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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 (for private circulation only)

Volume 42* April 2012

SAARC SECRETARY GENERAL APPOINTMENT

H.E. Mr. Ahmed Saleem assumes charge as the Secretary General of SAARC on March 12, 2012



H.E. Mr. Ahmed Saleem,
Secretary General of SAARC

His Excellency Mr. Ahmed Saleem of Maldives assumed charge as the Secretary-General of the South Asian Association for Regional Cooperation (SAARC) with effect from 12 March 2012. H. E. Mr. Saleem is the eleventh Secretary-General of SAARC and succeeds Uz. Fathimath Dhiyana Saeed of Maldives.

Born on 26 May 1949 in Male', the capital of Maldives, H. E. Mr. Saleem joined the Maldivian Ministry of Foreign Affairs in 1968. He had a distinguished career in the Maldivian Foreign Service spanning for over 26 years during which he was, among others, Chief of Protocol and Head of the Multilateral Division at the Ministry. H. E. Mr. Saleem served at the High Commission of Maldives in Sri Lanka and the Permanent Mission of Maldives in New York. He also served as the Maldivian Government's first Alternative Governor for the

World Bank, IDA and ADB when he was deputed to the Ministry of Finance for one year in 1977. From 1990, he served as the first Director from Maldives at the SAARC Secretariat in Kathmandu. H. E. Mr. Saleem was one of the original nine members when the Human Rights Commission of the Maldives (HRCM) was first established by Presidential decree on 10 December 2003. In 2006, he was appointed President of the newly constituted HRCM, a fully autonomous body under Maldivian law and in full conformity with the Paris Principles. He served in that capacity until August 2010.

Message from New SAARC Secretary General to AMDISA

"Dear Executive Director,

I write to thank you for your email of 17 March 2012 and for your warm sentiments on my assuming the office of the Secretary-General of SAARC.

I appreciate the useful work AMDISA is doing in promoting human resource development in the region since 1988. I wish AMDISA every success in its future endeavours.

Best regards,

Yours sincerely,

Ahmed Saleem
Secretary-General"

AMDISA Executive Board 2011-2013

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Head, Faculty of Management Studies & Commerce, University of Sri Jayewardenepura, Colombo, Sri Lanka

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Dr Ishrat Husain, President, AMDIP, Lahore, Pakistan

Prof. G. M. Chowdhury, President, AMDIB, Dhaka, Bangladesh

Prof. Mohd. Masood Ahmed, President, AIMS, Hyderabad, India

Mr Mohammad Jasimuddin, Adviser (Asia Region), Governance & Institutional Development Division, Commonwealth Secretariat, London, U.K.

Illustrious Past Presidents

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

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

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

Dr Abdur Rab, Bangladesh (1996-1998), Professor of Management in School of Business, North South University, Dhaka, Bangladesh

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

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

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

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

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

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

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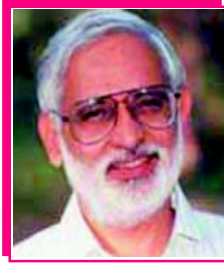
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From the Editor



It is indeed a pleasure to welcome His Excellency Mr. Ahmed Saleem of Maldives who has assumed charge as the Secretary-General of the South Asian Association for Regional Cooperation (SAARC). We are sure that his distinguished career will further promotion of human resource development work at AMDISA. We also express our gratitude to Her Excellency Uz. Fathimath Dhiyana Saeed of Maldives for all her efforts towards this cause. We wish Her Excellency good luck for all her future endeavours.

It was heartening that the SAARC Charter day was observed on 8th December, 2011 by AMDISA Secretariat. Prof. Ramakrishna Ramaswamy, Vice Chancellor, University of Hyderabad was the Hon'ble Chief Guest on this occasion. Directors and Deans of B-Schools who are Member Institutions participated in the function and also gave a declaration to support SAARC movement dedicated for improvement of the quality of life of the citizens of the SAARC countries. The SAARC Charter day was also celebrated by member institutions IndSearch, Pune; IBS-Mumbai; Institute of Management Studies, (Career Development & Research) Ahmednagar, India; Hailey College of Banking and Finance, Lahore, Pakistan.

The intense issue today, to redress different myriad after-effects of the economic crunch was delightfully conducted in the International Workshop on "Post Economic Meltdown Era - Challenges and Strategies" organized by Faculty of Management Studies, Banaras Hindu University, Varanasi, India, jointly in association with AMDISA and Alliance University, Bangalore. Realistic strategies for policy-makers to re-structure the global economy was highlighted during the workshop.

It is noteworthy to mention the study conducted by Commonwealth-AMDISA Post Doctoral Fellow Dr. Rohit Trivedi on the "Entrepreneurial Career Intention and Constraint among Final Year Management Post-Graduates among India, Singapore and Malaysia: A comparative study" reviewed by Dr. Kallol Das in the Manthan section. The study highlights the entrepreneurial activity, which is a significant part of today's economy. A better understanding of the birth of business is provided by the study and has important implications for theoretical investigations by researchers as well as practical application by entrepreneurs, entrepreneurship educators and policy makers.

We congratulate and wish all the best for the new ventures captured in the News section from Member Institutions.

As always, your comments, feedback, suggestions are welcome and we wish you all a pleasant summer.

With best wishes,

Ashok R Joshi

Obituary



Jim Herbolich
1949-2012

Jim Herbolich, Director, Network Services at EFMD, Barcelona Area, Spain, passed away on 8th April, 2012. Jim had been seriously ill for some time and left for heavenly abode peacefully. Jim was a pillar of EFMD, kind to everybody, attentive, and wonderful to work with. His contribution to the development of EFMD over the past decade has been immense. Jim was American-born though he spent most of his life outside that country and was Director of Network Services at EFMD for 11 years where he held overall

charge of Membership, Business School Services, Corporate Services, and Research and Surveys.

Jim Herbolich has been a true well-wisher and guide to AMDISA providing all sorts of guidance in the matter of SAQS Accreditation. No doubt, the academic world has lost one of the highly respected and committed professional. All of us at AMDISA will miss his presence and contribution.

President-AMDISA Mr Punya Prasad Neupane and all Executive Board Members of AMDISA and all Members of AMDISA across SAARC Region extend most sincere and heartfelt condolences to the bereaved family of Jim Herbolich for his sad, sudden and untimely demise.

May his pious soul rest in peace in heaven.

AMDISA, Hyderabad

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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COMMEMORATION OF SAARC CHARTER DAY



SAARC Charter Day Celebration at AMDISA



SAARC Charter Day Celebration at AMDISA

SAARC Charter Day was observed on 8th December, 2011 by AMDISA Secretariat. Prof. Ramakrishna Ramaswamy, Vice Chancellor, University of Hyderabad, Hyderabad and Permanent Invitee to the Executive Board of AMDISA was the Hon'ble Chief Guest on the occasion. Mrs. Purnima Sinha, wife of late Dr Dharni P Sinha, Founder President of AMDISA was the Guest of Honor. Prof. Mohd. Masood Ahmed, Principal, Deccan School of Management, Member of Executive Board of AMDISA as well as President-AIMS, presided over the function. Directors and Deans of B-Schools who are Member Institutions of AMDISA were invited. There were 22 Directors/Deans of B-Schools who participated in the function.

