

# AMDISA NEWSLETTER

Association of Management Development Institutions in South Asia

AMDISA Newsletter is the official organ of Association of Management Development Institutions in South Asia (for private circulation only)

Volume 65\* November 2025



*Season's Greetings and Best Wishes  
for the New Year 2026*

**I 7th General Assembly of AMDISA Members  
On 28th October, 2025 at AMDISA Secretariat,  
University of Hyderabad campus, India**



**I 7th General Assembly of AMDISA Members**

**1st row: L-R: Mr. Abdulla Nafiz, Prof. S Sreenivasa Murthy, Prof. Madhumita Chatterji, Dr. Ashok R. Joshi,  
Ms. Tshering Yangden, Dr. G. Rameshwar Rao, Dr. Tapan Kumar Nayak, Dr. Asanga Ranasinghe**

**2nd row from top: L-R: Dr. ANK Prasannanjaneyulu, Dr. K P Venugopala Rao, Dr. Ambuj Gupta, Dr. Jairaj Nair,  
Mr. Ahmed Shathir, Dr. Rajneesh Chauhan, Dr. K. Sriharsha Reddy, Rev. Fr. A. Pranith, Dr. B Srinivas Raj,  
Prof. Chetan Srivastava, Mr. C. Ramakrishna, Prof. S. Zarar**

The 17th General Assembly of Members was held at AMDISA Secretariat, University of Hyderabad campus, Hyderabad, India on 28th October, 2025. Ms. Tshering Yangden, Vice-President - AMDISA & Director General, Royal Institute of Management, Thimphu, Bhutan, presided over the meeting. The highlights of the meeting were:

1. Consideration and adoption of the President's report detailing the activities of AMDISA during the period 2019-2022.
2. Confirmation of the Provisional Membership granted by the Executive Board to 31 new Member Institutions admitted during the period 2022-2024.

(Contd at Page. 5)

## AMDISA Executive Board 2025 - 2027

### President

**Ms. Tshering Yangden**, Director General, Royal Institute of Management, Thimphu, Bhutan

### Vice President

**Prof. Dr. Bijay KC**, Professor & Dean, Kathmandu University School of Management, Lalitpur, Nepal

### Members

**Prof. Imran Rahman**, Vice Chancellor, University of Liberal Arts Bangladesh (ULAB), Dhaka, Bangladesh

**Prof. S. Sreenivasa Murthy**, Director, Institute of Public Enterprise (IPE), Hyderabad, India

**Prof. Madhumita Chatterji**, Director, ABBS School of Management, Bengaluru, India

**Dr. Rajan Saxena**, Strategic Advisor & Vice Chairman, Aditya School of Business Management (ASBM), Mumbai, India

**Mr. Abdulla Nafiz**, Dean, Qasim Ibrahim School of Business, Villa College, Male', Maldives

**Prof. Naukhez Sarwar**, Principal & Dean, NUST Business School, National University of Sciences and Technology, Islamabad, Pakistan

**Mr. Talib Syed Karim**, President, Institute of Business Management (IoBM), Karachi, Pakistan

**Dr. Asanga Ranasinghe**, Director, Postgraduate Institute of Management, University of Sri Jayewardenepura, Colombo, Sri Lanka

### Invitees

#### Immediate Past President

**Prof. Mohammad Abdul Momen**, Bangladesh (2022-2024), Former Director, Institute of Business Administration (IBA), University of Dhaka, Dhaka, Bangladesh

#### Vice Chancellor, University of Hyderabad, India

**Prof. Basuthkar Jagadeeshwar Rao**, Vice Chancellor, University of Hyderabad, Hyderabad, India

#### President of National Network in South Asia

**Prof. Dr. Asif Raza**, President, AMDIP and Rector, University of Management and Technology (UMT), Lahore, Pakistan

#### Past Presidents - Invitees

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

**Prof. Dr. Abdur Rab**, Bangladesh (1996-1998), Vice Chancellor, International University of Business Agriculture & Technology (IUBAT), Dhaka, Bangladesh

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

**Dr. Mohamed Latheef**, Maldives (2002-2004), Former Chancellor, The Maldives National University, Male, Republic of Maldives

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

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

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

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

**Prof. Lakshman R. Watawala**, Sri Lanka (2015-2017), President, The Institute of Chartered Professional Managers of Sri Lanka, Colombo, Sri Lanka

**Mr. Shathif Ali**, Maldives (2017-2018), Former Dean, MNU Business School, The Maldives National University, Male', Republic of Maldives

**Mr. Abdul Rahman Mubaarique**, Maldives (2018-2019), Deputy Vice Chancellor (Administration and Finance), The Maldives National University, Male', Republic of Maldives

**Prof. Dr. Syed Mir Muhammad Shah**, Pakistan (2020-2022), Pro Vice Chancellor, Sukkur IBA University, Sukkur, Pakistan

### Ex-Officio

**Mr. C. Ramakrishna**, Executive Director, AMDISA, Hyderabad, India

### Editor:

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## AMDISA President and Vice President



Ms. Tshering Yangden, Director General, Royal Institute of Management, Thimphu, Bhutan has been elected as the President of AMDISA for 2025-2027 at the 17th General Assembly of AMDISA.

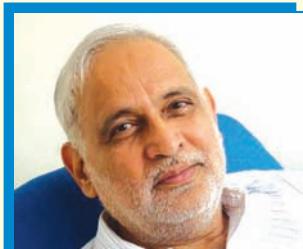
Ms. Tshering Yangden



Prof. Bijay K.C., Dean, Kathmandu University School of Management, Lalitpur, Nepal has been elected as the Vice President of AMDISA for 2025-2027 at the 17th General Assembly of AMDISA.

Prof. Bijay K.C.

## From the Editor



Dear Readers,  
Greetings from AMDISA!

We are particularly pleased to inform that Ms. Tshering Yangden has assumed office as the President of AMDISA and is the first woman President.

Strengthening international academic collaboration has been a key priority of AMDISA and in this context, a collaborative tripartite MoU between African Association of Business Schools (AABS), Latin American Council of Management Schools (CLADEA) and AMDISA was reached during the recent visit of Ms. Lana Elramly, Executive Director, AABS, Mr. Mohanlall, Associate Director – AABS, and Mr. Manuel Ortiz de Zevallos, Executive Director, CLADEA. This strategic partnership will bring together business schools in South Asia, Africa and Latin America.

The EQUAL Board Meeting, held in hybrid mode on 7th November 2025, focused on emerging priorities in global management education, including sustainability and

research impact. Dr. Ashok Joshi, Chairman, Local Management Committee & Past President, AMDISA, and Mr. C. Ramakrishna, Executive Director, AMDISA, participated in the meeting.

