



AMDISA NEWSLETTER

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A SAARC Recognised Body



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14th South Asian Management Forum on Governance and Public Policy – Role of Management Development 24th - 26th April, 2017 Male, Maldives



Dignitaries at the inaugural

South Asian Management Forum (SAMF) is a biennial conference organized by the Association of Management Development Institutions in South Asia (AMDISA). The forum aims to bring together management experts, scholars, practicing managers, business leaders, policy administrators and other academicians from different countries of South Asia on a platform to discuss various connected issues and share their research findings. The 14th SAMF 2017 hosted by MNU Business School, Maldives National University, Male, Maldives was held at Bandos Island, Maldives from April 24-26, 2017. The earlier conference was held in Colombo, Sri Lanka in 2015.

The theme of the 14th SAMF 2017 was “Governance and Public Policy – Role of Management Development”. Besides plenary sessions there were concurrent sessions where papers were presented by leading academic/research scholars from the participating South Asian countries.

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

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President, AMDIP, Pakistan - **Dr. Shahid Amjad Chaudhry**, Rector, Lahore School of Economics, Lahore

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

Prof. Appa Rao Podile, Vice Chancellor, University of Hyderabad, Hyderabad, India

Special Invitee

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

Reciprocal Invitee

President, AIMS, India - **Prof. B.V. Sangvikar**, Professor and Head, Department of Management Sciences, University of Pune, Ganeshkhind, Pune, India

Past Presidents Invitees

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

Dr. Abdur Rab, Bangladesh (1996-1998), Vice Chancellor, Eastern University, Dhaka, Bangladesh

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

Prof. Y.K. Bhushan, India (2000-2002), Chancellor, ICFAI University Nagaland, Sr. Advisor and Head, ICFAI Business School - Mumbai

Dr. Mohamed Latheef, Maldives (2002-2004), Chancellor, The Maldives National University, 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), Professor Emeritus, BRAC Business School, BRAC University, Dhaka and Former Vice Chancellor, North South University, Dhaka, Bangladesh

Mr. Karma Tshering, Bhutan (2009-2011), Director General, Department of School Education, Ministry of School Education, Thimphu, Bhutan

Mr. Punya Prasad Neupane, Nepal (2011-2013), Executive Director, Nepal Administrative Staff College, Kathmandu, Nepal

Dr. Ashok R. Joshi, India (2013-2015), Director General, Indian Institute of Cost and Management Studies & Research (IndSearch), Pune, India

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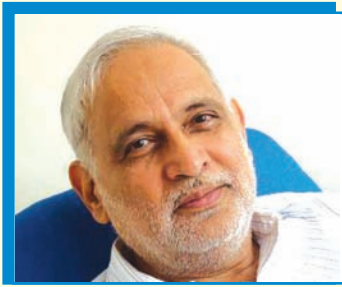
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From the Editor



Greetings to all the readers!

This issue of the newsletter brings to you the details of the 14th South Asian Management Forum (A biennial conference) held at the Maldives National University Business School, Maldives, from 24th to 26th April 2017. The theme of the conference was “Governance and Public Policy – Role of Management Development”. The conference was very well organized and witnessed a huge participation from all the SAARC nations.

Details of the Assembly on “Regional Networking and Quality Systems of Management Education Providers” held on 30 May, 2017 at Kathmandu University School of Management (KUSOM) in partnership with Association of Management Development Institutions in South Asia (AMDISA) are also given in this newsletter. The assembly aims at bringing together B-Schools and Management

Development Institutions in Nepal to deliberate on various issues of quality improvement in management development domain in Nepal.

You can also find news regarding the various conferences and workshops conducted by member institutions in collaboration with AMDISA.

I congratulate Mr. Shathif Ali - Dean, Business School, Maldives National University, Male’, Republic of Maldives, Maldives for taking over as the President of AMDISA and wish him all the best for his tenure. I also profoundly thank the outgoing President Professor Lakshman Watawala for his contribution in development of AMDISA activities in Sri Lanka.

I also convey my heartfelt condolences to the family and friends of Prof. Dr. Alimullah Miyan, a close friend, Member of AMDISA Executive Board and Founder and Vice Chancellor of IUBAT, Dhaka. Prof. Dr. Alimullah Miyan has always been an active participant in and a supporter to all of AMDISA’s initiatives. He will be missed at AMDISA. May his soul rest in peace.

I wish all the readers a happy reading!



Ashok R Joshi

Tribute to Prof. Dr. Alimullah Miyan, Member, Executive Board of AMDISA



Prof. Dr. Alimullah Miyan

It is with deep regret that we at AMDISA learnt about the passing away of Prof. Dr. Alimullah Miyan a legendary educationist, a noble human being and above all a person with very friendly and humane demeanor. Prof Miyan was a visionary and has made enormous contribution in the field of education, human development, peace and women empowerment. He was involved with AMDISA right from its inception being a signatory to its charter in 1989. He was a well known professional in management. Known for his jovial and friendly nature, he established a close rapport with all he came in contact with.

Prof. Alimullah Miyan was the Founder and Vice Chancellor of IUBAT. He was also a Member of AMDISA Executive Board and a member of the SAQS Accreditation Awarding Committee, the quality assurance initiative of AMDISA.

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.

AMDISA members and Secretariat staff condoled the death of Prof. Dr. Alimullah Miyan. The staff recalled with affection the interactions with him whenever he visited the AMDISA Secretariat. He had unbounded affection for all those who approached him and was very compassionate.

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

AMDISA New President



Mr. Shathif Ali

Mr. Shathif Ali was elected as the New President of Association of Management Development - Institutions in South Asia (AMDISA) for 2017-2019, at the 14th General Assembly of AMDISA held on 25th April, 2017 at Bandos Island, Male, Maldives.

Mr. Shathif Ali took over as President from Prof. Lakshman R Watawala. Before his new appointment, Mr. Shathif Ali was the Vice President of AMDISA from 2015-2017.

Addressing the 14th General Assembly of AMDISA after his new appointment, Mr. Shathif Ali stated that, he will continue the good work done by his predecessors and requested the co-operation and support of all the Board Members & Past Presidents.

14th South Asian Management Forum (Contd. from page 1)

The response to the Call for Papers was overwhelming and 108 abstracts were received from all parts of South Asia. The Editorial Committee and the Panel Reviewers carried out a rigorous selection and evaluation process to select the best abstracts and the final papers. The criteria used in evaluating full papers were significance of the theoretical and methodological contributions, degree to which the manuscript fits the theme of the conference, appropriateness of the literature review, adequacy of the design and execution of the study, appropriateness of the analysis, quality of the discussion and interpretation of the results, clarity of presentation, implications for practitioners, academicians and scholars. Finally 58 papers were selected for presentation during the concurrent sessions.

The core themes were grouped under the following headings:

- A. Governance and Management Development
- B. Role of Management Education in Evolving Public Policies
- C. Governance Scenario across sectors
- D. Governance and Institutional Building

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

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



Welcome address by Dr. Mohamed Latheef, Chancellor, MNU, Male



Prof. Lakshman R. Watawala, President-AMDISA addressing the delegates



Inaugural Address by Hon. Mr. Mohamed Saeed, Minister of Economic Development, Maldives



Dr. Ali Shameem, Chairman, Civil Service Commission, Maldives, addressing the delegates



Vote of Thanks by Mr. Shathif Ali, Vice-President, AMDISA and Dean, MNU

At the 14th South Asian Management Forum, the second Dharni Sinha Memorial Lecture was held. This lecture has been instituted in the memory of Dr. Dharni P Sinha, the founder and 1st President of AMDISA and is held at every SAMF. This lecture, the 2nd in the series, was delivered at the 14th SAMF by Prof. Sudarsanam Padam, Political Scientist and Management Teacher & Advisor and former Dean of Studies, Administrative Staff College of India, Hyderabad, India. This lecture is reproduced in this Newsletter at page 24.



Group Photo of Delegates at the Conference

The conference had 5 sessions, with Session - I on **“Governance and Management Development”** chaired by Dr Syed Zahoor Hassan, Professor, Suleman Dawood School of Business (SDSB) & former Vice Chancellor, Lahore University of Management Sciences, Lahore, Pakistan. Other Panel Members of this session were Dr. Aly Shameem, President, Civil Service Commission, Male, Maldives, Dr. R. K. Mishra, Director, Institute of Public Enterprise, Hyderabad, India, Prof. Subas K.C, Dean, Kathmandu University School of Management, Lalitpur, Nepal, and Dr. Swarup K. Mohanty, Director, Sona School of Management, Salem, Tamil Nadu, India.