The Objective/Charter of the SAARC was highlighted in the Meeting. The role of SAARC particularly for the improvement of the quality of higher education and its easy accessibility to the people of the SAARC countries was emphasized in the Meeting. The participants were requested to offer their views and to suggest different measures to strengthen AMDISA in order to achieve the SAARC Objectives. All the Members including the Hon'ble Chief Guest expressed their views during the Meeting. The Participants also gave a Declaration to support the SAARC movement dedicated for the improvement of the quality of life of the citizens of the SAARC countries – the home of One and Half Billions.

The following Member Institutes have informed the AMDISA Secretariat about the celebration of the SAARC Charter Day in their Institutes.

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

IndSearch celebrations included a Quiz Program on SAARC, a Poster Competition on the Social, Economic, Cultural Aspects of SAARC countries and a Special Lecture by Padmashree Dr A Sivathanu Pillai, Distinguished Scientist and Chief Controller, Research and Development, DRDO, Ministry of Defence, Government of India and CEO & MD, BrahMos Aerospace, New Delhi.

Dr. Ashok Joshi, Director, IndSearch, and Vice President, AMDISA, welcomed Dr. Sivathanu Pillai to IndSearch for the special lecture. In his introductory speech Dr. Joshi spoke on

how technology leadership and networking can help to reduce poverty in the SAARC countries. SAARC will be the source for knowledge and innovation for the whole world in the years to come.



SAARC Charter Day Celebration at IndSearch, Pune



SAARC Charter Day Celebration at IndSearch, Pune

2. IBS – Mumbai

Prof. Y K Bhushan, Past President, AMDISA, Vice Chancellor, ICFAI University Meghalaya, Shillong & Senior Advisor, IBS-Mumbai, communicated that SAARC Charter Day was celebrated on 8th December, 2011 at IBS-Mumbai. An inter-section debate competition on "The Future of SAARC" was held.

The positive issues that arose through the debate were - the relative economic stability and developmental progress of SAARC nations as compared to the debt crisis faced by the



SAARC Charter Day Celebration at IBS, Mumbai

EU nations, health, education and upliftment of poverty, role of India in SAARC and an affirmation of the objectives of SAARC. Issues of concern voiced were that of increasing mistrust and lack of unity between member nations, which come in the way of the achievement of SAARC objectives, rising terrorism in the sector and a need for realignment of the objectives.



SAARC Charter Day Celebration at IBS, Mumbai

3. Institute of Management Studies (Career Development & Research) Ahmednagar, Maharashtra, India

Dr S B Kolte, Director General communicated that SAARC Charter Day was celebrated in their Institute on 8th December, 2011. The function was chaired by Dr S B Kolte and Dr M B Mehta, Director, IMSCD&R. A debate was held with the Theme: "Role and Contribution of SAARC". All the Faculty Members and Students participated in the same.



SAARC Charter Day Celebrations IMSCD&R, Ahmednagar, Maharashtra

Col. P S Lamba spoke on "SAARC : The Human Capital Advantage". He said that a very large number of people from South Asia were working world wide in spheres of Information Technology, Science and Technology, Research and



SAARC Charter Day Celebrations at IMSCD&R, Ahmednagar, Maharashtra

Development, and Human Resources Development. SAARC offers untapped opportunities where the knowledge acquired by its citizens can be termed as Human Resource Capital. He explained that the traditional ways of creating wealth, which were prevalent for the past two centuries, are no longer viable now. Wealth can now be created by using the knowledge acquired by Human Resources. He emphasized that the knowledge acquired by individuals should be institutionalized so that it can be put to further use by every one. Knowledge gained should be compiled, analyzed and connected into wisdom, for use by every one who needs it.

Dr M B Mehta spoke on the importance and relevance of joining various Associations. He informed that joining an Association leads to opening up of vast opportunities for development and general well-being of the citizens of the region. He said that we must not rest, after forming the Association, but should strive forward and take actions to carry out the planned activities.

A debate on "Role and Challenges of SAARC" commenced thereafter. The debate was initiated by Dr S B Kolte, emphasizing the need of developing Human Resource Capital, as part of SAARC activity. A large number of faculty members took part in the debate and expressed their views on providing quality education to students across the SAARC Region.

4. Hailey College of Banking and Finance, Lahore, Pakistan

Prof. Khawaja Amjad Saeed, Past President, AMDISA, Professor Emeritus & Principal, Hailey College of Banking and Finance, University of the Punjab, Allama Iqbal Campus, Lahore, Pakistan, communicated that SAARC Charter Day was celebrated on 8th December, 2011 in their Institute. The Session was attended by over 150 Graduating MBA/BBA Honor Students of the College and it was highly interacted as 10 questions on the above subject were asked and these were answered appropriately. He had also forwarded a multi-media presentation on SAARC: Past, Present and Future Prospects.

Membership Subscription

Membership subscription for the year 2012-13 becomes due on April 1, 2012. 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.

NEWS FROM HEADQUARTERS

International Workshop on "Post Economic Meltdown Era - Challenges and Strategies" organized by Faculty of Management Studies, Banaras Hindu University, Varanasi, India, jointly in association with AMDISA, Hyderabad and Alliance University, Bangalore.

The Two-day international workshop on Post Economic Era - Challenges & Strategies was organized by Faculty of Management Studies, Banaras Hindu University (FMS-BHU) in association with AMDISA, SAARC & Alliance University, and Bengaluru on February 4-5, 2012 at Banaras Hindu University.



Inaugural of the Workshop at BHU, Varanasi

The inaugural function began with a delightful note of Mangalacharan chant by students, followed by garlanding the bust of Mahamana Pt. Madan Mohan Malviya and lighting of ceremonial lamp by chief guest and guests of honor.

Head and Dean of FMS Prof. S.K.Singh welcomed the guests and enlightened upon the need of hour to redress different after-effects of the economic crunch. He also emphasized on the two important aspects: Making the government sounder and corporate to have more realistic strategies with a call to policy-makers to re-structure this global economy.

The workshop aims to provide a platform for Directors, Academic administrators and Head of the different institutions across India and abroad, along with distinguished personalities from the industry to not only critically examine various model & options for mitigating the adverse effect of economic turmoil, but also to understand varied tools & policies to help countries obtain sustainable economic growth.

Secretary General of the workshop, Prof. H.P.Mathur gave a briefing on the contemporary theme along with various sub-themes to be deliberated in the plenary & concurrent sessions and panel discussions of the two day workshop. Mr R.K.Singh, the Chairman & Managing Director of Bharat Petroleum Corporation Limited (BPCL), and the chief guest of the inaugural session said agriculture is most critical area and need to be addressed properly and limited Infrastructure, Policy Issues and Funding calls for attention. Earlier, guest of honor for the inaugural ceremony, Prof. Jeffery R. Alves, Dean, J S Sidhu School of Business, Wilkes University, USA highlighted the immediate need for a structured reform in the light of recently occurred economic crisis.