The Newsletter also reports AMDISA's role as a partner in the India-UK Business School dialogue in September 2025, held in New Delhi, which brought together senior academic leaders, policymakers, and institutional representatives from India and the United Kingdom. The dialogue featured distinguished speakers, including British High Commissioner to India Ms. Lindy Cameron, and Mr. Lord Karan Bilimoria CBE DL; Mr. Gurcharan Das; and Mr. Amitabh Kant, among others.

We congratulate the institutions recently awarded SAQS accreditation and re-accreditation. In addition, you will find a brief write-up on the SAQS Peer Reviewers Workshop, held in Hyderabad in hybrid mode.

The issue features an interesting article on "Program Portfolio Management in Business Schools" by Dr. Somayajulu Garimella.

We wish all our readers a Merry Christmas and a Happy New Year.

Warm regards,

**Ashok R Joshi**

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AMDISA extends  
*Heartiest Congratulations*  
to the newly SAQS Accredited and Re-Accredited institutions

## ACCREDITATION



**Jaipuria School of Business**  
Ghaziabad, India



**New Delhi Institute of Management**  
New Delhi, India



**Prin. L.N. Welingkar Institute of Management Development and Research (PGDM)**  
Mumbai, India

## RE-ACCREDITATION



**International Management Institute**  
New Delhi, India



**Jagannath International Management School**  
Kalkaji, New Delhi, India

## 17th General Assembly of AMDISA Members (Contd from Page. I)

3. Consideration of the audited accounts for the financial years 2022-2023, 2023-2024 and 2024-2025 which were earlier approved by the Executive Board, and ratification of the same.
4. Approval of the slate for the Executive Board 2025-2027.
5. Assumption of office of President – AMDISA by Ms. Tshering Yangden, Director General, Royal Institute of Management, Thimphu, Bhutan, the newly elected President of AMDISA.

## Association of African Business Schools (AABS) Visit

**Ms. Lana Elramly**, Executive Director, **AABS**, and **Mr. Shalen Mohanlall**, Associate Director for Accreditation and Membership, **AABS**, visited the **AMDISA Secretariat** and held discussions with Dr. Ashok Joshi, Chairman, Local Management Committee & Past President, AMDISA and Mr. C. Ramakrishna, Executive Director on strengthening **internationalisation and collaboration between AMDISA and AABS**. The interaction focused on deepening Global South engagement through joint initiatives, academic exchange, and collaborative platforms.

The visit built upon the momentum created by the **AMDISA-AABS-CLADEA agreement** signed during the AABS 2025 African Deans & Directors Forum in Hyderabad, marking another step forward in advancing cross-regional cooperation in management education.



L-R: Mr. Shalen Mohanlall, Dr. Ashok Joshi, Ms. Lana Elramly and Mr. C. Ramakrishna

## AMDISA - AABS - CLADEA SIGN COLLABORATION AGREEMENT

AMDISA, along with the Association of African Business Schools (AABS) and CLADEA – Latin American Council of Management Schools, signed a collaboration agreement during the AABS 2025 African Deans & Directors Forum in Hyderabad.

The agreement strengthens cooperation across Africa, Latin America, and South Asia, with the three associations committing to explore opportunities of common interest such as academic information exchange, joint events, and cross-regional communication of relevant activities through their platforms.

Collaborative initiatives, including conferences, research projects, or training programmes, will be jointly developed and approved, with no membership fees or financial obligations attached. Each association will bear its own expenses for mutually agreed activities.

This strategic partnership marks an important milestone in expanding academic exchange and building bridges across three dynamic regions shaping the future of global business education.



**Signing of the AMDISA - AABS - CLADEA collaborative agreement**

**L-R:- Mr. Manuel Ortiz de Zevallos, Executive Director, CLADEA, Mr. C. Ramakrishna, Executive Director, AMDISA and Ms. Lana Elramly, Executive Director, AABS**

## **AABS 2025 African Deans & Directors Forum at Hyderabad, India**

Ms. Lana Elramly, Executive Director, AABS invited Dr. Ashok Joshi, Chairman, Local Management Committee & Past President, AMDISA and Mr. C. Ramakrishna, Executive Director to attend the AABS 2025 African Deans & Directors Forum held at Hotel Avasa, Hyderabad. Mr. C. Ramakrishna participated at this significant Global South platform that convened leaders from Africa, India, and international partner institutions.

Day 1 of the forum opened with remarks by Ms. Lana Elramly, followed by a traditional lamp-lighting ceremony symbolizing knowledge and new beginnings.

The keynote session focused on “Reshaping Business Education Paradigms Across Emerging Economies and the Global South,” underscoring India’s expanding role in fostering collaboration and knowledge exchange.



**AABS Conference Participants**

Key sessions across the Forum included a Deans' Dialogue on Global South partnerships; Impact Innovation Circles exploring transformative approaches in business education; Case Spotlights showcasing innovative teaching practices across Africa.

Day 2 featured discussions on entrepreneurship education for global relevance, the future of research and knowledge creation in the Global South, Africa's Knowledge Agenda, and leadership priorities towards 2030. The Forum consistently emphasized cross-regional collaboration, locally grounded scholarship, and inclusive growth models for management education.

AMDISA's participation reaffirmed its commitment to strengthening Global South collaboration and enhancing engagement with peer networks dedicated to excellence and relevance in management education.