Panel Session I: Governance and Management Development
L-R: Prof. Subas K.C., Dr. Swarup K. Mohanty, Dr. Syed Zahoor Hassan (Chairman), Dr. Aly Shameem, and Dr. R.K. Mishra

Session - 2 on **“Role of Management Education in Evolving Public Policies”** was chaired by Prof. Dr. Abdur Rab, Vice Chancellor, Eastern University, Dhaka, Bangladesh. Other Panel Members of this session were Prof. Sudarsanam Padam, Advisor and former Dean of Studies, Administrative Staff College of India, Hyderabad, India, Mr. Sabur Khan, Chairman, Daffodil International University, Dhaka, Bangladesh, Prof. P.K. Biswas, Director, Institute of Financial Management and Research, Chennai, India, Dr. Mohammed Nishat, Professor of Economics and Finance, Institute of Business Administration (IBA), Karachi, Pakistan and Dr. V. Sita, Professor, School of Management Studies, University of Hyderabad, Hyderabad, India.



Panel Session II : Role of Management Education in Evolving Public Policies
L-R: Dr. S. Padam, Prof. P. K. Biswas, Dr. Mohammed Nishat, Dr. Abdur Rab (Chairman), Dr. V. Sita and Mr. Sabur Khan

Session - 3 on **“Governance Scenario across Sectors”** was chaired by Dr. Ashok R. Joshi, Director General, IndSearch, Pune, India. Other Panel Members of this session were Dr. Hasan Sohaib Murad, Rector, University of Management and Technology, Lahore, Pakistan, Prof. Dr. Paul Fernandes S.J., Director & Vice Chancellor, Xavier University, Bhubaneswar, India, Professor Madhav Raj Koirala, Director, School of Management, Tribhuvan University, Kathmandu Nepal, Prof. Imran Rahman, Vice Chancellor, University of Liberal Arts Bangladesh (ULAB), Dhaka, Bangladesh and Dr. Jitendra K. Das, Director, FORE School of Management, Delhi, India.



Panel Session III: Governance Scenario across Sectors

L-R: Prof. Paul Fernandes S.J., Dr. Hasan Sohaib Murad, Dr. Ashok R Joshi (Chairman), Prof. Imran Rahman, Dr. Jitendra K Das and Prof. Madhav Raj Koirala

Session - 4 on **“Governance and Institutional Building”** was chaired by Prof. Dr Ajantha Dharmasiri, Director, Postgraduate Institute of Management, University of Sri Jayewardenepura, Colombo, Sri Lanka. Other Panel Members of this session were Prof. Abdul Hannan Chowdhury, Pro Vice Chancellor, Eastern University, Dhaka, Bangladesh, Prof. Brajaraj Mohanty, Professor, Xavier Institute of Management, Bhubaneswar, Odisha, India, Dr. K. Janardhanam, Professor and Director, Canara Bank School of Management Studies, Bangalore University, Bangalore, Karnataka, India and Dr. Irfan Hyder, Dean, Institute of Business Management, Pakistan.



Panel Session IV: Governance and Institutional Building

L-R: Prof. Brajaraj Mohanty, Dr. K Janardhanam, Prof. Dr. Ajantha Dharmasiri (Chairman), Prof. Abdul Hannan Chowdhury and Dr. Irfan Hyder

Session - 5 on “**International Best Practices in formulating Public Policies**” was chaired by Prof. Lakshman R. Watawala, President, Institute of Certified Professional Managers, Colombo, Sri Lanka. Other Panel Members of this session were Dr. Jawad Syed, Dean and Professor of Organisational Behaviour, Suleman Dawood School of Business, Lahore University of Management Sciences, Lahore, Pakistan, Mr. Mohammad Jasimuddin, Former Acting Head of Regional Programmes Group, Governance & Institutional Development Division, Commonwealth Secretariat, United Kingdom, Mr. Shathif Ali, Dean, MNU Business School, Maldives National University, Male, Prof. Dr. Uday Salunkhe, Group Director, Prin. L.N. Welingkar Institute of Management Development and Research, Mumbai and Dr. Monica Khanna, Director, K J Somaiya Institute of Management Studies & Research, Mumbai, India.



Panel Session V: International Best Practices in formulating Public Policies

L-R: Mr. Ali Fawaz Shareef, Mr. Punya Prasad Neupane, Dr. Uday Salunkhe, Prof. Lakshman R Watawala (Chairman), Mr. Mohammad Jasimuddin, Dr. Jawad Syed, Dr. Monica Khanna and Mr. Shathif Ali

Mr. Ali Fawaz Shareef, Vice Chancellor, Maldives National University, Male gave the Valedictory address.



Valedictory Address by Mr. Ali Fawaz Shareef, Vice Chancellor, MNU, Male

Regional Networking and Quality Systems of Management Education Providers on 30 May, 2017 at Kathmandu University School of Management (KUSOM), Kathmandu, Nepal

Background

A half-day assembly of Directors, Principals and Coordinators of Business Schools and Management Development Institutions on the theme "Regional Networking and Quality Systems of Management Education Providers" was held on 30 May, 2017 at Kathmandu University School of Management (KUSOM) in partnership with Association of Management Development Institutions in South Asia (AMDISA).

The assembly aimed at bringing together B-Schools and Management Development Institutions in Nepal to discuss the issues of quality improvement in management development domain in Nepal, create a platform for national networking for promotion of quality in management education and training, and participate in the regional networking for management development.

Thirty Principals, Directors, Coordinators from around 23 B-Schools and Management Development Institutions participated in the program.

Prof. Subas KC, Dean of Kathmandu University School of Management, welcomed the participants and facilitated the discussions while Mr. C. Ramakrishna, Executive Director, AMDISA presented informational materials on AMDISA as a regional networking framework for management education and training institutions as well as on South Asian Quality Systems (SAQS) as quality accreditation body for continuous quality assessment and improvement in management education and development field.



Participants of the program at KUSOM, Nepal

In his opening remarks, Prof. Subas KC briefly shared his understanding of the current management education scenario in Nepal and the issues to address for enriching its quality to make it regionally competitive and nationally more credible and sustainable. He pointed out the fact that management education in last two decades has taken a big stride, growing fast and establishing itself as the most sought-after education. But the rapid growth surfaced the issues of scalability, sustainability, and quality, all of which are very critical for the next stage development of management education. He highlighted the need of calling the assembly to discuss the issues related to quality of management education in Nepal and start the process of networking to learn from each other.

Mr. C Ramakrishna gave a detailed presentation regarding AMDISA inter-alia giving an overview about the - relevance, legal and structural framework, stakeholders, current chapters of AMDISA, members and benefits accruing through AMDISA membership.

After a presentation on AMDISA, Mr. Ramakrishna gave a presentation on AMDISA quality assurance initiative SAQS, covering the SAQS accreditation process, SAQS committee structure, SAQS administrative structure, eligibility, self-assessment and mentoring process, documentation involved for SAQS, SAQS accreditation terms - three years and five years accreditation, fees and other payments required for SAQS, holistic and introspective assessment required for getting accreditation, details of peer review process involved during SAQS accreditation and benefits that business school can reap by getting SAQS accreditation.

Following the presentations, an intensive discussion took place in which the participants sought clarifications, asked questions, and made comments. Prof. Subas KC and Mr. C. Ramakrishna responded to the queries regarding national networking of B-Schools as well as AMDISA membership and SAQS requirements.

Many B-Schools present in the assembly expressed their desire to join AMDISA for regional networking and also showed their interest in the SAQS process. As for the national networking, a Task Force was formed to work out a framework for collaboration and networking among B-Schools and Management Development Institutions in Nepal.