Prof. Wagih Taylor, Wilkes University, USA said recent crisis still continuing, is the worst since Great Depression for its after-effects. Hopefully, it is going to ease out, according to the latest figures of

unemployment in US. Director of the Conference, Dr. Abhijeet Singh introduced all the eminent speakers and conducted the proceedings. Patron of the workshop, Prof. H.C.Chaudhri concluded the session with formal vote-of-thanks. Thereafter in Plenary Session-I on "Global Economic Crisis: The Present Scenario" was coordinated by Prof. P.S. Tripathi. The Key note speaker of this session Prof. B.P. Singh raised the issue of US Import-Export being so gigantic that it actually affects every economy, directly or indirectly. Prof. G.C. Maheshwari explained fundamental reason for the offset of such economic meltdown and called for a second Green & White Revolution. Lastly, Prof. Y.S. Thakur explained in detail the economic problems in developing countries, specially India and how it can impact their growth plans.

Post lunch Concurrent Session-I, Track-A, on the theme "Trade & Development Implications of the Global Economic Crisis", coordinated by Prof. S.K. Dubey, was presided by Prof. A.R. Aryasri, Director, SMS-JNTU, Hyderabad as Chairperson and Prof. B.P.Rayaguru, Executive Director, Association of Management Development Institutions in South Asia as the Key note speaker. Prof. A.R. Aryasri, who emphasized upon the importance of achieving at-par GDP growth rate with the pre-crisis period. Prof. Rayaguru displayed some hard facts and figures of Indian Financial System taking the virtues of inclusive growth.

The Concurrent Session-I, Track-B on the same sub-theme had Prof. Jeffery R. Alves, Dean, J S Sidhu School of Business, Wilkes University, USA as the chairperson with Prof. Wagih Taylor, Wilkes University, USA as Key note speaker. The next session of the day culminated with the Concurrent Session-II, Track-A with the sub-theme of "Implications of Protectionism arising from current responses to the Global Economic Crisis", Prof. J.P. Mishra, Dean, SMS Varanasi being the Keynote Speaker rightly spoke about, backing Adam's Smith. Mr. Ashok Singh, Director, HR Solutions, New Delhi, deliberated upon the sub-theme of the importance of measures of Protectionism for Sustainable Development in the present scenario.

The second day of the international workshop began with the topic of discussion on "strategizing Indian industry to overcome the impact of economic meltdown". The topic was opened for discussion by Prof P Nag (Vice Chancellor of Mahatma Gandhi Kashi Vidyapeeth Varanasi who was the chairperson, the panel had some of the most distinguished guests Mr A T Raman (Consultant Editor of Business India, Prof. Anup Singh, (Director of Jaipuria Institute of Management), Mr R.S.Tanwar (Director-Stowe Research India), and Prof. C. Lal (former head and dean FMS, BHU).

Prof. Usha Kiran Rao was the session coordinator, Prof.Chote Lal started the discussion by emphasizing on the Indian economy integration with global economy has been effected mainly through financial sector, exports and business houses. He also focused on strategies to be undertaken at micro and macro level, the key feature being PROPER IMPLEMENTATION OF THE REGULATION AND SUPERVISION OF FINANCIAL SECTOR. Mr. A T Raman, Chairman-SEAA Trust New Delhi attributed the meltdown to over exploitation of resources, overheated markets and free knowledge being wrongly used by people.

Mr R.S. Tanwar explained the economic meltdown by metaphorically equating it with a traffic jam where people watch

everything happening and if it continues they panic, some follow others while some exhibit confidence in them and move ahead.

Another dignitary Prof. Anup Singh emphasized that organizations should be flexible and they should concentrate on low cost and better productivity. Prof. Nag said that local solutions should be integrated with regional solutions and must be integrated with National policies.

In the 2nd concurrent session of the day, the key speakers were Dr. B P Singh, Prof. Taylor, Prof. Maheshwari and Prof. Venkatesh. Prof. Taylor focused the blame of global meltdown on the investment bankers in America that were reckless and irresponsible while giving loans. Prof. Maheshwari correlated religion and human psychology while putting the blame of global meltdown on the loss of ethics and morality in business organizations. Professor R Venkatesh revealed that the saving habits of Indians saved them from the tremors of global meltdown.

Other important speakers that attended the session were Mr. Raj Kumar Singh, Prof. A.K Mishra and Prof. Vajpayee. Prof. Mishra, a Professor at IIM Lucknow made a presentation about the reasons and meaning of economic meltdown. Mr. R.K. Singh added that during the times of crisis, one must go back to the basics and listen to everyone but act according to his whims.

Valedictory Details

In the valedictory function, the chief guest and the guest of honour were Dr. Y.V. Verma, COO, LG Electronics and Dr. Atul Parvatiyar, Director and CEO, iCRM, USA resp. Other distinguished guests included Prof. B.P. Rayaguru and Prof. Venkatesh. Dr. Madan Lal coordinated the session. Dr. Shashi Srivastava presented a brief report containing glimpse of all the technical sessions that had taken place during the workshop. Dr. Verma shared the experiences from his life and work. He talked about management practices being followed worldwide and compared them to those being followed in India. Dr. Parvatiyar talked about the condition of economy in USA and how Indian economy is in better shape. The formal vote of thanks was given by Professor R Venkatesh.

National Management Convention 2012 (Namcon'12): "Envisioning the Future Business: Redefining Strategies for Excellence" by Asian School of Business Management (ASBM), Bhubaneswar, Odisha, jointly in Association with AMDISA.

The Convention held jointly in Association with AMDISA and Asian School of Business Management, Bhubaneswar, India, took place from 9th to 11th February, 2012 at Asian School of Business Management. The Convention was inaugurated by Shri Justice R K Patra, Odhisa Human Rights Commission on 9th February, 2012.

Mr. M Bhagavantha Rao, Managing Director, State Bank of Hyderabad graced the occasion as the Guest of Honour. Prof. (Dr.) Biswajeet Pattanayak, Founder and Director, ASBM and Prof. (Dr.) Kalyan Shankar Ray, Dean, ASBM were also present in the inaugural ceremony. Mr. G Upadhyaya, former CMD of NALCO and Vice Chairman of ASBM Board of Governors presided over the function. There were four Technical Sessions conducted on 10th February, 2012 on sub themes Managing Market, Managing Human Resources, Managing Finance and Managing Knowledge and Operations. These sessions were chaired by Mr. Deepak Jhangiani, Director (Marketing), DSJ Pvt. Ltd. Mumbai, Mr. M. Ramakrishna, MD, ZCS Consulting Ltd, Hyderabad, Prof. (Dr.)

