and follow up for effective participation.

2. AMDISA CLIP - Constitution of Primary Core Group

As per the decision taken at the 61st Executive Board Meeting of AMDISA held in Colombo, for conceptualizing and strategizing the Corporate Learning Improvement Processes (CLIP) on the lines of EFMD CLIP, a Primary Core Group has been constituted.

EFMD CLIP - Corporate Learning Improvement Processes – It is a mechanism for quality benchmarking, mutual learning and sharing of good practice. Internal self assessment against a comprehensive set of rigorous criteria, is combined with external review by experienced peers.

EFMD Director General, Prof. Eric Cornuel, has agreed to participate and guide the brainstorming session to be organized by the Primary Core Group.

The Primary Core Group comprises the following members:

- Prof. Ajit Rangnekar, Dean, Indian School of Business Hyderabad – Convener
- Prof. Ashish Nanda, Director, Indian Institute of Management Ahmedabad – Member
- Prof. Ramakrishna Ramaswamy, Vice-Chancellor, University of Hyderabad, Hyderabad - Member
- Dr. V Raghunathan, Chief Executive Officer, GMR Varalakshmi Foundation, Hyderabad – Member

3. Subscription for the South Asian Journal of Management

In view of the increasing costs in printing and publishing the South Asian Journal of Management and also since the Journal

cost structure was last revised in January 2010, the committee has decided that the subscription for Journal will be Rs. 2400/- per annum from January 2015. Further, by way of an incentive to the existing and early bird subscribers renewing the subscription for three years before June 2014, can be done at the old rate of Rs. 1200/- per annum.

4. Applicability of Service Tax to AMDISA:

On the basis of expert's opinion of the Service Tax Consultant, the Committee has decided to collect and pay service tax wherever applicable.

South Asian Quality Assurance (SAQS) News:

1. Full SAQS Accreditation/Re-accreditation for Five years was awarded to the following Institutes:
 - **Management Development Institute (MDI), Gurgaon (Re-accreditation)**
 - **SVKM's NMIMS School of Business Management, Mumbai**
- AMDISA extends heartiest congratulations to Management Development Institute (MDI), Gurgaon and SVKM's NMIMS School of Business Management, Mumbai
2. Peer Review Visits were completed in respect of the following institutions:
 - a. Institute of Public Enterprise (IPE), Hyderabad, India
 - b. Prin. L.N. Welingkar Institute of Management Studies and Research, Bangalore campus.
3. Mentor Visits were undertaken for the following institutions under SAQS:
 - a. Faculty of Management Studies, University of Central Punjab, Lahore, Pakistan
 - b. Great Lakes Institute of Management, Chennai, India
 - c. Institute of Business Administration (IBA), University of Dhaka, Dhaka, Bangladesh

SAQS Coordination Meeting

SAQS Coordination Meeting was held on 6th December, 2013 at MDI, Gurgaon to review working and administration of SAQS. The Meeting was presided by Dr. Ashok Joshi, President, AMDISA. The meeting was attended by Prof. Y K Bhushan - Chairman of the SAQS Council, Dr. A H Kalro - Chairman of SAQS Committee, Dr. M Rammohan Rao - Chairman of the SAQS Accreditation Awarding Committee, and the LMC Members as special invitees. In the meeting it was decided to immediately commence the work on the Peer Review Workshop either in Bangladesh or Sri Lanka to strengthen the Peer Reviewers within the SAQS system.

Latest AMDISA Publication

The latest publication of AMDISA "Developing South Asia as a Global Hub of Management Professionals – Role of Management Education" edited by Ashok Joshi, et al., is the culmination of the biennial 12th South Asian Management Forum held between February 14-16, 2013 at Pune, India. The theme of the South Asian Management Forum being addressed to the issue of creating a global hub of management professionals with reference to South Asian Region, it has added significance in the wake of

emergence of South Asia as a major training and industrial region. It is generally recognized that 21st Century promises to be an Asian Century where South Asia is destined to play an important role in various spheres particularly in the world economic order and professional management education.