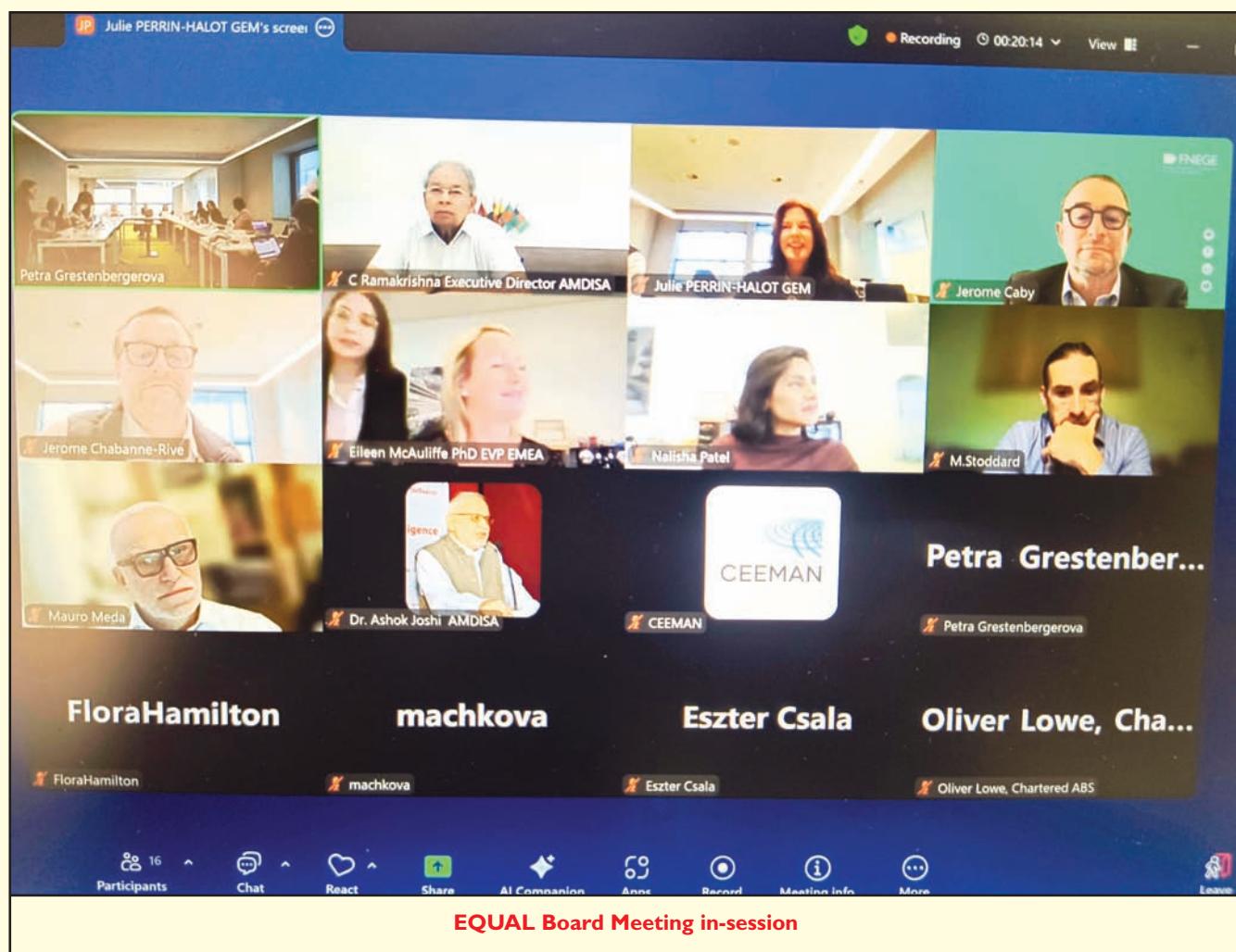
## EQUAL BOARD MEETING

The EQUAL member associations met on 7th November 2025 in Amsterdam, graciously hosted by AACSB. Eleven EQUAL Board members gathered to exchange updates on global management education and advance joint work on sustainability and research impact.

During the meeting, members discussed AACSB's latest thought-leadership initiatives, reviewed preliminary results from the EQUAL Sustainability Survey, and explored new competency frameworks for sustainable leadership. The meeting also served to align future priorities and strengthen collaboration across international networks.

Dr. Ashok Joshi, Chairman, Local Management Committee & Past President, AMDISA and Mr. C. Ramakrishna, Executive Director, AMDISA participated online at the meeting following AMDISA's membership in the EQUAL Network.

As part of the agenda, the meeting included a "Tour de Table" session, during which each member shared updates and news from their respective networks. Source: <https://www.equal.network/2025-equal-board-meeting-and-tour-de-table/>



## India-UK Business School Dialogue Chartered Association of Business Schools at New Delhi, India

### AMDISA Partners in the India-UK Business School Dialogue 2025: Strengthening Cross-Border Management Education

AMDISA served as a partner in the **India-UK Business School Dialogue 2025**, held in New Delhi from **16-17 September 2025**. The Dialogue brought together a diverse and influential group of business schools, policymakers, and academic leaders from India and the United Kingdom to strengthen collaboration and expand **transnational education (TNE)** opportunities—an area central to AMDISA's mission of advancing management education and institutional linkages across the region and the Global South.

AMDISA was represented by **Dr. Ashok Joshi**, Chairman, Local Management Committee & Past President and **Mr. C. Ramakrishna**, Executive Director who actively engaged in the proceedings. A notable contribution from AMDISA was the dedicated session on **SAQS** delivered by **Dr. A. H. Kalro, Chairman, SAQS Committee**, who presented the framework and its relevance in enhancing international quality benchmarks for management education institutions in the region.

The Dialogue featured prominent speakers including **Ms. Lindy Cameron CB OBE**, British High Commissioner to India; **Mr. Lord Karan Bilimoria CBE DL**, SBC Patron and Fellow of the Chartered ABS; **Mr. Gurcharan Das**, former CEO of Procter & Gamble India; and **Mr. Amitabh Kant**, former CEO of NITI Aayog and G20 Sherpa.

The discussions underscored the evolving landscape of higher education in both countries. The UK continues to lead globally in **TNE provision**, while India's higher education sector has undergone significant transformation under the **National Education Policy (NEP) 2020**, now encompassing **over 1,200 universities, 50,000 colleges, 23 IITs, and 21 IIMs**. Participants explored opportunities for collaborative programmes, joint research, faculty exchanges, and institutional partnerships.

A key theme of the Dialogue was the alignment with the **India-UK Vision 2035** under the Comprehensive Economic and Trade Agreement (CEPA), which identifies education and skills development as a central pillar for preparing future global talent. Discussions highlighted opportunities to deepen institutional cooperation, promote mobility, and support the establishment of campuses in each other's countries.



**Delegates at the India-UK Business School Dialogue at New Delhi, India**

Image Source: [https://www.linkedin.com/posts/tsiligiris\\_ukindia-businessschools-tne-activity-7375241576773562368-LC4Z/](https://www.linkedin.com/posts/tsiligiris_ukindia-businessschools-tne-activity-7375241576773562368-LC4Z/)

AMDISA associated as a **partner organization**, alongside **AIMA**, the **India Business Group (IBG)**, and with the support of the **British Council**. AMDISA's involvement reflects its ongoing commitment to enabling cross-border collaboration, promoting quality enhancement, and strengthening the management education ecosystem through regional and international engagement.

## SAQS PEER REVIEWERS WORKSHOP

As more schools are seeking academic guidance and strategic audit provided by SAQS, there was a need to expand the core SAQS infrastructure of Peer Reviewers.

A SAQS Peer Reviewers Workshop was organised by AMDISA in Hybrid mode spread over two half days on Friday, the 18th July and Saturday, the 19th July, 2025 at AMDISA Secretariat, University of Hyderabad Campus. The participants for this workshop were Peer Reviewers comprising Deans/Directors/Heads of the AMDISA Member institutions identified by SAQS.



Inaugural

L-R: Dr. S. Padam, Mr. C. Ramakrishna, Dr. A. H. Kalro and Dr. Ashok R Joshi

The inaugural session was graced by **Dr. Ashok R. Joshi**, Director General, IndSearch Institute of Management Studies and Research, Pune, India, Chairman, AMDISA's Local Management Committee and Past President, AMDISA who was the Keynote Speaker. **Dr. A. H. Kalro**, Chairman, AMDISA SAQS Committee was the co-ordinator of the workshop.