NEWS FROM HEADQUARTERS

I. SAQS News

i. Mentor visits took place in respect of

- a. Faculty of Management, Xavier University, Bhubaneswar, India.
- b. UCP Business School, University of the Central Punjab, Lahore, Pakistan
- c. Kathmandu University School of Management (KUSOM), Kathmandu, Nepal

ii. Applications for SAQS Accreditation have been received from the following:

- a. Institute of Public Enterprise, Hyderabad, India (Re-Accreditation)
- b. IFIM Business School, Bengaluru, India (Re-Accreditation)
- c. School of Business and Economics, University of Management and Technology, Lahore, Pakistan (Re-Accreditation)
- d. Management Development Institute, Gurgaon, India (Re-Accreditation)
- e. Loyola Institute of Business Administration, Chennai, India

iii. Peer Review Team visits took place in respect of

- a. UCP Business School, University of the Central Punjab, Lahore, Pakistan.
- b. FORE School of Management, New Delhi, India.
- c. Institute of Management, NIRMA University, Ahmedabad, India.

iv. Peer Review visits planned

- a. Jagan Institute of Management Studies, Delhi - September, 2017
- b. Xavier Institute of Management, Bhubaneswar - October, 2017
- c. Institute for Financial Management and Research, Chennai - October, 2017

v. SAQS Accreditation

SAQS Re-Accreditation was granted to IILM Institute for Higher Education, New Delhi, India for a period of 5 years from 6th May, 2017 to 6th May, 2022.

2. AMDISA New Members

- i. BRAC Business School, BRAC University, Dhaka, Bangladesh.
- ii. Indian Institute of Management, Visakhapatnam, Andhra Pradesh, India.
- iii. Institute of Business Studies and Leadership (IBL), Abdul Wali Khan University, Mardan, Pakistan.
- iv. Shri Vaishnav School of Management, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, India.
- v. Institute for Management Studies Limited, Thimphu, Bhutan.

In addition, Membership applications from 9 institutions - one each from Maldives, Nepal, Pakistan, Sri Lanka, two from Bangladesh and three from India are in process.

3. AMDISA Meetings

i. Executive Board Meetings of AMDISA

- A. The 70th Meeting of the Executive Board was held at Maldives National University, Male, Maldives on 24th April, 2017. Prof. Lakshman R Watawala, President-AMDISA and President-Institute of Certified Professional Managers, Colombo chaired the meeting. The highlights of the meeting were:
 1. Taking stock of progress with reference to Apex Body Status of AMDISA with SAARC.
 2. Deliberated on Strategic Plans of AMDISA and constitution of Sub-Committee.
 3. Compliances with requirements for GST migration under the new tax structure reforms in India.
 4. Nominations Committee for recommending slate for the Executive Board 2017-2019.

5. Ratification of decision of the Membership Admission Committee in respect of the following institutions:
 - a. Sona School of Management, Salem, Tamil Nadu, India
 - b. Faculty of Business, Northern University Bangladesh (NUB), Dhaka, Bangladesh
 - c. Rajalakshmi School of Business, Chennai, Tamil Nadu, India



70th Executive Board Meeting

- B. The 71st Executive Board Meeting of the new Executive Board for 2017-2019 was held at Bandos Island, Male Atoll, Maldives on 25th April, 2017. Mr. Shathif Ali, President - AMDISA and Dean, MNU Business School, Maldives National University, Male chaired the meeting. The highlights of the meeting were:
 1. Mr. Shathif Ali, Dean, Incoming President presided over the meeting and welcomed all the newly elected Board Members and Dr. Hasan Sohaib Murad, Rector, University of Management and Technology (UMT), Lahore, Pakistan as Vice President - AMDISA.
 2. Ratified the signatories for the operation of AMDISA's Bank Accounts.
 3. Thanked MNU Business School, Maldives National University and AMDISA Secretariat for the successful conduct of the 14th SAMF at Maldives.

ii. SAQS Accreditation Awarding Committee Meeting of AMDISA

The 9th SAQS Accreditation Awarding Committee Meeting was held at AMDISA Secretariat, Hyderabad on 6th May, 2017. Dr. M. Rammohan Rao, Chairman - SAQS Accreditation Awarding Committee and Former Dean, Professor Emeritus, ISB Hyderabad chaired the meeting. The highlights of the meeting were:



9th SAQS Accreditation Awarding Committee Meeting

1. Deliberated ways to evaluate achievements of the 3 objectives selected by an accredited institution.
2. Granted SAQS re-accreditation to IILM Institute for Higher Education, New Delhi.
3. Noted the report of the SAQS Review Committee.

iii. SAQS Committee Meeting of AMDISA

The 18th SAQS Committee Meeting was held at AMDISA Secretariat, Hyderabad on 24th June, 2017. Dr. A H Kalro, Chairman - SAQS Committee and Former Director, Indian Institute of Management, Kozhikode chaired the meeting. The highlights of the meeting were:

1. The Committee condoled the demise of Dr Alimullah Miyan, Member - AMDISA Executive Board and SAQS Accreditation Awarding Committee and Founder & Vice-Chancellor, International University of Business Agriculture & Technology (IUBAT), Dhaka, Bangladesh and also Member, SAQS Accreditation Awarding Committee on 10th May, 2017 and paid rich tributes to him.



18th SAQS Committee Meeting

2. Added the following to the approved list of Mentors under SAQS:
 - a. Prof. Dr Ajantha Dharmasiri, Director, Postgraduate Institute of Management, University of Sri Jayewardenepura, Colombo, Sri Lanka
 - b. Dr. Mohd. Nishat, Professor & Associate Dean, Faculty of Business Administration, Institute of Business Administration, Karachi, Pakistan
 - c. Dr N M Kondap, Director General, Durgadevi Saraf Institute of Management Studies, Mumbai, India
 - d. Prof. Brajaraj Mohanty, Professor of Strategic Management, Xavier Institute of Management, Bhubaneswar, India
3. Reviewed the status of institutions under SAQS process.
4. Proposed plan of action as well as tentative program for the SAQS events - Annual SAQS Conference, Self Assessment Report Writing Workshop and Peer Reviewers Workshop

4. AMDISA - AACSB

Ms. Annie K. Lo who recently took over as Senior Vice President & Chief Officer Asia Pacific of AACSB, Singapore from Dr. Eileen Peacock visited AMDISA Secretariat and held wide ranging discussions on mutually beneficial and relevant aspects of collaborations. AMDISA and AACSB share a reciprocal relationship.



L-R: Ms. Annie K. Lo and Mr. C. Ramakrishna

5. Collaborations with Member Institution

Institute of Business Administration-Dhaka, Bangladesh

Certificate Awarding Ceremony of Advanced Certificate in Business Administration (ACBA) at IBA, Dhaka, Bangladesh

Institute of Business Administration, University of Dhaka, celebrated the course completion of ACBA Batch 9 at the IBA Auditorium on Thursday, April 27, 2017. The Honourable Pro Vice Chancellor (Academic) of University of Dhaka Professor Dr. Nasreen Ahmad was the Chief Guest of the ceremony. Prof. Dr. Anwar Hossain, Former Director, IBA and currently Vice Chancellor, Northern University, Dhaka graced the occasion as Special Guest and represented AMDISA on the occasion. The Director In-charge of IBA, Professor Dr. Syed Ferhat Anwar, chaired the Certificate Awarding session.



Participants of ACBA Batch-9 with the Guests

Mr. Sheikh Morshed Jahan, Chairperson, MDP, Dr. Md. Mohiuddin, Co-ordinator ACBA and Ms. Sutapa Bhattacharjee, Module Coordinator, ACBA also spoke on the occasion. Chief Guest Professor Dr. Nasreen Ahmad encouraged the students to always pursue knowledge and said that, to be truly successful, one must observe, analyse and learn from past mistakes as well as connect with future possibilities.

An atmosphere of sheer joy and pride prevailed as the participants collected the certificates.

The Deans of different Faculties, Members of IBA Board of Governance, IBA faculty members and members from the industry were present at the ceremony which celebrated the progress the participants have made during their course and inspired them to achieve more. The program ended with grand dinner.

6. AMDISA Supported Programmes

i. IBS-Mumbai

a. International Conference on Finance and Economics on April 7th and 8th, 2017 on the theme, "Innovation, Disruption and Transformation in Financial Markets"

IBS Mumbai is proud to have organized its International Conference on Finance and Economics on April 7th and 8th, 2017 on the theme, "Innovation, Disruption and Transformation in Financial Markets" under the leadership and guidance of Prof. Y. K. Bhushan, Senior Advisor and Campus Head, IBS Mumbai. The conference aimed to explore, debate and discuss the fast-paced changes in the financial sector through research, presentations and views of industry experts on the current milieu of innovation, disruption and transformation.

