



14th SOUTH ASIAN MANAGEMENT FORUM

GOVERNANCE AND PUBLIC POLICY – ROLE OF MANAGEMENT DEVELOPMENT



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AMDISA
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Association of Management Development
Institutions in South Asia (AMDISA)
Hyderabad, India.

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MNU Business School
Maldives National University
Male, Maldives

**14th South Asian Management Forum 2017
(SAMF 2017)**

Abstracts

**Governance and Public Policy - Role of
Management Development**

**24th-26th April, 2017
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THE MALDIVES NATIONAL
UNIVERSITY

MNU Business School
The Maldives National University
Male, Maldives

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CONCEPT PAPER MANAGEMENT EDUCATION: THE IMPERATIVES OF GOVERNANCE AND PUBLIC POLICY

Prof. Sudarsanam Padam

Political Scientist and Management Teacher

&

Advisor and former Dean of Studies

Administrative Staff College of India

Hyderabad.

E-mail: spadam74@gmail.com

ABSTRACT

Management education has come a long way in addressing itself to the challenges in business industry and technology. It has empowered its students in tackling problems as they arise. Meanwhile, it was believed that as capitalism outpaces other competing ideologies, the role of government shrinks. Hence the slogan, minimum government and maximum performance. But as the social and economic environment becomes more complex, government may slowly withdraw as producer of goods and services, but reinforce itself governance in a democratic society, and the bases of public policy formulation and implementation they cannot take their enterprises forward. Government will not, and cannot, recede into background. Hence the need to restructure management education to go beyond what is now being taught and design appropriate learning processes. Corporate sector needs sensitization both to prepare and to respond to change. Here is where management education needs new education for itself, and for its students and teachers.

Key Words: *Management Education, Governance, Public Policy, Government, Performance, Business Schools and Management Schools*

ISSUES AND CHALLENGES OF GOVERNANCE IN SOUTH ASIA

Jami Moiz

Assistant Professor
Department of Marketing, IBA Karachi,
Pakistan
E-mail: jmoiz@iba.edu.pk

Nida Aslam Khan

Lecturer and PhD Scholar
Department of Marketing IBA Karachi,
Pakistan
E-mail: nakhan@iba.edu.pk

ABSTRACT

The turbulence and uncertainty, which characterizes modern times, have forced different world regions and countries to focus attention towards governance and public policy to ensure sustainable political as well as socio-economical regimes. This paper has carried out a detailed review to understand what governance means, and how it transits into sound governance. More specifically, the authors have conducted a detailed meta-analysis to identify issues of sound governance in the South Asian region. In doing so, they have also explored reasons for mis-governance in the region. Additionally, the paper has also focused on understanding the course of governance in the region over time to be able to identify the challenges and problems pertaining to governance that are present in the region.

Key Words: *Governance. Sound governance. Mis-governance. South Asia.*

GOOD GOVERNANCE AND DEVELOPMENT: WHAT IS THE RELATIONSHIP?

Aminath Sudha

H.O.D (Business Department)

MNU Business School

Male, Maldives

E-mail: aiminath.sudha@mnu.edu.mv

ABSTRACT

Individuals look upon civil society as guardians of their resources. Public opinion and behavior is guided by those that set benchmark for the private sector. People place their utmost faith and trust on the civil society, the so-called public sector to manage the resources of the many. Good governance becomes the essence for good management in the public sector, and it is also one of the key requirements for the overall economic development of a nation. Politicians make promises, and the public entrust the public sector to deliver those promises. If there are failures in delivering the promises, it creates mistrust, and people fear in paying their taxes. Defining governance is not an easy task. There are certain key elements that form the pillars of good governance such as focus on strong organizational leadership, adequate checks and balances, robust management practices, accountability, and oversight and ambition to generate better outcomes and improving long-term sustainable performance (Choudhury, 2014). Good governance is not only about procedures and protocols. The heart of good governance lies in protecting and improving the trust placed on the institutions by the public (Berman, 2006). The objective of this paper is two-fold. First of all to understand the significance of good governance academically for the public sector, and to learn what could be done to ensure good governance. Next is to understand how good governance may affect economic development. Finally, suggest policy implications to improve governance.

Key Words: Governance, Public Sector, Economic Development, Policy Implications

IMPROVING TRUST THROUGH ICT ENABLED GOVERNANCE (E-GOVERNANCE)

Suwarn Kumar Singh

Director of Studies -
Centre for Knowledge Management and IT,
Centre of Project Management,
Centre of Procurement Management. Nepal
Administrative Staff College,
Jawalakhel, Lalitpur, Nepal.
E-mail: suwarn.singh@nasc.org.np,
suwarn.singh@gmail.com

ABSTRACT

The governance of any economy largely depends on degree of innovation in public service delivery and magnitude cost reduction (cost per transaction) of government services. The fundamental question is how economies like that of Nepal can achieve it using Information and Communication Technology (ICT). The objective of this paper is to present the useable and implementable framework and implementation strategy for e-Governance implementation in Nepal.

- 1. E-Governance framework: Includes role of technology in identity assurance of people and defining transformation objective of government services for improved trust.*
- 2. ICT implementation strategy: Includes intervention cycle, approach and methodology of ICT implementation.*

Key Words: *E-Governance Framework, ICT Implementation Strategy, Intervention Methodology, Cost Per Transaction, Citizen-Centered.*

PUBLIC SERVICE CAPACITY BUILDING IN SRI LANKA: THE PIM EXPERIENCE

Prof. Dr. Ajantha S. Dharmasiri

Director and Chairman
of the Board of Management,
Postgraduate Institute of Management,
University of Sri Jayewardenepura, Sri Lanka.
E-mail: director@pim.sjp.ac.lk

Dr. Lloyd Fernando

Program Director - Public Policy,
Postgraduate Institute of Management,
University of Sri Jayewardenepura,
Sri Lanka.
E-mail: lloyd@pim.sjp.ac.lk

ABSTRACT

The Sri Lankan economy is on the threshold of a major structural change. This requires a significant contribution from the public service in terms of effectiveness and efficiency. Effectiveness requires capacity for policy formulation, while the implementation mechanism must be crucially efficient. Underlying this is staff capacity building accompanied by supportive institutional change. Public service capacity building must cover all its segments commencing with the top rung which is called upon to provide leadership to the change process. Training for the top rung, which is occupied by Secretaries of Ministries, is rather difficult mainly in view of their time constraints. Innovative methods are required to address this issue. Equally important is the training of second tier officers. Here too time constraints, regional barriers and more important lack of absorptive capacity have to be overcome in designing training programs. The Postgraduate Institute of Management (PIM) has been facing this challenge over the last two decades, progressively improving not only the quality of delivery of courses but also their content. The paper provides a case study of the PIM experience in dealing with these issues with a view to stimulating a regional dialogue on the relevance and effectiveness of public service training programs.

Key Words: *Public Service, Capacity Building, PIM Experience*

PERFORMANCE MANAGEMENT SYSTEM IN NEPALESE CIVIL SERVICE

Pratistha Koirala

Training and Research Officer
Nepal Administrative Staff College,
Jawalakhel, Lalitpur, Nepal
E-mail: pratistha.koirala1@gmail.com

Nabin Chapagain

Training and Research Officer
Nepal Administrative Staff College,
Jawalakhel, Lalitpur, Nepal
E-mail: nabin.chapagain@nasc.org.np
blogger20me@gmail.com

ABSTRACT

Out of the various reforms that had been triggered to be brought in the 1990s as a part of the New Public Management, performance management system was one. The concept came into manifestation in 2006 when it was pilot tested in agriculture and health ministry but the system lacked effectiveness and was discontinued. After few years in 2008, The Inland Revenue Department and Customs Office introduced the PBIS (Performance Based Incentive System) which worked wonders for both the employees and the organization. But the concept of PBIS have been introduced only to a limited number of ministries until now which has brought about its own share of reduction in employees motivation. The reason behind the lack of implementation of Performance Management System in civil service has to do with the fact that most of the ministries and offices do not provide a standardized Job Description and clearly lack objectivity in the evaluation process.

This paper aims at identifying the various prevalent issues related to performance management system in civil service by providing inputs for establishing objective performance indicators and suggesting new policies to better the existing performance appraisal system in the Nepalese civil service.

Key Words: *Performance Management, Civil Service, Bureaucracy, Incompetence*

CHALLENGES IN E-GOVERNMENT TO REALIZE ITS FULL POTENTIAL IMPACT IN SRI LANKA

Dr. Gayan H. Jayakody
Senior Management Consultant at
Postgraduate Institute of
Management of University of Sri
Jayewardenepura, Sri Lanka.
E-mail: gayan@pim.sjp.ac.lk

ABSTRACT

Governments across the world are increasingly viewing Digitization and E-Government as key enabler for accelerating economic and social development in their countries. The information and Communication Technology (ICT) is considered to be the most versatile tool for improving delivery of public services, broadening public participation, facilitating the sharing of information and knowledge among the people. There has been a notable success in e-government. The challenge facing many governments today, especially those in developing countries like Sri Lanka, is to have a clear national ICT road map that delivers value to its citizens. The paper revisits some of the key challenges related to E-Government in Sri Lanka and makes recommendations based on the findings from global and regional leaders of E-Government.

Key Words: *E-government, Service Quality, Digital Divide, Digital Sri Lanka*

IMPACT OF NPAs ON GROSS ADVANCES OF PRIORITY AND NON-PRIORITY SECTORS OF PUBLIC SECTOR BANKS IN INDIA

Dr. D. Y. Patil

Director,
Bharati Vidyapeeth Institute of
Management Studies & Research,
Navi-Mumbai, India.
E-mail: dattajpatil@rediffmail.com,
director@bvimsr.com

Dr. Kamini Khanna

Associate Professor,
Bharati Vidyapeeth Institute of
Management Studies & Research,
Navi-Mumbai.
E-mail: kaminiptk@gmail.com

ABSTRACT

The purpose of the study is to examine the Impact of NPAs on Profitability of Public Sector banks in India. Facilitating loan and advances to customers is the main stream of banking business. The loans are advanced by banking institution to different segment of their market. These segments primarily fall under priority and non-priority sectors, in former sector banks are directed to grant as per guidelines by the Reserve Bank of India. Furthermore, the rise of non-performing assets in banks is influenced by many reasons depending upon the quality of bank's assets in both of these sectors. The study also explores that corporate governance is one of the important remedies for the rise of such non-performing assets which play a significant role in banks themselves getting bankrupt. Changes required to tackle the NPA problem would have to span the entire gamut of judiciary, polity and the bureaucracy to be truly effective. This area needs to be worked out as financial sector, i.e., banks play a prominent role in development of an economy.

