



ELLTA CONFERENCE 2012

**Asian Perspectives on Transforming Societies
through Creativity, Innovation and
Entrepreneurship**

December 11 – 13, 2012

Co-hosted by Universiti Utara Malaysia



This 'Asian Perspectives on Transforming Societies through Creativity, Innovation and Entrepreneurship (ELLTA 2012)' Conference Programme and Abstract Book mainly include the conference programme/ schedule and the abstracts for all the paper presentations and workshops. The abstracts for keynote addresses are also available in the book.

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Message from the
Board of Directors
Universiti Utara Malaysia

DATO' DR. AFFIFUDIN HAJI OMAR



I congratulate the ELLTA Steering Committee and Universiti Utara Malaysia on having successfully organised the ELLTA 2012 conference, which appears to be gaining popularity among scholars, researchers, and practitioners from a wide variety of disciplines that mesh with the academic and practical concerns of ELLTA.

Of special interest is the theme of the conference – **Asian Perspectives on Transforming Societies through Creativity, Innovation, and Entrepreneurship**. The Ministry of International Trade and Industry and the Malaysian government, as a whole, is in the midst of carrying out various initiatives in an effort to transform various aspects of Malaysian society. A myriad projects are in place to involve the different sectors of the public and private domains in this endeavour, through the inculcation of creativity and innovation, and satisfying these nurtured talents and honed skills through the avenue of entrepreneurship. The response, however, is not as enthusiastic as it should be in preparation to capitalise on the prosperity heralded by the advent of the “Asian Century”.

In this respect, it would be a boon, indeed, if the deliberations of ELLTA 2012 could bring forth concrete proposals on how creativity and innovation could be unleashed among the populace.

With the unstinting cooperative efforts of all the practitioners and scholars concerned, I am confident that we will surely secure high ground in our pursuit of the requisite catalysts to effect the desired transformation.

Message from the Vice Chancellor of Universiti Utara Malaysia

PROF. DATO' DR. MOHAMED MUSTAFA ISHAK



It is with great pleasure that I welcome all participants to the ELLTA 2012 conference, jointly organised by the ELLTA Steering Committee and Universiti Utara Malaysia (UUM). It is a great honour for UUM to be co-hosting ELLTA 2012 with the ELLTA Steering Committee.

The theme of the conference, **Asian Perspectives on Transforming Societies through Creativity, Innovation, and Entrepreneurship**, is certainly pertinent as Asia is coming into its own as the reigns of cultural, political, and economic power are predicted to centre upon Asian nations in the very near future. This shift will bring in its wake concomitant shifts in paradigm that will, in turn, bring on challenges of their own. All in all, the times ahead promise to be both educationally exciting and challenging as we are buffeted by continual waves of educational needs and innovations.

I am certain that the three-day conference will afford the opportunity of exchanging ideas, forging friendships, and commencing collaborations – all with a mind to extending scholarship and widening the horizons of knowledge.

Organising an international conference of this nature requires great faith and fortitude. With regard to this, I would like to thank and congratulate the organising committee for taking on the challenge of organising the conference and making it a remarkable reality.

Lastly, I would like to urge all participants to partake of the feast of sights, sounds, and smells of Langkawi, the island of haunting legend and resplendent beauty. Take away with you not only the finer points of the academic deliberations, but also the memory of an inimitable beauty in the sun.

Message from Chairman of ELLTA Executive Committee

**ASSOC. PROF. DR. ABDUL MALEK BIN
ABDUL KARIM**



On behalf of the organising committee, I bid all paper presenters and participants a warm welcome to ELLTA 2012 and the enchanting island of legend, Langkawi, Malaysia.

It is indeed gratifying to note that this conference has successfully brought together participants and paper presenters from every corner of the globe. It is equally heartening to note that many of the papers that will be presented are germane to the theme of the conference – **Asian Perspectives on Transforming Societies through Creativity, Innovation, and Entrepreneurship**.

The conference undoubtedly promises to be a stimulating symposium that will delve into the deeper academic questions that ELLTA seeks to address – scrutinising concepts and precepts of academic enquiry and plumbing the depths of their applicability and relevance in the Asian context. As such, I have no doubt in my mind that all participants and presenters will enrich, and be enriched by, the proceedings over the next few days.

I hope that, more importantly, ELLTA 2012 will foster a vibrant network of scholars that will help establish various collaborative academic endeavours and look into the possibility of developing a database on leadership and learning theories.

Lastly, I would like to express my heartfelt thanks to the members of the organising committee for their unstinting hard work, and congratulate them on a job well done.

I wish all an enlightening and enjoyable experience.

Message from Co-founder, ELLTA

PROFESSOR ANDERS ÖRTENBLAD

*Associate Professor in Organisational Behaviour, Nottingham University
Business School, China*



I am indeed happy to see that the conference organizers seem to very well succeed in living up to the very theme of the conference: ‘Transforming Societies through Creativity, Innovation and Entrepreneurship’. Because I know that they are creative, innovative and entrepreneurial and I believe that they, by organizing the ELLTA conference, have initiated the transformation process of societies – not only the society that consists of the conference participants or the academic society at large, but also ‘societies’, in general.

The world is in desperate need of new and critical thinking. Schools and universities should stop educating people in ‘what we know’. They should stop feeding young people with knowledge. Universities and schools should instead water people and make them grow. Grow into independent and critical thinkers. Thinkers that are capable of seeing beyond. Beyond what ‘we think that we know’.

We must start to approach education in terms of ‘offering space, time and resources for exploration’, rather than ‘places for knowledge acquisition’. At universities and schools, people should get an opportunity to see with the eyes of the child. Which all of us once were capable of, but which the ‘growing-up process’ has too many times ruined. To learn is to be child again. ‘Mama, why are not all people equally tall?’, the child may wonder. Most learning institutions do not find this to be an interesting question. But I do. In Yueju opera (which is a local variant of Beijing opera), the actors wear unequally high shoes so that they all appear equally tall on the stage. ‘Democratic shoes’, I call them. Why don’t we all wear democratic shoes? At least in some parts of the world, your height has importance for how much authority you gain. So, the child’s question might not be that ‘stupid’ after all...! Actually, at universities and schools, there should be space, time and resources for the students and their co-learners (i.e. the ‘teachers’) to explore such questions.

The world needs people who dare to question 'what we think that we know'. The world needs managers that have the guts to not only think differently but to do differently and, most of all, to make a difference!

This is where ELLTA comes in. I see ELLTA as one step towards reclaiming schools and universities as the true learning institutions they once were (or at least were meant to be). That is, towards making the world a better place..!

Message from UNESCO

PROFESSOR HUBERT GIJZEN, PHD

*Director UNESCO Regional Science Bureau for Asia and the Pacific
UNESCO Representative to Brunei Darussalam, Indonesia, Malaysia,
the Philippines, and Timor Leste*



The ELLTA 2012 Conference on ‘Asian perspectives on Creativity, Innovation and Entrepreneurship’ takes place at an important moment in time, when we are preparing the transition of the MDG era to a new international framework for cooperation and development after 2015, the so called Post-2015 Agenda on “Realizing the future we want for all”.

The United Nations Secretary-General has recently appointed a high-level panel to prepare a bold yet practical development vision to be presented to the General Assembly next year, with shared responsibilities for all countries and with poverty eradication and sustainable development at its core. As such, the emerging Post-2015 Agenda presents an opportunity to shape a vision for a sustainable future by addressing a range of important global challenges, such as poverty eradication, ensuring food security, sustainable energy for all, reducing climate change and disaster impacts, attaining global peace and security, and ensuring healthy lives, while at the same time respecting environmental boundaries.

The development of solutions to these key global challenges, and the transition towards ‘green societies’ will require the mobilization of a wave of creativity, innovation and entrepreneurship. It will also require a clear strategy that puts science and education at its core. The innovations to transform our societies towards sustainability must be based on sound science, technology and innovation (STI). In mobilizing such ‘Science for Sustainability’ concept, however, we must apply a forward looking approach that aims to maximize the benefits and minimizes possible negative spin-offs from new S&T based innovations and developments. In that respect we need to learn a lot from mistakes in the past. Besides, it is also clear that we need to ‘educate for a sustainable future’. The world has changed, and the Asia Pacific region is changing at an even faster speed.

Therefore, Innovation and creativity are considered key to learning in the 21st century, and we must reflect on the vision of education and learning that we wish to promote beyond 2015. The view that education fulfils a much broader function in empowering children and adults alike to become active participants in the transformation of their societies has gained momentum. Every human being needs to acquire the knowledge, skills, attitudes and values necessary to shape a sustainable future.