Samson Moharana, Utkal University and Mr. A. Thothatri Raman, Chairman SEAA Trust, New Delhi respectively. The other eminent speakers who deliberated the lectures were Mr. Tanmoy Mukherjee, All India Brand Manager, Lavazza Coffee, Mr. Niladri Sekhar Chatterjee, Odisha Head, Marketing, Godrej & Boyce Mfg. Co. Ltd., Prof. (Dr.) Pravat Kumar Mohanty, Utkal University, Dr. Sachidananda Sogala, Founder and CEO of Srichid Technologies Pvt. Ltd., Mr. Robin Roy, Director, Financial Services, PricewaterhouseCoopers Pvt. Ltd. India, Prof. (Dr.) Ranjan Ghosh, Vinod Gupta School of Management, IIT, Kharagpur and Mr. Vivek Pattanayak, IAS (Retd.) Former DG, ICAO.



Inaugural of the Convention at ASBM



Valedictory of the Convention at ASBM

The valedictory session was conducted on 11th February, 2012 in the august presence of Mr. Suresh Chandra Mantry, IAS (Retd.) and General Manager, The Samaja as the Chief Guest and Mr. Ansuman Das, Director (Commercial), NALCO as the Guest of Honour.

Prof. (Dr.) Biswajeet Pattanayak, Founder and Director, ASBM and Prof. (Dr.) Kalyan Shankar Ray, Dean, ASBM were also present. The entire convention was attended by a good number of paper presenters and delegates across the country, faculty and students' community, corporate representatives, members of the print and electronic media and eminent guests.

57th Executive Board Meeting of AMDISA, at Dhaka, Bangladesh

The 57th Executive Board Meeting of AMDISA was held on 23rd January, 2012 at Institute of Business Administration, Dhaka, Bangladesh. The meeting deliberated on several crucial issues concerning the performance improvement of AMDISA including the constraints faced for its smooth functioning. The 57th Executive Board also resolved to upgrade the status of AMDISA to a SAARC Apex Body and initiate the process in this direction.



Photo of 57th Board Meeting of AMDISA at IBA, Dhaka, Bangladesh



Group Photo of 57th Executive Board Meeting at Dhaka, Bangladesh

SAQS News

The following two Institutions have been awarded Full Accreditation which has been granted by the 4th SAQS Accreditation Awarding Committee presided by Dr M R Rao in its meeting held on 4th August, 2011, for a period of five years effective from August, 2011:

1. Institute of Business Administration (IBA), Karachi, Pakistan
2. Institute of Management Technology, Ghaziabad, India.

SAQS Committee Meeting

The 12th SAQS Committee Meeting was held on 15th January, 2012 at AMDISA Secretariat presided by Dr A H Kalro. The Committee considered the applications of (i) Welingkar Institute of Management Development and Research, Bangalore Campus, (ii) Great Lakes Institute of Management, Chennai, and (iii) Siva Sivani Institute of Management, Hyderabad, for SAQS Accreditation process. The Committee noted the request of School of Management, Sambhram Academy of Management Studies, Bangalore, and sought some additional data for considering their application to enter into the SAQS Accreditation Process. The decision of the SAQS Committee was ratified by the 57th Executive Board of AMDISA held on 23rd January, 2012 at Dhaka, Bangladesh.

SAQS Accreditation

All existing Members of AMDISA are requested to take up SAQS Accreditation if they have not applied for the same. An overview of SAQS Accreditation has been already sent to those members who have evinced interest for the same. It can also be sent to others once the interest is shown for this purpose.



The 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 or mail to the Executive Director, AMDISA at execdir@amdisa.org.

AMDISA Membership

Fee Structure

Institutional Membership

US \$ 100 per annum

Corporate Membership

US \$500 per annum

Life Membership

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

Admission Fee

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

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

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

New AMDISA Members

1. IES Management College & Research Centre, Mumbai, India
2. Aristotle PG College, Hyderabad, India
3. Peoples' Campus, Paknajol, Kathmandu, Nepal
4. Dr. Y. S. Rajasekhara Reddy National Institute of Tourism & Hospitality Management, Hyderabad, India
5. Global College of Management, Nepal
6. Vishwa Vishwani Institute of Systems and Management, Secunderabad, Andhra Pradesh, India
7. Siksha O Anusandhan University, Bhubaneswar, Orissa, India
8. Hindustan Institute of Management & Computer Studies, Mathura, Uttar Pradesh, India
9. School of Management, Sambhram Academy of Management Studies, Bangalore, Karnataka, India
10. Great Lakes Institute of Management Chennai, Tamil Nadu, India
11. Jaipuria Institute of Management, Noida., U.P, India.
12. Department of Commerce and Management, Andhra University, Visakhapatnam, India
13. Presidency College, Bangalore, India.

AMDISA Welcomes them!

AMDISA Life Members

The following institutions have become Life Members (transiting from Institutional Members who were earlier making annual subscription):

1. Indian Institute of Management- Indore
2. Birla Institute of Management Technology, Greater Noida
3. National Institute of Business Management, Colombo, Sri Lanka
4. Royal Institute of Management, Bhutan
5. Alagappa Institute of Management, Alagappa University, Karaikudi, Tamilnadu
6. IILM Institute for Higher Education, Lodhi Gardens, New Delhi
7. Institute of Business Administration, Karachi, Pakistan
8. Amrut Mody School of Management, Post Graduate Institute of Management, Ahmadabad.

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 rate of exchange.

Motivation for Life Membership

The AMDISA Membership Admission Committee has decided to waive the arrear membership fee for any Institute evincing interest for Life Membership in order to encourage Life Membership.

SAJM Publications on AMDISA Website/ and Online Paper Submissions

The Executive Board of AMDISA has decided to upload all the publications of South Asian Journal of Management in its website (<http://sajm-amdisa.org>) from Vol. No. 14.1 (from the year 2007). This has been done for easy accessibility of the Journal by the B-Schools of the SAARC Region.

Authors who would like to submit articles can now do so through online by visiting the SAJM website: <http://www.sajm-amdisa.org>

SAJM New Editorial Board

The 57th Executive Board held at Dhaka, Bangladesh, on 23rd January, 2012 approved the following Members to be on the Editorial Board of the SAJM effective from the Vol. No. 19.1 (Jan-March 2012):

Thomas Andersson, Jonkoping University, Sweden, Y K Bhushan, Vice Chancellor, ICFAI University, Meghalaya, Shillong, India, Elias G Carayannis, The George Washington University, Washington DC, Samir Ranjan Chatterjee, Curtin University, Perth, Australia, Tandin Chophel, Royal University of Bhutan, Bhutan, Mozaffar Alam Chowdhury, International University of Business Agriculture and Technology, Dhaka, Bangladesh, Piero Formica, Chair Professor, King Saud University, Riyadh, Saudi Arabia, Christian Friedrich, University of the Western Cape, South Africa, Mohammad Jasimuddin, Commonwealth Secretariat, London, UK, Thomas Kalliath, Australian National University, Canberra, Luo Lingling, North Eastern University, Shenyang, China, Muhammad Ehsan Malik, University of the Punjab, Quaid-e-Azam Campus, Lahore, Pakistan, Jay Mitra, University of Essex, UK, Fangqi Xu, Kinki University, Japan, Tudor Rickards, Manchester Business School, Manchester, UK, Ramadhar Singh, Indian Institute of Management Bangalore, India

The SAJM Editor and the Editorial Team comprise: Prof. Mathew J Manimala, Editor, Ms. K Poornima Wasdani, Associate Editor, and Ms. Kokila Jayasree, Assistant Editor.