The following were the Resource Persons and Panelists for this Workshop:

1. **Dr. A H Kalro** - Former Director, Indian Institute of Management, Kozhikode, Former Professor & Dean, Indian Institute of Management, Ahmedabad, Former Chairman, Management Evaluation and Accreditation Committee, National Board of Accreditation (NBA), India and Chairman, AMDISA's SAQS Committee.
2. **Dr. Ashok R. Joshi** - Director General, IndSearch Institute of Management Studies and Research, Pune, India, Chairman, AMDISA's Local Management Committee and Past President, AMDISA.
3. **Dr. Christophe Terrasse** - Director, International Projects, EFMD, Belgium.
4. **Dr. S. Padam** - Former Dean of Studies, Administrative Staff College of India and Chairman, AMDISA's SAQS Accreditation Awarding Committee.
5. **Dr. Rajan Saxena** - Strategic Advisor & Vice Chairman, Aditya School of Business Management (ASBM), Mumbai, India.
6. **Prof. T.S. Rama Krishna Rao** - Dean (Accreditations), ICFAI Business School Hyderabad, India.
7. **Dr. V. Sita** - Senior Professor and Former Dean, School of Management Studies, University of Hyderabad, Hyderabad, India.
8. **Dr. Upinder Dhar** - Former Vice Chancellor, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, India.
9. **Mr. C. Ramakrishna** - Executive Director, AMDISA.



### SAQS Peer Reviewers Workshop in-session

The workshop included the following sessions:

Day-1	Day-2
<ol style="list-style-type: none"> <li>I. Inaugural Address</li> <li>2. Accreditation - Philosophy, Purpose and Processes</li> <li>3. SAQS - Evolution and Development</li> <li>4. SAQS - Quality Criteria</li> <li>5. Peer Review and Host Institution Interaction</li> </ol>	<ol style="list-style-type: none"> <li>1. Mentoring and Peer Review</li> <li>2. PRT Report</li> <li>3. Business School's Contribution and Sustainability</li> <li>4. Q&amp;A Session, Concluding Remarks</li> </ol>

26 participants participated from South Asia in the workshop (13 in-person and 13 online). Participants expressed deep appreciation of the Workshop and the learning accruing from it.

## NEWS FROM AMDISA SECRETARIAT

### I. SAQS News

The following are the highlights with reference to SAQS operations since the last Newsletter:

- 5 new institutions entered the SAQS process.
- 6 Mentor visits were completed.
- 6 Peer Review Team visits were completed.
- 5 Institutions have been awarded SAQS Accreditation.

## II. AMDISA New Members

- a) International Institute of Management Studies, Pune, Maharashtra, India
- b) Regional College of Management & Entrepreneurship, Bangalore, Karnataka, India
- c) Institute of Management Studies, Ghaziabad, Uttar Pradesh, India

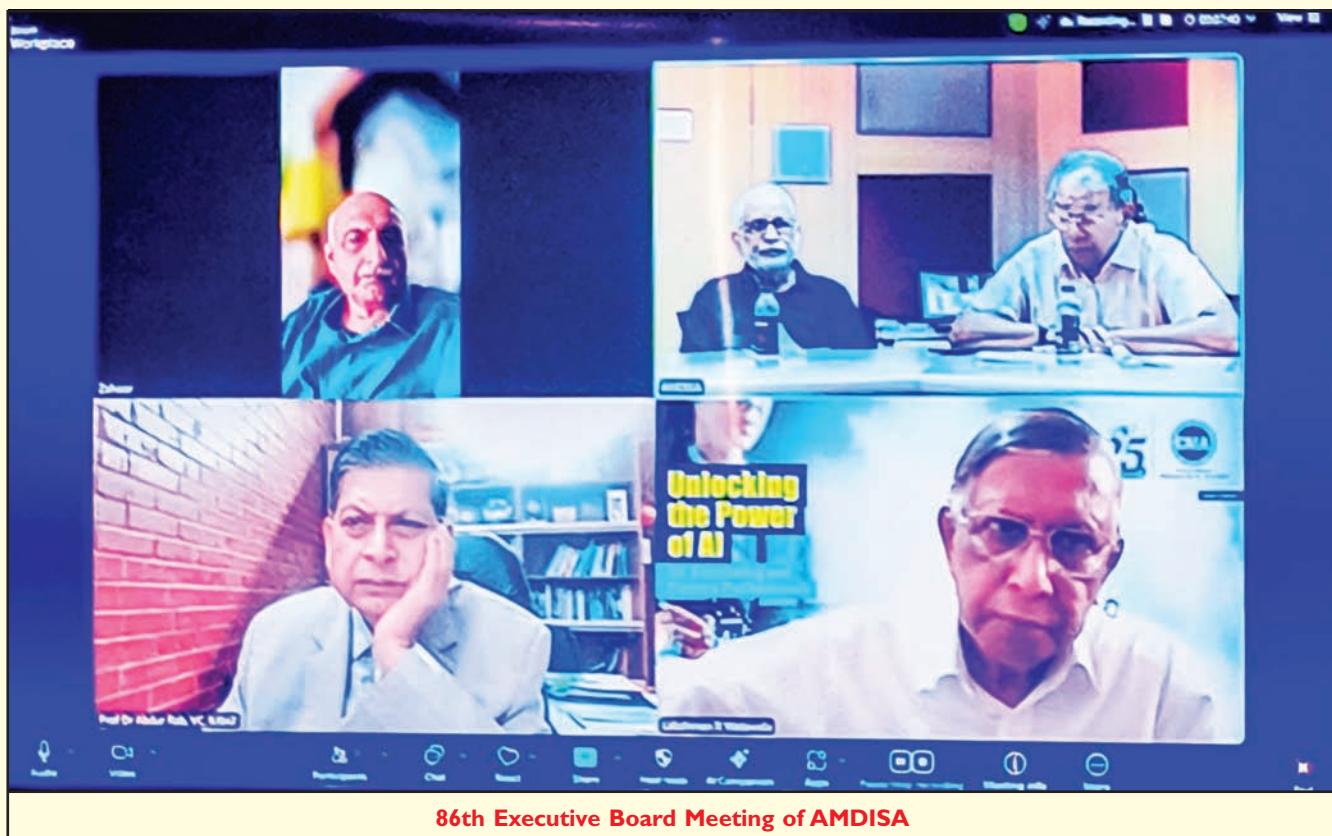
## III. AMDISA Meetings

### I. Executive Board Meetings

The 86th and 87th Executive Board Meetings of AMDISA were held on 9th September, 2025 and 28th October, 2025 respectively at AMDISA Secretariat, University of Hyderabad Campus, Hyderabad.

The highlights of the 86th Executive Board Meeting were:

- **Audited Accounts for FY 2024–25** were approved.
- **Approved appropriation to the Institution Development Fund** in compliance with Income Tax provisions.
- Approved **SAQS recommendations**.
- Confirmed the program of the **17th SAMF (11–12 May 2026, RIM, Bhutan)** and proposed the **17th General Assembly** on 28th October, 2025.