This meeting will provide an opportunity for in depth discussions on the role of STI and of education in generating a better understanding of the challenges and approaches in **transforming societies through creativity, innovation and entrepreneurship**. The collective wisdom of professionals and experts from such diverse background gathered in this meeting will no doubt contribute to the quality of deliberations and outcomes of the ELLTA 2012 Conference. **I wish the meeting all success and look forward to its outcomes and recommendations.**

Message from ELLTA Leadership



Ibrahim Ahmad Bajunid



Roshni Kumari



Muhammad Babur

ELLTA (www.ellta.org) is about leadership and learning in Asia. Its core purpose is to explore, recognize, strengthen, and promote theories in Asia in the broader domain of leadership and learning. ELLTA has been passionately engaged in developing knowledge and learning networks around its central mission through providing venue for research dissemination (organizing conferences, publications); strengthening networks of researchers and scholars, organisations, associations and institutions in Asia; identifying future directions for research and collaboration in Asia; and capacity building for leadership and learning and research in Asia.

Majority of the social theories which claim to have global application originates in different parts of the Western world, which raises a serious concern: Is it wise to assume that all these theories are universal in nature and could be equally applied to all contexts?

Thus, there is a need to examine/challenge generalizations related to learning and leadership across cultures and geographical boundaries, between East and West, but of course also between Eastern contexts. It is in this connection that the ELLTA Conferences offer a significant contribution and, thus, become strategically a very important initiative, as they aim at contributing to the knowledge on leadership and learning in *Asia*. The broad, deeper questions that the conferences attempts to address are:

Are the west-inspired theories on leadership and learning relevant for Asia in general and different contexts in Asia in particular?

Is there a need to develop theories specific for Asia in general and different contexts in Asia in particular?

Are there existing theories on leadership and learning with an Asian origin, which have not received much attention or have not been acknowledged so far?

The ELLTA initiative, though started in 2009, has already received a very warm reception across the globe. The scholars, professors and researchers who have accepted to serve on the International Advisory Board, the journals who have offered to consider Special Issues, the universities that are willing to host the past, current and future ELLTA conferences, the large group of colleagues, fellow-researchers and community of scholars associated with ELLTA – all these reflect the overall support for the initiative. ELLTA 2011 attracted scholars from 42 countries and produced commendable intellectual artefacts and scholarly work, which include, among others, edited books, such as, *'Are Theories Universal?'*, and a Focus Issue on *'Learning in Asia'* (<http://www.tandfonline.com/doi/abs/10.1080/02188791.2012.684950>; Vol. 32, No. 2, June 2012), Asia Pacific Journal of Education, Taylor & Francis.

We are glad for the recognition that the initiative has received in a short period, and thankful to all those who have contributed towards extending the mission of ELLTA.

ELLTA is now offering its 2nd Academic International Conference. We warmly welcome you to the ELLTA Conference 2012 and wish that it becomes a mutually enlightening and enriching experience for ALL involved!

ELLTA Conference Organizers

Ms. Roshni Kumari

Mr. Muhammad Babur

And

Professor Dato Dr Ibrahim Ahmad Bajunid

Co-hosts and Co-organizers

Universiti Utara Malaysia

In

Collaboration with

UNESCO

Distinguished Keynote Speakers



Professor Dato' Dr. Ibrahim Ahmad Bajunid is Deputy Vice Chancellor, INTI-Laureate International Universities and Professor of Management, Education and the Social Sciences. He was formerly the Director of the Regional Center for Educational Planning (UNESCO-RCEP), Al Sharjah, United Arab Emirates; the Founding Dean, Faculty of Humanities and Social Sciences, University Tun Abdul Razak (UNITAR); and Director of the National Institute of Educational Management and Leadership. For more than three decades, he has been the key figure in the Field of Educational Management and Leadership in Malaysia.

He is Editor and Editorial Advisor for several educational journals, locally and internationally. He is a Council Member of the Board of the Razak School of Government, a Member of the Board of Trustees Axiata, Board Member of Kolej Yayasan Saad and Yayasan Ilmuan, International Advisory Board Member of Exploring Learning and Leadership Theories Association (ELLTA), Editorial Board Member of the Journal of Educational Administration and the South African Journal of Education.

He is recipient of the Teachers Trade Union Leadership Award and a Special Award as Thought Leader and initiator of the National Professional Qualification for Head Teachers and Educational Leaders. He was Member of the National Committee on the Study, Review and Reform of Higher Education in Malaysia. He is also appointed Member of the National Advisory Council on Education. As a member of both these national committees, he has the opportunity to think through and contribute across all the levels and sectors of Education.

Professor Dr. Ibrahim Ahmad Bajunid is the recipient of the National Educational Leadership Award, the highest Educational Leadership Award in Malaysia awarded only to a few individuals who have demonstrated distinguished and exemplary leadership across institutional, national and international contexts. He was awarded the Honorary Doctorate in Education and Management by the Sultan Idris Education University and also an Honorary Doctorate from the University of Malaya.



Professor Alma Harris is Director at the Institute of Educational Leadership, University of Malaya, the leader in research and innovation. Prior to that, Dr Harris has held positions at the Institute of Education, London (as the Pro-Director, Leadership), at the University of Bath, Open University, Nottingham University and the University of Warwick (held the position of the Director of the Institute of Education for four years).

Dr Harris' research work focuses on organizational change and development. She is internationally known for her work on

school improvement, focusing particularly on improving schools in challenging circumstances. Dr Harris has written extensively about leadership in schools and she is an expert on the theme of distributed leadership. Her book 'Distributed Leadership in Schools: Developing the Leaders of Tomorrow' (published in 2008 by Routledge & Falmer Press) has been translated into several languages.

Some of her recent books (as an author/ editor) include: 'Challenging the orthodoxy? Perspectives on school effectiveness and improvement research policy and practice' (published in 2012 by Springer), 'Schools performing beyond expectations' (published in 2012 by Routledge Press), 'Professional Learning communities in Action' (published in 2011 by Leanta Press), and 'Leading School Turnaround' (published in 2010 by Jossey Bass).

Dr Harris has held a number visiting professorships at a number of Universities including the University of Hong Kong, Nottingham Business School, University of Manitoba, University of Malaysia, and is a Professorial Fellow at the Graduate School of Education, University of Melbourne.

Since 2009/2010, she has been seconded to the 'Welsh Assembly Government' as a Senior Professional Adviser and is currently assisting with the process of system wide reform. She is President Elect of the 'International Congress of School Effectiveness and School Improvement' and will take up her Presidency at the 26th International Congress in Chile in 2013.



Professor Shantha Liyanage is senior researcher at Department of Education and Communities and professorial fellow at the University of Technology Sydney. He is also currently the Director of SERIM Australia Pty Ltd.

Dr Liyanage's PhD is in the management of Industrial Innovation. He has worked in industry, government and academic institutions in the areas of management of innovation and technology management.

Previously, he was the Associate Professor and Director of Technology Management Centre (TMC) at the University of Queensland where he developed a novel postgraduate programme in technology and innovation management. He also held professorial appointments at the University of Auckland, New Zealand, and the Macquarie University in Sydney. At the Business School of the University of Auckland (2001-2007), he worked closely on biotechnology commercialisation with leading biotechnology groups. He held several visiting professor positions/ appointments, including the International Business School of the Nihon University, Japan.

Dr Liyanage has contributed to innovation, knowledge and management practices in public sector organisations and private industry and his work with CERN ATLAS is internationally recognised. He was also the founding member and the Program Manager

of the UNESCO based Science and Technology Policy Asian Network (STEPAN). As the program manager of STEPAN, he has contributed to science and technology development in many developing nations in Asia. Shantha has extensive experience in applied techniques for fostering technology and innovation through his consultancy experience with various Government and International development Agencies such as the Asian Development Bank, the World Bank, UNESCO and AusAid and Governments in Asia and Pacific.

He has contributed to theories of innovation, knowledge and intellectual capital and international business strategies and leadership, and is also on the International Advisory Board of Exploring Learning and Leadership Theories Association (ELLTA). He is also Editor-in-Chief of the International Journal of Learning and Change, Inderscience, UK. Dr Liyanage is an active researcher, and his areas of expertise include: Innovation Audit, Knowledge Management, Intellectual Property Management, Project Evaluation, Organisational Innovation, and Management of Research and Development. In addition to his academic credentials, Dr Liyanage also has extensive industry experience in learning and development field.



ELLTA 2012: Asian Perspectives on Transforming Societies through Creativity, Innovation and Entrepreneurship (Dec 11-13)

ELLTA 2012: Interactions and Engagement Plan (Conference Schedule)

Asian Perspectives on Transforming Societies through Creativity, Innovation and Entrepreneurship (December 11-13, 2012)

Key Features of ELLTA Conference 2012

ELLTA envisages conferences as spaces for meaningful interactions and networking (as a means to engage with the community of scholars). This is the most critical, significant and valued aspect of conferences, and adds a lot of value to the whole experience.