Key Words: NPA, Profitability, Public Sector Banks

DECISION MAKING ACCOUNTABILITY: KEY TO GOOD GOVERNANCE

Prof. Biswajeet Pattanayak

Director,

Asian School of Business Management,

Bhubaneswar, Odisha, India

E-mail:director@asbm.ac.in

ABSTRACT

Governance is a crucial issue both in ages old organisations and new-age organisations. Good governance always differentiates between performing and non-performing organisations. Several incidents and issues, raised recently in Tata and Infosys, point out to governance practices. The key issues in governance are the philosophy, structure and processes of decision making. Infusing accountability in decision making will foster good governance practices in organisations. This paper highlights decision making accountability attributes in strategising governance practices.

Key Words: *Governance, Decision Making Accountability*

DEVELOPING BUSINESS LIKE STRATEGIC APPROACH IN GOVERNMENT: A FRAMEWORK

Moslehuddin Chowdhury Khaled

Assistant Professor and Chair, Dept. of HRM,
School of Business, Chittagong Independent
University; 12 Jamal Khan Road, Chittagong,
Bangladesh.

E-mail: moslehuddin.khaled@ciu.edu.bd;
mmckhaled@gmail.com

ABSTRACT

There is a general citizen perception that government is not efficient and effective, and not very productive in producing and delivering services to citizens. To improve this condition Government appoints pro-active ministers for very important citizen serving ministries, which are basically like Strategic Business Units (SBU) of a business conglomerates. But even the best of honest ministers cannot get desired results. Why? What could be an effective strategic framework for ministers? This paper is based on an extensive field work and desk analysis of the government offices, media reports, interview of public managers and elected officials, and systemic observation of minister's activities. We found that even honest and hardworking ministers and top government officials are caught in the huge bureaucratic machinery and tangles of government organizations. They realize that they cannot make any change that would be effective in the long run. Our analysis and discussion confirm our theoretical proposition that current approach of copying techniques and prescription from outsider agencies or experts will not bring any long run effectiveness. Now this framework considers the reality of the contexts and asserts that 'although ministers and public managers cannot change top to bottom, they can improve the citizen service by adopting business management approach and practices within their jurisdiction'.

Key Words: Government, Management in government, Strategic Approach, Contextual factors, Measurements in Government.

MULTICULTURALISM IN NEPALI PUBLIC ORGANIZATIONS

Shiva Hari Adhikari

Training and Research Officer,
Nepal Administrative Staff College,
Lalitpur, Nepal.
E-mail:shivaadhikar@gmail.com

Anil Kumar Gupta

Training and Research Officer,
Nepal Administrative Staff College,
Lalitpur, Nepal.
E-mail:cdps10gupta@gmail.com

Gyan Laxmi Shrestha

Training and Research Officer,
Nepal Administrative Staff College,
Lalitpur, Nepal.
E-mail:kasmikas@gmail.com

ABSTRACT

In recent years, organizations are becoming diverse demographically and socially, and they are convinced that the multiculturalism is the way of the future. The diversity, if managed properly by valuing the cultural differences, transforms organizations toward multicultural organization. Considering this context, this paper aims to investigate the practice of diversity management in Nepali public organizations. For this, a survey of N = 69 was conducted by using a survey questionnaire to examine the level of multiculturalism that is in practice based on the three major dimensions: acculturation, integration and absence of discrimination. Similarly, it seeks the relationships between the dimensions. Findings showed a positive correlation between the dimensions; although, some of the dimensions' average value is found to be low.

Key Words: *Multiculturalism, Diversity, Organization, Organizational culture.*

CITIZENS' PERSPECTIVE OF CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES: A CASE OF BANGLADESH

Dr. Muhammad Ziaulhaq Mamun
Professor
Institute of Business Administration
University of Dhaka
Dhaka, Bangladesh.
E-mail: mzmamun@yahoo.com

ABSTRACT

The study tried to find out citizens' perception regarding different CSR activities undertaken by the corporations. The study has identified 27 such activities in five major areas. The analysis of the 27 CSR activities on the basis of the citizens' responses has shown a clear perception of the citizens' understanding regarding the CSR activities undertaken by different corporations. As noted the citizens very clearly indicated that the health sector activities, infrastructural development and social awareness campaigns for CSR are more societal than profit-oriented. On the other hand education related activities to them are to some extent societal than profit-driven. But the socio-cultural events they perceive to be more profit-driven than societal. Overall the citizens view regarding these CSR activities not purely societal but more societal than profit-oriented. Gender-wise not much difference is observed in responses.

Key Words: *Corporate Social Responsibilities, Social Awareness, Poverty Alleviation, Empowerment, Environmental, Disaster*

GOVERNANCE OF BUSINESS COLLEGES IN NEPAL

Prof. Madhav Raj Koirala

Director,
School of Management,
Tribhuvan University, Nepal.
E-mail: m_r_koirala@yahoo.com

Dr. Jeetendra Dangol

Associate Professor and Deputy Director,
School of Management,
Tribhuvan University, Nepal.
E-mail: jdangol@gmail.com

ABSTRACT

The paper explores about the governance of private/public business colleges in Nepal. The paper is based on the interview of five principals of the total fifteen community and private BBA colleges affiliated to Tribhuvan University. The study focuses on the eight basic aspects of good governance, such as, participatory organizations; participatory planning, management and monitoring; teacher/ staff management; teacher performance; staff performance; resource management, monitoring, college policy and guidelines; information disclosure and accountability. The study finds that the principals of these colleges were unaware of and, therefore, weak in good governance. The major problems identified were faculty selection and development, participatory planning, faculty performance evaluation; and accountability towards the community. There is a need to provide sufficient knowledge and skills to the colleges to make them more responsible and accountable towards good governance.

Key Words: Good Governance, Accountability, Participatory Organizations

A STUDY OF IMPLEMENTATION OF ELECTRONIC GOVERNANCE IN MANAGEMENT SCHOOLS: PROBLEMS AND PROSPECTS

Avantika L.D.

Assistant Professor

MMCC College, Pune.

E-mail: avantika.devdas7@gmail.com

Prof. K. Uday Kiran

Assistant Professor

MMCC College, Pune.

E-mail: britishm22@gmail.com

Dr. M.D. Lawrence

MMCC College, Pune.

E-mail: mmcclaw@gmail.com

ABSTRACT

The concept of Electronic Governance (EG) came into existence with the advent of government websites in late 1990s. Electronic Governance” refers to the use of Information and Communication Technologies (ICTs) to provide citizens and organizations with more convenient access to the government’s services and information. It is not limited to the public sector only but also includes the management and administration policies and procedures in private sector as well as in all universities, colleges and management schools.

Information Technology initiatives and acceptance of E-Governance applications in all works of life become a necessity.

This paper attempts to study and analyze whether this initiative is relevant, purposeful and effective in management schools.

Key Words: *E-Governance, Accountability, E-Governance, E-Governance implemented.*

THE ROLE OF GOVERNANCE IN BUILDING BRAND IMAGE: AN EMPIRICAL STUDY IN B-SCHOOLS OF INDIA

Dr. Sujata Mangaraj

Dean & Head,
School of Management Studies (SMS),
Ravenshaw University, Cuttack,
Odisha, India.
E-mail: drsujatamangaraj@gmail.com

Dr. Soumendra Kumar Patra

Sr. Assistant Professor (QT & Decision
Science), School of Management Studies
(SMS), Ravenshaw University,
Cuttack, Odisha, India.
E-mail: soumendra.patra@gmail.com

ABSTRACT

Purpose - The global business environment has undergone unprecedented changes. The existing business models and framework of governance of business schools have been influenced by such changes. Brand is the result of the entire gamut of activities straddling across product, quality, positioning, competitive performance and financial performance. It serves as a critical differentiation factor relative to its competitors. A strong and positive brand creates improved perceptions of performance, loyalty and less vulnerability to crises. A brand is built not only through effective communication but also through the total experience that it offers. The paper reports a comprehensive study on role of governance in building brand image of B-Schools in India. The focus is also on portraying the origin, determinants and outcomes of governance in B-Schools.

Design/Methodology/Approach-The present research is an integration of exploratory and experimental type. The study is undertaken to synthesize the perceptions of stakeholders to reveal the factors of governance that necessitated building brand image of B-schools. It tries to compare the perceptions of two major stakeholders, faculty member and students regarding the various dimensions of brand image that demand attention of better governance. After reviewing the relevant literature, a questionnaire containing 140 items contributing towards the brand image of B-schools was framed. On the basis of these items, a measure based on Likert type scale was developed.

Objectives of the Study - i) to identify the factors/ dimensions that constitute the brand image of B-schools, ii) to study the perception of students and faculty members regarding the role of governance in building the brand image of B-schools and iii) to recommend the key factors that play significant role in B-school governance.

Data Analysis – Statistical tools such as Cronbach Alpha followed by factor analysis using principal component method with varimax rotation and multiple regression analysis in order to test the hypothesis have been used for data analysis.

Findings - Results of the study revealed that governance in building brand image of B-schools is dependent upon thirteen broad dimensions. Approval, affiliation, accreditation, ranking, award, and recognition constitute one of the major dimensions followed by intellectual capital having faculty, research, training and consulting. Besides, programme design and delivery, admission and quality of intake, examination and evaluation system, co-curricular and extracurricular activities including infrastructure and tuition fees are also considered as important dimension. Further, placement, alumni relationship, institution social responsibility (ICR), networking and international collaborations are considered as other key dimension of B-school governance. These dimensions significantly contribute the decision of students who seek admission in a B-school, and faculty who want to get associated with a particular B-school.

Research implications/limitations - The findings of the study will help B-schools to focus on areas of governance in building brand image. The outcome of the study will also help other stakeholders in assessing the quality of a B-school. Hence this research article may be interpreted as key concerns in the aforesaid area.

Originality/value - The paper is an evaluation of areas of governance in building brand image of B-schools. Thus this indicates further scope of research opportunities in each dimension of governance separately.