The conference endeavoured to bring academicians, practitioners and policymakers together at a common platform. We invited and received technical research submissions from academia and industry from within the country and abroad. The researchers and eminent industry personalities discussed and debated on various themes and sub themes related to the topic under consideration. The various themes included Financial Markets and Services, Accounting and Corporate Finance, Regulatory Framework and Compliance, Financial Inclusion and Banking and Insurance. The conference presented a platform to nearly 76 participants and 50

research papers on the sub-themes. Many eminent members from both industry and academia chaired the research papers tracks. Selected research papers were published as conference proceedings in the Conference Compendium.

The conference had the proud privilege of the presence of eminent personalities from the world of finance and economics. Prof. Lakshman Watawala, President ICPM, Sri Lanka and President, AMDISA graciously inaugurated the conference as the Chief Guest and Dr. J.D. Agarwal, Director, Indian Institute of Finance, New Delhi and Mr. Dharmakirti Joshi, Chief Economist, CRISIL delivered the Key Note address. Prof. Y.K. Bhushan delivered the welcome address at the inaugural session.

IBS Mumbai is also proud to have invited experts from the areas of banking, finance and technology for the Panel Discussion on the theme of the conference which was chaired exceptionally by Prof. Y. K. Bhushan on 8th April, 2017. Dr. J. N. Misra, CEO, Indian Institute of Banking and Finance (IIBF) delivered the valedictory address and graced the awards ceremony. Dr. J. N. Misra and Prof. Y. K. Bhushan gave away the participation certificates and the awards to the winners.



Dr. J. D. Agarwal, Director, Indian Institute of Finance, New Delhi presenting the Shawl to Prof. Y K Bhushan at the event

IBS Mumbai is grateful to all the conference partners who found it rewarding to be associated with us. We are thankful to our Professional Partner - Central Bank of India, our Knowledge Partner - SAGE Publications, our Digital Partner - National Payments Corporation of India, our Investment Partner - Birla Sun Life Mutual Fund, Corporate Gifts Partner - Offcgenie. We also express our gratitude to our Media Partners - Hindu Business Line and Market Express (online) for giving us pre and post conference coverage.

The International Conference proved to be a rewarding experience in terms of both deliberations and enhancing the body of research. We sincerely hope that we have been successful in igniting curiosity and the quest for knowledge in world of academia, industry and research.

b. 2nd International Marketing Conference by IBS Mumbai on 14th and 15th April, 2017.

“Customer is cornerstone, justification of business. He is the game changer. Globalization is reality and companies need to find ways to sustain and survive in the face of competition. Hence the focus is on customer experience”, said Prof. Y.K. Bhushan, Senior Advisor and Campus Head, IBS Mumbai, in his Welcome Address at the 2nd International Conference on Marketing on “Customer Engagement and Experience - Issues, Reflection and Future Strategies” organised by IBS Mumbai. The conference was supported by AMDISA.

Mr. B.S Nagesh, Founder TRRAIN and Chief Guest for the conference said in his Inaugural Address. “Pre requisite of customer engagement is commitment to customer. The intention of customer engagement is to create moment of delight and sustain it. It is about knowing the customers. Online retailers know the customers by head, but to build customer relationship they must know the customers by heart”, said Mr. B.S Nagesh.

The Conference Address through video was delivered by Prof. Jagdish N. Sheth, Charles H Kelstadt, Chair of Marketing in Goizueta Business School, Emory University, Atlanta U.S.A. “Customers are becoming co-producers with the rise of e-commerce which makes customer engagement challenging. Consumers are taking charge which makes customer engagement very essential. The real construct of customer engagement is communication of commitment to customers” said Prof. Jagdish N. Sheth. The Keynote address was delivered by Mr. Ajit Alexander CEO, VFS TASHEEL International and Mr. Jayant Kshirsagar Director Marketing, SAP, India Limited.



Event at IBS, Mumbai

A Panel discussion on Customer Engagement was chaired by Prof. Y.K. Bhushan. Mr. N Subramani, Principal Consultant Strategy & Planning, Direxions Marketing Solutions said CRM is not a technology, it is a philosophy. Ms. Koral Dasgupta, Consultant, Marketing Communications said that metaphorically, the issue is how do you touch a beautiful lady and come back without making her feel harassed? Through emotions; empathy, appreciation, love. Technology helps us identify which method is appropriate for a customer.

Mr. Nishant Parasher, Founder, Engage4more said Customer is a child, irrational. Empathy towards him is very important apart from transactional aspect. Customer engagement must lead to stickiness.

Mr. Anil Kastuar, MD & CEO, Rank Consultancy said CRM is Crazy Relationship Management. Who is my customer, when closing the deal it is Top Management; by delivering the project, it is middle management, during invoicing and collection, it is office staff.

Capt. Cheri Jacob, Director - Customer Service, DHL Express India said that the new age marketers should target the segment called Middle India. Engagement strategy needs to be tailored to the segment.

Mr. Chetan Sharma, Associate Director, Design Strategy, Robosoft Technologies said those start-ups that feed the user's narcissism, thrive.

Dr. Shivakanth Upadhyay, Dean and CEO, FABS said in Pharma industry earlier we didn't have access to the end customer. With CRM now this is possible.

ii. Loyola Institute of Business Administration (LIBA), Chennai, Tamil Nadu, India

Case Conference 2017, a Symposium on Business Case Studies held on 7th April, 2017 at LIBA, Chennai

Loyola Institute of Business Administration (LIBA) hosted the Case Conference 2017, a symposium for business case studies held on 7th April, 2017. Inaugurated by Chief Guests Prof. M R Dixit, IIM Ahmedabad and Prof. V A George, Chairman - Knowledge Xchange in the presence of Fr. Christie, Director - LIBA, the conference aimed at imparting knowledge using real life/stimulated business solutions.



Delegates at the Case Conference

Bringing together academicians, research scholars, case writers and industry professionals on one platform the conference witnessed over many case study presentations and provided insights on experiences in specified management domains.

With a vision to create the required impetus for professionals in the industry to interact with the academia, the symposium groomed the participants in various nuances of case writing and business solutions by imparting key concepts. Spread across two key sessions "Advance tips towards better case writing and Learning to teach cases, Case Conference 2017 offered an environment to facilitate problem resolution.

Commenting on the occasion, Fr. Christie, Director - LIBA said, "We are very happy to be inaugurating the first edition of Case Conference 2017. The whole theme of this conference is to inspire people to come out with contextual, relevant case studies in the situations which can be used in the classrooms in India. The aim of the symposium is to inspire many to develop cases for imparting knowledge using real life or simulated business situations. We also look forward to using the presented case studies effectively in classes and add value to the overall experience."

iii. Rukmini Devi Institute of Advanced Studies (RDIAS), Mumbai

International Conference on Paradigm Shift in World Economies: Opportunities and Challenges on 7th-8th April, 2017 at RDIAS, Mumbai

The International Conference on Paradigm Shift in World Economies: Opportunities and Challenges was organized on 7th and 8th April, 2017 by Rukmini Devi Institute of Advanced Studies (RDIAS), Mumbai, with the objective of bringing together experts, academicians and researchers from varied fields to deliberate upon the various facets of changing and changed world economy. The 2-day International Conference on the contemporary subject of world economy undergoing a monumental shift owing to the revolutionizing implantation of new technological seeds which now need to be nurtured effectively for further growth and progress had experts deliberating upon sub themes - The effects of demonetization, tax reforms and the future, Make in India, Startup India, and Standup India, scope of human resources in digital era and strategic options available to business organizations in today's changing scenario.



Delegates at the International Conference

The expert Resource Persons who graced the International Conference, 2017 were - Dr. Sambit Patra, Prof. Arun Kumar, Prof. Abhishek Nirjar, Dr. J. K. Goyal, Dr. Hemendra Kumar Dangi, Dr. C. P. Gupta, Mr. R. K. Dubey, Prof. V. K. Seth, Prof. Anil Singh, Prof. Sanjiv Mittal, Prof. R.K. Mittal, Prof. Debi S. Saini and Dr. Hemendra Kumar Dangi.

The International Conference, 2017 included five Technical sessions and two Poster Presentations sessions incorporating a broad range of topics and opened up new avenues for research besides enhancing the knowledge base.