Keeping in view the high significance and usefulness that ELLA attaches to such interactions, the schedule offers a variety of innovative sessions that are interactive and provide social spaces for talk, networking, socializing, discussing, debating, extending ideas, synthesizing, meeting up with people you want to meet, etcetera.

Given that the conference is taking place at the exotic island (Langkawi), with the beach in sight and within reach all the time, with its beautiful mornings and evenings, and enticing food – the interactions may turn into one of your most memorable events in life! However, please, come prepared to make the most out of it – *3 days may get over so soon, before you even realize it!*

Early Registration

December 10, 2012 (Monday)

5.00 – 7.00 pm

Day 1

December 11, 2012 (Tuesday)

Time	Activity
08:00 – 9:00	Connectovation <p>The word ‘<i>Connectovation</i>’ is an integrated form of connection and innovation. The term is coined to underline the intention of the session – connecting with each other innovatively! This will be a welcome session (welcome by everyone to everyone). On Day 1, over ‘Morning Tea’ and ‘Registration’, the session may include the following:</p> <ul style="list-style-type: none"> • Ice breaking with each other • Saying ‘<i>Warm Greetings</i>’ to each other using their native language
09:00 – 10:30	Keynote Address One – <i>Inaugural</i>
10.30 – 11.00	~ Revitalizing Tea ~
11:00 – 01:00	<p>Cultural Performance and Formal Inauguration Ceremony</p> <ul style="list-style-type: none"> • Recitation • Welcome note • Conference Overview • Partners Address
01:00 – 02:30	<p style="text-align: center;">~ Eating, Greetings and Meeting ~ (Lunch, Prayer)</p> <p>Even spaces like lunch and tea have been conceived in such a way that they help in extending the interactions – taking the initial introductions to the next level, with each interaction!</p>
02:30 – 04:00	<p style="text-align: center;">Interactive Panel Discussion</p> <p>A panel of experts will engage in interactive conversations and discussions with the audience. 5such parallel panels on different themes have been organized to take place in different rooms. The panelists are expected to kick start conversations on the identified theme and generate useful debates and discussions through raising critical questions. The following are some possible themes for these sessions:</p> <ul style="list-style-type: none"> • Interactive Panel Discussion 1 (Ballroom 1) <i>Role of Social Media in Societal Transformation in Asia</i> • Interactive Panel Discussion 2 (Ballroom 2)

	<p><i>Sustainability and Sustainable Development in Asia</i></p> <ul style="list-style-type: none"> • Interactive Panel Discussion 3 (Chenang 3) <i>National Innovation Systems – Asian perspectives</i> • Interactive Panel Discussion 4 (Chenang 4) <i>Future Learning Spaces for Nurturing Creativity, Innovation and Entrepreneurship in/ for Asia</i> • Interactive Panel Discussion 5 (Chenang 5) <i>Globalization, Education and Development in Asia and Australia</i>
04:00 – 04:30	~ Revitalizing Tea ~
04:30 – 06:30	<p>Theme-based Discussions</p> <p>The individual paper presentations have been re-conceptualized/ re-designed as theme-based discussions. This is a space where participants can engage in focused, meaningful and deeper discussions on the identified thematic areas, and based on the paper presentations. The specific format details are provided below.</p> <p><i>Parallel Streams of Paper Presentations</i></p> <p>The theme-based discussions would start around some key questions within the specific thematic areas. The impetus and trigger would be provided by the individual paper presentations. However, in place of the regular format of 20 minutes allocation for one paper, which includes presentation followed by question-answers (15+5), each paper presenter would be allowed 15 minutes for paper presentation. And, instead of question answer session at the end of each paper, the floor will be opened after the presentations for discussion (specific to general).</p>
04:30 – 06:30 Ball Room	<p>Creativity, Innovation & Entrepreneurship - Learning/ Education</p> <p>35 - Avoiding the Student response of “Here we go again” syndrome in teaching games employing creative and innovative and sustainable technologies</p> <p><i>Thomas Browne</i></p> <p>44 - Developing and Evaluating Teaching Material for Entrepreneurship Management Course</p> <p><i>Chen Su Chang</i></p> <p>257 - Social Responsibility and Sustainability Programme: The Case of Malaysian Universities</p> <p><i>Francis Dumaing</i></p>

	<p>Leadership & Organizational Context for Creativity, Innovation & Entrepreneurship</p> <p>16 - Using best practice case-studies to envision organisational transformation in the Indonesian Tax Office</p> <p><i>Katherine Collier</i></p> <p>27 - How Effective managerial leadership style in excellence public school</p> <p><i>Gooh Mo Lee</i></p> <p>49 - Examining the Relationship between Emotional Intelligence, Organizational Commitment and Job Satisfaction: A Study of Academics in Brunei Darussalam</p> <p><i>Hj Afzaal H Seyal</i></p>
04:30 – 06:30 Pelangi 3	<p>Innovation Management & National Innovation System</p> <p>109 - Place based approach in order to increase effectiveness of national middle term budgets</p> <p><i>Maris Pukis</i></p> <p>114 - Facilitating local innovative entrepreneurs by local government</p> <p><i>Andris Jaunsleinis</i></p> <p>118 - Assessing the Climate for Innovation: A Case of a Malaysian University</p> <p><i>Fauziah Noordin</i></p> <p>Business Innovation in Asia</p> <p>139 - A User Innovation as a Model for the Development of Handicraft</p> <p><i>Aracha Krasaein</i></p> <p>140 - The exceptional role played by creative and innovative SME entrepreneurs in transforming society in India- a study</p> <p><i>Mathew Joseph Mampra</i></p> <p>186 - Factors Influencing the Purchase Intentions of Consumer's Toward Counterfeit Luxury Brands: an emerging entrepreneurial perspective of Pakistan.</p> <p><i>Humera Imtiaz; Khurram Jawad</i></p>

04:30 – 06:30 Bougainvillea Hall	<p>Sustainability & Sustainable Development in Asia</p> <p>271 - Iranian traditional dolls, expression of traditional lively cities</p> <p><i>Tareef Hayat Khan</i></p> <p>269 - Popular Education and Rural Development in India and Bangladesh</p> <p><i>Dip Kapoor; Bijoy Buara</i></p> <p>227 - Economic and Environmental Implications of Flood Early Warning System using Multi Model Ensemble Prediction System for Small Scale Entrepreneurs in Pakistan</p> <p><i>Bushra Khalid</i></p> <p>Social Media – Role in Transforming Asian Societies</p> <p>40 - Redefining ‘Masculinity’ and ‘Manliness’ - Social Transformation Through Popular Cultural Media Representation</p> <p><i>Farhat Tasannum Farah</i></p> <p>125 - Understanding direction of youth’s transformation in the age of social media: Insights from Pakistan</p> <p><i>Erum Hafeez</i></p> <p>183 - Social Media Marketing (SMM) in Pakistan, Transforming Businesses and Society</p> <p><i>Aasim Farooq</i></p>
04:30 – 06:30 Dewan Chenang	<p>Creativity, Innovation & Entrepreneurship - Learning/ Education</p> <p>80 - Can Multimedia Learning Materials Enhance Creative Performance?</p> <p><i>Hafizoah Binti Kassim</i></p> <p>90 - Training abroad program in assisting excellence cluster school leaders to lead and manage educational institutions in Malaysia</p> <p><i>Quah Cheng Sim (Dr); Wan Azmiza Wan Mohamed</i></p> <p>99 - Creating a sustainable teaching and learning environment for leadership in science and technology education</p> <p><i>Shaheed/ Mogamat Hartley</i></p> <p>102 - Knowledge as a Focal Point of Present and Future</p>

	<p><i>Valery Meskov</i> 247 - Is an Asian perspective possible?</p> <p><i>Tayyab Zaidi</i></p>
04:30 – 06:30 Pelangi 1	<p>Leadership & Organizational Context for Creativity, Innovation & Entrepreneurship</p> <p>69 - Leadership Insights - Leadership Attributes and Qualities required in the developing world</p> <p><i>Amer Qureshi</i></p> <p>104 - The influence of organizational culture on leadership and trust in Malaysian schools</p> <p><i>Dr Hj Sazali Yusoff; Dr Thiyagarajan</i></p> <p>129 - Transformational Roles of Academic Leaders in Malaysia</p> <p><i>Zuraina Dato Mansor, Chun Kwong Han</i></p> <p>272 - On the Society of “Harmony-ism”</p> <p><i>Tadoa Onaka</i></p> <p>91 - The Development of Principal Change Leadership Competency Model: A Structural Equation Modeling (SEM) Approach</p> <p><i>Tai Mei Kin; Omar Abdul Kareem; Mohamad Sahari Nordin; Khuan Wai Bing</i></p>