86th Executive Board Meeting of AMDISA

The highlights of the 87th Executive Board Meeting were:

- The President welcomed new Executive Board Members, and noted the regulatory requirements.
- The Board approved the new **Local Management Committee**, with **Dr. Ashok R. Joshi** as **Chairman**.

### 2. Local Management Committee Meeting

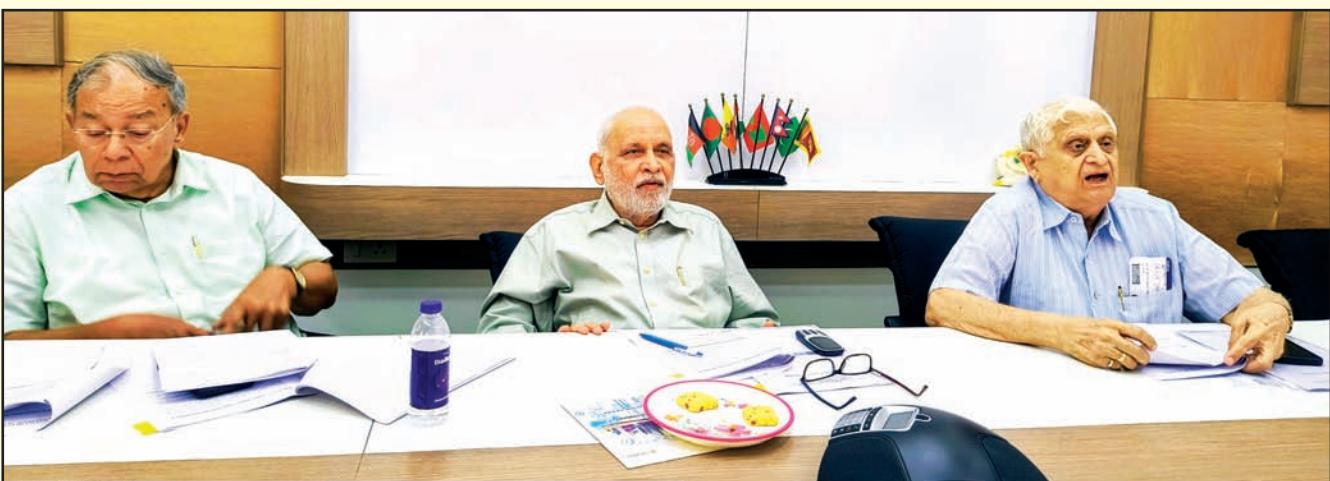
The 36th Local Management Committee meeting was held on 6th August, 2025 at AMDISA Secretariat. Dr. Ashok R. Joshi, Chairman Local Management Committee, chaired the meeting.

The highlights of the meeting were:

- a) The Committee noted the **statutory tax payments made electronically** and fixed the **next Executive Board Meeting**.
- b) **SAQS Matters:** The LMC endorsed **SAQS Committee recommendations** and recommended for **Board's approval**.



87th Executive Board Meeting of AMDISA



Prof. S Sreenivasa Murthy



UPINDER DHAR

36th Local Management Committee Meeting

### 3. SAQS Committee Meeting

The 31st SAQS Committee meeting was held on 6th August, 2025 at AMDISA Secretariat. Dr. A H Kalro, Chairman, SAQS Committee, chaired the meeting.

The highlights of the meeting were:

- The Committee noted progress on **SAQS expansion beyond South Asia**, including collaboration with **international accreditation systems** and steps towards a joint program accreditation framework.
- Recommended **strengthening of the SAQS Committee and SAQS Accreditation Awarding Committee**.



#### 4. SAQS Accreditation Awarding Committee (SAAC) Meeting

The 27th SAQS Accreditation Awarding Committee Meeting was held on 25th November, 2025 at AMDISA Secretariat. Dr. S. Padam, Chairman, SAQS Accreditation Awarding Committee, chaired the meeting.



The following 5 institutions were awarded SAQS Accreditation in this meeting:

#### **Accreditation**

1. Jaipuria School of Business, Ghaziabad, India
2. New Delhi Institute of Management, New Delhi, India
3. Prin. L.N. Welingkar Institute of Management Development and Research (PGDM), Mumbai, India

#### **Re-Accreditation**

4. International Management Institute, New Delhi, India
5. Jagannath International Management School, Kalkaji, New Delhi, India

#### **5. Building Committee Meetings**

The 23rd and 24th Building Committee Meetings were held on 4th August, 2025 and 18th November, 2025 respectively at AMDISA Secretariat. Dr. S. Nagabhushana Rao, Chairman, Building Committee, chaired the meetings.



**24th Building Committee Meeting**

The highlights of the meetings were:

- a) Reviewed deferred capital works.
- b) Emphasised early texture painting for long-term durability of the building and made recommendations for lift installation.
- c) Advised exploring **solar power options** and preparing estimates for sustainable energy planning.

#### **6. SAQS E-Meetings**

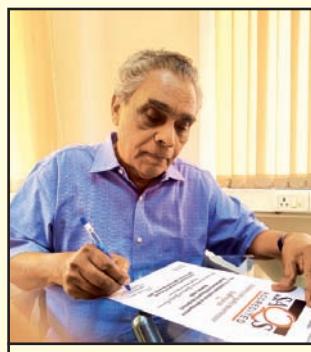
29 E Meetings of the **SAQS Committee** and one E Meeting of the **SAQS Accreditation Awarding Committee (SAAC)** were held with regard to process requirements.

#### **IV. SAQS Accreditation Awards**

SAQS Accreditation Award was given to 5 institutions accorded accreditation at the 27<sup>th</sup> meeting of SAQS Accreditation Awarding Committee (SAAC) on 25<sup>th</sup> November 2025. Picture alongside shows Dr. S. Padam, Chairman of SAAC, signing the SAQS Accreditation Award Certificates.

#### **V. Visit to Engineering Staff College of India (ESCI), Hyderabad, India**

**Mr. C. Ramakrishna, Executive Director**, was invited as the **Guest of Honour** by the **Engineering Staff College of India (ESCI)**, an AMDISA member institution, for **YUV-UTSAV 2025** held on **3rd November 2025**. He also inaugurated the two-day Youth Utsav organized by the **School of Post Graduate Studies (SPGS)** at ESCI, Gachibowli, Hyderabad.



**Dr. S. Padam**



Mr. C. Ramakrishna, Executive Director, AMDISA (second from left) alongwith Dr. G. Rameshwar Rao, Director, ESCI (third from left) at the inauguration of the YUV-UTSAV 2025 at ESCI, Hyderabad

## VI. AMDISA President visits AMDISA Secretariat

**Ms. Tshering Yangden**, President, AMDISA, visited the AMDISA Secretariat on **27th October 2025**, a day prior to the AMDISA General Assembly, to review the Secretariat's functioning from an **operational perspective**. During the visit, she also interacted with the Secretariat staff, appreciated their efforts, and discussed ongoing activities and administrative processes, reaffirming AMDISA's commitment to strengthening institutional operations and team engagement.