AMDISA Fellowships

In order to encourage research in the field of management, contributing directly for the improvement of quality of management education, AMDISA has been encouraging all the B-Schools across the SAARC Region to extend Fellowship support with the help of the grant received from the Commonwealth Secretariat, London. In response to the Announcement of AMDISA in this context, 27 applications have been received which are under scrutiny by an international Fellowship Committee constituted by AMDISA to award the Fellowships to the deserving candidates.

News from Member Institutions

Prin. L.N. Welingkar Institute of Management Development & Research (WeSchool), Mumbai

(i) Hon'ble President of India Smt. Pratibha Devisingh Patil inaugurated the Welingkar Institute of Management Development & Research Contributor Development Lab (CDL) & "dmagics"- design for management and growth in corporations and society exhibition on 13th March, 2012



Hon'ble President of India Smt. Pratibha Devisingh Patil

Her Excellency Smt. Pratibha Devisingh Patil, Hon'ble President of India, while stressing on the need for development of vocational and entrepreneurial skills for creating large scale self-employment opportunities, she commended the contributions of WeSchool. "Converting thoughts into action by offering practical innovative and technology-driven programmes required in our country". She added that "The CDL and the "dmagics" exhibition are highly appropriate initiatives as they will together take the students closer to the needs of the people through innovation and a spirit to give back to society".

The CDL is a unique pioneering platform created by WeSchool, to recognize, create and nurture its students as contributors to society. The President also inaugurated the "dmagics"- Design for Management and Growth in Corporations and Society Exhibition - set up by WeSchool to showcase socially beneficial innovative business concepts developed by its students.

Key Dignitaries at the function

Her Excellency, Honourable President of India, Smt Pratibha Devisingh Patil, His Excellency, Governor of Maharashtra, Shri Sankarnarayanan, Hon'ble Chief Minister of Maharashtra, Shri Prithviraj Chavan, Hon'ble Speaker of Maharashtra Legislative Assembly, Shri Dilip Walse Patil, Educationist Shri Dr Devisingh Shekhawatji, Chairman, Managing Council of Shikshan Prasarak Mandali (SPM), Shri Abhay Dadhe, Secretary, SPM, Smt Nanda Mane, Principal of Ruia College, Dr Suhas Pednekar, Members of Managing Council of SPM (Trustees), Members of Administrative Board of SPM, Representatives from Presidential office, Principal Secretaries, Hon'ble Vice Chancellor Dr Rajan Welukar, Distinguished Educationists, Consul Generals, eminent guests, Senior Corporate Professionals, Esteemed Alumni from Welingkar and Ruia College, faculty and staff members, Media Representatives".

(ii) Seminar on Assessment and Accreditation: Future Possibilities and Challenges

The Seminar was conducted by Prin. L N Welingkar Institute of Management Development & Research, Mumbai on 22nd March,

2012. The objective of the Seminar was to understand the importance and role of private agencies in accreditation and consequent branding of higher educational institutions. The Participants included Deans, Directors, Principals and Academicians. The Seminar focused on Developments in Accreditation Procedures: NARA; Accreditation & Industry Expectations of the Process and Procedures; Accreditation: The Process; Accreditation: Rating and Branding.

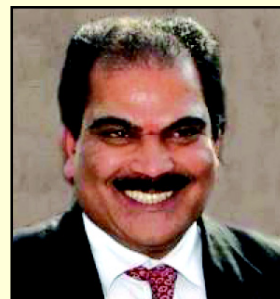
The eminent speakers included: Dr. S S Mantha, Chairman, AICTE (Keynote Address); Dr. H K Abhyankar, Former Director, VIT, Pune, Dr. Y K Bhushan, Head, IBS, Mumbai; Dr V N Ghupchup, Former PVC, University of Mumbai; Mr Varun Khanna, Director, IREO Management Pvt. Ltd; Dr F C Kohli, Chairman, COEP; Dr Arun Nigvekar, Former Chairman, UGC; Dr V S Prasad, Former Director, NAAC; Prof. M R Rao, Dean Emeritus, ISB; Dr B P Sabale, Former VC, YCMOU; and Dr Devi Singh, Director, IIM, Lucknow.

BVIMR, New Delhi, India

(a) Bharati Vidyapeeth University (BVU), Re-accredited with Grade "A" by NAAC

BVU established in April, 1996 under Section 3 of UGC Act, 1956 has been re-accredited with "A" Grade by National Assessment and Accreditation Council (NAAC). It has 29 constituent units under its umbrella with diverse disciplines such as Management, Medicine, Law, Engineering, Science, Arts, Commerce, Pharmacy, Architecture and Social Work.

(b) Dr. Sachin S. Vernekar Honored with "The Dynamic Director Academia 2011" by Top Rankers



Dr. Sachin S Vernekar

Director-Bharati Vidyapeeth Educational Complex

Dr. Sachin S. Vernekar, Director In-Charge - Bharati Vidyapeeth Educational Complex, New Delhi has been awarded Top Rankers Excellence award for "The Dynamic Director Academia 2011" at the hands of Shri Subodh Kant Sahai, Cabinet Minister of Tourism during 13th National Summit on Visionary Leadership for Powering Business Growth held on 23rd December 2011.

BVIMR received B-School Leadership Award under his dynamic leadership for being innovative, modern and industry related in curriculum in Marketing, Advertising, Marketing Communications by STAR NEWS B-SCHOOL AWARDS.

(c) National Research Paper Presentation Competition

Bharati Vidyapeeth University Institute of Management and Research, New Delhi successfully organized 'National Research Paper Presentation Competition, 2012. The power packed event

saw the presence of dignitaries from the corporate, academia, faculty and students from all over India. "National Research Paper Presentation Competition" intends to stimulate the creative talents of students, faculty members and corporate managers to write and present a case based on the innovations and emerging trends in the field of management. The rationale of this competition is to discover the various ways which can enhance the efficiency of individuals, organization, institutions and society.

The day culminated in a fruitful manner, churning out the best of the ideas after immaculate efforts of analyzing, decision making and resolving.

(d) Northern Regional Round Table Event for Directors and Deans by BVIMR

The Institute organized Northern Regional Round Table Event for Directors and Deans under the aegis of AIMS (Association of Indian Management Schools) with the theme "Mushrooming of Management Institutions and Role of AIMS to ensure Quality for Sustainable Development in Management Education. Among other guests Dr. Prabir Pal, President AIMS, Mr. Pavan Choudhary, MD - Vygon, Prof. Dr. M R Rao, Professor and Dean Emeritus, Indian School of Business (ISB), Dr. Bhimaray Meitri, Dean Strathelyde Skill Business School. In his chief guest's address, Dr. Prabir Pal emphasized on objective of the round table and quoted latest AICTE statistics of intake of students from 2008-11 which showed declining trend of intake of students whereas the number of institutions has been increasing which is cause of concern, he noted and added mushrooming of B Schools is critical issue and AIMS need to play its role of big brother. Dr. Sachin S. Vernekar opined 'survival in today's time is not just the fittest but the fastest among the fittest'.