Day 2

December 12, 2012 (Wednesday)

Time	Activity
08:30 – 10:00	<p style="text-align: center;">Keynote Address Two <i>‘National Innovation System for Societal Transformation in Asia’</i></p> <p style="text-align: center;">(With a focus on highlighting prospects and challenges of developing and studying NIS in Asia)</p>
10:00 – 10:30	~ Revitalizing Tea ~
10:30 – 12:30	<p style="text-align: center;">Theme-based Discussions</p> <p><i>Each paper presenter would be allowed 15 minutes for paper presentation. And, instead of question-answer session at the end of each paper, the floor will be opened after all the presentations for discussion.</i></p>
10:30 – 12:30 Ball Room	<p>Innovation Management & National Innovation System</p> <p>162 - The Effect of Workers Remittances on Public Expenditure on Education in Pakistan <i>Kiran Hashmi</i></p> <p>164 - The Study of Chinese Values and Entrepreneurial Attitude: A Malaysian Perspective <i>Choe Kum Lung</i></p> <p>222 - Again, Blueprint for Transformation or Business As Usual? <i>Han Chun Kwong</i></p> <p>231 - Measuring Malaysian Public Orientation towards Innovation using Rasch Model Analysis <i>Norfarah Binti Nordin</i></p> <p>233 - Opportunity Recognition and Venture Selection :A Study of Small Enterprises in Karantaka, India <i>Dr Vasudev Rao</i></p>
10:30 – 12:30 Pelangi 3	<p>Creativity, Innovation & Entrepreneurship - Learning/ Education</p> <p>253 - Socio Economic Golden Age – The Social Enterprise Wealth Model <i>Syed Ali Akbar Rizvi</i></p> <p>259 - Out-Of-The-Box Approach To Bridge The Gap Between Graduates’</p>

	<p>Employability Skills And Employers' Requirements</p> <p><i>Lim Ngat Chin</i></p> <p>188 - An Application based Framework for developing Entrepreneurship and Creativity Zeal in the University Students: The Bangladeshi Perspective</p> <p><i>Hafsa Maryam</i></p> <p>60 - A metaphorical study on teaching individual creativity in Asia: Indian Alap and Vietnamese Dao</p> <p><i>Gisa Jaehnichen; Chinthaka Prageeth Meddegoda</i></p> <p>113 - Modernism and Asian Learning Traditions: Integration & its Challenges</p> <p><i>Ejaz Akram</i></p>
10:30 – 12:30 Bougainvillea Hall	<p>Creativity, Innovation & Entrepreneurship - Learning/ Education</p> <p>219 - On the Job training- A innovative way of success for employee and employer: A case study of Liaquat National Hospital and Medical College, Karachi.</p> <p><i>Muhammad Kashif Ahsan</i></p> <p>242 - “Jacking Trades, Mastering Treads: Innovating Post-disciplinary English”</p> <p><i>Mashrur Shahid Hossain</i></p> <p>23 - Designing Critical Pedagogy to Counteract the Hegemonic Culture of the Traditional Chemistry Classroom Embodied in My Experiences</p> <p><i>Marlizah Yusuf</i></p> <p>29 - Report on development of STICK score card</p> <p><i>Shukla Ajit Kumar (Prof)</i></p> <p>Creativity, Innovation & Entrepreneurship - Learning/ Education</p> <p>105 - Collaboration in a Peer Response Group</p> <p><i>Sandra Sim Phek Lin</i></p> <p>110 - Knowledge-Based Economy Prospects in Developing World: Case of Pakistan</p> <p><i>Peter Mikulecky / Dr. M Saeed Lodhi</i></p>

<p>10:30 – 12:30 Dewan Chenang</p>	<p>Creativity, Innovation & Entrepreneurship - Learning/ Education</p> <p>270 - Innovativeness in Task Assessment and Rubric Design: The 3H approach (Head-on, Heart-on and Hands-on)</p> <p><i>Tan Ai Mei</i></p> <p>255 - Showcasing, Innovation, Creativity and Entrepreneurship: Case of Hailey College of Banking & Finance, University of the Punjab, Lahore – Pakistan.</p> <p><i>Khawaja Amjad Saeed</i></p> <p>55 - Towards a policy for entrepreneurship Tunisian higher education</p> <p><i>Mohamed Rached Boussema</i></p> <p>263 - How The Pieces Fit Together: Technology plus Open Educational Resources plus International Educators equals a Global Curriculum Continuum</p> <p><i>Tracy Hanson</i></p> <p>Creativity, Innovation & Entrepreneurship - Learning/ Education</p> <p>131 - Constructing Country Through Talent Development is The Key Catalyst for Social Transformation</p> <p><i>Xu Jianyi</i></p> <p>162- Issues and Problems related to Teacher Education in Pakistan</p> <p><i>Kiran Hashmi</i></p>
<p>10:30 – 12:30 Pelangi 1</p>	<p>Leadership & Organizational Context for Creativity, Innovation & Entrepreneurship</p> <p>146 - The enneagrammatic process of leadership and learning: A cross-cultural linking of traditional (non-Western) and modern modes of sustainable knowledge-building.</p> <p><i>Cameron Richards</i></p> <p>154 - Effectiveness of Leadership styles in small business: It depends on what you are looking for</p> <p><i>Hamid Hassan</i></p> <p>180 - Exploring the role of Asian leadership styles for the Asian society facing the influence of "global" hegemony</p> <p><i>Budi Santoso</i></p>

	<p>194 - Evaluating a creative HR practice in an Indian PSU: The “suggestion scheme” of Indian Oil Corp. Ltd.</p> <p><i>Nilesh Nekaljay; Dilip Hari</i></p> <p>Creativity, Innovation & Entrepreneurship - Learning/ Education</p> <p>215 - Traditional Asian Education Value Systems and Education 2.0: How Close is the Fit?</p> <p><i>Ali Raddaoui</i></p> <p>25 - Adopting technologies in educating for creativity, innovation and entrepreneurship: It begins in schools and with teacher education</p> <p><i>Wan Ng; Ashraf Rahman</i></p>
12:30 – 02:00	<p align="center">~ Linked In ~ (Lunch & Prayers)</p>
02:00 – 04:00	<p>Theme-based Discussions</p> <p><i>Each paper presenter would be allowed 15 minutes for paper presentation. And, instead of question-answer session at the end of each paper, the floor will be opened after all the presentations for discussion.</i></p>
02:00 – 04:00 Ball Room	<p>Innovation Management & National Innovation System</p> <p>82 - Research Evaluation Approaches and Place of New Metric</p> <p><i>Muzammil Tahira</i></p> <p>237 - Overseas trained South Asian doctors in the UK as entrepreneurs</p> <p><i>Ghazala Yasmin Farooq</i></p> <p>240 - Cracking the Nut of Innovation: What is in it?</p> <p><i>Lailawati Mohd Salleh</i></p> <p>47 - Using Trust-Based Framework for Effective Knowledge Management and Innovation</p> <p><i>Athar Qureshi</i></p> <p>Creativity, Innovation & Entrepreneurship - Learning/ Education</p> <p>153 - Harvesting Strategy of Teak (<i>Tectona grandis</i> L.f) Plantation and Its Impact on the Economic Evaluation</p> <p><i>Sugiharto Soeleman, Endang Gumbira-Sa'id, Heny K. Daryanto & Arif Suroso</i></p>

	<p>171 - Strategy Of Technology Research And Development In Supporting The Mp3ei Program And The Development Of Palm Oil Industrial Clusters In Indonesia</p> <p><i>E. Gumbira-Sa'id; Sapta Raharja; Iyung Pahan; A.S. Fahmil Qowim; Nur Afni Evalia; Lya Agustina</i></p>
02:00 – 04:00 Pelangi 3	<p>Business Innovation in Asia</p> <p>197 - Islamic Model of Entrepreneurship: Insight from the Islamic Trade</p> <p><i>Syed Rafay Athar</i></p> <p>141 - A Role Model of Creativity and Entrepreneurship: Case Study on SQUARE Bangladesh</p> <p><i>Meghla Clara Costa</i></p> <p>88 - Introducing instrumental knowledge about financial cooperation for municipal banking and municipal funds in the Asian sub-regions while bridging alternative market access to barter networks with local participants</p> <p><i>Silvia Amato</i></p> <p>119 - Promising Approach towards Sustainable SMEs via Thai Philosophy of "Sufficiency Economy" and Government Support</p> <p><i>Siriluck Thongpoon</i></p> <p>Creativity, Innovation & Entrepreneurship - Learning/ Education</p> <p>187 - Assessing the Usage of Information Technology: Applying Unified Theory of Acceptance and Use of Technology</p> <p><i>Yassir Mahmood; Javed Iqbal</i></p>
02:00 – 04:00 Bougainvillea Hall	<p>Sustainability & Sustainable Development in Asia</p> <p>59 - Analysing current Malay social character traits in comparison to their inherited core social character traits: Diagnosis and prognosis</p> <p><i>Prof. Dr. Hashim bin Musa</i></p> <p>46 - Public Health Ethics for Donor and Aid Agencies</p> <p><i>Anant Kumar</i></p> <p>152 - Marginal Dry Land: a Recourse Curse or an Opportunity for Agribusiness Development</p> <p><i>Sugiharto; Gumbira-Sa'id, Endang Prof.; Arif Imam Suroso</i></p>