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

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

Placing of Orders for the above book:

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

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

Announcement on AMDISA Publications for Sale at Attractive Rates

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

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

Sl. No.	Book Name	Price
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
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New Executive Director of AMDISA



Mr. C Ramakrishna assumed charge as Executive Director of Association of Management Development Institutions in South Asia (AMDISA) with effect from 16th August, 2013. He was earlier Executive Director of AMDISA for 5 years from March 2006 to March 2011. In the interregnum, he was Advisor – Projects & Programmes at Academy of Corporate Governance, Hyderabad.

Mr C Ramakrishna

Collaboration with Member Institutions

1. Institute of Business Administration-Dhaka, Bangladesh

ACBA Certificate Awarding Ceremony 2013

The certificate awarding ceremony of the second Batch of Advanced Certificate in Business Administration (ACBA) - a joint offering by the Institute of Business Administration (IBA), University of Dhaka, and the Association of Management Development Institutions in South Asia (AMDISA), was held at the Pan Pacific Shonargoan, Dhaka on Friday, October 04, 2013. The Honourable Vice Chancellor of University of Dhaka Professor Dr. A A M S Arefin Siddique was the Chief Guest of the ceremony. Prof. Abdur Rab, Past President, AMDISA graced the occasion as the Special Guest and represented AMDISA on the occasion. The Director of IBA, Professor Iqbal Ahmad, presided over the ceremony. Dr. Md. Mohiuddin, Co-ordinator ACBA & Chairperson, BBA Program and Professor Dr. A Y M Abdullah, Chairperson, Management Development Program (MDP), IBA also spoke on the occasion.

Dr. Md. Mohiuddin welcomed the guests and presented a brief outline of the programme highlighting various aspects of the program.

Professor Dr. A A M S Arefin Siddique encouraged the students to continue their pursuit of knowledge learn from past mistakes as well as connect with future possibilities. He also highlighted the contribution of such programs in building managerial capacity in this region.

Professor Dr. Abdur Rab appreciated the initiative taken by IBA, Dhaka and emphasized on increasing corporate participation from other South Asian countries. Professor Iqbal Ahmad acknowledged the contributions from the University of Dhaka and AMDISA for running this program. Ms. Sutapa Bhattacharjee, Assistant Professor, IBA delivered the closing remarks and vote of thanks.

The Deans of different Faculties, Members of IBA Board of Governance, IBA faculty members and several eminent corporate graced the ceremony. The certificate awarding ceremony was followed by Dinner.

2. Christ Institute of Management, Rajkot, Gujarat

In collaboration with AMDISA, Christ Institute of Management, Rajkot, Gujarat, India, has organized an International Conference on “Transgenerational Entrepreneurs, Economy and Innovation Dynamics for Sustainability” on 24th-25th January, 2014 at their Institute at Rajkot, India.

3. Asian School of Business Management (ASBM), Bhubaneswar, Odisha, India

In collaboration with AMDISA, Asian School of Business Management (ASBM), Bhubaneswar, Odisha, India has organized its International Management Convention-2014 on “Business of Being in Business: New Perspective” from 6th to 8th February, 2014 at their Institute at Bhubaneswar, India.

4. Jagannath International Management School, New Delhi, India.

In collaboration with AMDISA, Jagannath International Management School, New Delhi, India, has organized its International Conference on “Rethinking Human Resources in a VUCA World” in partnership with PHDCCI and KAF Germany on 8th February, 2014 at the Lakshmi Pat Singhania Auditorium, PHD House, New Delhi.

New AMDISA Members

New Member Institutions who have joined after June 2013.