Key Words: Governance, Brand, Image, Dimensions, Stakeholders, Management

REFLECTIONS ON CULTURE AND GOVERNANCE

Dr. Prachi Pathak

Assistant Professor,
School of Management,
Doon University, Dehradun, India.
E-mail: ppant78@gmail.com

Dr. Vimal Pant

Associate Professor, Department of Food
Business & Management, National
Institute of Food Technology,
Entrepreneurship and Management,
(NIFTEM), Haryana, India.
E-mail: vimal.niftem@gmail.com

ABSTRACT

According to anthropologist E.B.Taylor, “Culture is the complex whole which includes knowledge, belief, art, morals, law, customs and any other capabilities acquired by men as a member of society”. Governance is defined as setting the right policy and procedures for ensuring that things are done in a proper way. Good governance is a critical success factor in delivering successful outcomes. But good governance can exist only if the culture of an organization is right. Many businesses fail to take into consideration the cultural aspects resulting into poor governance. Whether it is dealing with the government, implementing an effective compliance programme or keeping abreast of new policies, a successful venture depends on how the business interacts with its environment. Research suggests that many enterprises collapsed due to poor alignment of strategies with organizational culture and values. The question arises that, is culture an issue of governance? Therefore, ensuring right culture is the thrust area, this paper thrives upon. The paper also delves into understanding the influence of national culture on corporate governance.

Key Words: Culture, Corporate Governance, Policy, Business

RESERVATION POLICY AND REASONS FOR WOMEN PARTICIPATION IN CIVIL SERVICE OF NEPAL

Achala Dahal

Directors of Studies

Nepal Administrative Staff College,

Jawalakhel, Lalitpur, Nepal.

E-mail:achaladahal@gmail.com

ABSTRACT

Reservation Policy for women aims to improve the quality of lives by eliminating the existing economic, socio-cultural and organizational constraints. This study was conducted between women officer of Government of Nepal (GoN) who have entered civil service of Nepal through reservation policy. The information was collected with purposive sampling technique through semi structured questionnaire, conducting direct personal interview, and structured questionnaire.

The study basically focuses on the reasons that motivate women to participate in civil service and take responsibility of economic role besides existing multiple roles in Nepalese Society. The study aims to find what are the impacting factors for women to enter civil service of Nepal, what are the existing challenges and opportunities for them and reasons to know why women join. Reservation policy has been an important milestone to motivate women for work and increase their participation, position and access in their family.

Key Words: *Government of Nepal (GoN), Reservation policy, Women Poor and Excluded (WPEs)*

INVESTMENT IN EDUCATION AND HEALTH VIA SOCIAL PROTECTION AND ECONOMIC GROWTH IN EMERGING ECONOMIES - PAKISTAN, CHINA, INDIA, BANGLADESH AND SRI LANKA

Dr. Ahmed Raza ul Mustafa

Ph.D. Research Fellow
Department of Economics,
University of Karachi, Karachi, Pakistan.
E-mail: raza.economist@yahoo.com

Dr. Mohammed Nishat

Professor of Economics and Finance
Institute of Business Administration
(IBA), Karachi, Pakistan.
E-mail: mnishat@iba.edu.pk

ABSTRACT

Investment in education and health via social protection contains a set of policies and programs to diminish poverty and economic development in the emerging economies. An effective governance of these programs and policies via social protection particularly protect the low earning people, encourage the risk taking and labor force participation rate. Also the social protection reduces the poverty and inequality, provide a stable environment for income generation, to save and invest. The same promotes the life expectancy at birth and literacy rate, that results to have a high potential labor force and leads to economic growth. A weak harmonization, overlapping, low quality of monitoring and supervision of existing social protection programs in emerging economies have the major concern. For efficiency, gain polices must grip the economic growth and efficient distribution as well.

This study reviews the social protection channels in health and education, and highlights the social protection programs functioning in the targeted emerging economies. For the policy dialogues what and how the social protection programs are running at a specific level of fiscal space. What are the structural qualities and the institutional performance of the emerging economies to utilize fiscal resources for the social protection and what are the resultant outcomes in the form of welfare standards and economic growth of the said economies?

In order to incorporate all such research questions in the study, a panel data is used, containing five emerging economies like Bangladesh, China, India, Pakistan and Sri Lanka, during the time interval of 1981-2014. The data is

collected from the International Country Risk Guide (PRS, 2014)¹, World Development Indicators (WDI, 2015), and International Financial Statistics (IFS). In order to check the structural and institutional performance of the said countries, rank analysis is done. Different panel econometric techniques is used to check the impact of social protection indicators on economic growth in respective economies. This study provides a new dimension to policy makers to enhance the economic growth via social protection provision in the emerging economies. Furthermore, the investigation of the research problems undertaken in this empirical study may provide a guide line to the concerned authorities to improve the structural and institutional features to have positive results of social protection programs.

Key Words: *Social protection, Economic Growth, Emerging Economies*

JEL Classification: *I3, O5, P3, R1*

AN IN-DEPTH STUDY ON TAX INCENTIVES IN BANGLADESH AND IMPLICATIONS FOR NATIONAL REVENUE GENERATION AND INVESTMENT

Prof. Sajid Amit

Director-CES
University of Liberal Arts
Bangladesh (ULAB),
Dhaka, Bangladesh.
E-mail: sajid.amit@ulab.edu.bd

Prof. Imran Rahman

Vice-Chancellor
University of Liberal Arts
Bangladesh (ULAB),
Dhaka, Bangladesh.
E-mail: imran.rahman@ulab.edu.bd

ABSTRACT

The existing research on tax incentives in Bangladesh is limited in scope by focusing on econometric analysis of effects of popular incentives such as special enterprise zones. There is a gap in the literature regarding actual investment outcomes of tax incentives, impact on revenue generation, and misuse of incentives. The paper uses primary and secondary research to fill the said gaps. The primary research entails a qualitative survey of senior executives in tax and finance operations across 54 sector-leading companies as well as 10 senior government officials in the National Board of Revenue, Ministry of Finance, and the Bangladesh Bank. The research is intended to help inform policy-makers in Bangladesh and other developing countries, to actualize more effective fiscal governance.

Key Words: *Tax Incentives, Investment, National Revenue Generation, Fiscal Governance*

TAKING INDIAN HIGHER EDUCATION TO THE NEXT ORBIT

Dr. Jitendra Kumar Das
Director, FORE School of Management,
New Delhi
E-mail: j.das@fsm.ac.in

ABSTRACT

India has the potential to have one in every four graduates of the world to be a product of Indian higher education system. Education is an essential tool for achieving development and sustainability. Over a period of time, both UGC and AICTE came to be known for their arduous way of regulating Higher Education that India. USA having 43 of the top 100 universities of the world and 52 of the world's top MBA programs must be closely looked at for insights to reform Indian higher education system. The autonomy, research agenda eco-system, self-determination infused with a desire to excel, etc. are the hallmarks of a good university. The guiding principle of reform in India must be focussed on these.

Key Words: Education, Reform, India, AICTE, UGC, MBA, PGDM.

RETHINKING PUBLIC SERVICE DELIVERY IN NEPAL: THE END-USER PERSPECTIVES

Trilochan Pokharel

Director of Studies
Nepal Administrative Staff College,
Jawalakhel, Lalitpur, Nepal.
E-mail: tpokharel@nasc.org.np

Achala Dahal

Director of Studies
Nepal Administrative Staff College
Jawalakhel, Lalitpur, Nepal.
E-mail: achala.dahal@nasc.org.np

Rajendra Adhikari

Director of Studies
Nepal Administrative Staff College
Jawalakhel, Lalitpur, Nepal.
E-mail: rajendra.adhikari@nasc.org.np

ABSTRACT

This study is based on the experiences of 1374 customers from four district level public institutions – District Administration Office, District Development Committee, District Land Revenue Office and Municipalities in 38 districts. Customers were interviewed using client exit interview. This study considerably relies on the experience of service recipients on different issues of service process. This could provide evidence to add values on available literatures that have heavily focused to supply perspective. We conclude that Nepal requires critical analysis of public provisions of services to make services accessible and efficient from user perspectives. There is necessity of developing methodological approach to evaluate public service from user's perspective and redesign public services to increase public value from people's perspective. Public service is progressing amidst critical interaction with changing political environment, bureaucratic values and practices, people's level of awareness and expectations, social environment and advancement in communication technology. But this leaves a doubt whether people at the grassroots away from mainstream are benefiting these changes. The fate of public service depends on to what extent public organizations can reach to these people by improving public sector efficiency and thereby reducing the cost of public services.

Key Words: Public Service, Cost, Customers, Efficiency, Reform

CORPORATE SOCIAL RESPONSIBILITY IN PUBLIC POLICY: A CASE OF INDIA

Dr. Ram Kumar Mishra

Director, Institute of Public Enterprise,
Hyderabad.

E-mail: rkmishra@ipeindia.org

Dr. Geeta Potaraju

Assistant Professor, Institute of Public
Enterprise, Hyderabad.

E-mail: pgeeta@ipeindia.org

Dr. Shulagna Sarkar

Assistant Professor, Institute of Public
Enterprise, Hyderabad.

E-mail: shulagnasarkar@ipeindia.org

ABSTRACT

Corporate Social Responsibility has been looked at as a remedy for the inequalities created due to economic liberalization and globalization. India is especially ridden with socio, economic and cultural inequalities among the semi-urban and rural population and vulnerable to human induced environmental hazards. In such a scenario, CSR has emerged as a potential method for resolving the anomalies. CSR is being used as an effective tool by all stakeholders, including government, corporates and civil societies, to address issues of education, health, environment and livelihoods through various interventions. The paper aims to indentify how public policies can address social issues by governing CSR. The paper discusses the case of mandating CSR in India and highlights the initial impact of the revolutionary initiative of the government.

Key Words: *Corporate Social Responsibility, Public Policy, Liberalization, Globalization, Cultural*

‘COMPLIANCE’ TO ‘INTEGRITY BUILDING’: A CASE OF NEPALI CIVIL SERVICE

Basanta Raj Sigdel
Director of Studies,
Nepal Administrative Staff College
Jawalakhel, Lalitpur, Nepal.
E-mail: brsigdel@gmail.com

ABSTRACT

Relying only on compliance measures is not regarded sufficient to curb corruption, ensure good governance and produce development results. The new journey requires cultivating leaders as integrity builders so that they could practice strategic leadership for transformation in governance system and deliver public commitment effectively. The study reviewed practices in the area of integrity building and analyzed underlying gaps in compliance based approaches of governance in the context of Nepali public administration. Semi-structured interview with senior executives of government (Joint Secretaries) has outlined poor employee engagement, delay in projects, risk aversion behavior, procurement practices as key issues area of integrity, and constructive engagement of employees as well as stakeholders and creating innovative systems as ways for promoting integrity.