	<p>203 - R & D Pattern for Biotechnology SMEs in Malaysia</p> <p><i>Nor Ashikin Mohamed Yusof</i></p> <p>Social Media – Role in Transforming Asian Societies</p> <p>184 - Developing Creativity, Innovation and Entrepreneurship among budding engineers in Oman: Some initiatives.</p> <p><i>K.P. Ramachandran</i></p> <p>212 - Social Media and Leadership: Focusing on the Occupy Wall Street Movement</p> <p><i>Yusuke Suzumura</i></p>
02:00 – 04:00 Dewan Chenang	<p>Creativity, Innovation & Entrepreneurship - Learning/ Education</p> <p>21 - Analysis of Managing Creativity for Entrepreneurs</p> <p><i>Ati Cahayani</i></p> <p>193 - Preparing teachers for social change: A historical perspective from Pakistan</p> <p><i>Parvaiz Ahmed Seehar</i></p> <p>196 - What, Why and How of Educational Programmes For Social Innovations in Asia</p> <p><i>Unaeza Alvi; Farah Huma</i></p> <p>172 - Entrepreneurship: New Ventures for New Oman</p> <p><i>Maryam Alhinai</i></p> <p>246 - Curriculum Reform Paradoxes: Philosophies, Policies and Practices</p> <p><i>Rana Hussain</i></p> <p>Creativity, Innovation & Entrepreneurship - Learning/ Education</p> <p>20 - Learning relativity: creating knowledge in the cosmic world</p> <p><i>Arthur Male</i></p>
02:00 – 04:00 Pelangi 1	<p>Leadership & Organizational Context for Creativity, Innovation & Entrepreneurship</p> <p>250 - Organizational change in Pakistani context</p> <p><i>Muhammad Adeel</i></p>

	<p>266 - Leadership Self-efficacy, Leadership Behavior, Tenure and Managerial Job Performance: Applying the Self-efficacy Theory and Adaptive Self-Regulation Model in Nigeria Commercial Banks</p> <p><i>Shehu Galoji</i></p> <p>189 - Leadership through inspiring and influencing: military leaders vs. business leaders</p> <p><i>Hamid Hassan</i></p> <p>191 - Temporary disconnect - creating the right environment for managing transformation</p> <p><i>Syed Irfan Nabi</i></p> <p>145 - Instructional leadership' behavior and teachers' job performance in Khyber Pakhtunkhwa, Pakistan</p> <p><i>Safdar Rehman Ghazi</i></p> <p>185 - Using Social Networks to Construct Knowledge</p> <p><i>Zaheeruddin Asif</i></p>
04:00 – 04:30	~ Chatting Tea ~
04:30 – 06:00	<p>Keynote Address Three</p> <p><i>‘Leadership Creativity, Innovation and entrepreneurship – Asian Perspectives’</i></p>
06:00 – 07:00	<p>Closing Ceremony</p> <ul style="list-style-type: none"> • Pulling-it-together (<i>Synthesis</i>) • Vote of thanks • Announcement of the next ELLTA Conference

Day 3

December 13, 2012 (Thursday)

Time	Activity
08:30 – 12:30	<p>Exploring Langkawi Together – <i>Sight Seeing (City Tour)</i></p> <p>Education and travel are so integrally linked that the value of this event does not require any further reiteration. Langkawi is one of the most sought after tourist spots in Malaysia – and travelling together would be an exciting and fun-filled opportunity to learn more about each other, about each other's perspectives, ideas and theories while exploring Langkawi together!</p> <p>A city tour is being organized for all interested.</p>

Abstracts

Abstracts for Keynotes Address

Leading Transformation and Innovation

Professor Alma Harris

This keynote will explore current leadership practices for 21st century learning and will highlight what it means to 'lead' innovation and change. The keynote will examine the trends and patterns that are requiring organisations to reevaluate their leadership practices and to restructure leadership roles and responsibilities. It will argue that leadership is needed more than ever if improvement, creativity and innovation are the central goals. The keynote will outline what is meant by collaborative or distributed leadership and will focus upon a recent international research study of high performance leadership in three sectors - education, business and sport. It will also consider how far competition and collaboration can be reconciled within organisational development and will conclude by offering '7 Tests' that can be used to evaluate how far leadership practices are maximizing the potential for innovation and change.

National Innovation System: Experiences and Perspectives from Asia

By

Professor Shantha Liyanage

National governments, private industry and individual entrepreneurs have been largely responsible for developing various scientific institutions, social infrastructure and human capability to make continuous improvements to agricultural, health, environment and industry. Most of these organisations have played an important role in building scientific and technological capacity and scientific and technological culture.

We all have come to the realisation that all organisations, whether private or public, have to innovate to develop useful products, processes or service improvements. Social transformation is associated with continuous innovation and innovation make organisations responsive, agile and efficient to deal with challenges in 21st Century.

Innovation is about complex interactions among various actors and institutions who are responsible for introducing new or improved ways of doing things which will have some significant changes to economy and society. Social transformation through innovation also associates with spiritual and social development. We need to have honest

governments, ethical people, reliable systems if we ever wants the concept of National Innovation System to work.

This key note address outlines Asian experience in organising and implementing national innovation system and the challenges faced by countries with reference to learning, knowledge creation and disseminating innovation.

Interrogating the Myths and Realities of Creativity and Innovation in Education and Society

By

Professor Dato' Dr. Ibrahim Ahmad Bajunid

Abstract to be provided during the conference.

Abstracts *(Papers)*

Thematic Organization

	Innovation Management & National Innovation System
	Social Media – Role in Transforming Asian Societies
	Sustainability & Sustainable Development in Asia
	Business Innovation in Asia
	Leadership & Organizational Context for Creativity, Innovation & Entrepreneurship
	Creativity, Innovation & Entrepreneurship - Learning/ Education

Innovation Management & National Innovation System

47 USING TRUST-BASED FRAMEWORK FOR EFFECTIVE KNOWLEDGE MANAGEMENT AND INNOVATION

Athar Mahmood Ahmed Qureshi, School of Computer and Information Science,
University of South Australia, *Australia*

Nina Evans, School of Computer and Information Science, University of South Australia,
Australia

In recent times, various other fields like organisational learning, information management, human resource management, information quality, social media, computer sciences, public health sciences, electronic government, public policy, consultation and many other disciplines have also started contributing to the knowledge management research. This has revolutionised further the knowledge management research, its constructs, its enablers, its challenges, its strategic frameworks, its modulations as well as its practices both in the industrial organisations and information research world. Organisations' capabilities to acquire, assimilate, transform and exploit knowledge- that is gained from the sources which are external to the organisation are greatly challenged. Trust is a robust trigger and an enabler for the effective knowledge management in organisations for innovation. Trust is also a creeping barrier that stops organisations from establishing a healthy knowledge culture and hence defects the knowledge management professional practice. Although trust has been extensively studied as a factor during the last two decades, survey-based empirical studies are yet to be performed to identify its impact on the road map to innovation in organisations. This paper seeks to offer a comprehensive approach for studying knowledge management through trust perspectives to achieve innovation. The basic premise of this paper is that trust is the first step towards effective knowledge management for innovation in organisations and that trust has a greater impact on the road map to innovation. We suggest employing the trust-based framework in order to achieve the effective knowledge management. The proposed framework is being tested in Australian Healthcare industry through exploratory case studies as part of the qualitative research methodology. Data is collected through semi-structured interviews and the final model will be a road-map for organisations to establish an adequate level of trust culture to enable effective knowledge management. The paper is representing work in progress.

Keywords: Trust, Knowledge Management, Innovation

82 RESEARCH EVALUATION APPROACHES AND PLACE OF NEW METRIC

Muzammil Tahira, Universiti Teknologi Malaysia, *Malaysia*

Quantity and quality dimensions of research performance are going to be measured by bibliometrics, peer review or the mix mode approaches. Untill now, there are some consensus about the use of bibliometric indicators for Research evaluation purpose. These are useful tools for decision making; act as a helping monitoring aid to evaluate the research performance. These can be used at different aggregate levels and showed good

correlation with peer assessment. A range of contradictory views and tensions arose regarding the use of metrics or peer review process. The aim of study is to kindle the new perspectives and concerns for Research Evaluation (RE) approaches to explore the use of potential metric. Based on literature review methodology the study organized in to two major sections. Firstly, different bibliometric approaches are discussed. The focus is the use of common metrics, their merits and demerits. Next section deals with new developments in bibliometrics for research evaluation. The central stance is to seek the potential use of the most notable development named as h-index (Hirsch 2005).