1. Desh Bhagat Institute of Management and Computer Sciences, Mandi Gobindgarh, Punjab



Address by Professor Dr. A A M S Arefin Siddique, Vice Chancellor and Chief Guest at the Ceremony

- ICBM- School of Business Excellence, Hyderabad
- Lords Institute of Engineering and Technology, Hyderabad
- Entrepreneurship Development Institute of India, Gandhinagar, Gujarat

Member Institutions who have taken Life Membership after June 2013:

India:

- Entrepreneurship Development Institute of India, Gandhinagar, Gujarat

Pakistan:

- University of Management & Technology, Lahore, Pakistan

Member Institutes switching over from Annual to Life Members from June 2013

India:

- IILM Graduate School of Management, Greater Noida, India

Pakistan:

- University of Management & Technology, Lahore, Pakistan

Annual Members to become Life Members of AMDISA

In order to encourage existing Members making Annual subscriptions and New Members, the Life Time Membership validity has been increased from 15 years to 25 years. The details of revised Membership Fee along with validity period are given below:

Period of Validity of Membership	Subscription amount (US\$)	One time Admission Fee (US \$)	Total amount payable (US \$)
1 year	100	100	200
3 years	250	100	350
5 years	400	100	500
Life Membership Subscription for 25 years	1500	100	1600

For Institutions in India, the fee is payable in Rupee equivalent of US\$ at the prevailing rate of exchange on the date of the remittance.

News From Member Institutions

J K LakshmiPat University, Jaipur, India

1. Video Conferencing Session

A Session on the theme “Lean Six Sigma Demystified” was delivered through videoconferencing by Dr. Ben Baliga, Professor, St. Cloud State University, USA on April 10, 2013 at JK LakshmiPat University, Jaipur. The event was organized to mark “Training day” celebrated every year on foundation day of ISTD jointly with Indian Society for Training and Development, Jaipur Chapter.

2. Convocation at the JK LakshmiPat University (JKLU) Governor Smt. Margaret Alva addressed the 1st Convocation of JKLU

The first batch of the MBA (Full Time Residential) Programme passed out this year. All the successful students of this batch were convoked on April 25, 2013. They were conferred degree by Shri Bharat Hari Singhania – Chancellor of the University and two students were awarded Gold Medals by Smt. Margaret Alva – Hon’ble Governor of Rajasthan. During the inaugural address, the Chief Guest Hon’ble Smt. Margaret Alva, appreciated the efforts of the University for taking the quality of education to greater heights.

3. Delegation of St. Cloud State University visits JKLU

A delegation of two senior representatives, Dr. Ann B. Radwan and Dr. Ben Baliga of St. Cloud State University, United States visited the Campus of JK LakshmiPat University on 8th June, 2013. They met Vice Chancellor of the University, Dr. Upinder Dhar to work out the modalities of Student Exchange programme for Summer Internship for the students of both the institutions under the MoU signed on July 1, 2011. The visit of the delegates took place under the continuing exchange programme between the two Universities.

BVIMR, New Delhi

1. WOMEN EMPOWERMENT & SOCIAL DEVELOPMENT SEMINAR celebrated as part of Golden Jubilee Celebrations of Bharati Vidyapeeth, Pune

Bharati Vidyapeeth Deemed University – Institute of Management and Research, New Delhi organized a seminar on “Women Empowerment – Social Development” on 18th July, 2013 to mark the golden jubilee celebrations of Bharati Vidyapeeth, Pune. The Seminar was inaugurated by the Hon’ble Chief Minister of Delhi Mrs. Sheila Dixit amidst the galaxy of successful women entrepreneurs of the country. In her inaugural address Mrs. Dixit underlined the fact that people and society in particular have equal responsibility to interpret the concept of women empowerment in letter and spirit. She elaborated that “Women Partnership” is an essential pre-requisite for National Development. The event also saw the presence of our Regional Director Mr. Sawant to mark this important event.