Bharati Vidyapeeth's Institute of Management Studies and Research, (BVIMSR), Navi Mumbai

International Conference on Brand India: A Global Destination

BVIMSR organized above second international conference on 17th and 18th of February, 2012. Three plenary sessions and three technical sessions were held. The Inaugural Session started with the lighting of the lamp by the Guests. Dr D Y Patil, Director, BVIMSR delivered the welcome address. Mr J C Sharma, the Convener of the Conference gave brief introduction about the Conference.

Mr Aldo Ruiz, Trade and Investment Commissioner, Ministry of Economy, Mexico was the Key Note Speaker. He said that the diplomatic relations between India and Mexico resulted in the development of trade practices. He talked about the similarities between both the countries and emphasized that by establishing



**Lighting of the Lamp by Mr Anurag Deepak
CEO, Bharat Petroleum Corporation Ltd.**

good diplomatic relations with Mexico, the new generation of Indian entrepreneurs can target the whole of North American continent for International Business.



**Mr Aldo Ruiz, Trade and Investment Commissioner,
Ministry of Economy, Mexico, giving Keynote Address**

Mr Anurag Deepak, Executive Director of Bharat Petroleum Corporation Ltd., was the Chief Guest of the function. In his address, he mentioned that technology has transformed the status of India.

The first Plenary Session on the theme "Emerging India - An HR Agenda about the challenges faced by Human Resource practitioners and the changes required to adapt in the 21st Century.

The theme of the second Plenary Session was "Ideas are not Born Big - They become Big". Several Panel Members spoke on the theme. There were three technical sessions in the Conference. In the technical sessions, 14 research papers were presented from different streams of management.

The third Plenary Session on the theme: "The Competitive Advantage of India Centric Operations" highlighted the various strategic competitive advantages enjoyed by Indian operators. The Valedictory Address was given by Dr N M Kondap, Former Vice Chancellor, Narsee Monjee Institute of Management Studies. He stressed on positioning our own self and the importance of the education system.

National Business Education Accreditation Council, Islamabad, Pakistan

Three Day Training Workshop for the Evaluators of National Business Education Accreditation Council (NBEAC)

The above Workshop was conducted by NBEAC at Islamabad, Pakistan, from 10th -12th Oct 2011, in which senior faculty members and deans of public and private sector universities participated. The Higher Education Commission, Quality Assurance Agency endeavors to build the capacity of individuals and institutions to enable them to adopt best practices of International Quality Assurance bodies or Accreditation bodies. The purpose of this workshop was improve the relevant skills of Program Evaluators (PE's) in undertaking accreditation inspection based on prescribed standards, criteria and procedures. To compare the NBEAC framework of accreditation with International accreditation frameworks and share experiences on best practices for accreditation of business degree programs and their effectiveness in quality enhancement.

This workshop proved to be an excellent opportunity for all the participants and the resource person to share their valuable academic experiences; views to make the external evaluation process more transparent, consistent and credible. Workshop provided the insight of European Accreditation models and the

best practices of international accreditation bodies. There was a comparison between NBEAC framework and EQUIS framework. Participants worked in groups to identify the questions to be asked during the peer review visit to collect evidence to verify the information provided in Self Assessment report of the Business School. This activity allowed NBEAC to develop a library of potential questions that evaluators can ask during peer review visit. Another group activity was to rate W, X, Y and Z levels to the possible answers and supporting evidence provided.

Dr Christopher Terrasse, Associate Director (Projects), European Foundation for Management Development (EFMD), Brussels was the resource person.

On the closing ceremony, Dr Hasan Sohaib Murad, Chairman NBEAC briefed the audience about the workshop and thanked the evaluators and resource person for their interest and participation. Prof Dr S Sohail Hussain Naqvi, ED-HEC thanked the resource person for coming all the way to conduct this workshop in Islamabad and further highlighted that HEC has already developed its Quality Assurance Criteria based upon international standards compatibility.

The process of program accreditation by the NBEAC is the key element to enhance the quality of business education. Mr Pierre Mayaudon, deputy head of European Union delegation in Pakistan was the chief guest of closing ceremony. He addressed the audience by saying that such workshops will deliver the softer image of Pakistan to the western world and extended the European Union cooperation in capacity building on Institutions in Pakistan. The ceremony concluded with the distribution of certificates amongst participants by the chief guest.

IUBAT, Dhaka, Bangladesh

Seminar on Education for Sustainable Development

A seminar on Education for Sustainable Development was held at the International University of Business Agriculture and Technology (IUBAT) on March 20, 2012. The seminar was attended by the students, faculties and members of the staff of the University. A delegation consisting of six persons headed by Prof Koji Matsuoka from the Kobe University, Japan and Mr Kiichi Oyasu of UNESCO, Dhaka attended the seminar. The seminar was presided over by Prof Dr M Alimullah Miyan, founder and Vice-Chancellor of IUBAT. Prof Koji Matsuoka defined Education for Sustainable Development (ESD) and discussed the mechanism and scope of the study. Dr Ataur Rahman coordinated the seminar and informed that the farmers of Bangladesh have century long experience on organic farming and this system should be recognized by the international body as it is contributing to the sustainable farming practices.

In his speech, Prof Dr Alimullah Miyan said that sustainability issue needs serious attention from all corners. There are separate bodies to look after issues like food, environment, agriculture but there exists little coordination and cooperation of works among them. He urged upon IUBAT people to integrate and apply knowledge of all disciplines taught and generated with a view to establish sustainable development in the society. We should share our experience, wisdom, knowledge and ideas through dialogue and participation to this process and make our motherland a safe place for living. IUBAT has working experience on flood, drought, management of coasts and hopes to establish agreement on academic cooperation to work on sustainable issue with Kobe University, Japan.

IUBAT is the first non-government University in Bangladesh. The overall objective of this University is Human Resource

Development through appropriate teaching, training and guidance and it gives more emphasis to need-based education. The introduction of Bachelor of Science courses in Nursing and Tourism and Hospitality Management are the evidences of such efforts. The IUBAT mission calls for holistic development of a student through the combination of academic and extra academic activities, dress and behavior code, and getting education in an English-speaking milieu. The University is expanding both in terms of quantity and quality and is marching ahead to open more departments like Law and Health Sciences to cater to the needs of the community people. The concept of educating at least one technical graduate from one village under Knowledge Based Area Development Program (KBAD) has gained momentum in recent time. Irrespective of the educational and financial backgrounds, nobody is denied for education in IUBAT.