109 PLACE BASED APPROACH IN ORDER TO INCREASE EFFECTIVENESS OF NATIONAL MIDDLE TERM BUDGETS

Maris Pukis, Associate Professor, University of Latvia, Latvia

Centrally managed investment programs are based on sectoral priorities. Local governments try to attract any project, which could be implemented by sectoral ministry in its territory. Such approach leads to enforcement activities, which are far from local society primary needs. Local potential of innovative ideas is lost. Purpose of the paper is to evaluate opportunity to introduce decentralised decision making about preferable development projects on the basis of Latvian self-governments experience. Main tools, applied in this research, are methods of policy analysis. Discussing Latvian experience, comparing situation in Latvia with situation in European Union, analyzing attempts of Latvian self-governments association to introduce that innovative approach into practice, author comes to several general conclusions:

Delegation of decision making about preferable projects to local and regional governments is most radical solution of place based approach to development. To increase efficiency, accountability and transparency of territory based approach the planning period will be linked with budgetary period and elections period.

Keywords: Innovation, place, self-government, middle-term, budget

114 FACILITATING LOCAL INNOVATIVE ENTREPRENEURS BY LOCAL GOVERNMENT

Andris Jaunsleinis, Politician, Administrator & Entrepreneur, Latvia

Legislation in Latvia (alike other countries) about local government role to facilitate local entrepreneurs is contradictory. Restrictions on different forms of public authorities' aid are contradictory to restructuring of national and local economics in such countries as Latvia.

Purpose of this paper is to evaluate experience of Latvian association to protect interests of local communities by facilitating innovative entrepreneurship and to find out elements, which could be implemented in other countries. Methods of this paper are several elements of policy analysis applied to Latvian case study. It is Latvian practice based research with potential implications in different situations of other countries. Main conclusions are:

- 1) Flexibility is condition of substantial importance to facilitate innovative entrepreneurship by local authorities.
- 2) To activate local innovators local authorities and in order to create human resources for innovative entrepreneurship local governments have to be directly involved in entrepreneurship.
- 3) Organization of interests supporting network with national scale social partners is

effective tool to achieve goals of local governments.

Keywords: facilitating, local government, innovation, social dialogue

118 **ASSESSING THE CLIMATE FOR INNOVATION: A CASE OF A MALAYSIAN PUBLIC UNIVERSITY**

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Zaini Abdullah, Universiti Teknologi MARA, *Malaysia*

Hajibah Osman, Universiti Teknologi MARA, *Malaysia*

Azida Azmi, Universiti Teknologi MARA, *Malaysia*

Abd. Shukor Hashim, Universiti Teknologi MARA, *Malaysia*

The main objective of the present study is to assess the level of innovation of the staff of the public university. The study investigate each component of the innovation measure which are, continuous development, ownership, leadership, norms of diversity, consistency, leadership's support for new ideas, leadership's support for development of one's own idea, and power – degree to which it comes from the top. Respondents consist of staff of the public university. Questionnaires were distributed to 2,340 academics and administrative staff who have agreed to participate in the study. The results indicate that the staff of the public university perceived that the continuous development, ownership, and leadership's support for development of one's own idea to be at the level of moderate high; leadership, norms of diversity, consistency, leadership support for new ideas appear to be at moderate low; and power – the degree to which it comes from the top was considered to be low. In addition, it appears the administrative staff have significantly higher level of continuous development, diversity, leadership support for new ideas, and leadership support for development of one's own idea; and respondents with the philosophy "I am more concerned with developing student potential," seems to have significant higher levels of means on ownership, and consistency compared to those whose philosophy is "I am more concerned with ensuring adequate student knowledge." Based on the findings of the present study, it is felt that the university should seriously consider several programmes and policies to improve the existing level of innovation that is present currently among the staff of the university.

Keywords: Innnovation, leadership, ownership, norms for diversity, continuous development, consistency

163 **THE EFFECT OF WORKERS' REMITTANCES ON PUBLIC EXPENDITURE ON EDUCATION IN PAKISTAN**

Kiran Hashmi, Notre Dame Institute of Education, *Pakistan*

Abdul Waheed, The Iqra University, *Pakistan*

The aim of the paper is to study the impact of workers' remittances on public expenditure on education in Pakistan. The study tried to build a simple theoretical framework where government expenditure on education is affected by the presence of financial constraints. It is observed that an increase in workers' remittances assists in controlling inflation and in swift functioning of the economic structure of the government. It also implies to a transfer from public to private spending on education. Furthermore, remittances may allow family circle to send children to school rather to work in Pakistan. This implies an increase in the demand for educational services. Looking at the importance of education in Pakistan, workers' remittances may become a source of economic and social sustainability

if it is taken as a priority.

What Pakistan gets in terms of economic generation or finance in its kitty is low tax receipts, remittances and GDP growth rate. On the other hand, what Pakistan has to give is debt repayments to international donors like World Bank, ADB and IMF, military expenditures, development and non-development expenditures. Hence in doing so, while the debt repayments are to be made, the rate of dollar increases as Pakistan is not generating enough money from its resources rather spending. Therefore when repayments are to be made, the education and health sectors are likely to be the first victims to be hit being the least priority sectors in Pakistan. Thus economic and social sustainability becomes risky in Pakistan.

For this study, data was collected from the secondary sources and was analysed on least square model of regression analysis. The empirical section revealed that the workers' remittances have a positive effect on the economy of the country, however, very less percentage of the total workers' remittance which flows in Pakistan is allocated to the government spending on education, thus, not fulfilling the required targets.

164 **THE STUDY OF CHINESE VALUES AND ENTREPRENEURIAL ATTITUDE: A MALAYSIAN PERSPECTIVE**

Kum Lung Choe, Faculty of Business & Finance, University Tunku Abdul Rahman, Malaysia

Yet Mee Lim, Faculty of Accountancy & Management, University Tunku Abdul Rahman, Malaysia

There is an increased emphasis on entrepreneurship research all around the globe. The Census of Establishments and Enterprises 2005 shows that 99.2% or 518,996 of business establishments in Malaysia are small and medium enterprises (SMEs). A critical question remains – what shapes entrepreneurial attitude? According to Lindsay (2005), culture is an important element that affects entrepreneurial attitude. The aim of this research is to determine the relationship between Chinese values and entrepreneurial attitude. Results showed that there are positive significant relationships between the four dimensions of Chinese values and entrepreneurial attitude. Managerial implications on each of the dimension were discussed.

Keywords: entrepreneurship, entrepreneurial attitude, Chinese values, small and medium enterprises

171 **STRATEGY OF TECHNOLOGY RESEARCH AND DEVELOPMENT IN SUPPORTING THE MP3EI PROGRAM AND THE DEVELOPMENT OF PALM OIL INDUSTRIAL CLUSTERS IN INDONESIA**

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Research and development in the pursuit to obtain new technologies, processes and services in the effort to elevate the competitiveness of the Indonesian industries has been introduced by the Indonesian government through the partnerships between the academic, business and government (ABG) scheme. The scheme is eventually pushed to support the program of Master Plan of The Acceleration and The Expansion of The Indonesian Economic Development (*MP3EI*) 2011 - 2025. One among the three main elements of the Masterplan is developing six Indonesia economic corridors, by establishing centres of development within every corridor and developing industry clusters and special economic zone based on advanced commodities resources.

This study identifies technology research and development activities in the effort to formulate strategy in the development of Indonesian sustainable oil palm industry carried out by the ABG, in supporting the development of palm oil industrial clusters in Sumatera (Sei Mangkei, North Sumatera province; Dumai - Pelintung, Riau province) and Kalimantan (Maloy, East Kalimantan province) economic corridors. Data and information were collected through desk study, indepth-interviews and surveys to some of designated palm oil industrial clusters, universities and government research centers, as well as to some of oil palm private industries.

Results indicating that eventhough some innovative technologies have been found and scalled-up succesfully, however they were hampered by the limited funding allocation. Transformation of technology have been happening through government research and dissemination units, partnerships between the nucleus and smallholders, ABG partnership schemes, as well as through universities and the Indonesian Oil Palm Research Institute. Oil palm technology advancement in the Sumatera economic corridor has been identified to be adapted in the Kalimantan economic corridor to support the progress of MP3EI and the development of oil palm industrial cluster in Indonesia. The technology R&D strategy to be developed should focus on the provisions of R&D infrastructures, strongly lead by the government, and increasing significat R&D funding from the CPO export tax levy.