2. INTERNATIONAL OZONE DAY & BVIMR GEMS 2013

“We have to save our sky – There is a hole and we have a lot more to do.” With this spirit in the milieu, Bharati Vidyapeeth Deemed University Institute of Management and Research (BVIMR), New Delhi celebrated “International Ozone Day – An Environmental Awareness Programme” & BVIMR GEMS “Total Talents”, the Bi-Annual Inter-Class Competition. The International Day for the preservation of the Ozone Layer is celebrated across the globe on 16th September. The day marks the anniversary of the signing of the Montreal Protocol in 1987 and reminds us of the pledge to organize events, encourage efforts that would raise awareness of the effects of increased pollution.

Service Tax Applicability for AMDISA Fees

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

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

Programme Announcements From Member Institutions

IBS-Hyderabad, India

Call for Papers for 4th International Conference on Applied Econometrics (ICAE-IV), Organized by IBS Hyderabad in Collaboration with The Indian Econometrics Society (TIES) - (March 20-21, 2014) -

Interested academicians/researchers/practitioners are requested to submit their papers, not exceeding 6000 words, **latest by 10th March 2014**. Detailed guidelines for submission of papers are available on their website www.ibshyderabad.org/ICAE-IV.htm. For further details, please contact Dr. Trilochan Tripathy, IBS Hyderabad, Conference Chair (Mob: 91-9866831785).

EDI, Ahmedabad, India

Entrepreneurship Development Institute of India (EDI) is organizing "Train the Trainer Programme on Venture Strategy Simulation using Marketplace?" at EDI Campus, Ahmedabad during 18th to 21st March, 2014. For details, please visit their website: www.ediindia.org/ediindia.ac.in

Short Takes

1. Dr. S. Sohail H. Naqvi has taken over as Vice Chancellor, Lahore University of Management Sciences, Lahore, Pakistan.
2. Prof. Saibal Chattopadhyay has taken over as Director, Indian Institute of Management Calcutta, Kolkata, India.
3. Dr. U. Chandrasekhar has taken over as Director, Engineering Staff College of India, Hyderabad, India.
4. Dr. Abdur Rab has taken over as Vice-Chancellor of Eastern University, Dhaka, Bangladesh.
5. Dr. Rajnikant P. Patel has taken over as Director and Head of G.H. Patel Postgraduate Institute of Business Management, Gujarat, India.
6. Dr. B.B. Mishra has taken over as Head, Department of Business Administration Utkal University, Bhubaneswar, Orissa.
7. Prof. Nazik Hussain has taken over as Head, Department of Management Sciences, The Islamia University of Bahawalpur, Bahawalpur, Pakistan.
8. Dr. Kalyani Mohanty has taken over as Head, PG Department of Personnel Management and Industrial Relations, Utkal University, Bhubaneswar, Orissa.
9. Prof. Ashish Nanda has taken over as Director, Indian Institute of Management Ahmedabad, Gujarat, India.
10. Rev. Fr. Vincent Arokiadas has taken over as Principal, ST. Joseph's PG College, Hyderabad, India.
11. Prof. Dr. Vivek Ranga has taken over as Director, ICFAI Business School, Ahmedabad, India.
12. Prof. Iqbal Ahmad has taken over as Director, Institute of Business Administration, University of Dhaka, Dhaka, Bangladesh.
13. Prof. G. Balasubramanian has taken over as Director, Institute of Financial Management and Research, Chennai, Tamilnadu, India.

14. Dr. M.A. Malik has taken over as Director, Deccan Group of Institutions, Hyderabad, India.
15. Prof. P S Ananda Rao has taken over as Director, Central Institute of Road Transport, Pune, India.
16. Prof. Mangala Fonseka has taken over as Director, Post Graduate Institute of Management, University of Sri Jayewardenepura, Colombo, Sri Lanka.
17. Prof. Dr. Amin U. Sarkar has taken over as Vice Chancellor of North South University, Dhaka, Bangladesh.
18. Dr. Solai Baskaran, Ph.D., has taken over as Director, IFIM Business School, Bangalore, India.
19. Dr. Apoorva Palkar, Founder & Dean, MERC Institute of Management, Pune, has taken over as President, Association of Indian Management Schools (AIMS).
20. Maj. Gen. (Dr) S C Jain, VSM (Retd.) has taken over as Director, Army Institute of Management, Kolkata.
21. Dr. A H Chachadi has taken over as Dean and Director, Kausali Institute of Management Studies, Karnatak University, Dharwad, India.
22. Mr. Soumen Bagchi has taken over as Joint Secretary (SAARC & BC), in the Ministry of External Affairs, Government of India, New Delhi.