Key Words: *Integrity, Ethics, Compliance, Integrity Building, Engagement*

GOODS AND SERVICES TAX - THE MANAGEMENT PERSPECTIVE

Dr. Subhrangshu Sekhar Sarkar

Professor

Department of Business

Administration

Tezpur University, Assam, India

E-mail: subh@tezu.ernet.in

ABSTRACT

The indirect tax system in India is complicated and multi-layered with levies both at the federal and State levels. India is going for a revolutionary change in the administration of indirect taxation in the country. From July 1, 2017 India is expected to introduce the Goods and Services Tax (GST) in the entire country as “One Nation, One Tax policy”. It is not an easy task; India is a federal country with the largest democracy of the world. There had been daunting task of amending the Constitution of India, getting consensus of 29 state governments having different political affiliations and the like. This paper narrates the challenges of introducing such a big reform in a country like India and also the role of management and management institutions for ensuring the success in implementing the GST in India.

Key Words: GST, Management, Challenges

SOCIO-ECONOMIC DEVELOPMENT AND POVERTY ALLEVIATION THROUGH MGNREGA IN INDIA

Dr. Mafruza Sultana

Research & Teaching Associate
IFIM Business School
Bengaluru, Karnataka, India.
E-mail: skmsultana@gmail.com

Dr. Sangita Dutta Gupta

Assistant Professor
IFIM Business School
Bengaluru, Karnataka, India.
E-mail: sangita.dgpt@gmail.com

ABSTRACT

Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), one of the successful Indian Governance strategies which entitles rural households to 100 days of casual employment on public works at the statutory minimum wage, contains special provisions to ensure full participation of women. The purpose of this study is to find out the role of this innovative MGNREGA strategy to alleviate the rural poverty in India and how it ensures their socio-economic development. It also aims at gender equality, Women Empowerment and how MGNREGA strengthens the rural people through social development particularly the women from socially and economically marginalized groups which ultimately leads to sustainable development of society as a whole.

Key Words: *MGNREGA, Rural Poverty, Women Empowerment, Gender Equality, Socio-Economic Development.*

REGULATORY FRAMEWORK OF MANAGEMENT EDUCATION IN INDIA: A REFLECTIVE ANALYSIS

Dr. Santosh Kumar Tripathy

Professor,
Dept. of Personnel Management &
Industrial Relations, Utkal University,
Bhubaneswar, Odisha, India.
E-mail: santoshtripathy.skt@gmail.com

Dr. Supriti Mishra

Associate Professor, IMI Bhubaneswar,
Odisha, India.
E-mail: mishrasupriti@imibh.edu.in

Laxmiprada Pattnaik

Assistant Professor, Dept. of Personnel
Management & Industrial Relations, Utkal
University, Bhubaneswar, Odisha, India.
E-mail: laxmiprada@gmail.com

ABSTRACT

With India emerging as one of the fastest growing economies of the world, the need and importance of management education has increased manifold in last few decades. This has led to the mushrooming of management institutions in the country. However, this phenomenal growth in the number of management institutions has raised concerns about the overall quality of these institutions. Quality of management education is of paramount importance in order to create industry-ready professionals. In this context, this paper attempts to highlight the emerging issues and challenges of management education in the country and provides significant insights to revitalize and sensitize various stakeholders. Moreover, it attempts to reflect the role of various regulatory bodies in ascertaining the quality of management education in the country.

Key Words: *Management Education, Regulatory Bodies, Quality, Management Institutions*

A STUDY ON HR GOVERNANCE: NOT-FOR-PROFIT ORGANIZATIONS VS. FOR-PROFIT ORGANIZATIONS

Dr. Shaji Kurian

Associate Professor HR &OB
IFIM Business School, Electronic City
Phase 1, Bangalore.
E-mail: shaji.kurian@ifimbschool.com

Dr. Abhishek Nirjar

Director
IFIM Business School, Electronic
City Phase 1, Bangalore
E-mail: Abhishek@ifim.edu.in

ABSTRACT

Not-for-Profit Organizations, such as academic institutions often face the challenge of social commitment vs. financial performance. HR governance (and specifically compliance) activities are usually reactive in origin, established to prevent, limit, or mitigate the risks and liabilities associated with non-compliance. Human resources governance in the Not-for-Profit sector focuses on managing power and resources for the benefit of all stakeholders. This includes management, employees, the clients, and the larger community that the organization serves.

Previous studies have established differences in H.R. in not-for-profit organizations. However, though HR governance issues in commercial establishments have extensive literatures, there is dearth of studies with respect to HR governance issues in Not-for-Profit organizations. This paper is aimed to address the HR governance issue of Not-for-Profit organization with special reference to academic institutions. The hypothesis discussed in this paper is: People, context, deals and opportunity concerns are different in Not-for-Profit and For-Profit organizations. For the purpose of gaining insights into the HR governance of Not-for-Profit organizations, where there is a dearth of literatures, a focus group study was conducted to validate the existing literature in the specific context of Not-for-Profit organizations, i.e., in this case – academic institutions. Study established a framework for HR governance with special reference to academic institutions which is different from For-Profit organizations. Paper established through extensive literatures a broad framework for HR governance, namely PCDO – People, Context, Deal and Opportunities.

Key Words: *Not-for-Profit Organizations, HR Governance, Commercial Enterprises, PCDO Framework*

RESERVATION POLICY AND ITS IMPACT ON RESERVED AND GENERAL CATEGORY STUDENTS

Dr. Manisha Mishra

Assistant Professor &
Assistant Dean (Academics)
Jindal Global Business School,
O. P. Jindal Global University,
Sonapat, Haryana, India
E-mail: mmishra@jgu.edu.in

ABSTRACT

This paper attempts to look at the impact of reservation policy on both reserved and general category students in a management institute in India. Reservation policy in India is the indispensable culmination of the long drawn struggle of social reformers, and the wisdom of the constitution makers to do away with the centuries of discrimination suffered by the disadvantaged groups. But as with numerous other well-meaning policies the implementation of this policy has had unintended consequences for both groups of students. The reserved category students are covertly discriminated in classroom settings while general category students struggle for a system where their perceived sense of meritocracy prevails. The paper concludes with some suggestions which may lead to the realization of the true intentions of the reservation policy.

Key Words: *Reservation Policy, Management Education, India, Impact*

MEASURING TRAINING EFFECTIVENESS OF EXECUTIVE DEVELOPMENT PROGRAMS: AN INSTITUTIONAL RESPONSE TO DEVELOPING A PARTICIPATORY MODEL FOR ENHANCED RESULTS

Samantha Rathnayake

Management Consultant,
Postgraduate Institute of Management,
University of Sri Jayewardenepura,
Sri Lanka.
E-mail: samantha@pim.sjp.ac.lk

K A I Kalyanaratne

Management Consultant,
Postgraduate Institute of Management,
University of Sri Jayewardenepura,
Sri Lanka.
E-mail: kaly@pim.sjp.ac.lk

ABSTRACT

Executive (Management) Development Programs (EDPs) are a key component in learning and development drive in an organization (Armstrong, 2012). It is believed that measuring and ensuring the effectiveness of training are two of the most problematic HRM issues. The Postgraduate Institute of Management (PIM), as the nation's management mentor has been in the forefront in breeding thought leaders with character and competence. The Institute's EDPs are of a high caliber, catering to current industry requirements, and a vital link in reaching the private/public community representing one of its key pillars, viz., partnerships. The aim of EDPs is to help improve organizational management systems and practices by providing relevant training and development to the executives of different sectors operating at different levels in the organizational hierarchy. Many organizations tend to paylip service to training in its many manifestations. Training evaluation is difficult, often time-consuming and difficult to execute (Bedingham, 1997). The PIM's task is to carry out the facilitation process, and it is not necessarily accountable for results. This two year-action-research-study has manifested that the institute has outreached its mere delivery mode to that of contributing to develop a positive, measurable and noteworthy return mechanism on training investment to the respective organizations.

Key Words: Management Development, Executive Education, Training Effectiveness, Accountability for Results.

SHAPING A VIBRANT PATH TO THE FUTURE OF BUSINESS EDUCATION

Prof. (Dr) Satish Ailawadi

Director-Institute of Management Technology,
Hyderabad

E-mail: director@imthyderabad.edu.in

ABSTRACT

As business evolves, so does business education. Perhaps the most reassuring prediction of the future of business is that it would not be entirely about making profits. As the future of business changes, business schools will have to adapt by leveraging strengths, establishing new directions and changing new mindsets. Faculty members will have to research and teach the latest advances in leadership, encourage critical thinking and facilitate innovative approaches to the problem solving. In recent decades, far-reaching changes in the political, technological, economic, and institutional environment have intensified the challenges faced by managers and policymakers throughout the global economy. The current environment in the public and private sectors demand new approaches to teaching and research. To be internationally capable, it is essential that MBA students have a greater awareness of debates concerning market failure, regulation and mechanism of government decision makers.

Key Words: *Vibrant, Business, Regulation*

CAPITAL STRUCTURE AND SUSTAINABILITY: AN EMPIRICAL STUDY OF COMPANIES LISTED ON BSE AND TSX

Prof. Gurdip Singh Batra

Professor & Head
School of Management Studies
Punjabi University, Patiala,
Punjab, India.
E-mail: batra.gurdip@gmail.com

Dr. Simmar Preet

Assistant Professor
Department of Commerce
Sri Guru Gobind Singh College of Commerce
University of Delhi, Delhi.
E-mail: preetsimmar@yahoo.com

Supriya Chopra

Assistant Professor
Department of Commerce
Sri Guru Gobind Singh College of Commerce
University of Delhi, Delhi.
E-mail: supriyasggsc@gmail.com

ABSTRACT

The capital structure of the listed companies has become an increasingly prominent issue in the world of finance. Since capital constraints have hindered the expansion of the corporate sector and the organizations have had various degrees of sustainability and adherence to GRI guidelines, so the question of how best to finance these organizations is a key issue. This paper explores how changes in the capital structure could improve their efficiency and financial, economic, environmental sustainability and operational self-sufficiency. Using panel data estimators, the paper establishes an empirical link between capital structure and key measures of corporate sustainability. Given significant capital constraints, expansion of the corporate sector in developed and developing economies remains a formidable challenge.

The limited literature on the impacts of capital structures on the corporate sustainability practices necessitated the study. Panel data was collected from hundred companies each from Bombay Stock Exchange and Toronto Stock Exchange on the basis of their market capitalization. The sources of data were financial and income statements and sustainability business reports covering 10 years. Econometric analyses were performed following the methodologies of Pedroni and Dickey-Fuller for descriptive results, Ordinary Least Square Regression and Probit Modeling. When sustainability was more constricted to financial sustainability, debt and share capital remain noteworthy.