Keywords: Technology R&D, ABG Partnerships, Economic Corridor, Palm Oil, Industrial Cluster

222 **YET AGAIN, BLUEPRINT FOR TRANSFORMATION OR BUSINESS AS USUAL?**

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In the last two years, the Malaysian Government has been taking a radically new approach to national transformation. The GTP was followed by the New Economic Model and Economic Transformation Programme in 2010, and subsequently political and rural transformation. The “Transformation Budget 2012” announced the “National Transformation Policy”. Presently, the national transformation can be perceived as the inception stage, and the various programmes will be undertaking a continuous implementation journey into 2020. In order to make a real significant change to the country, the transformation needs to be driven from a synthesis of economic, managerial, organizational, social and technological dimensions at the multiple levels of the individual, organization, industry, government, society and nation. The transformation programmes have been driven by the concept of “Doing and Being”, the Yin-Yang model.

We augment the “Dong and Being” model with an enhanced model of critical theory and practice. We define critical practice as an iterative reflexive process, firstly by developing knowledge-for-understanding from a sophisticated model of reality. Secondly, we provide a critique of underpinning assumptions and presumptions whereby the constraining conditions of the status quo and emancipation become knowable and explicit, that is, knowledge-for-evaluation. Thirdly, we re-create, re-define, re-design, re-imagine, re-invent and re-vision pragmatic, doable and implementable programmes from knowledge-for-action. Finally, we combine “Doing and Being”, a simplicity model with critical practice, which is a model of sophistication. The new “theory of everything” could be the basis for the next step of the national transformation programmes to convert Malaysia into a high-income developed country by 2020.

Keywords: National Transformation Policy, Economic Transformation Programme, Government Transformation Programme, Yin and Yang, Critical Theory, Malaysia

231 **MEASURING MALAYSIAN PUBLIC ORIENTATION TOWARDS INNOVATION USING RASCH MODEL ANALYSIS**

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Mohd Ali Samsudin, Universiti Sains Malaysia, Malaysia

Malaysia can no longer rely on Multinational Companies alone to drive innovation. The public should play a role to create the environment which is able to enhance Malaysia's ecosystem for innovation. It is argued that generating innovative human capital must start from the beginning and in the context of the education, it must be strengthened among students either in schools, college or universities. The purpose of this study is to measure Malaysian public orientation towards innovation using Rasch Model analysis. The Rasch model is a measurement model based on the Modern Testing Theory which is the one parameter Item Response Theory (IRT). The Rasch Model which is based on IRT has a few advantages such as (i) Item statistics do not depend on the sample (ii) the candidate score is free from the item difficulty (iii) the item analysis placed the tested items matched with the candidate level of knowledge, (iv) the test analysis does not require a strict parallel test to evaluate the reliability, and (v) the item statistics and candidates' ability is reported in the same scale.

233 **OPPORTUNITY RECOGNITION AND VENTURE SELECTION: A STUDY OF SMALL ENTERPRISES IN KARNATAKA, INDIA**

A.S. Vasudev Rao, T.A. Pai Management Institute, India

Recognition of opportunities and venture selection form an important step for entrepreneurs. An entrepreneurial opportunity is a situation in which a person can exploit a business idea that has potential to generate profit. Opportunity recognition is of significant importance in the field of entrepreneurship (Shane and Venkataraman, 2000, Baron, 2006) Bygrave and Hofer (1991) defined opportunity recognition as “perceiving an opportunity and creating an organization to pursue it.”

This paper attempts to study the opportunity recognition process as observed among the small enterprise owner-managers in Coastal Karnataka in India. The purpose is to understand why and how they recognize opportunities for venture creation. The factors used in the process, the evaluation and venture selection approaches are also studied. The

study highlights some of the practices found among entrepreneurs for opportunity recognition and venture creation. Though a model has not been developed, the process parameters have been examined in detail through this empirical study including case studies. The results of the study indicate the paths chosen by entrepreneurs in opportunity recognition, their background, the important factors used by them, the venture selection approaches and the linkages to venture performance / growth in operational stage of enterprise.

The findings of this study would add to entrepreneurship literature and practice on opportunity recognition and would highlight its importance in entrepreneurial decision on venture creation.

Keywords: Entrepreneur, Opportunity, Recognition, Venture creation

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OVERSEAS TRAINED SOUTH ASIAN DOCTORS IN THE UK AS ENTREPRENEURS

Ghazala Farooq, University of Manchester, UK

In the last decade or so, community cohesion in Britain has been an issue of concern in which the role of established communities and the new migrants in the UK has been scrutinised in the context of their sense of belonging, community engagement and their economic and social contribution to the wider society. Entrepreneurship has been taken up as addressing social inequality within its community cohesion agenda.

This paper presents findings of an empirical study of overseas trained South Asian doctors in the UK who have made a substantial contribution in the National Health Service. A mixed method and a case study approach that includes a secondary data analysis of the UK General Practitioners workforce statistics and in-depth interviews with 27 overseas trained South Asian doctors is employed to examine the nature and extent of the contributions of this highly skilled group of people, the social roles that they have played in the wider society and how they have dealt with the challenges as migrant professionals and utilised opportunities. The key themes covered were community cohesion, migration experiences, identities and mobilisation patterns of doctors in the National Health Service. The driving force behind the migration of overseas trained south Asian doctors was their motivation to come to UK for post graduation qualifications; however, upon arrival to the UK, they experienced marginalisation due to institutional racism that erected structural barriers at a societal level. Their accounts provide evidence of being channeled into temporary and low specialty jobs with little or no hope of career progression. These doctors use structure and agency and entered into general practice (self-employment) in order to overcome blocked social mobility. The findings show that the entrepreneurial behaviour of these highly skilled migrants had resulted in a parallel process to that of their low skilled counterparts.

Existing theories on entrepreneurship have sought to explain its causes and consequences and agree that it is the interactive effects of structural factors (societal level), group or individual level characteristics that underpin the phenomenon (Zhou, 2007).

The findings show how the intersection of imported individual traits and group characteristics of these doctors facilitated entrepreneurship in negotiating entry into general practice. The findings highlight the significance of the role that the above resources play which are regarded as social remittances.

It is often assumed that most immigrants relinquish ties to their countries-of-origin as they become assimilated into the receiving country. However, the interviewees' accounts provide evidence of how they employed culturally specific strategies in the process of entrepreneurship such as 'bounded solidarity' and 'enforceable trust' which created job

opportunities for co-ethnics for whom they also acted as role models, mentors and trainers. Drawing strength from the revolutionary writings of their own poets and scholars, their accounts show how they integrated their own religious/cultural resources in their creative thinking, innovation and transformed the societies in which they inserted themselves.

240 **CRACKING THE NUT OF INNOVATION: WHAT IS IN IT?**

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A lot has been studied on how to move an innovation into public sphere. Many also focus on how to innovate and what to innovate. Yet, what is lacking in studies of innovation are the innate qualities of innovation. The present study dwelves into the underlying qualities of innovators and proposes a model of avid innovators.

Social Media – Role in Transforming Asian Societies

40 **REDEFINING ‘MASCULINITY’ AND ‘MANLINESS’ - SOCIAL TRANSFORMATION THROUGH POPULAR CULTURAL MEDIA REPRESENTATION**

Farhat Tasannum Farah, Department of English, American International University, Bangladesh

“Women as Image, Man as Bearer of the Look” - this concept is nothing but ‘past’ today. For decades, female body has been represented and objectified passively for satisfying male desires. But now, man has been shifted to the place of a passive erotic object. This ‘reversal movement’ has been caused by the presentation of popular socio-cultural media. Like women, man is also spending time and money more and more in grooming himself.

This paper enquires the role that the media play in shaping attitudes towards masculinity. It argues that the media representation of men and masculinity re-defines ‘beauty’ by associating it with its traditional oxymoron, ‘masculinity,’ as well as generates awareness and consciousness in today’s men of maintaining the ‘beauty of masculinity.’ How the media reconstruct the definition of masculinity in the society of Asia. This is an argumentative paper which is totally based on research the media and the related works in this field. My purpose is to inform the world that the picture is being changed now-a-days! What women were used to be at the position of being the spectacle of the other, the position has changed. Men have recently taken the lead of exhibiting them.

125 **UNDERSTANDING DIRECTION OF YOUTH’S TRANSFORMATION IN THE AGE OF SOCIAL MEDIA; INSIGHTS FROM PAKISTAN**

Erum Hafeez, Institute of Business Management, Pakistan

Social Media Technology (SMT) is relatively new in Pakistan but it has gained immense popularity in a short span of time and has completely transformed the ways the youth of Pakistan communicate and socialize, create and engage, act and reflect. With an estimated mobile penetration of 60 percent and internet penetration of 11.5 percent as identified by the International Telecommunication Unit (ITU) in 2010-11, (including more than 100 million mobile subscribers, 20 million Pakistani Netizens, and around 4 million Facebook users, 70 percent of which are below the age of 24), one can assume the potential influence of this rapidly growing media on the youth and thereby in the social transformation of the country.