Programme News From Networks

AIMS

Prof. Mohd. Masood Ahmed, Principal, Deccan School of Management, Hyderabad, has taken over as President, Association of Indian Management Schools (AIMS), in August 2011 for a period of one year, from Prof. Dr. Prabir Pal.



Prof. Mohd. Masood Ahmed
New President of AIMS

Profile of Prof. Mohd. Masood Ahmed

A Professor of Healthcare Management with five post-graduate degrees, one each in Management, Commerce, Economics, Psychology and Management Research, Prof Masood has been giving lectures to MBA and Healthcare Management students for over 20 years; he is also a visiting professor at some premier institutions; besides teaching, he is actively involved in training and consultancy in the field of Healthcare Management for over a decade. He is well-known for using poetry and citing appropriate anecdotes in his lectures. He has been a regular Visiting Professor/ Guest Faculty at reputed institutions in the country. He is associated with professional bodies as Executive Board Member, Association of Management Development Institutions in South Asia (AMDISA), National Council Member, Indian Society for Training & Development (ISTD), Member, Managing Committee, Association of Health & Hospital Administrators (AHHA).

CEEMAN, Bled, Slovenia

Faculty Development Program

Central and East European Management Development Association (CEEMAN), is organizing IMTA - International Management Teachers Academy - a Faculty Development Program, taking place on 10th to 22nd June, 2012 in Bled, Slovenia. For more details, please visit their website: www.ceeman.org

CAPAM

International Innovations Awards 2011-12 at CAPAM Biennial Conference, Delhi, India

Commonwealth Association for Public Administration and Management (CAPAM) - International Innovations Awards 2011-12 at CAPAM Biennial Conference, Delhi, India, during 24th to 26th October, 2012, celebrates the spirit of innovation in the public service by recognizing organizations that have made significant contributions to improving governance and services in the public sector. In so doing, the award inspires and encourages innovators to improve public service governance, and the quality of life of citizens, communities and nations.

For more details, please visit their website: www.capam.org

Rogramme Announcements From Member Institutions

Institute of Business Administration (IBA), Karachi, Pakistan

Institute of Business Administration (IBA), Karachi, Pakistan is organizing a International Conference on "Marketing" - 2012 from 5th to 6th May, 2012 at their campus in Pakistan. For more details, please visit their website: www.iba.edu.pk

Civil Service Commission, Male, Maldives

2nd Annual Conference of Asian Group for Public Administration (AGPA) is being organized by AGPA Secretariat in association with Civil Service Commission, Male, Maldives from 8th to 10th of May, 2012 in Bandos Island Resort of Maldives. For more details, please visit their website: www.iiasagpa.com

Department of Management Studies, Indian Institute of Science, Bangalore, India

The Department of Management Studies, Indian Institute of Science, Bangalore, India is organizing an International Conference on "Driving the Economy through Innovation & Entrepreneurship: Emerging Agenda for Technology Management" from 18th to 20th July, 2012. For more details, please visit their website: www.mgmt.iisc.ernet.in

Short Takes

1. H.E. Mr Ahmed Saleem assumes charge as the Secretary-General of SAARC on March 12, 2012.
2. Dr. Purushottam Bung has taken over as Director, Karnataka Law Society's Institute of Management Education & Research, Belgaum, Karnataka, India.
3. Prof. Mohd. Masood Ahmed has taken over as President, Association of Indian Management Schools (AIMS).
4. Dr. R C Natarajan has taken over as Director, T.A. Pai Management Institute, Manipal, Karnataka, India.
5. Dr. B. Chennakesava Rao has taken over as Principal, Cahitanya Bharathi Institute of Technology (CBIT), Hyderabad, India.
6. Mr. Udaya Shanker Proddaturi has taken over as Director General, National Institute for Micro, Small and Medium Enterprises, Hyderabad, India.
7. Dr. N.R. Parasuraman has taken over as Director, SDM Institute for Management Development, Mysore, Karnataka, India.
8. Prof. Nawal Kishore has taken over as Director, School of Management Studies, Indira Gandhi National Open University, New Delhi, India.

9. Prof. D.K. Sanyal has taken over as Director, Indian Institute of Social Welfare and Business Management (IISWBM), Kolkata, West Bengal, India.
10. Dr. Rajendra Singh has taken over as Director, Institute of Management Studies, Devi Ahilya Vishwavidyalaya, Indore, Madhya Pradesh, India.
11. Dr. A.N. Sarkar has taken over as Director, Asia-Pacific Institute of Management, New Delhi.
12. Dr. Surender Lal Goswami has taken over as Director National Academy of Agricultural Research Management, Hyderabad, India.
13. Dr. Santosh Kumar Tripathy has taken over as Head, Department of Personnel Management and Industrial Relations, Utkal University, Bhubaneswar, India.
14. Prof. Mukul P Gupta has taken over as Director, Management Development Institute, Gurgaon, India.
15. Dr R P Verma has taken over as Director, Institute of Science & Management Ranchi, India from Dr L N Bhagat who has joined as the Vice Chancellor of Ranchi University.
16. Dr Mohammad Bashir Khan has taken over as Dean, Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan.

Manthan

A Review of "Entrepreneurial Career Intention and Constraint among Final Year Management Post-graduates among India, Singapore and Malaysia: A Comparative Study" by Dr. Rohit H. Trivedi (Assistant Professor, Mudra Institute of Communications, Ahmedabad, India and Commonwealth-AMDISA Post Doctoral Fellow 2008-09).

By Dr. Kallol Das, Associate Professor, Mudra Institute of Communications, Ahmedabad, India.

Introduction

The study 'Entrepreneurial career intention and constraints among final year management post-graduates among India, Singapore and Malaysia: A comparative study' is an attempt to explore the factors or processes through which entrepreneurial intentions are developed that would lead to formation of a new venture. As it has been rightly noted by the researcher, there are various studies and framework dedicated to understand the entrepreneurial intention phenomenon from both individual and contextual dimensions in an isolated manner. In the past, this has resulted into disappointingly small explanatory power and even smaller predictive validity. Present study has tried to fill this gap by developing and testing 'Entrepreneurial Intention-Constraint Model' (EICM), in which, due consideration has been given to individual, social and contextual factors to find-out its effect on formation of entrepreneurial intention.

The researcher has formulated the research problem in the following words: "What is the potential impact of entrepreneurial attitude, social norms, perceived behavioural control, endogenous barriers, exogenous environment and university environment and support on the entrepreneurial intention?"

The researcher has proposed to inquire the problem by taking Theory of Planned Behaviour (Ajzen, 1988) as basic framework. With this, based upon an extensive review of literature, it was found that to understand entrepreneurial intention in students in a better manner, there are three other independent variables that are to be taken into consideration, viz. endogenous barriers, exogenous environment and university environment and support. This has resulted into proposing a conceptual model

'Entrepreneurial Intention-Constraint Model' by the researcher for empirical testing among post-graduate management students in India, Singapore and Malaysia.