Key Words: *Corporate Sustainability, Financing decisions, Capital Structure, Environment Sustainability Index, Social Sustainability Index, Economic Sustainability Index, Debt/Equity Ratio, Long-Term Debt Ratio, Short-Term Debt Ratio, Equity Financing, Sustainable Development*

Jel Classification: *B26, B27, C41, C43, G11, G12, G31, G34, G38, H11, H30.*

EVOLVING PUBLIC POLICY: ROLE OF MANAGEMENT EDUCATION - CORPORATE SOCIAL RESPONSIBILITY IN PUBLIC POLICY

Dr. V. S. More

Former Director & Research Guide
Mahatma Gandhi Vidyamandir's Institute
of Management & Research, Nashik
Mumbai Agra Highway, Panchavati,
Nashik, Maharashtra, India
E-mail: vsmore1204@gmail.com

Dr. Apoorva P. Hirary

Director General
Mahatma Gandhi Vidyamandir's
Institute of Management & Research,
Nashik, Mumbai Agra Highway,
Panchavati, Nashik, Maharashtra, India
E-mail: aph.mgv@gmail.com

ABSTRACT

There is a need to explore what changes would be necessary for management schools and business institutions to transform into socially responsible institutions and how such transformation could be facilitated. The present paper claims the inference that for business and management institutions, their views should not only depend on the curriculum but also expand their vision towards educating student on how to perceive social responsibility and transform themselves into business leaders with ethical values. In this regard, the review of previous literature will provide extensive information regarding how business schools have established corporate social responsibility as a public policy in their curriculum. A compilation of the results of previous literature will tend to highlight management education linked with CSR, and the relationship between management responsibility and philanthropy. On the whole, the values of CSR in management education as an evolving public policy will be emphasised.

Key Words: *Management Schools, Ethical Education, Corporate Social Responsibility, Globalisation*

PEDAGOGY OF MANAGEMENT EDUCATION IN B-SCHOOLS OF INDIA: A STUDY

Dr. Gurcharan Singh

Professor, School of
Management Studies,
Punjabi University, Patiala.
E-mail: guru64@gmail.com

ABSTRACT

Interactive and participative teaching methodologies are the need of the hour. The core capabilities of a business school offering management education lies in its unique and innovative teaching pedagogy to enable meaningful learning and development of skill. The main objective of the paper is to identify the factors affecting the pedagogy of management education in B- schools of India. The study is based on primary data. Convenience Sampling has been used. The scope of the study is confined to the B-schools of Punjab and Haryana. These include schools of business, business administration and management. The factor analysis has identified several factors affecting the pedagogy of management education in B- schools of Punjab and Haryana. These are 'Academic Excellence', 'Excellent Quality of Faculty Recruited', 'Wide choice of Functional areas', 'Personality Development and Industry exposure', 'Emphasizing Research', 'Good placement', 'Effective Admission Criterion' 'Knowledge development of Faculty', 'Good Quality of Infrastructure provided are representing the various underlying dimensions of the quality of management education.

Key Words: *Principal Component Factor Analysis, Varimax Rotation, Academic Excellence, Personality Development, Knowledge development.*

CORPORATE GOVERNANCE AND FINANCIAL PERFORMANCE OF THE FIRMS: EVIDENCE FROM PAKISTAN'S FOOD AND PERSONAL CARE (FPC) AND CEMENT SECTORS

Mohsin Ali Patel

Lecturer

Accounting and Law

Institute of Business Administration (IBA)

Karachi, Pakistan.

E-mail: mpatel@iba.edu.tk

ABSTRACT

This research paper analyzes relevant literature with regard to the relationship between ownership structure and firm's performance. Corporate governance has recently developed as one of the sought after topics for research. There was a long standing need to conduct research on the above stated topic and our results provide valuable information for decision making purposes. Our thorough exploration into the subject discloses that there is significant negative relationship between firm's performance and shares ownership by directors, so if the directors' ownership increases the performance of the companies goes down. Similarly, there is a significant negative relationship found between firm's performance and independent directors, which may be due to the inability of the independent directors to perform efficiently and effectively in the cultural environment of Pakistan. However, there is insignificant relationship between performance and percentage held by five largest shareholders. It seems that concentration of the share ownership in five largest shareholders does not seem to show any impact on the dependent variable performance.

Key Words: *Corporate Governance, Ownership Structure, Firm Performance.*

EDUCATION FOR SUSTAINABLE DEVELOPMENT: PERSPECTIVES AND THE INDIAN SCENARIO

Prof. Prasanta Kumar De
*Emeritus Professor and Former
Executive Director, International School
of Business & Media, Pune, India.
E-mail: pkde@isbm.ac.in*

ABSTRACT

Education for Sustainable Development (ESD) is an emerging global concept. It is evolved out of the concept of Sustainable Development (SD). The objective of SD is to meet the requirements of the present without compromising the opportunities of future generations to meet their needs. ESD aims to sensitize and empower individuals to think, act, and re-act as responsible citizens and to look for sustainable solutions. The paper discusses the evolution and growth of the concept of SD. It mentions how gradually the concept of ESD grown out of SD. It also discusses the background and subsequently the concept of 'Decade of Education for Sustainable Development' (DESD). Next, the paper analyzes the initiatives, challenges and limitations of ESD in India.

Key Words: *Sustainable Development, Education for Sustainable Development, Environmental Education, India*

TRI-PARTY COLLABORATIVE VENTURE FOR NON-PROFESSIONAL TECHNICAL SKILLS FORMATION

Dr. ASM Shahabuddin

Professor,
Department of Business
Administration, School of
Business, Uttara University,
Uttara, Dhaka-1230, Bangladesh.
E-mail: asmshihab@gmail.com

Md. Shamsul Arefin

Assistant Professor,
Department of Business
Administration, School of
Business, Uttara University,
Uttara, Dhaka-1230, Bangladesh
E-mail: arreefin@gmail.com

Dr. Nazrul Islam

Professor,
Department of Business
Administration, School of
Business, Uttara University,
Uttara, Dhaka-1230, Bangladesh
E-mail: nazrulku@gmail.com

Md. Mofazzal Hossain

Associate Faculty Member,
Small and Cottage Industries
Training Institute (SCITI),
Uttara, Dhaka-1230,
Bangladesh
E-mail: mofazzal.sciti@yahoo.com

Md. Azad Hossen

Associate Faculty Member,
Small and Cottage Industries
Training Institute (SCITI),
Uttara, Dhaka-1230,
Bangladesh
E-mail: mahimazad@gmail.com

ABSTRACT

More than 60 percent of 160 million people of Bangladesh are youth of which 40 percent are unemployed. These huge numbers of unemployed people need work skills to find wage employment or self-employment. Drawing upon the principles of cooperation and self-reliance, this paper theoretically proposes and explains a tri-party collaborative venture for non-professional technical skills formation. Lowly educated unemployed youth are the beneficiaries who will receive training to acquire skills and achieve upscale socioeconomic mobility. As non-professional technical skills are mostly learned informally and through on-the-job, business houses are posited as the cooperators who shall create scope for training those youth without employing them. Government agency is to assume the role of the facilitator that will provide support for the collaborative ventures. This conceptualization of institutional form of cooperation for non-professional technical skills formation is grounded in intuitive, practical and theory-driven insights. For gaining practical insights, collaborative training was graphically presented to two government officials from two training

organizations and two senior managers from two private telecom organizations for detailed discussion. The discussion findings were used to develop an interview guide to pool opinions from 13 SME employers. Also, dialogues were arranged 12 youth to elicit information on some specific points relating to skills training. Following the explanation of the proposed collaborative venture, the paper shares theory-driven insights useful for designing financing and incentive policies on the part of the government agency for putting the proposed and discussed venture into practice. As for novelty of this paper, the proposed collaborative venture as a de facto training center has the potential to be recognized as a model means to enhance corporate social responsibility (CSR) performance.

Key Words: *Collaboration, Cooperators, Facilitators, Beneficiaries, Skills Formation, Informal Training, Incentive Policy*

ROLE OF ACCREDITATION PROCESS AND REGIONAL RANKING SYSTEM OF UNIVERSITIES IN ASIA: WITH SPECIAL REFERENCE TO BANGLADESH

Md. Sabur Khan

Chairman, Daffodil International University,

Dhaka, Bangladesh

E-mail: sabur.khan@gmail.com

ABSTRACT

It has been observed by the academicians that accreditation and ranking system at Higher Education Institutes (HEIs) enhance educational quality management system by improving the effectiveness of institutions and ensuring that institutions meet the established benchmark. The paper describes the necessity of accreditation and ranking system in Bangladesh and emphasizes the necessity of regional ranking system in Asia for assuring the quality of higher education in the region. In 2017, 'The Bangladesh Accreditation Council Bill, 2017' has been passed in the national parliament to ensure standards of higher education institutes (HEIs) both public and private in the country. The research paper discusses the positive effect of Bangladesh Accreditation Council Act in a vigorous way. The paper also tries to show, 'how the university rankings have gained a considerable importance not only among the academia but also amongst students, parents, industry and businesses'. It also stresses on establishing Asian University Ranking like QS World University Rankings, Times Higher Education World University Rankings.

Key Words: *Accreditation, Ranking System, Higher Education Institutes, Bangladesh Accreditation Council Act, Asian University Ranking*

MANAGEMENT EDUCATION IN INDIA: CHALLENGES AND POSSIBLE PEDAGOGICAL SOLUTIONS

Prof. (Dr.) Monica Khanna

Director

K.J. Somaiya Institute of
Management Studies and Research,
Mumbai, India.

E-mail: director.simsr@somaiya.edu

Prof. (Dr.) Preeti S. Rawat

Professor, Organization Behaviour & Human
Resources,

K.J. Somaiya Institute of Management Studies
and Research, Mumbai, India.

E-mail: preetirawat@somaiya.edu

ABSTRACT

This paper focuses on challenges of management education in India and possible pedagogical solutions. It focuses on a pedagogical approach that is a careful blend of academicians who teach and consult in industry and industry practitioners who share their valuable experiences in the classroom teaching. There should be emphasis on developing a questioning mind, choice to earn credits for the full degree or earning only few credit courses as certification, relooking the learning models and delivery, getting exposure to the globalization experience, emphasizing on the role of technology in education, teaching of environment and disaster management and addressing diversity issues at workplace. The paper also cites some notable practices of the authors' affiliation institute as examples of good pedagogical practices.

Key Words: *Industry -Academia Partnership, Management Education, Pedagogical Innovations.*

STRATEGIC MANAGEMENT AT TATA MOTORS - GOVERNANCE IMPERATIVES FOR THE AUTOMOBILE INDUSTRY IN INDIA

Dr. S. K. Mathur

Former Sr. Faculty /

Professor of International Business,

Institute of Public Enterprise (IPE),

Hyderabad, India.