The proceedings of the conference were incorporated in two volumes covering a total of 92 valuable research papers contributed by Researchers spanning across industry and academia. To acknowledge the efforts of good researchers, best paper awards for each session were given away in the valedictory session and also the best 3 papers for technical sessions and 2 from poster presentations were awarded with cash prizes. The International Conference, 2017 was a humble effort by Rukmini Devi Institute of Advanced Studies and the feedback received from guest speakers and paper presenters/participants is what keeps us motivated and encourages us to improve upon and keep going. The International Conference, 2017 was streamed live and is available on YouTube session wise. The link to access International Conference, 2017 proceedings is <http://www.rdias.ac.in/proceedings.php>

7. Forthcoming Meetings & Events of AMDISA

i. Local Management Committee Meeting

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

Date: 29th August, 2017

Venue: AMDISA Secretariat, Hyderabad, India

ii. 72nd Executive Board Meeting

Hosted by: Institute of Certified Professional Managers (CPM), Colombo, Sri Lanka

Date: 26th September, 2017

Venue: Colombo, Sri Lanka

iii. Quality Assurance Seminar

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

Date: December 2017/January 2018 (actual date to be notified)

Venue: to be notified

iv. SAQS Workshop for Peer Reviewers

Hosted by: BRAC University, Bangladesh

Date: to be notified

Venue: to be notified

8. Upcoming AMDISA Supported Programmes

i. Institute of Certified Professional Managers (CPM), Colombo, Sri Lanka

Regional Management Conference 2017

Institute of Certified Professional Managers (CPM) is organizing the Regional Management Conference 2017 on the theme "Transformational Leadership: Turning Ideas into Action" on 26th and 27th September, 2017 at Jasmine Hall, Bandaranaike Memorial International Conference Hall (BMICH), Colombo, Sri Lanka. Transformational leadership focuses on the leadership approach that initiates positive change in individuals and social systems. It is expected to drive the management processes in which managers learn competencies for achieving their tasks and adding value to the community at large. A leader inspires, influences and instructs members towards the achievement of the set vision and goals. Challenging status quo to align followers with tasks that enhance individual level to an institutional level performance is the core requisite of the transformational leader. For more details, please contact the organizers directly at the email address: crmc2017@cpmsrilanka.org or visit AMDISA website at: http://www.amdisa.org/Regional_Management_Conference_2017

ii. ICFAI Business School (IBS), Hyderabad

a. International Case Study Conference (ICSC 2017)

ICFAI Business School (IBS), Hyderabad IBS Hyderabad in partnership with The Case Centre and IBS Alumni Federation (IBSAF) is organizing the International Case Study Conference (ICSC 2017) from 5th to 7th October, 2017 at IBS Campus, Dontanapally, Shankarpally Road, Hyderabad, India. Case authors are invited to participate and present their unpublished case studies. For presentation of case studies at the conference, registration is a prerequisite. For details, please contact icsc2017@ibsindia.org or visit AMDISA website at: http://www.amdisa.org/ICSC_2017

b. International Conference on Operations Management (ICOM 2017)

ICFAI Business School (IBS), Hyderabad is organizing the International Conference on Operations Management (ICOM) on the theme "Contemporary Operations Management Research & Practice" on 27th and 28th October, 2017 at IBS Campus, Dontanapally, Shankarpally Road, Hyderabad, India. The conference is expected to: (i) Provide a platform for researchers, academicians, policy makers as well as industrial professionals to present their research results, trends, concerns, challenges and best practices related to operations management (OM) and (ii) Feature inspiring talks by OM professionals and academicians that complement the theme of the conference. For more details, please contact the organizers directly at the email address: IBSOM2017@ibsindia.org or visit AMDISA website at: http://www.amdisa.org/ICOM_2017

c. 4th International Conference on Human Resource Management (ICHRM 2017)

ICFAI Business School (IBS), Hyderabad is organizing the 4th International Conference on Human Resource Management (ICHRM 2017) on the theme "Advances in Human Resource Management" on 10th and 11th November, 2017 at IBS Campus, Dontanapally, Shankarpally Road, Hyderabad, India. The focus of the Conference is on changing paradigms of Human Resource Management, the source of sustained competitive advantage. Conceptual/theoretical papers on the themes/subthemes of the Conference are invited. Papers aimed at stimulating future theory development and empirical research are welcome. Critical reflection of existing concepts, theories, or frameworks requiring refinement for carving a role for HRM in creating sustainable organizations are encouraged. This forum is meant to discuss, discover, innovate and deliver the future of HRM. For more details, please contact the organizers directly at the email address: ibshrmconference@ibsindia.org or visit AMDISA website at: http://www.amdisa.org/ICHRM_2017

iii. Institute of Management Technology (IMT), Hyderabad

International Conference on "Marketing Challenges in Emerging Markets"

Institute of Management Technology (IMT), Hyderabad is organizing an International Conference on "Marketing Challenges in Emerging Markets" on 8th and 9th December, 2017 at IMT Campus, Hyderabad, India. This conference aims to provide a platform for the industry, practitioners and academia to share their experiences of this new way of doing business in the digital age, ultimately leading to a better understanding of the subject and its intricacies. The conference expects to bring together the current minds in the area of digital transformation which promotes sharing of knowledge, understanding the best practices while promoting further research in this area. For more details, please contact the organizers directly at the email address: markcon@imthyderabad.edu.in or visit AMDISA website at: http://www.amdisa.org/IMT_Hyderabad_Conf_2017

iv. International Management Institution (IMI), Bhubaneswar, India

3rd International Conference on “Drifts in Business, Governance and Societal Values: Conflicts and Challenges”

International Management Institution (IMI), Bhubaneswar, India and EGADE Business School, Mexico City, Mexico are jointly organizing the 3rd International Conference on the theme "Drifts in Business, Governance and Societal Values: Conflicts and Challenges" on 8th and 9th December, 2017 at IMI, Bhubaneswar, India. This conference aims at bringing together the international forum for rich discussion on reviewing and learning lessons about the shifts in business practices, its governance, and societal values. This conference would also enrich knowledge and skills on contemporary business strategies against conventional wisdom of managing companies today. The conference would contemplate on developing new visions and business perspectives to match with the changing political ideologies in emerging markets. For more details, please contact the organizers directly at the email address: conference@imibh.edu.in or visit AMDISA website at: http://www.amdisa.org/3rd_IC_IMI_Bhu_2017

v. Sona School of Management, Salem

International Conference on “Future Work Organizations: Perspectives, Issues and Challenges”

Sona School of Management, Salem and Department of Management Studies, Goa University, Goa are jointly organizing the International Conference on "Future Work Organizations: Perspectives, Issues and Challenges" from 28th to 30th December, 2017 at Goa University, Goa, India.

Conference theme

We live in the age of disruptions. This has heralded a new age of understanding based on our experience that nobody can drive straight to the future on a cruise control mode without understanding the nitty-gritty and integrity of myriad associated factors in its totality. As the organizations are becoming more uncertain, we do not know whether the future will be a continuation of the past. It may turn out to be a series of discontinuities. When the currents of the non-linear world are becoming strong, the linear thinking and approaches about organizations is slowly becoming a question mark. Thus the conference invites intellectual minds to take a leap from the linear to non-linear world of organizations and from known to unknown by examining the following areas: (i) What sort of principles will guide the success of twenty first century work organizations? (ii) What is that truly binds in networked organizations? Is it merely information technology or something else that is more meaningful? (iii) How does a work organization make the shift from just spreading information around a network to building new knowledge? (iv) What importance technology will play to shape the future of work organizations? (v) How work organizations would balance the need for radical change with the need for strategic continuity? (vi) What should leaders do to ensure that their corporate work culture will be a strategic asset rather than a change anchor to meet the future need? (vii) How the roles & responsibilities of the work within the organizations will take shape? (viii) How the organization's responsibilities will be redefined?

For more details, please contact the organizers directly at the email address: intl.conf.2017@sonamgmt.org or visit AMDISA website at: http://www.amdisa.org/IC_FWO_2017

vi. K.J. Somaiya Institute of Management Studies & Research, Mumbai

5th International HR Conference

K.J. Somaiya Institute of Management Studies & Research, Mumbai is organizing the 5th International HR Conference on the theme “Rewiring HRM in a globalized workplace: Challenges of Diversity, Employment Relations and Skills” on 2nd and 3rd February, 2018 at K.J. Somaiya Institute of Management Studies & Research, Vidyavihar, Mumbai, India.