President, AMDISA; Executive Director, AMDISA along with the staff of AMDISA Secretariat



## 17th South Asian Management Forum (SAMF) – 2026

*Theme: “Resilient Leadership and Innovation: Navigating South Asia’s Dynamic Governance Landscape”*

### **Host**

**Royal Institute of Management (RIM), Thimphu, Bhutan**

**On**

**11th and 12th May, 2026**

AMDISA warmly invites its **member institutions, reciprocal member associations, and their faculty members, students, and PhD scholars** to participate in the **17th South Asian Management Forum (SAMF)**, AMDISA’s flagship biennial conference. The 17th SAMF is being hosted by the **Royal Institute of Management (RIM), Thimphu, Bhutan**, and will be held on **11th and 12th May 2026** in Thimphu, Bhutan.

The theme of this edition is:

**“Resilient Leadership and Innovation: Navigating South Asia’s Dynamic Governance Landscape.”**

The Forum aims to bring together management experts, scholars, practicing managers, business leaders, policy administrators, and academicians from across the region and beyond to deliberate on emerging issues, share experiences, and exchange knowledge on leadership, governance, and innovation.

The previous SAMF was successfully held in **Dhaka, Bangladesh**, continuing AMDISA’s commitment to advancing regional collaboration in management development.

**For more details, please visit:** [www.amdisa.org/17th-samf](http://www.amdisa.org/17th-samf)

**Or write to:** [execdir.amdisa@gmail.com](mailto:execdir.amdisa@gmail.com) / [ganesh.amdisa@gmail.com](mailto:ganesh.amdisa@gmail.com)



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IMPACT   
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OF TOMORROW



## AWARDS & RECOGNITION

RANKED 'AAA'  
Rating among  
all B-SCHOOLS  
IN INDIA  
by Competition  
Success Review  


RANKED  
Top-40 Private  
B-SCHOOL IN  
NORTH INDIA  
by MBA Universe  


RECOGNISED AS  
THE BEST  
MANAGEMENT  
COLLEGE  
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- INTERNATIONALISATION



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## AMDISA SUPPORTED PROGRAMME

### FORE School of Management, New Delhi, India

#### Dr. Pritam Singh Memorial and FORE International Management Conference (PRISM-FIMC 2025)

**Theme:** Responsible Leadership in a Disruptive  
**World:** Geo-Politics, Technology & Circularity

The PRISM-FIMC 2025 (Dr. Pritam Singh Memorial and FORE International Management Conference) was hosted by the FORE School of Management, New Delhi. The conference served as a pivotal platform to address the complexities of responsible leadership in a disruptive world shaped by shifting geopolitics, rapid technological advancements, and the growing imperative of circularity. It was a truly international conference, featuring many speakers from leading international institutions and diverse countries.

Day 1 began with the Conference Inaugural, followed by inspirational keynote addresses delivered by eminent dignitaries and speakers. The day also included an award and felicitation ceremony honouring excellence in corporate and academic leadership. Three significant books—*The Road Ahead, Reimagining Talent; Organization Resilience; and Leadership Issues in the Dynamic Era*—were formally launched during the event. Additionally, Day 1 featured thought-provoking sessions with ambassadors and corporate leaders, offering diverse perspectives on the shifting global landscape and its implications for nations and businesses worldwide.

Day 2 commenced with the Editors' Meet, which convened a distinguished panel of renowned journal editors, creating a robust platform for deep academic dialogue and thought leadership. Throughout the two days, academic parallel sessions brought together scholars and academicians from across the globe, fostering meaningful knowledge exchange and advancing intellectual discourse. The conference also hosted a Directors' Forum with leaders from prominent management institutes discussing the future of management education.

Day 3 concluded with the Valedictory Session, during which the Best Paper Award and the Leadership Award were announced. The conference ended with the formal announcement of FIMC 2026, setting the stage for another year of global academic collaboration and innovation.



Inauguration of the Conference

## UPCOMING AMDISA SUPPORTED PROGRAMMES

### I. Indus Business Academy, Bangalore, India

#### Ecofluence 3.0 - 17th International Conference on Economics and Public Policy, Economics Research and Debate Championship

Indus Business Academy, Bangalore is organizing Ecofluence 3.0 - 17<sup>th</sup> International Conference on Economics and Public Policy, Economics Research and Debate Championship on 20th and 21st February 2026.

The conference theme, "Economics and Public Policy for India in the Digital Century," is critically relevant because India stands at a pivotal juncture. Our rapid digital transformation presents immense opportunities for economic growth and social progress, but it also creates complex challenges that need deliberate and well-crafted policy responses. This conference is a vital forum for navigating this new terrain.

#### Key Benefits

- Opportunity for indexed journal publication with DOI
- Global exposure and networking with researchers, academicians, and industry leaders
- Certificate of presentation and participation

For details, please visit AMDISA's website at <https://amdisa.org/supported-programme/IBA-2026/>

## 2. S.P. Jain Institute of Management & Research (SPJIMR), Mumbai

### International Technology and Societal Impact Conference (TaSIC 2026) on the theme “Redefining the Technology and Society Paradox”

S.P. Jain Institute of Management & Research (SPJIMR), Mumbai, is organising the second edition of its International Technology and Societal Impact Conference (TaSIC 2026) on the theme “Redefining the Technology and Society Paradox” on 20th and 21st February 2026.

TaSIC 2026 brings together scholars, professors, practitioners, policymakers, and thought leaders to engage in in-depth discussions and collaborative exploration of the growingly complex intersection of technology and society. The agenda explores how responsible consumption and purposeful innovation design can contribute to progress. There will also be a focus on technological advancements, sustainable circular economy transitions, impact measurement, and regulatory initiatives.

For details, please visit AMDISA's website at <https://amdisa.org/supported-programme/SPJIMR-2026/>