E-mail: skmat_2000@yahoo.com

ABSTRACT

The global automobile industry got quite adversely impacted by the Great Recession of 2008 which first occurred in the U.S. and soon spread globally. Even now, after a period of about eight years has since elapsed, the industry has just about started its journey on to the path of recovery. Between 2008 and 2014, millions of workers in the global auto industry lost their jobs. Such was the uncertainty and the complexity of the recessionary times that the purchase of a car even to replace the old one was deferred by many a car owner across the world. Given the hostile business environment for the global auto industry, many a company slashed its production to levels it felt would be just matching the demand. In India, too, a nearly similar long lasting slump in the demand for cars was experienced. The chinks in the armour of the renowned automobile companies then got exposed. Business models and Business Strategies including strategies for Marketing and Operations adopted by even the world's most successful companies such as The Big Three, namely GM, Ford and Chrysler in the US as well the giants in the Asia Pacific such as the twin Japanese invincibles Toyota and Honda had all to be designed anew to avert devastation under the grip of the mammoth global meltdown. In the post Great Recession period, a cut-throat and fierce competition has set in and this therefore calls for deft strategizing of the auto companies' businesses. Against such a backdrop, this paper attempts to examine the performance of a major Indian automobile company, namely, Tata Motors, and presents a critique of the company's business strategies and finally offers a few recommendations to revamp these strategies so as to ensure that the investors get due returns and the interests of all stakeholders, i.e., shareholders, the company's management, its employees and the society at large, are taken care of.

This paper attempts to analyse the reasons for the lack lustre market performance of the Tata Motors' cars, and presents a critique on the

inappropriateness of the strategies of the company which resulted in a woeful performance in the Indian car market. While the auto companies in India, be they Maruti Suzuki, Mahindra & Mahindra or MNCs such as Hyundai, Ford, Toyota, etc., continue to perform well and keep attaining a reasonably good growth, what ails Tata Motors? Who is to blame at Tata Motors - the top management team members or the Design Engineers beset with the task of product development? The paper addresses some of the issues related to this question. Also contained in the paper are a few suggestions aimed at the role management development can play in transforming the mindsets of the top management teams and executives across functional domains of Marketing, Production, etc., in large companies such as those in the Auto segment.

Key Words: *Strategic Management, Tata Motors, Governance Imperatives, Auto Mobile Industry, Manufacturers*

THE INFLUENCE OF THE GOVERNANCE IN MANAGEMENT EDUCATION REFORMS ACROSS THE SOUTH ASIAN COUNTRIES

Dr. Gurcharan Singh

Professor, School of Management
Studies Department, Punjabi
University, Patiala.
E-mail: guru64@gmail.com

Kanwarvir Singh Khaira

Research Scholar, School of
Management Studies Department,
Punjabi University, Patiala.
E-mail: kanwarvirkhaira@gmail.com

ABSTRACT

In today's challenging era, the developing countries contribute mostly towards the world economy. The focus of the paper is to explore the cross-national differences among the South Asian nations in order to examine the association of governance indicators to educational reforms indicators. The data is collected from the World Bank website and Regression technique is used for the study. The research findings show that the governance indicators such as-political stability and absence of violence/terrorism, regulatory quality, rule of law and control of corruption contribute mostly towards the internationalization of management institutions, which further help to promote the management education of South Asian countries in comparison to the global standards. For a good performance of education in terms of management and technology, the government needed to play an important role to sustain equilibrium between excellence and equity. Unconditional cooperation in curriculum development, preparation of instructional material, implementation of innovative practices, use of new technologies and promotion of collaborative research are the needs of the time.

Key Words: *Governance Indicators, Internationalization, South Asian Countries, Regression*

ETHICAL STANDARDS IN LIFE INSURANCE COMPANIES IN BANGLADESH: THE POLICY HOLDERS' VIEW

Dr. Muhammad Ziaulhaq Mamun

Professor

Institute of Business Administration

University of Dhaka,

Dhaka, Bangladesh.

E-mail: mzmamun@yahoo.com

ABSTRACT

Life insurance policies are not that popular in Bangladesh, even if there is a huge market for it. It is perceived as the most widely misused financial instrument where unethical business practices are common. In Bangladesh, there is a general perception that insurance companies will do and say anything to gain premiums at the expense of the policy holders. Keeping these in mind this study tried to find out the policy holders view regarding the ethical standards of the life insurance companies. To conduct the research four parameters of ethical standards are considered: Transparency, Compliance with the law, Customer Service and Professionalism. The parameters were then split into a number of complex and simple variables. A total number of 102 life insurance policy holders are surveyed using a non-probability convenience sampling technique.

The study noted that life insurance companies are not fair and committed to their customers. The companies in many cases do unlawful business and unfairly influence in their practices. The study found that the companies' pre and post contract services are inconsistent and unethical. The insurance companies try to portray a false image of their competitors and conduct morally unjust methods in the course of business. The study also identified eight unethical factors¹ as perceived by the policy holders. These factors mainly focus on company fairness and complaint resolution. The study noted that there is ample scope of growth of life insurance business in Bangladesh. The policy holders expect the life insurance companies to act truthfully, show transparency and commitment, abide by the law of the land and ensure responsible use of the company's assets in serving the stake holders. Any deceitful act by the life insurance companies will result in distrust and harm the entire life insurance industry as a whole.

Key Words: *Ethical Standards, Life Insurance, Customer Service, Parameter, Respondents*

¹ Factor is a linear combination of the original variables. Factors also represent the underlying dimensions (constructs) that summarize or account for the original set of observed variables.

SOCIAL RESPONSIBILITY AND GOVERNANCE: LESSONS FROM TATA STEEL

Prof. Dr. Swarup K Mohanty
Director, SONA School of Management,
Salem, Tamil Nadu, India
E-mail: director@sonamgmt.org
swarup.mohanty@gmail.com

ABSTRACT

Long before Corporate Social Responsibility and Governance became catchwords in industry circles, Tata Steel was soaked into the souls that defined ethical and responsible business behavior. The present paper discusses these two interchangeably used concepts - Governance and social responsibility, and their extraordinary applications as a model by a company to remain viable and vibrant for over hundred years.

Key Words: *CSR, Governance, Ethics, Leadership, Familial-culture*

ACCELERATING THE SOCIO-TECHNICAL TRANSITION PROCESS TO LOW-CARBON TECHNOLOGIES

Dr. Annika Styczynski

Assistant Professor and Assistant Dean (Research &
International Collaborations)
Jindal School of Government and Public Policy (JSGP)
O.P. Jindal Global University
Sonapat, Haryana, India
E-mail: astyczynski@jgu.edu.in

ABSTRACT

According to the Rio Declaration on Environment and Development (1992), the precautionary principle is fundamental to environmental management. Governments, in their regulatory capacity, can adopt the precautionary principle, can shape society's interaction with nature and thus environmental outcomes to address the knowingly harmful if not irreversibly negative impact of human activities on the well-functioning of the earth system. Governments across the globe have recently expressed their commitment to the Sustainable Development Goals (SDGs), which further specify the need for climate action (SDG13), responsible production and consumption (SDG 12), as well as affordable clean energy (SDG 7). This paper wants to reflect on four mechanisms for the accelerated diffusion of low-carbon technology innovations. These are: (1) vertical and horizontal dynamics and their effects across the multi-level governance system; (2) interactive cycles with policy-induced domestic market growth of climate friendly technology innovations and corresponding policy feedback; (3) reinforced international diffusion of innovations from pioneer countries either in the form of low-carbon technologies from lead-markets or related policies as a result of cross-country lesson-drawing. (Jänicke, 2015) This paper contributes to the theoretical debate by adding a fourth mechanism for the accelerated diffusion of low-carbon technologies which is manifest in the detection and penalty of inconsistencies of policy compliance within and across jurisdictions. These mechanisms can theoretically and empirically overlap and reinforce each other over time and space as the socio-technical transition process of a selected case in electric mobility exemplifies.

Key Words: *Socio-Technical Transition, Low-Carbon Technologies, Sustainable Development Goals*

APPLYING SUPPLY CHAIN MANAGEMENT PRINCIPLES IN LAW ENFORCEMENT – LESSONS FROM BIHAR

Dr. Rajesh Chakrabarti

Professor and Executive Vice Dean
Jindal Global Business School
Director, Executive MBA Programme
O.P. Jindal Global University
Sonapat, New Delhi.
E-mail: rchakrabarti@jgu.edu.in

Dr. Kaushiki Sanyal

CEO, Sunay Policy Advisory
New Delhi.
E-mail: kaushiki.sanyal@gmail.com

ABSTRACT

In 2005, faced with the task of restoring law and order in a virtually lawless Bihar, the Nitish Kumar administration had used Supply Chain Management principles in the detection-prosecution-detention-restitution continuum of criminal justice with impressive results. Speedy trials and enforcement of gun laws had broken the prosecution bottleneck. A holistic rather than symptomatic perspective helped provide a systemic solution. At least two major law and order problems in India today – the drugs menace in Punjab and the nationwide human trafficking challenge – can benefit immensely out of the application of the same principle. The paper illustrates the case of application of the principle in Bihar and points out why the drugs and trafficking problems today can benefit from the same approach.

Key Words: *Supply Chain Management, Law Enforcement, Criminal Justice, Public Policy, Customer Service Management*

SOME ASPECTS OF INSTITUTIONAL GOVERNANCE OF HIGHER EDUCATIONAL INSTITUTIONS IN BANGLADESH

Dr. Nazrul Islam

Professor & Dean, School of Business,
Uttara University
Uttara, Dhaka, Bangladesh
E-mail: nazrulku@gmail.com

Dr. Md. Shamsul Arefin

Assistant Professor,
School of Business, Uttara University
Uttara, Dhaka, Bangladesh
E-mail: arreefin@gmail.com

ABSTRACT

Governance of higher educational institutions is a challenge of the government of a developing country like Bangladesh. In one end, these organizations have limitless autonomy and in other end, they have accountability to the public and the society as well. These institutions often behave like a disorderly sector due to the legal autonomy. Public and Private universities of Bangladesh are also in dilemma between institutional autonomy and government accountability. These institutions are given full autonomy as per university ordinance to operate independently and they are held responsible for contributing to the development of the society at large. Therefore, universities in Bangladesh face continuous pressures from the government to manage their activities whereas it has got full liberty to act on their own. These two extreme sides of the continuum often mystify the management of higher educational institutions and emanate continuous tension to exert balance between this two. Although, the regulatory bodies such as, Ministry of Education (MOE), University Grants Commission (UGC) and Accreditation Council (recently approved) aid to make the university accountable to the society that also impedes the freedom of regulating its own affairs. This mystery is prolonged when the performance-based accountability is incorporated to divert the existing forms of regulations. This new dimension of accountability emphasizes tangible performance rather than resource inputs, administrative processes, and fiscal audits that are demanded by the stakeholders. To motivate, the budget is allocated according to the performance of the public university and it demands universities to report their performance to the public. This performance-based accountability is used to make balance between institutional autonomy and public accountability which is now applied in higher education management all over the world. Hence, this paper investigates how the universities irrespective of public and

private nature govern institutions, adjust accountability, enjoy autonomy, and address compliances. The findings show that the universities are hardly in a position to discharge their duties due these conflicting regulations of the government and the regulating authorities of the country.