Conference theme

The world of work is rapidly changing. Globalization has a deep impact on the way companies manage their employees. Understanding the effects of globalization on human resources can help managers to better equip their organizations for the increasingly volatile global business environment. Human Resource Management (HRM) must manage the effects of changing work environment with respect to work-force diversity, new age skill requirements, corporate downsizing, continuous improvement initiatives, re-engineering, contingent work force, decentralized work sites within the legal framework of employee relations and labor laws. In the context of this changing environment, companies of all sizes are now interacting with customers and stakeholders from diverse cultures, languages and social backgrounds. In response, human resources managers seek to hire employees from diverse backgrounds.

For more details, please contact the organizers directly at the email address: hrconf.simsr@somaiya.edu or visit AMDISA website at: http://www.amdisa.org/SIMSR_HRConf_2018

NEWS FROM MEMBER INSTITUTIONS

i. Daffodil International University, Dhaka, Bangladesh

Seminar on “Program and Departmental level Vision, Mission, with a strategy to accommodate OBTL and AMDISA’s SAQs process”

The program was organized by IQAC of Daffodil international University to enhance quality education. Key resource person of the program was Professor Dr.Muhammad Mahboob Ali, Dhaka School of Economics who is also one of the core committee members of the QAU, UGC, Bangladesh. The program was presided over by Professor Dr. Md. Fokhray Hossain Director, IQAC, Daffodil International University. In the program Professor Dr.Muhammad Mahboob Ali divided 14 departments in 6 groups and through brainstorming tried to develop learning outcome, course mapping with course outcome and program outcome. He elaborately discussed on AMDISA’s Quality Assurance Programme - SAQs and its importance for Daffodil International University.

Mr. Mohammed Masum Iqbal, Associate Professor & Head, Department of Business Administration told that in due course they may consider it. Total number of participants are 43. Some participants also commented that AMDISA can think or ranking of universities and also journal ranking as well as Quality Assurance Programme- SAQs for other interdisciplinary subjects as well as at institutional level.



A photo at the event of Daffodil International University

ii. Utkal University, Bhubaneswar, Odisha

An International Seminar on “Strategic Human Resource Management” was organized during May 13-14, 2017 at Utkal University by the Department of PM & IR. In this seminar, 45 papers were presented on sub-themes like (1) HR as Strategic Business Partner; (2) Talent Management in Strategic Process; (3) Strategic HR Imperatives for Global Firms in which discussions moved around: Strategic HR Alignment, Business Competencies, Innovative Business Models, Strategic Employee Relations Management, etc.

The seminar, as a part of industry-academia interface was attended by 75 delegates from industries of which 23 were Directors and GMs of HR in reputed industrial houses of India and 86 delegates from reputed educational institutes from India, Nepal, Bangladesh, Sri Lanka and Kenya.



Dignitaries at the inaugural session of the seminar at Utkal University
Left to right: Prof Santosh K Tripathy, Sri Sanjay Jain, Director, Prof. Lakshman R. Watawala (Guest of Honour), Dr. Sarat K. Acharya, Dr. Asoka K. Das, Dr. Tapan K. Chand, (Chief Guest), Dr. Abdur Rab (Guest of Honour), Dr. Kalyani Mohanty

iii. Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

a. National Case Writing Workshop

Three-day national case writing workshop was organized by Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, in collaboration with Association of Indian Management Schools (AIMS), ISTD Indore Chapter and NHRDN Indore Chapter from May 25 to 27, 2017.

The main thrust of this workshop was to strengthen the case writing skills of faculty members of various management institutions. Faculty members of various B-Schools attended the workshop. Dr. Upinder Dhar, Vice chancellor, Shri Vaishnav Vidyapeeth Vishwavidyalaya, inaugurated the workshop at 10.30 am as a resource person.



Participants of the workshop

In the inaugural address, Dr. Dhar emphasized that cases in management should be developed on the basis of facts instead of fantasy. A good case development should follow the process of 4Ds - Data collection, Drafting, Discussion and Documentation. Dr. Dhar outlined the process of case writing with the help of power point presentation and discussion. He discussed about case method as an effective pedagogy to teach management students.

Dr. Dhar successfully facilitated the faculty members in developing cases. The faculty members developed 4 cases based on the data collected from 4 organizations. The cases will be registered with AIMS Case Clearing House, Hyderabad or The Case Center, Cranfield University, United Kingdom.

b. Abhinandan 2017

A three day orientation programme ‘Abhinandan 2017’ for the new batches of Shri Vaishnav Vidyaapeeth Vishwavidyalaya was organized from 24th-26th July, 2017 at the university campus. The Chief Guest for the event was Dr. Akhilesh Pandey, Chairman, Madhya Pradesh private regulatory commission. The Vice Chancellor of university Dr. Upinder Dhar addressed the gathering by explaining them the concept of 9P's which are planning, perspire, persistence, proactive, No procrastination, progressive, perfection, participation, process. The University Chancellor Shri Purshottam Das Ji Pasari narrated the importance of setting goals in life. Students need to participate in the development of nation through hard work and determination. On this auspicious occasion Shri Kamal Narayanji Bhuradiya asked the students to give their cent percent on studies and Development. Programme Coordinator Dr. Kavita Sharma delivered the words of thanks.



A photo at the programme

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, execdir.amdisa@gmail.com

PROGRAMME ANNOUNCEMENTS FROM MEMBER INSTITUTIONS

i. Indian Institute of Management, Ahmedabad

Specialized Faculty Development Module for Management Teachers

Indian Institute of Management, Ahmedabad is organizing a Specialized Faculty Development Module for Management Teachers from 28th August to 23rd September, 2017 at IIMA, Vastrapur, Ahmedabad. For details, please visit AMDISA's website at: http://www.amdisa.org/IIMA_SFDM_MT_2017

ii. IFIM Business School, Bengaluru

12th Annual International Conference - Convergence 2017

IFIM Business School, Bengaluru is organizing the 12th Annual International Conference - Convergence 2017 on the theme "Management 2022: Growth and Sustainability Challenges" on 15th and 16th September, 2017 at IFIM Business School, Electronic City, Bengaluru, India. For details, please visit AMDISA's website at: http://www.amdisa.org/IFIM_CONVERGENCE_2017

iii. Indian Institute of Management, Bangalore (IIMB)

5th International Conference on Business Analytics and Intelligence

Indian Institute of Management, Bangalore (IIMB) is organizing a 5th International Conference on Business Analytics and Intelligence from 11th to 13th December, 2017 at IIMB, Bengaluru, India. For details, please visit AMDISA's website at: http://www.amdisa.org/IIMB_5th_IC_BAI_2017

iv. IIMA, IIMB and IIMC

India Finance Conference (IFC) 2017

Indian Institute of Management Ahmedabad (IIMA), Indian Institute of Management Bangalore (IIMB) and Indian Institute of Management Calcutta (IIMC) are jointly organizing the India Finance Conference (IFC) 2017 from 20th to 22nd December, 2017 at IIMB, Bengaluru, India. For details, please visit AMDISA's website at: http://www.amdisa.org/IFC_2017

NEWS FROM NETWORK

CEEMAN, Bled, Slovenia

CEEMAN's Annual Conference 2017

CEEMAN in cooperation with School of Management, Zhejiang University is organizing its Annual Conference 2017 from 20th to 22nd September, 2017 at Hangzhou, China. For details, please visit CEEMAN's website <http://www.ceeman.org/programs-events/network-events/2017-ceeman-annual-conference-in-hangzhou-china>

AACSB International, Tampa, Florida, USA

i. Asia Pacific Annual Conference

AACSB is organizing the Asia Pacific Annual Conference from 25th to 27th October, 2017 at Seoul, South Korea. This Conference brings together leaders from across the region to set the highest quality standards in business education. For details, please visit AACSB's website <http://www.aacsb.edu/APAC>

ii. Business Accreditation Seminar

AACSB is organizing the Business Accreditation Seminar on 27th and 28th November, 2017 at Hangzhou, China. For details, please visit AACSB's website <http://www.aacsb.edu/events/seminar/2017/business-accreditation-november-hangzhou>

iii. Assurance of Learning Seminar I

AACSB is organizing the Assurance of Learning Seminar I on 29th and 30th November, 2017 at Hangzhou, China. For details, please visit AACSB's website <http://www.aacsb.edu/events/seminar/2017/assurance-of-learning-one-november-hangzhou>