Objectives and Scope of the study

After undertaking and in-depth review of literature, the chief objective of the study is to propose and empirically test the 'Entrepreneurial Intention-Constraint Model' (EICM). With this, the another significant objective that is set by researcher is to understand and compare the entrepreneurial career intentions and constraints of final year post-graduate management students among three South Asian countries, namely India, Singapore and Malaysia. The scope of the study is confined to a purposive sample of one thousand ninety seven post-graduate management students from India, Singapore and Malaysia. Of this, the researcher has surveyed five hundred and twenty six students from India, two hundred and fifty two students from Singapore and three hundred and nineteen from Malaysia.

Methodology

The study can be broadly defined as descriptive, non-experimental and quantitative in nature. Looking at the broader objectives of the study, the researcher has used questionnaire-based survey method for primary data collection. The questionnaire was designed to gather information in three main areas: 1) demographic characteristics like their gender, age, experience, etc.; 2) independent variables of TPB, i.e., entrepreneurial attitude, perceived social norms, perceived behavioural control; and dependent variable i.e., entrepreneurial intention; and 3) endogenous barriers, exogenous environment and university environment and support. Before taking up the survey, a pilot study involving the administration of a preliminary version of the survey was administered to a random sample of 25 post-graduate management students in India (personally) and 15 in Malaysia (via internet). The data gathered through the questionnaire survey has enabled the researcher to undertake inter-country analysis of the factors that influence entrepreneurial career intention among post-graduate management students in India, Singapore and Malaysia.

Prior to undertaking data analysis, researcher has applied relevant test to measure validity and reliability. In order to assess the reliability of the measures in this study, item-to-total correlations and Cronbach Alpha were employed. For all the measures, reliability was found to be more than 0.70. For the purpose of data analysis, researcher has used relevant parametric techniques that include factor analysis, item analysis, MANOVA and Structural Equation Modeling (SEM).

Data Analysis and Findings of the Study

With the help of data analysis, some of the pertinent finds of the study are :

- a. Exploratory factor analysis on exogenous environment has revealed three factor structure, viz. a) financial and market environment, b) business support and educational environment and c) government support.
- b. In the same vein, when exploratory factor analysis was applied to university environment, two factors that emerged are a) targeted cognitive and non-cognitive support and b) general educational support.
- c. After testing 'Entrepreneurial Career-Intention Constraint Model' (EICM) using Structural Equation Modeling, it was

found that overall all the fit statistics indicated that the proposed model can be applied to study entrepreneurial intention in the context of this study. From this analysis, it was also found that adjusted R for the regression of attitude towards behaviour, perceived social norms, perceived behavioural control, endogenous barriers, university environment and support, and exogenous environment upon entrepreneurial intention was 0.642 ($p < 0.00001$). As rightly noted by researcher, this model is a better for explanation of the entrepreneurial intention in the student aspirants compare to earlier studies. This signifies the importance of the study and its contribution to entrepreneurship research.

- d. In predicting entrepreneurial intention, attitude towards entrepreneurship emerges as the most important antecedent of the intention to become self-employed. It simply means that if public policy and university administration want to raise the number of graduates who decide to start their own business, an improvement of the students' attitude towards entrepreneurship apparently is an effective lever.
- e. With this, perceived behavioural control also have positive effect while perceived social norm, though found to have positive effect, do not have any significant impact on entrepreneurial intention. Overall, these research findings have exhibited that perceived desirability and perceived feasibility have significant positive effect on intent to venture creation among the sampled population. Considering this, given the perceptive nature of these antecedents, entrepreneurship educators should incorporate the attitudinal and perceptual dimensions of entrepreneurship when designing their course modules.
- f. Out of the three newly added variables to understand entrepreneurial intention, it was found that the endogenous barriers were found to have significant negative relationship with both attitude towards behaviour and perceived behavioural control. In contrast to endogenous barriers, exogenous environment do not found to have any significant relationship with attitude either towards entrepreneurship or perceived behavioural control.
- g. Lastly, university environment and support has statistically significant relationship only with perceived behaviorual control while for attitude towards behaviour also, it was found to have positive relationship, however, the relationship was not significant in nature. In this context, it simply means that a positive university environment and support would help the students to gain various tangible (finance, know-how etc.) and intangible (motivation, self-confidence, awareness of related regulation) resources and skill set to better perform the job as an entrepreneur. A conducive environment would make the student feel that if he intends to be an entrepreneur, required resources are available or he can generate it with the skill that he has gained throughout his educational career.

In this regard, author has very accurately suggest that system is to be designed within each university set-up in such a way that we can a) measure the perception of the student for importance, availability and expectancies of various resources, b) develop a well-crafted curriculum for entrepreneurship development, c) evolve the role of university as bridge between potential entrepreneur and various external resources like venture capitalist, governmental agencies etc. and d) timely understand difficulties perceived by students in starting their own venture.

As the second chief objective of the study was to find-out the differences between entrepreneurial intention among post-graduate management students in India, Singapore and Malaysia, it was found that:

- In context to attitude towards behaviour, perceived social norms and perceived behavioural control, it was found that Indian student is having highest positive score followed by the students of Malaysia and Singapore respectively.
- In relation to exogenous environment in support of shaping entrepreneurial intention and university environment, it was found that the mean score of Malaysian students were high compare to the students of India and Singapore.
- On other hand, in respect to endogenous barriers, it was observed that it is felt least by Indian students while the same is being felt highest by the Singaporean students.

Contribution of the study

The present study has addressed some still unsolved issues regarding entrepreneurial intention. First, it has tried to develop and test a new and integrative model to measure entrepreneurial intention, namely 'Entrepreneurial Intention-constraint model' (EICM). It is the first of such model that takes into account the broad range of individual-situation-process specific variables. As

such, it provides future researcher a rigorously tested model to measure entrepreneurial intention. The second contribution of the study is to provide universities with an instrument to monitor and benchmark their support measures. The outcomes of such monitoring and benchmarking are an important input for improvements. The third contribution of the study is regarding the identification of perceived contextual barriers and support factors that play a significant role for the entrepreneurial behaviour of the students. These perceptions may be altered and improved by suitable initiatives. Thus, public policy and universities would be well advised to intensify their activities to implement educational, research and resource programs on entrepreneurship.

Overall, because entrepreneurial activity is such a significant part of today's economy, a better understanding of the birth of business provided by the current study has important implications for theoretical investigations by researchers as well as a practical application by entrepreneurs, entrepreneurship educators, and policy makers. In other words by knowing how intentions are formed, it may be possible to manipulate the process to encourage entrepreneurial behaviour. In concluding remarks, it is felt by the reviewer that the researcher's effort is commendable as he has been able to develop a sound framework which could be applied in future research on the subject.

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Full page	Rs. 5000	Rs. 7500
Half page	Rs. 3000	Rs. 4500
Quarter page	Rs. 2000	Rs. 3000

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to

SOUTH ASIAN JOURNAL OF MANAGEMENT

(A Journal of the Association of Management
Development Institutions in South Asia)

ISSN: 0971-5428

(Published Quarterly)

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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.