Key Words: *Governance, Higher Education, Public Accountability, Institutional Autonomy, University Grants Commission.*

INTEGRATING HUMANITARIAN, ECONOMIC AND SOCIAL GOVERNANCE INTO MANAGEMENT OF SOCIAL ENTERPRISE'S INTELLECTUAL CAPITAL

Muhammad Yasir

Department of Management Sciences
Hazara University Mansehra, Pakistan
E-mail: muhammadyasir@hu.edu.pk

Abdul Majid

Department of Management Sciences
Hazara University Mansehra, Pakistan
E-mail: abdulmajid@hu.edu.pk

ABSTRACT

The concept of social enterprise has emerged recently in response to growing call for the development of an enterprise with primary motive of serving the society while having potential to sustain itself as a business venture. Thus, the most important task for a social enterprise is to integrate governance of humanitarian, economic and social elements into its strategic goals, and their effective management. The paper proposes that a social enterprise would put together human, structural and relational components of intellectual capital to attain not only its business objectives; but also effective governance of humanitarian, economic and social issues. The proposed model of intellectual capital management in a social enterprise would serve as a guideline for the researchers to further explore the dynamics of this relationship in the contemporary organizations.

Key Words: *Social enterprise; Intellectual capital; Governance; Humanitarian, Social and Economic issues*

GOVERNANCE PRACTICES IN BUSINESS SCHOOLS: THE INDIAN EXPERIENCE

Dr. Nisha Pandey

Associate Professor
and Chairperson Centre
for Excellence -
Entrepreneurship Cell
E-mail: nisha.pandey@ves.ac.in

Dr. Satish Modh

Director, Vivekanand
Education Society
Institute of Management,
Chembur, Mumbai

Prof. Ashish Pandey

Ass. Professor at SJM
School of Management,
Indian Institute of Technology
Bombay, Mumbai.
E-mail: ashishp75@gmail.com

ABSTRACT

Management education is viewed as an instrument of grooming future managers and thought leaders. Higher education includes University level education and management course offered by specialized business schools aimed at improving general management competencies among young budding managers. The demand for skilled manpower has been increasing due to liberalization and globalization and management schools provide trained manpower to a national pool of potential managers. However, these institutions need to integrate themselves with the emerging needs of an economy; especially the undermanaged sectors and areas. This paper takes a position that in the Indian context such institutions have yet to contribute substantially and hence there is a need to reinsulate mindset and orientation towards a more inclusive management education system. The paper points out certain observable deficiencies and recommends a broader frame of perspectives which could assist the policy makers towards potential solutions.

Key Words: *Management Education, Best Practices, Governance, Business School*

GOVERNANCE ISSUE OF STUDENTS' ABSENTEEISM IN MANAGEMENT SCHOOLS

Dr. Rajeev Shukla

Director, SVCM, Shri Vaishnav
Vidyapeeth Vishwavidyalaya, Indore,
452001, India.
E-mail: rajeevshuklaujn@gmail.com

Dr. Ajit Upadhyaya

Associate Professor and Head,
Marketing, Prestige Institute of
Management and Research, Indore
E-mail: ajit.everywhere@gmail.com

ABSTRACT

Non-attendance at university seems to be an on-going problem that appears to transcend country, university and discipline. Many reasons that students pretend to as explanations for absenteeism include family, social and work commitments, illness, family emergencies, etc. Clearly some of these reasons are completely valid and occur as a consequence of life circumstances, life events and the changing profile of the student. Findings of the study will help governance of management schools in the retrospection of their management program offerings, governance, and for quality improvement. One-way communication process, teacher's classroom control, not well thought out time table, personal issues like medical and family issues could be a reasons of absenteeism.

Key Words: *Students' Absenteeism, Management Schools, Factors, Teaching resources, Technology*

IMPACT OF GOVERNANCE ON THE PERFORMANCE OF HIGHER EDUCATIONAL INSTITUTIONS OF MADHYA PRADESH IN INDIA

Hitendra Bargal

Patel Group of Institutions,
DA University
Indore (MP) India
E-mail: pcstmba@gmail.com

Ashish Sharma

Rani Durgavati University
Jabalpur (MP) India
E-mail: ashu72_sharma@rediffmail.com

Priyanka Bargal

DA University
Indore (MP) India
E-mail: priyankabargal2005@gmail.com

Priyanka Chawla

Acropolis Institute of Technology,
DA University
Indore (MP) India
E-mail: priyanka07chawla@gmail.com

ABSTRACT

The issue of governance is an important requirement for public educational institutions. The governance and management of the institutions play an important role in its future direction. The important question arises which stakeholder should have what proportion of role? The higher education sector in state of Madhya Pradesh today has good and bad both impact of higher degree bureaucratic intervention. The Madhya Pradesh Government and importantly Bureaucracy have made some interventions few year ago which may be both as catalyst and barrier. The paper has covered the policy and operating issues of these interventions in the success/failure of higher educational institutions. The research problem is to analyze the need and rational of such interventions and its impact on the performance of higher educational institutions. The research design was exploratory. The sample size was retired principals and retired teachers. The paper will suggest the important considerations for better result and future of students

Key Words: Governance, Educational Institutions, Management, Policy.

CORPORATE SOCIAL RESPONSIBILITY AS PART OF MBA CURRICULA: A STUDY OF STUDENT PERCEPTION

Dr. Gurcharan Singh
Professor, School of
Management Studies,
Punjabi University Patiala
(Punjab) India.
E-mail: guru64@gmail.com

Dr. Salony Kansal
Research Scholar, School of
Management Studies, Punjabi
University Patiala (Punjab) India
E-mail: vineetmittal7@yahoo.co.in

ABSTRACT

In the changing market scenario, it's equally important for management schools to change their curricula according to market demands. The purpose of this research paper is to examine the perception of students regarding introduction of CSR in the MBA curricula and need and importance of introduction of CSR in management education. The methodology of research employed was through survey questionnaire. A survey was conducted among 100 students of Management education in Punjab. The ratings were based on responses to a 5 point Likert Scale. To analyse the findings mean and factor analysis were applied. The findings of this study can contribute to the understanding of CSR education from the point of view of MBA students.

Key Words: Corporate Social Responsibility, Management Education, MBA Students

STUDY OF WORK MOTIVATION AND ROLE EFFICACY OF ACADEMIC TEACHING STAFF IN PRIVATE HIGHER EDUCATION (HE) INSTITUTIONS IN DELHI AND NCR

Dr. (Cdr.) Satish Seth
Professor and Director-General,
Jagannath International Management School,
Kalkaji, New Delhi.
E-mail: directorgeneral.kj@jagannath.org

ABSTRACT

India's Higher Education (HE) system is the world's third largest, in terms of students, next to China and the United States. However none of our elite B-Schools feature in the list of top 100 in the annual rankings published by QS, London Times, etc. Most Government/private surveys attribute contributory reasons for the above to lack of world class infrastructure and facilities, intellectual capital, research, industry partnerships, foreign collaborations, etc.

The aim of the present research study was to examine the causes of high attrition amongst teaching staff of select private B-Schools in Delhi-NCR area. The findings revealed a lack of effective governance by the Management of these institutions as a key contributory cause. The motivational climate profile of select B-Schools was prepared and role efficacy of academic teaching staff measured thereof. Based on the findings Strategic HR framework for adoption by management of these institutions was designed with a view to enhance performance of their faculty and thereby reduces the attrition rate.

The study is based on intensive use of primary and secondary data obtained through questionnaires, interviews, print and electronic media including internet. The statistical analysis software package used is SPSS.

Key Words: *Higher Education, Motivation, B-School, Role Efficacy, Leadership*

ROLE OF PUBLIC SECTOR TRAINING INSTITUTES IN ENABLING GOVERNANCE PRACTICES: A CASE OF NEPAL ADMINISTRATIVE STAFF COLLEGE

Rameshwor Bhandari
Training and Research Officer,
Nepal Administrative Staff College,
Jawalakhel, Lalitpur, Nepal
E-mail: r.vandary@gmail.com

ABSTRACT

Training is an integral part of management development and there are number of public sector training institutes in Nepal for capacity building of public organizations. The relevance of such public training institutes has proliferated with the enactment of Training Policy 2014 that has envisioned ambitious “Training for All” concept. This paper in this context tries to elicit on the role played by Nepal Administrative Staff College (NASC), a leading public sector training institute of Nepal. While training is at the focus of discussion, the paper sheds light on the modalities and contents incorporated by NASC in four major training programs - Senior Executive Development Program (SEDP), Advanced Course on Management and Development (ACMD), and Professional Course on Governance and Development (PCGD) designed for senior joint-secretaries, mid-level officers and entry-level officers of the government of Nepal respectively. In addition to this, some other specific targeted programs conducted by NASC are also discussed to further clarify the role of NASC. The paper ends with short discussion on prospects and challenges of NASC for achieving its mandates in changed context.