## SHORT TAKES

1. Prof. U. Dinesh Kumar has taken over as Director In-charge Indian Institute of Management Bangalore, Karnataka, India
2. Prof. (Dr.) Yogesh C Goswami has taken over as Vice Chancellor, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, Madhya Pradesh, India.
3. Prof. Dr. T. Koti Reddy has taken over as Vice Chancellor (In-charge), ICFAI Foundation for Higher Education Hyderabad, Telangana, India.
4. Dr. Easwar Krishna Iyer has taken over as Director, Indus Business Academy (IBA), Bangalore, Karnataka, India.
5. Prof. Shakil Huda has taken over as Director, Institute of Business Administration, University of Dhaka, Dhaka, Bangladesh.
6. Prof. Rakesh Mediratta has taken over as In-charge Director, Jagdish Sheth School of Management, Bangalore, Karnataka, India.
7. Prof. Jude William Genilo has taken over as Acting Vice Chancellor, University of Liberal Arts Bangladesh (ULAB), Dhaka, Bangladesh
8. Prof. (Dr.) Tapan Kumar Nayak has taken over as Director, Jaipuria School of Business, Ghaziabad, India.
9. Dr Abhilasha Singh Raghav has taken over as Director, Hindustan Institute of Management & Computer Studies, Mathura, Uttar Pradesh, India
10. Dr. Pallavi Vyas has taken over as Dean, Global Institute of Business Studies, Bengaluru, Karnataka, India.
11. Dr. Mir Mohammed Nurul Absar has taken over as Vice Chancellor, Chittagong Independent University, Chattogram, Bangladesh
12. Prof. Gyaneshwor Sharma has taken over as Dean, Faculty of Management Studies, Pokhara University, Kaski, Nepal.
13. Dr. Alok Kumar Rai has taken over as Director, Indian Institute of Management Calcutta, West Bengal, India
14. Dr. Gopal Lal has taken over as Acting Director, ICAR - National Academy of Agricultural Research Management, Hyderabad, Telangana, India.
15. Dr. Suvrashis Sarkar has taken over as Director, Aditya School of Business Management, Mumbai, Maharashtra, India
16. Dr. Fr. K.S. Casimir S.J., has taken over as Vice Chancellor, XIM University, Bhubaneswar, Odisha, India.
17. Dr. NRKS Chakravarthy has taken over as Director, Siva Sivani Institute of Management, Secunderabad, Telangana, India.

## AMDISA



AMDISA facilitates networking, exchange of ideas, knowledge, expertise and Quality Assurance through SAQS Accreditation.

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# Effective Program Portfolio Management in Business Schools

## Dr. Somayajulu Garimella\*

Effective program portfolio management is critical for business schools to sustain strategic focus, reputation, and long-term relevance. Around the world, institutions are expanding beyond traditional MBAs to include a plethora of undergraduate degrees, specialised master's programs, online credentials, and executive offerings to stay competitive. Yet, undisciplined portfolio growth may pose serious risks for business schools, including loss of accreditation, sharp declines in rankings, budget shortfalls, and waning employer trust. When programs are added without strategic alignment or resource planning, schools can quickly face fragmented curricula, overloaded faculty, under-enrolled courses, and reputational damage among students and recruiters.



A well-managed portfolio avoids these pitfalls by treating every new offering as a strategic choice rather than a convenient opportunity. Managing a program portfolio means making deliberate, data-informed choices that balance innovation with quality. Each offering must align with the school's mission, market needs, and institutional capacity.

### Why Program Portfolios Matter

Globally, leading schools such as Harvard Business School, INSEAD, and the University of Oxford's Saïd Business School integrate their degree and non-degree programs within a unified strategy that captures the growing market for lifelong learning. Recognising that one degree no longer sustains a full career, these institutions create seamless learning pathways linking certificate, degree, and executive programs. Hybrid and online models (e.g., HBS Online) extend access and flexibility, shared faculty expertise ensures rigour across formats, and initiatives like Oxford's I+I MBA and INSEAD's online certificates create synergy between programs and alumni networks. All these schools demonstrate that a well-designed portfolio enhances academic identity and market relevance, turning distinct offerings into a coherent, mutually reinforcing program portfolio.

### From Ad Hoc Expansion to Strategic Design

In many schools, new programs arise from opportunistic decisions or competitive pressures rather than a coherent and structured portfolio strategy. Without an integrated framework, overlapping offerings can stretch faculty and resources, confuse students, and dilute brand equity. The absence of coordination also leads to fragmented curricula, inconsistent learning outcomes, and inefficient use of infrastructure. Some business schools have faced serious consequences arising from financial or ethical lapses linked to weak governance and portfolio oversight. A widely cited example is Temple University's Fox School of Business, which although it did not lose accreditation, it suffered significant reputational damage after widely reported data-misrepresentation issues that exposed governance and ethical lapses.

In contrast, the Kellogg School of Management exemplifies how disciplined governance can coexist with innovation. Through its comprehensive "Growth and Scaling" approach, Kellogg applies portfolio thinking across its MBA and executive education programs to build institutional capability for sustainable growth. Its curriculum emphasizes thoughtful scaling of organizations, integrating strategy, innovation, and leadership development. This structured yet flexible approach demonstrates how business schools can institutionalize innovation without compromising academic integrity, fiscal prudence, or mission alignment. A similar perspective is echoed by Prof. Janat Shah, former Director of IIM Udaipur, who notes that IIMs are expected to assess all aspects of new programs through formal governance mechanisms such as the Board of Governors (BoG) to ensure quality and sustainability.

### Governance and Accountability

High-performing schools align how they design, fund, and review programs through transparent and accountable processes. The Indian School of Business (ISB) demonstrates governance that is both agile and responsive to stakeholder needs. Its close engagement with industry allows the school to integrate real-world insights into program design and to launch new offerings swiftly and effectively. The school reviews programs regularly to keep them relevant to changing business needs and to prepare graduates for meaningful career growth.

Similarly, INSEAD maintains a Curriculum and Program Board that continuously evaluates its diverse, global program portfolio to ensure alignment with strategic objectives and evolving market trends. Meanwhile, the Wharton School integrates strategic planning units conducting cross-functional assessments of program impact, risk, and resource allocation. Together, these mechanisms support balanced, dynamically managed portfolios that combine academic rigour with market relevance.

Another example of structured academic governance comes from California Polytechnic State University (Cal Poly) in the United States. As part of the California State University system, Cal Poly's Academic Senate ensures faculty participation in key academic decisions, while the Academic Program and Planning (APP) office and the Academic Program Review (APR) process drive periodic evaluation and improvement. Departments, committees, and the Chancellor's Office review and approve new degrees through multiple levels, from departments and university committees to the CSU Chancellor's Office and the Western Association of Schools and Colleges (WSCUC), illustrating how transparency and accountability reinforce academic quality and institutional credibility.

### **Innovation and Agility in Program Design**

Innovation is central to a healthy program portfolio. Leading institutions are increasingly adopting shorter credentials, digital delivery, and courses that connect multiple disciplines to meet evolving learner and employer needs. IIM Sambalpur, for instance, has broadened its offerings beyond postgraduate programs with the B.S. in Management & Public Policy and the B.S. in Data Science & AI, combining economics, policy, and data to help students apply their learning to real-world challenges. IIM Bangalore is following a similar path of portfolio diversification, announcing the launch of two new Bachelor of Science programs in Economics and Data Science from the 2026–27 academic year reflecting the National Education Policy (NEP) push toward multidisciplinary education. While some academics caution against potential brand dilution, these initiatives signify an important development in how premier management institutions are redefining their role in the higher education system.