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 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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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.

A Review of “Human Capital Reporting in Emerging Economies: A Cross-National Study of Bangladesh, India and Malaysia” by Dr Mohammed Nurul Absar (Professor of HRM & Associate Dean, School of Business Administration, East Delta University, Agrabad, Chittagong, Bangladesh and Commonwealth-AMDISA Post Doctoral Fellow 2012-13).

By Dr. Azlan Amran, Deputy Dean, Graduate School of Business, Universiti Sains Malaysia, Penang, Malaysia.

Introduction

This study looks at the most current issue in the knowledge economy that is human capital. The author approached the reporting practices of human capital which is an important part in order to reach out to the external stakeholder. The author aims to look at the nature of human capital reporting of three different countries. Specifically the main objectives are to examine the nature, extent, and stakeholder perceptions for the human capital reporting practices in each of the countries. The author had also compared the findings from three different countries in order to examine any differences in terms of the nature and extent of the human capital (HC) reporting.

Reporting of non-financial information of the company is very much still voluntary practices for companies in all the three countries, namely; Bangladesh, India and Malaysia. Malaysia has some form of mandatory requirement for listed companies to report Corporate Social Reporting (CSR) practices in a statement in the annual report. However, the framework is still broad in nature and does not specifically mention about human capital. Past studies showed that many of the companies disclose HC reporting within the CSR reporting. Even though human capital is an area of its own; it is also discussed under the CSR topic. Furthermore, the concept of CSR has become a mainstream business practice.

Why company report is always an interesting issue to explore. The philosophical explanation about reporting can be viewed from several perspectives ranging from the accountability to the extent of instrumentalist perspective. My standpoint about reporting is always from the accountability perspective which argues that transparency is an integral part of the accountability of the company. Company needs to be transparent to the stakeholders where in the context of human capital, it is focusing on the employees and future employees of the company. In return for being transparent, stakeholder will develop trust with the company. In this context, employee loyalty may increase towards the employer.

Generally this study is unique as it compares HC Reporting of three different countries. The selected countries are quite different in terms of the country context particularly from the economic dynamism and institutional setting. Nevertheless, human capital is always a central aspect for a company despite of the country context. It is on the reporting aspect that is still at the infancy stage. The comparison of three countries will help to understand factors that caused the variation to the companies in three different countries. I believe author's research is still at preliminary study to understand institutional factors and stakeholder perspective from three different countries.

Review of the report

The study started the report with a brief background on HC studies and presented a stakeholder theory as the theoretical background of the research. Nonetheless, focus toward the employees or future employees is not being emphasized. The author should highlight more about HC Reporting and its benefit to the company, employees and potential employees as the stakeholders that directly link to the HC. The past studies cited in the study are quite outdated. The author may improve his literature section if latest citations are added.

This study has clear direction and this is reflected in the research questions and as what is translated in the research questions and research objective. In the literature review, the author starts by providing justification for the gap of the research which is subsequently followed by review of the past studies. The literature suffixed to provide general background of the different group in approaching research in HC Reporting. The literature review is quite comprehensive. However, I believe that the author should not treat HC Reporting as equal to CSR. Even though one can argue the HC is part of CSR, but the focus and underlying problems are different. The author can use CSR to start the literature review. This will help provide reader with insights about the level of CSR practices in each particular country which in my opinion may have strong correlation to the HC Reporting.

Cross country research has always been a challenging topic but merit for research. The need to provide the contextual background of different countries is normally being ignored by the researchers. In this report, it would be more interesting if the review about the country context pertaining to the HC practices is included. Different contexts may have different environment and may lead to different focus and variation in the HC reporting practices. The discussion on the national context may also help to enrich the discussion in this report.