Key Words: *Management Development, Training, NASC, Prospects and Challenges*

MANAGEMENT FOR DEVELOPMENT: PATHWAY FOR THE FUTURE OF MANAGEMENT EDUCATION IN INDIA

Ramya Chitrapu

Junior Research Fellow,
Centre for Public Policy,
Administrative Staff College of India,
Hyderabad, India.
E-mail: ramyachitrapu@asci.org.in

Dr. Chandrasekhar Mylavarapu

Professor & Director,
Centre for Public Policy,
Administrative Staff College
of India, Hyderabad, India
E-mail: chandrasekhar@asci.org.in
director@iimv.ac.in

Dr. Ramu Suravajjula

Editor, ASCI Journal of Management,
Administrative Staff College of India,
Hyderabad, India
E-mail: editor@asci.org.in

ABSTRACT

The foundation of management to date is rooted in the functions and principles espoused by Henry Fayol et al of yore. Management teaching, however, has been evolving, in tune with the changing times and in its quest to realign with the demands of the global business landscape. Also, as an academic discipline, it holds much potential in ensuring public-service delivery or building public-administration leadership. While there has been a debate on A2G (Academia to Government) and A2I (Academia to Industry) disconnect, much of the blame is placed at the doorstep of the “A” for the “G” and “I” not coming calling to management schools (barring exceptions) for policy, research or consulting support on matters of regulation, governance, strategy and/or performance management. Academia is therefore realizing that there is indeed a need, as much for ‘inside-out’ introspection as for ‘outside-in’ prospection to make management education more purposeful. This calls for a fundamental re-orientation and a disruptive transformation of how management education is conceived and conceptualized, designed and delivered. In the current context, management development should be construed as management for (or of) development, so that the outlays for management education engender better socio-economic outcomes, via credible and quantifiable outputs. Accordingly, the measures, metrics and indicators of success for management education need redefinition. Such transition requires a robust framework for the change to attain constancy. The aim of this paper, hence, is to explore some potential avenues and practical approaches, with a view to bringing in the developmental perspective into management education for better stakeholder buy-in.

Key Words: Management Education, Management for Development, Academia-industry Connect, Academia-government Association.

GOVERNANCE PRACTICES IN MANAGEMENT INSTITUTIONS: AN EMPIRICAL STUDY OF NORTH INDIA

Dr. Gurcharan Singh

Professor, School of Management
Studies, Punjabi University,
Patiala.
E-mail: guru64@gmail.com

Dr. Shaminder Kaur

Assistant Professor, P.G. Dept. of
Commerce, Mata Gujri College,
Sri Fatehgarh Sahib.
E-mail: shamijrf@gmail.com

Dr. Ran Singh

Professor, Department of Tourism
and Hospitality Management Punjabi
University, Patiala.
E-mail: ranfateh@gmail.com

ABSTRACT

Good governance underpins the mission and creates a sound, ethical and sustainable strategy, acceptable to the institution as a whole. The improvement of learning, teaching and research outcomes in all the management institutions requires strong leadership base, effective management and governance arrangements. The main objective of this study is to examine the governance practices in management institutions in North India. The scope of the study is confined to states namely Punjab, Haryana and Chandigarh. A sample of 450 students was selected from the institutions. The result of the findings revealed that Competent administration, Recruitment sources, Maintaining high quality in Research and Development, Increased employability, Robust and Transparent financial systems, Ensuring open information sharing system, Effective student arrangements represent the various underlying issues of the good governance mechanisms that primarily build the image of management institutions in North India.

Key Words: *Governance Practices, Management Institutions, High quality in Research and Employability.*

MANAGEMENT EDUCATION IN INDIA: CHALLENGES AND OPPORTUNITIES

Dr. Rajeev Shukla

Director, SVSM,
Shri Vaishnav Vidyapeeth
Vishwavidyalaya, Indore, India.
E-mail: rajeevshuklaujn@gmail.com

Dr. Upinder Dhar

Vice Chancellor,
Shri Vaishnav Vidyapeeth
Vishwavidyalaya, Indore, India.
E-mail: vc@svvv.edu.in

ABSTRACT

A phenomenal growth in the number of management institutions and enrollment in management programs has been observed especially after the liberalization of Indian education during early 1990s. However, many private institutions compromised on the quality of education to save money on soft and hard infrastructure. As a result, a large number of management institutions are now facing problems of vacant seats. In this study, current scenario of management education in India and preferences of prospective students for management programs have been analyzed. Findings of the study will help management institutions in the retrospection of their management program offerings, governance, designing of competitive strategies and for quality improvement of management education in India.

Key Words: *Management Institutions, Management Programs, Prospective Students, Enrollment, India.*

TRENDS IN MANAGEMENT RESEARCH - AN ANALYSIS OF THE POLICY AND GOVERNANCE ISSUES IN THE SOUTH ASIAN CONTEXT

Dr. Sita Vanka

Professor, School of Management
Studies, University of Hyderabad,
Hyderabad, India.
E-mail: sitavdean@gmail.com

Dashimti Marwein

Research Scholar, School of
Management Studies, University of
Hyderabad, Hyderabad, India.
E-mail: dashimti@gmail.com

ABSTRACT

The world economy has witnessed a transformative phase due to the twin forces of globalization and information revolution. This lead to competition, which presupposes performance, forcing organizations to innovate and acquire capabilities of a different order. Managing the organizations thus, has become a complex phenomenon with the growing demands of the economic development agenda of nations. This is true of the South Asian economies too. The pace of social change and the elevated position of the South Asian economies in the new economic order along with the demographic transitions of a youthful population necessitates careful management of the talent pipeline. Education and research thus, assumes significance in this context. While research capacity has been increasing, the proportion of South Asia's research output compared with the rest of the world is extremely low. The total research output from SAARC countries accounts for only about 2.86 percent of the total global output over the past 50 years (Badat, 2016). This calls for a relook at the research output in the South Asian region.

*Researchers have touched upon various aspects of management but the contextual variation of the concept of governance makes it an interesting case for investigation. The word governance is now fashionable but has a long history deriving from the Greek word *kubernân* meaning to pilot or steer or how to design rule making. Among the policy makers, the more normative concept of 'good governance' has become very popular since it was introduced by the World Bank in 1989. What has been the common trend in the South Asian countries is a quest for better and sound governance and this has been on the policy agenda of different governments. Different reforms, institutional changes and creation of new acts, policies, and new organizations have been tried to*

streamline public administration and governance mechanisms both at the central and local levels. A number of patterns have emerged in the south Asian economies and the researchers have touched upon these aspects as reflected in the academic literature. This paper scans the articles published in the South Asian Journal of Management between the years 2000 to 2015 to analyze the trends in management research with focus on the policy and governance issues in South Asia. An attempt would be made to throw light on the articles which highlight the patterns and models of governance and policy issues that supports sustainable mutual benefit in a complex but hugely rewarding region.

Key Words: *Management Research, South Asian Context, Policy, Governance, Trends, India*

LEVERAGING ACCREDITATIONS & RANKINGS FOR DIFFERENTIATION BY INDIAN BUSINESS SCHOOLS

Dr. Prashant Gupta

Professor

Jaipuria Institute of Management,

Jaipur, India

E-mail: prashant.gupta1@jaipuria.ac.in

Dr. Sheenu Jain

Assistant Professor

Jaipuria Institute of Management,

Jaipur, India

E-mail: sheenu.jain@jaipuria.ac.in

ABSTRACT

Survival and growth of any organization depends heavily on quality of its products and services. This applies to business schools also. While accreditation is mandatory for expansion and utilization of benefits under various schemes, participation in surveys conducted by various agencies and government is optional. The paper discusses how accreditations and rankings have become important for assurance of quality of a program / institute. It makes comparison of the parameters and their weightages used in accreditation schemes and in different surveys for ranking. The authors suggest how accreditations and rankings can be used as differentiators to gain competitive advantage. The paper also suggests changes in accreditation and rankings systems to fulfill the objective of improving quality of programs and institutes.

Key Words: *Management Education, Ranking, Accreditation, Quality Assurance, Business Schools*

MANAGEMENT EDUCATION AND ENVIRONMENT: ISSUES AND CHALLENGES

Brajaraj Mohanty
Professor of Strategic
Management
Xavier University, Bhubaneswar
E-mail: brajaraj@ximb.ac.in

Basanta Kumar
Adjunct Professor
Xavier University, Bhubaneswar
E-mail: basanta@xsc.edu.in

ABSTRACT

Bio-physical environment has been under severe stress during the last four decades. Increase in global population, depletion of forest land, excessive consumption of natural resources such as rocks, minerals and fossil fuel, pollution to water and air, global warming and depletion of ozone layer due to unrestricted and unrestrained consumption habits particularly by more advanced nations have created hazards for living beings on earth. There is the fear that if the trend of such development is not reversed, this will affect not only the sustainability of the present generations, but also of the future generations. In this context, protecting the bio-physical environment becomes important. However, the issues are so complex, inter-related and pervading that they need clear understanding and integrated approach to solutions involving various stakeholders. Management professionals who are trained in multiple disciplines are expected to play some vital roles. The objective of this paper is to find out and analyze environmental issues and challenges and then discuss to what extent management curriculum and training is designed to perform such vital roles. This study is based on available literature and analysis of curriculum in five top ranking government and five top ranking private management institutes in India. It is found that even in top ranking institutes very nominal attention is paid to these serious issues.

Key Words: *Life on earth, Physical environment, Global warming, Pollution, Over-consumption*



ASSOCIATION OF MANAGEMENT DEVELOPMENT INSTITUTIONS IN SOUTH ASIA

University of Hyderabad Campus,
Central University Post Office, Hyderabad-500046
Tel: 91-40-6454 3774/5226; Fax: 91-(0)40-2301-3346
E-mail: amdisa@amdisa.org, Website: www.amdisa.org



The leading business schools in the SAARC region initiated the Association of Management Development Institutions in South Asia (AMDISA) in 1988. This is the only Association which networks management development institutions across the eight South Asian Nations through exchanging information, facilitating inter-country research initiatives especially at the doctoral level and conducting regional conferences, workshops, colloquia and programs, and thereby providing a forum for interaction among academics and business leaders. It publishes a scholarly academic journal, *South Asian Journal of Management* (SAJM) four times a year and a Newsletter three times a year. AMDISA is recognized by SAARC, the Inter-Government Agency, as a regional professional association with consultative status having 256 members.

Since its inception, AMDISA has organized fourteen biennial South Asian Management Forums (SAMF) by rotation in all the South Asian (SAARC) countries. The 14th SAMF on the theme “Governance and Public Policy – Role of Management Development” was organized by MNU Business School, Maldives National University, Male, Maldives in April 2017. AMDISA has also organized 20 Regional Workshops for Faculty, 13 Regional Workshops for Deans and Directors, 3 South Asian Management Colloquia, 13 Regional SAQS Workshops, and 1 South Asian and 2 county-specific Training Programs. It has also initiated two medium-term quality initiatives, the Commonwealth-AMDISA Regional Doctoral and Post Doctoral Fellowship Program, and the South Asian Quality Assurance System (SAQS). A total of eleven regional Fellowships have been awarded. Eighteen reputed schools (15 from India and 3 from Pakistan) have availed the services offered by SAQS, and have been accredited by AMDISA, while twenty two more schools, (2 from Bangladesh, 15 from India, 1 from Nepal and 4 from Pakistan) are in the process.



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