Around the world, many leading business schools are rethinking their curricula to address sustainability and digital transformation. Curriculum innovation is a critical aspect of program agility and relevance. For instance, EMYLON Business School's requirement of an 'Act for Climate' course within its Grande École program exemplifies how integrating sustainability themes into core curricula can enhance program responsiveness to global challenges. The University of South Australia (UniSA), working with Accenture, created an online Bachelor of Digital Business that combines business foundations with new technology skills such as AI, cybersecurity, and cloud computing. Together, these examples illustrate how business schools can evolve their offerings to remain responsive to change without compromising academic standards.

### **Balancing Legacy and Renewal**

Legacy programs form the foundation of institutional identity, but constant renewal ensures continued relevance. Without regular review and data-based decisions, outdated programs persist while new, relevant ones struggle for resources. This can lead to declining placements, student enrolments, and employer trust. A good example of managing this balance is seen at the Indian Institute of Management Lucknow, which benchmarks its long-standing MBA and executive programs through a structured review of key performance indicators every trimester, including enrolments, placements, and learner feedback. Although the programs serve different career stages, the school uses these data to compare long-standing and newer offerings, informing program-portfolio decisions on positioning, resource allocation, and future direction.

Similarly, HEC Paris employs a centralized academic committee that rigorously reviews all program proposals based on their strategic alignment, financial sustainability, and market demand. Leveraging data analytics and stakeholder feedback, the committee makes informed decisions on whether to continue, adjust, or sunset programs. This governance approach ensures a focused, differentiated, and high-quality portfolio that aligns with institutional priorities and evolving business needs.

### **Informed Decision-Making**

Data-driven program decisions are more defensible and effective. Business schools increasingly rely on analytics platforms and benchmarking tools to assess program health. A structured method for data-driven decisions is offered by the Academic Program Portfolio Model (APPM), developed by Wells and Wells (University of Dayton). Adapted from the GE-McKinsey Matrix, it evaluates programs along two dimensions, namely, marketplace attractiveness (demand, competition, employability) and institutional capability (faculty quality, resources, mission alignment). Their intersection guides strategic action: programs strong on both dimensions merit investment and growth, while weaker ones may need redesign or exit. Similarly, Kotler and Fox identified mission centrality, academic quality, and market viability as core evaluation criteria, together offering business schools a disciplined framework for aligning program portfolios with strategic priorities.

### **Stakeholder Engagement and Co-creation**

Sustaining a healthy portfolio requires continuous engagement with key stakeholders: students, alumni, employers, and faculty. Active stakeholder participation not only validates content but also builds accountability and shared commitment to results. Babson College offers a powerful illustration of stakeholder collaboration in program design. Through its Entrepreneurial Thought & Action® (ET&A™) framework, Babson integrates entrepreneurship education

across undergraduate, graduate, and executive programs. Developed with input from alumni entrepreneurs, ET&A emphasises learning by doing through creation, experimentation, and reflection. Alumni play an active role as mentors, judges, and advisors, helping students translate classroom learning into practical outcomes. Copenhagen Business School, likewise, consults a Corporate Partners Panel annually to review program ideas showing how stakeholder input strengthens design quality and relevance.

## A Framework for Action

A structured approach can help business schools manage their program portfolios systematically. The **Define–Align–Review–Renew** cycle is a simple yet effective cyclical framework that encourages schools to stay mission-focused, data-informed, and open to change:

- **Define:** Clarify mission, learner segments, and intended impact.
- **Align:** Match existing and proposed programs with institutional strengths and market opportunities.
- **Review:** Assess program performance regularly through enrolment, placement, and satisfaction indicators.
- **Renew:** Use evidence to refine, merge, or close programs when needed.

## Conclusion

Business school leaders must prioritise program portfolio management as a core strategic responsibility to safeguard their institution's future. Neglecting disciplined portfolio oversight risks accreditation loss, declining reputation, financial instability, and irrelevance in a crowded educational market. They should adopt structured governance, regular portfolio reviews, and stakeholder engagement practices to ensure agility, alignment, and sustainable impact. Treating portfolio management with urgency and rigour is essential to secure long-term institutional health and success.

**\*Dr. Somayajulu Garimella** is a former Dean (Executive Education) at IMT Ghaziabad, Director & Dean at Institute of Management, Nirma University, and Director at IMI Bhubaneswar. He has guided several Indian business schools through national and international accreditation processes.



**SAQS is a globally benchmarked strategic audit and accreditation system, designed to assess business schools in diverse national and cultural contexts. It recognizes institutions for meeting international standards of excellence and provides strategic direction for long-term quality enhancement. SAQS accreditation is institutional in nature, covering the entire business and management education unit.**

### Key Features of SAQS

- International and intercultural approach to quality assurance
- Emphasis on corporate relevance and stakeholder engagement
- Comprehensive institution-wide review of academic and executive education
- Collaborative, learning-oriented peer review process
- Guided by globally recognized quality benchmarks

### Benefits of SAQS Accreditation

- International recognition through a robust accreditation framework
- Strategic insights for continuous institutional enhancement
- Enhanced visibility, credibility, and global competitiveness
- Post-accreditation support for quality maintenance
- Use of the "**SAQS Accredited**" label as a mark of distinction
- Benchmarking opportunities for international comparisons

### Recognition and Network

- **Recognized by the Association of Indian Universities (AIU):** SAQS is considered on par with NBA for granting equivalence of PGDM programs from standalone institutions with MBA degrees from Indian universities.
- **Member of the EQUAL Network:** AMDISA is part of this prestigious European-led platform that promotes quality standards in business and management education.
- **Proven Track Record:** Over **86 institutions** have been accredited under SAQS, gaining not only international recognition but also a roadmap for continuous quality improvement.

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## AMDISA Supported Program Facility Services



AMDISA introduced 'Supported Program' facility for its member institutions in 2013. This was done to provide value added services to those institutional members who are desirous of propagating their events/programs to the wider network of AMDISA member institutions and beyond.

This Supported Program facility is unique and member institutions have been able to disseminate their program/event information to the network in South Asia. The uniqueness of this program is that, being an AMDISA initiative, AMDISA cobrands the specific programs with an 'AMDISA Supported Program logo' which would be used while promoting the program in the electronic and print media. AMDISA Supported Programs are prominently displayed on AMDISA's website Homepage.

Dissemination of program/events information is done through 4 rounds of e-mail communication to AMDISA network on dates preferred by the service requesting institution. It is observed that such promotion has helped member institutions in not only propagating and dissemination of program/event information on a wider network but also resulted in international participation in the member institution events/programs.

This value added service has become success over a period of time and more than 100 programs have availed the 'Supported Program Facility' which is available for a nominal fee.

It is expected that in the future too, this service will be availed of by the member institutions with enthusiasm. Other innovative steps are also on the anvil for a better value added service to the network.

The logo for the South Asian Journal of Management (SAJM). It features a circular emblem with a globe and a red line graph, with the text 'SOUTH ASIAN JOURNAL OF MANAGEMENT' around the top edge.

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The logo for AMDISA, featuring a stylized 'E' shape composed of vertical lines, with the text 'AMDISA' and 'since 1989' below it.

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