EFMD, Brussels, Belgium

i. EQUIS and EPAS Accreditation Seminar

The EQUIS and EPAS Accreditation Seminar hosted by Frankfurt School of Finance & Management will be held from 4th to 6th December, 2017 at Frankfurt am Main, Germany. For details, please visit EFMD's website <https://www.efmd.org/events/event/340-equis-and-epas-accreditation-seminars>

ii. 9th Global Peter Drucker Forum

The 9th Global Peter Drucker Forum in partnership with EFMD will be held on 16th and 17th November, 2017 at Vienna, Austria. For details, please visit GPDF's website <http://www.druckerforum.org/2017/home/>

SHORT TAKES

1. Dr. Kavita Pathak has taken over as Director, Jaipuria Institute of Management, Noida, Uttar Pradesh, India.
2. Dr. V. S. Pai has taken over as Director, Kirloskar Institute of Advanced Management Studies (KIAMS), Harihar, Karnataka, India.
3. Prof. Madhu Veeraraghavan has taken over as Director, T.A. Pai Management Institute, Manipal, Karnataka, India.
4. Mr. Binoy Kumar has taken over as Director, Indian Institute of Foreign Trade, New Delhi, India.
5. Ms. Sonam Choiden has taken over as President, Gaeddu College of Business Studies, Royal University of Bhutan, Gedu, Chhukha, Bhutan.
6. Prof. Jahirul Haque has taken over as Vice Chancellor, University of Liberal Arts Bangladesh (ULAB), Dhaka, Bangladesh.
7. Prof. Dr. Raisul Awal Mahmood has taken over as Dean, Faculty of Business Administration, Eastern University, Dhaka, Bangladesh.
8. Dr. Arvind Subramanyam has taken over as Dean, Woxsen School of Business, Hyderabad, India.
9. Prof. Anil Kothari has taken over as Director & Chairman, Faculty of Management Studies, Mohanlal Sukhadia University, Udaipur, Rajasthan, India.
10. Dr. F. Robert Wheeler III has taken over as Dean, School of Business and Economics, University of Management and Technology, Lahore, Pakistan.
11. Dr. Raghu N. Prabhakar has taken over as Director, Aurora's Business School, Hyderabad, India.
12. Prof. Rakesh Saxena has taken over as Director In-Charge, Institute of Rural Management Anand (IRMA), Gujarat, India.
13. Prof. M. P. Gupta has taken over as Head, Department of Management Studies, Indian Institute of Technology, Delhi, India.
14. Prof. Sunita Singh Sengupta has taken over as Head & Dean, Faculty of Management Studies, University of Delhi, Delhi, India.
15. Dr. Debashis Chatterjee has taken over as Director General, International Management Institute, New Delhi, India.
16. Dr. Shashidhar G. Chiniwar has taken over as Director Karnatak Law Society's Institute of Management Education and Research, Belagavi, Karnataka, India.
17. Dr. M. Arul has taken over as Director, Directorate of Distance Education, Annamalai University, Annamalainagar, Tamil Nadu, India.

Second Dr. Dharnidhar Prasad Sinha Memorial Lecture by Prof. Sudarsanam Padam



Late Dr. Dharnidhar P Sinha

The Second Dr Dharanidhar Prasad Sinha Memorial Lecture was delivered at the 14th South Asian Management Forum (SAMF), Bandos Island, Maldives on 24th April, 2017 by Prof. Sudarsanam Padam, Political Scientist and Management Teacher & Advisor and former Dean of Studies, Administrative Staff College of India, Hyderabad, India. The text of the lecture delivered by Prof. Padam is given below.

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

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

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

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

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

Lecture

DHARNI SINHA (1933-2006) WAS A QUINTESSENTIAL ACADEMICIAN as well as a multi-faceted individual. He did his doctoral work in the field of anthropology from the University of Chicago in the 1960s and chose his research in various parts of the world, including Papua New Guinea. He was of the first generation behavioural scientists of India, along with, among others, Ishwar Dayal and Udai Pareek. Returning from his studies in the USA, Dharni (as we affectionately called him) taught at the Indian Institute of Management (IIM) in Calcutta belonging to the founding management teachers located at that time in the IIMs of Calcutta and Ahmedabad.

In the early 1970s he moved to Hyderabad to teach at the Administrative Staff College of India (ASCI). He once said that he moved to ASCI because it offered him the opportunity to teach and engage in debate about management with professional managers and government officials who already had a stint at senior levels. Not being a formal degree-awarding management school, ASCI offered debate unrestricted by a structured syllabus or strict curriculum. That perhaps had a greater attraction to broaden and deepen interests in management, as would befit an anthropologist.

My association with Dharni was both as a student and as a colleague. As a young member of the programme for young managers, my stay at ASCI helped me understand the concept and practice of management as a profession. When I eventually joined ASCI faculty in 1985, I looked up to Dharni for guidance. Given my brief yet tough and turbulent stint as manager in bus industry, and with my background as a political science student, I was struggling to make a place for myself as a teacher in management. With Dharni's help I was able to appreciate and understand the importance of anthropology, the mother of all social sciences. The exposure gave me an abiding interest in writing and delving into the depths of the subject or topics chosen.



Dr. S. Padam delivering the 2nd Dr. Dharni Sinha memorial lecture

As a teacher Dharni was more comfortable with debate, the clash of ideas and practices leading to a broad synthetic approach. Having had no formal management education, this approach inspired me. I owe it to Dharni my journey from transport policy to public policy, industrial relations and strategy. As principal, he gave me opportunities of directing the senior executives course and a host of programmes for civil servants at joint secretary level.

In 1990 I was offered the directorship of Central Institute of Road Transport in Pune. The offer was tempting, but I thought I was happy and doing well as a management teacher. To go back to a sector again was a dilemma. With my wife and two children, I was happy in what became my home in Hyderabad. When I went to Dharni, I was dying to

hear him say, DON'T GO. I was in for a surprise. Dharni heard me patiently - and gave an emphatic GO. I still remember the way he defined ASCI to me. He said ASCI was a qualitatively different management school. Having been established by Jawaharlal Nehru, C.D. Deahmukh, Dharma Vira and such men of broad interests, it belonged to all sectors which influence quality of life. The second reason he gave me for going to Pune was that ASCI, with its bias for influencing policy and practice, should provide leadership to other institutions. Come back, he said; but not before making a mark. Yes, I did go back - after twelve years!

In ASCI's 60 years of existence, Dharni was the only principal (as the head of ASCI was called in those days) who was an academic and a real professor. ASCI is generally considered to be a government institution, though many do not know that it is genuinely autonomous - a status which was rather rare when it was established in the 1950s. Being autonomous it was expected to critique government policies and bring together civil servants and practising managers from both private and public sectors, to sit together, discuss, debate and even disagree on how the country, the economy and the government should run. When he became principal, Dharni lifted ASCI to a new level. He wanted ASCI to influence people at the helm of the country's affairs. Rajiv Gandhi provided an opportunity. Dharni met him and brought him to Bella Vista, ASCI's campus, for a grueling three hour discussion on the affairs of the nation and what institutions like ASCI could contribute. And thus emerged a new area of exposing civil servants and government officials to formal management. Dharni often travelled with the Prime Minister in the PM's plane - not to show off but perhaps to tell arrogant senior bureaucrats where he and ASCI belonged!

The result was a programme for ten senior ministers along with another ten secretaries to Government. Ministers of the stature of K.C. Pant and Vasant Sathe were sitting in ASCI's classrooms listening to faculty, discussing and debating. Thus began the resurrection of ASCI to its pristine status when it started with the blessings of Jawaharlal Nehru in the 1950s. Senior civil servants and professional managers came to ASCI and enjoyed its unstructured environment, good food and drink but with the seriousness of students when it came to discuss the future of the country and the society. That was Dharni magic. To us as members of faculty, it was inspiration. Young as we were, we were treated with regard by seniors twenty years elder. As years passed, we were on first-name terms with secretaries to government and chief executives of public and private enterprises. That was ASCI faculty's finest hour. In the spirit of an anthropologist, he sought extended frontiers and turned to South Asia. While still being ASCI's Principal, he started AMDISA in the late 1980s. The rest, as they say, is history.

My intention in giving this fascinating history of the man and his mission is to look at new frontiers, as Dharni would have imagined and worked for had he been with us today. I put them in three categories: (a) the redefinition of globalisation as it is evolving, (b) pursuing a new frontier in industrial relations, and, (c) place of management schools as crucibles of liberal and modern thought.