The author used mixed method research in exploring the issues in the research which he started with quantitative approach and followed by qualitative approach. The method used in this research is content analysis whereby the disclosure index was developed and used to survey the extent and nature of HC Reporting practices. This method is a common method in this kind of study and deem appropriate in order to serve an exploratory purpose. The index was developed based on the past studies in the same area. It was eventually tested on the samples of 20 companies each from three different countries. It is also noted that the author had taken all the necessary actions to ensure the reliability and validity of the data. The total samples are 60 companies. The sample is considered small but I believe it is sufficient for the exploratory purposes. The author had also focused only on the big size companies. This is well understood as small companies normally do not have good reporting practices. In addition to the content analysis of the annual report, this study had also interviewed a number of stakeholders ranging from HC professional to academician. The findings from the interview were used to explain the perception about HC reporting in each country.

The results and findings of the research were discussed based on the disclosure score, forms of reporting and location of the reporting. The overall score from the three countries indicates that the reporting score is quite low. Malaysian companies have scored higher than Bangladeshi and Indian companies. The author stated that the main reason is because the regulatory forces in

Malaysia are higher than the other two countries. This is supported by the past literature which proved that government is the most powerful stakeholder in promoting voluntary disclosure. The study also found that banks normally disclose more compared to other types of companies. This is understood due to the nature these human based companies which provide services. In addition, the size of the banks is big where they are normally extra concerned with their image and hold enough resources to invest in building the image. I believe if the author runs an ANOVA test to the HC Reporting scores, it will help add more credibility to the results.

In terms of the forms of reporting, Indian companies report HC numerically more than Bangladeshi and Malaysian companies. It is also found that Malaysian companies used more photographs in the HC reporting than the other two samples of companies. In terms of the locations of HC Reporting, it was found that Indian companies reported HC under "Management's Discussion and Analysis". Bangladeshi companies reported more under "Directors Report" and Malaysian companies normally reported more under "Corporate Governance/CSR/Sustainability Reporting". In my experience, for Malaysian companies, HC reporting can be found under "Employee" or "Human Resources" section. This is because human resources in one of the four dimensions required to be disclosed by the Bursa Malaysia under the listing requirement for listed companies.

The qualitative findings manage to portray a picture of perception of the stakeholders. Most of the stakeholders believe that HC Reporting practices among the companies are due to their image management practices. This is also consistent with other past studies. The nature of company is an important factor that determines the extent of the HC Reporting.

I strongly believe that author had successfully contributed to the knowledge on HC through this study. This research provides new platform of area for future studies in HC. Future studies can further improve the methodology and number of samples used for the study. The future studies can also look at different approaches of theoretical explanation which in my opinion will provide richer explanations, such as the Institutional theory.

HONOURS AND AWARDS

Awards

Innovative Leadership Award to Prof. Y K Bhushan



The World Education Congress has honored Prof. Y K Bhushan, Vice Chancellor, ICFAI University Meghalaya, Shillong and Senior Advisor, ICFAI Business School-Mumbai, with "Innovative Leadership Award" on June 28, 2013 at their award function at Hotel Taj land Ends, in the presence of large number of educationalist from several countries.

B-School with Excellent Industry Interface Award to IBS-Mumbai

Best B School with Excellent Industry Interface Award to IBS-Mumbai by ABP News Award function on June 29, 2013 at Hotel Taj land Ends, Mumbai. Prof. Y K Bhushan, Senior Advisor, ICFAI Business School-Mumbai, expressed happiness over the above awards.

AMDISA Membership

Fee Structure

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US \$ 100 per annum

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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

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(Published Quarterly)

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Recent Articles published in Vol. 20, Issue No. 3 and Vol. 20, Issue No. 4



Vol. 20, Issue No. 3, July-September 2012 ISSN: 0971-5428

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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.