Globalisation and its chequered path

With the fall of Berlin wall almost three decades ago, we thought that the world has for the first time in its history came together as one. In spite of Samuel Huntington's warning about the clash of civilisations, his student Francis Fukuyama came with The End of History. The reference to history here is because it is generally construed in lay terms that history of the world was essentially the history of wars. Globalisation was getting redefined and ideas and talents were moving across frontiers for education, trade and much else. With the end of cold war, it was expected that conflicts need not result in wars, but can be sorted bilaterally, regionally or with the help of the United Nations. The evils of poverty and deprivation could be solved for the benefit of generations to come. As the next millennium approached, hopes were high and the world appeared to be flat and reachable by all.

The absence of super power conflict gave way to smaller conflicts, more in the frustrations of enduring poverty and inequality in many parts of the world. Religion emerged not as a unifier but as a divider. From the threat of fundamentalism, things drifted fast into terrorism. While Fukuyama's optimism was getting tested, Huntington's clash of civilisations emerged as a flattering, if unfortunate, tribute to its founder. At the political level, as indeed at the economic level, information technologies exploded channels of information and news triggering impatience at serious imbalances to frustrate the middle classes. Decent, dignified and well-meaning leaders were handicapped due to partisan politics. They were seen as leaders of inaction, however idealistic and broadly relevant. There arose an indecent clamour for leaders of action, who can, bereft of idealism, perform at incremental levels, for shorter term gains in development, at the expense of longer term values. The spectre of economic nationalism is looming, in spite of the great strides of truly global citizenry.

Middle-class white Americans want to take back their country from the tightening grip of migrants, who may be religiously and culturally different. Radical Hindus want to take their country back, redefining secularism as freedom to minorities under the Hindu flag. The British opted for Brexit. Turkey is falling back. Leaders with oratorical powers and demagoguery are taking stage, frighteningly reminding the emergence of Stalin and Hitler in the century we just left. The challenge now is to re-liberalise the society through teaching in terms of ideas and certain eternal values.

Liberty, equality and fraternity are as relevant, perhaps more relevant, today as they were in the 18th century. These values will ultimately prevail, but not without road blocks and impediments of ultra-nationalism. There will be greater centralisation and authoritarianism. There will also be intolerance of dissent. The old democratic and secular values will be on test again, as they were tested in history time and again.

The students who are passing through our corridors should be made aware of the social and economic implications of authoritarianism and the perils for peaceful existence across the oceans. In order to redefine globalisation as an essentially egalitarian approach for a unified world, management students should be sensitized to help alleviate poverty and injustice - as they emerge into leadership roles. Management students not only run enterprises; as they grow, they need a world-view which can prepare them and their enterprises in the cause of a liberal, secular and positive world. While urging their students to be performers and men of action, management schools should allude to the larger dimensions of justice and fair play. As myriad challenges arise due to the tortured journey of globalisation, management schools may have to target short-term programmes to tackle problems as they arise and strategise the need for continuing education.

Towards a new frontier in industrial relations

There are crises brewing at basic work levels, in terms of skills, competence, re-education and re-training. As technology dominates, the human factor could remain an appendage to technology. The emerging economies, as the former developing countries are termed, are facing a crisis at the roots of their industry and business. The pristine assumption is that if reasonable wage, security of job and basic welfare are provided, an environment could be created for positive and better personal and organisational performance. But during the last few decades this theory has taken a hit. Trade unions have lost their moorings as a movement and disintegrated into protection - and protest-oriented local entities, seeking higher wages and perks - and merrily defending indiscipline and violence. In turn, industry and business took to the casual and contracting route to fill jobs with scant regard for human dignity and the rule of law.

We now have a dual work situation: regular, well-paid workers opting for their rights and a large number of casual and contract workers on 12-hour duties at less than half the wage of regular workers. This raises a fundamental question: Have organisations and managers lost the ability to manage secure, well-paid workers to be inspired for higher performance? Or should they revert to slave labour with low wages and even lower job security? Industries such as automobile, steel and other manufacturing enterprises which employ mass labour are prone to conflict within the workers: the new haves and have-nots. The recent murder of a manager in the Maruti workshop in Haryana, India, should worry managers, management teachers and serious management students.

While one can wait for labour reform, the need to address problems such as these is essential even in philosophical terms. With the decline of trade unionism, can managers, like chartered accountants, have a code which binds them to certain responsibilities against exploitation? Are managers robots to carry out instruction from the top, like soldiers at war? Or do they have obligations both to their superiors and to their subordinates? In the long run, conflict is good for none, unless resolved soon at both floor level and corporate level. The new frontier I am foreseeing is responsible and responsive management that balances the interests of both workers and management and also among the workers. The decline of trade unions leaves a gap which only responsive professional managers could fill.

The emergence of human resource managers has helped take away certain burdens from line managers. But managing workers is not a burden; it is an essential part of line management. While human resource managers can help, they are poor substitutes to line managers who work and take work from their workers. In their iconic book *Personnel Administration*, Pigors and Myers laid out a law: personnel is a staff function and a line responsibility. The basic functions of rewarding the workers with pay or promotion should restore to line managers while human resource personnel function as advisers laying out corporate practices and norms within which workers are treated. The difference between staff and management is already vanishing, as already happened in the IT and banking industries. But the task of managing workers still remains. It is imperative that management schools, while teaching their students of the implications, should conduct research across regions to help lay down policies even at national levels. It was Dharni's oft-expressed view that managements should be pro-worker and workers should be pro-management. Here is a frontier for a broader and deeper academic research.

Whither management schools and their new frontiers?

As a tribute to Dharni Sinha, in whose memory this lecture has been instituted, let us look ahead. Management schools have done a great service in the last fifty years, in making management education the pinnacle of professional education. The fact that Industry and business in South Asia are managed at the chief executive level by those management graduates who left our campuses two or three decades ago is a tribute all by itself. But with globalisation getting redefined and impatience against deprivation and inequality rising, management schools may need a new

education for themselves. Irrespective of the disciplines we teach, awareness of overall influences, both political and social, should permeate every aspect we teach. Take centralisation and authoritarianism. They are slowly usurping centre stage in societies which were once thought incurably liberal, secular and democratic. Intolerance of others' points of view and suppression of dissent is equally true in the corporate world as elsewhere.


Bright young students cannot be kept under the wrap of conformism. Dharni was a classic example here too. He could listen to strident criticism of his style patiently and with equal patience respond. He often changed his decisions. It is not possible to build institutions if the right to disagree and to dissent are looked down on or under-played. Management students should go out into the world with an idealism that there are many facets of truth and the search for the right mix through discussion and debate is the hall-mark, whether in an enterprise or in a society or in a nation. One can begin with the question as to how democratic are management schools and how tolerant are they with dissent in managing their own affairs. At a time when we need talented and bright teachers in larger numbers, we need the days of yore when management schools, as schools everywhere, were to shun hierarchy and create a collegiate culture, and where knowledge and talent and not status or position matter.

The other frontier is what Dharni did to raise the level of ASCI in interacting with the highest levels of government and industry. When I was at the Massachusetts Institute of Technology, at a function in the MIT president's home, the barman told us that he entertained seven presidents of USA in that room. Top leaders should come to refresh, relax and learn at our schools. Presently the industry associations have emerged as places where top politicians and industry leaders go and interact with others. Management schools can do better. They can provide unbiased, objective views and ideas and expose leaders to their bright students, who are themselves on the path of leadership. This is no time for inward looking institution; management schools owe much to their students as the latter take on ever more challenges in their quest for fame and prosperity.

In conclusion, let me thank the South Asian Management Forum for giving this opportunity not only to remember my mentor Dharni Sinha but in reflecting on my own definition of what he stood for. Dharni extended our frontiers through AMDISA to South Asia with SAQS as an instrument for ever higher levels of quality. Can AMDISA go forward and, as EFMD did to EQUIS, take SAQS beyond South Asia?

AMDISA's Quality Assurance Programme



- SAQS emerged in an EFMD – AMDISA cooperation through a European Union funded Asia – Link project in 2003–04. It is inspired by EFMD's EQUIS criteria guidelines.
- SAQS is designed as an international accreditation system. It is a globally benchmarked system for mentoring, quality improvement, quality assurance and accreditation.
- SAQS accreditation processes lead to improvement through highlighting the need to meet internationally accepted quality standards.
-  Quality Label is a recognition to the institution's commitment to Quality and Quality Assurance through continuous improvement.
- SAQS accreditation is institutional. Institution being defined as the organisational unit providing business and management education.

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

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