This speedy social media growth also implies several serious problems and concerns. It is estimated that between 50 to 60 percent of Pakistani youth encounters sexual harassment on the internet (especially the ones who are active on the social networking sites). However, research about sexual harassment indicates that majority of the victims who are subjected to online harassment do not label it as such and consequently never report it. This study aims to focus the social, psychological and emotional implications of digital media harassment on Pakistani youth and also analyze their responses and reactions to the problem.

Considering the nature of the study, a precise questionnaire was carefully designed and survey of a randomly selected sample of 100 net users (aged 15-24) from leading educational institutions was conducted in an objective matter. The intent is to understand the issue of cyber harassment and evaluate its possible effects on the lives of the native youth from their perspective.

Results show that approximately half of the respondents have been victims of social media harassment at some point in their lives while the ratio of female victims is markedly higher than that of male users. Most of the harassment occurs at the social networking sites and instant messaging platforms where people share their personal information and pictures publicly. Online harassment often causes distress, depression and disturbance in subjects' personal and professional lives.

The core objective of this research study is to identify the diverse causes of digital harassment and other related online crimes in the ever pacing social media environment to counter them effectively and promote constructive use of this thriving media especially in the education sector in the country.

183 SOCIAL MEDIA MARKETING (SMM) IN PAKISTAN: TRANSFORMING BUSINESSES AND SOCIETY

Aasim Farooq, Institute of Business & Management (IB&M), University of Engineering and Technology (UET) - Lahore, Pakistan

Social media is becoming a powerful promotional tool in recent times. The increased popularity of social media sites has drawn attention of many marketers around the globe to use this new tool for marketing, promotion and sales of their brands or products. SMM is not only restricted to businesses now a days but many of the organizations and political parties use this revolutionary tool for the promotion of their cause. Social media is also becoming a popular medium of communications in Pakistan. In this paper, we have tried to find out how the marketers and entrepreneurs perceive the importance of social media, either they consider it as important marketing tool or not? And how Social media is creating new opportunities of entrepreneurship and influencing the society as a whole. In

this qualitative study, in depth interviews were conducted from various segments of professional marketers, businessmen and civil society persons to analyze their responses towards the use of social media for marketing purpose and how it is affecting their businesses and social life. It was found that use of social media for marketing purpose is rapidly growing in Pakistan and about 91.66% respondents were well aware of that. But only 58.33% were actually using social media for marketing or business purpose while 41.66% were not using social media for marketing purpose or were not allowed in their organizations to use social media during office hours. 66.66% respondents were convinced about the importance of social media marketing and its broader impact on society and economy among them 90% were the young respondents. 85.71% of the respondent who were using social media for marketing purposes were satisfied with the results and objectives they want to achieve. This study has a direct implication for the entrepreneurs, marketers and society that how the social media is transforming the business horizons ,making new opportunities for entrepreneurship and opening new avenues of economic growth in emerging markets especially at micro levels.

Keywords: Social Media, Social Media Marketing (SMM), Direct Marketing (DM), Word of mouth Marketing (WMM), Consumer Generated Media (CGM)

184 **DEVELOPING CREATIVITY, INNOVATION AND ENTREPRENEURSHIP AMONG BUDDING ENGINEERS IN OMAN: SOME INITIATIVES**

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Well prepared students entering into engineering education will have normally good background of mathematics and science, but may miss enabling skills to be creative. Therefore, the engineering curriculum and learning environment needs to focus on critical thinking and effective problem solving skills to develop entrepreneurship skills among budding engineers. This paper outlines a brief scenario of entrepreneurship in Oman and the efforts of Caledonian College of engineering to nourish and develop creativity and innovation among the students.

Oman has diversified economy, but main revenue is from Oil and Gas sector. Several non-energy sectors such as tourism, fishing, manufacturing and construction and agriculture are expanding rapidly. The government of Oman has a clear strategic policy on funding and supporting mechanism directed towards developing entrepreneurial ventures in Oman. Omani Centre for Investment Promotion and Export Development under Ministry of Commerce and Industry has set for provision of creating fund and supports to SMEs. Oman has launched a project to encourage young entrepreneurs, under its Sanad Programme, has so far provided financial support to more than 30,000 Omanis. The private sectors in Oman are also playing key role in promoting innovation. Further, economic freedom and realization of foreign direct investment lead to pathways for creating business opportunities and job creation in Oman.

The Research Council of Oman has initiated programs to build and spread the culture of research and innovation in the Omani community covering educational sectors, the industrial sector, and society. Funding and support provided covers the scope of academic innovation, community innovation, marketing of intellectual thought, and supporting networking. Historically, there has been a culture of finding employment after the graduation among the students of higher education in Oman. Very few students have

created their own businesses especially among the graduates of the Engineering schools. Creation of this culture among the student body has been encouraged by the systems of job market which is encouraged by national policies in a process of replacing expatriates with national workforce. Therefore, the higher education institutions as a result reacted toward the national policies and promoted so call “qualifications for employment” which fixed an understanding of studying to find a good job in the students’ mind. Such learning culture and students’ philosophy hinders creativity, innovation and entrepreneurship initiatives. Unfortunately, the curriculum design and delivery have also followed the practices and norms of the students’ community and society’s expectations.

The Caledonian College of Engineering, a premier private institution in Oman, is striving towards nurturing students the spirit of innovation, creativity and entrepreneurship through various initiatives. Firstly, the college has introduced topics which are embedded in curriculum of engineering for developing professional & entrepreneurship skills through compulsory courses offered at various levels. These courses provide engineering students with identifying an engineering specialisation related business idea and developing it into a business plan to explore funding opportunities. The main objective of the course to prepare the students to research the gap in Oman to identify engineering or industrial need, innovate or create an engineering based business idea, writing a proposal and presenting and defending it in a forum demonstrating critical thinking, problem solving and analytical skills.

Secondly, CCE has established a Centre for Creativity and Innovation to develop entrepreneurship among talented and ambitious students and academic staff. It is envisaged that the Centre will act as a nexus and linkage to the proposed National hub for Creativity & Innovation, initiated by The Research Council. The objectives of this centre are to provide a spring board to budding engineers with entrepreneurship awareness & job creation opportunities, technology linkage between the college and Commerce and Industry in Oman, Culture of innovation, product development and support for pre-incubation and business opportunities. With these initiatives, considerable success has been realized through student’s publication, participation in design competition, product models etc.

Our presentation discusses the challenges of higher education curriculum/system in Oman with regards to fostering creativity; innovation and developing entrepreneurial mind set in the students’ body so that they are able create small businesses beside developing the abilities for employment in order to contribute in the national economy and take advantages of the opportunities that the economy development bringing to the youth of this country.

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USING SOCIAL NETWORKS TO CONSTRUCT KNOWLEDGE

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Going back in history some 5000 years we see that there were three great civilizations on Earth – Indus, Mesopotamia and China – that started the quest for knowledge. Indus script is perhaps one of the oldest known forms of writing. Taxila’s monasteries predate any other universities of world going back to 3rd century BC. Why then is this region now one of the most backward in the world. While it is important to identify the reasons and trace the route to abject descent, it is more important to find ways of reviving the indigenous spirit of inquiry and formalizing the extant local theoretical and practical knowledge. This paper will make use of social networks and complex systems theories to shed light on the topic and explore ways of using the insights generated to reignite the social processes of knowledge construction, dissemination and assimilation.

212 **SOCIAL MEDIA AND LEADERSHIP: FOCUSING ON THE OCCUPY WALL STREET MOVEMENT**

Yusuke Suzumura, Hosei University, Japan

It may be possible for us to describe the Occupy Wall Street movement diagrammatically as follows: when a certain person writes "I hate President Obama" on Facebook or Twitter and it will be buttoned "Like!" or retweeted by other people, then such anti-Obama attitude grows bigger and more collectively. Or it may be also said that such movement is substantialised, even though no one knows who organise and what kind of organisations are participating this movement. In this sense, the Occupy Wall Street movement and the Tea Party movement in the USA resemble each other at the point not having a clear substance and lacking clear claims, but actually exist. It is the point which is clearly different from the conventional political activity in the Occupy Wall Street movement. For example, the election activity of the candidate Obama in the U.S. President election of 2008 was described as "it was the new technique of the type in the 21st century that Obama gathered small contributions a lot using Facebook, Twitter, YouTube". However, in fact, there was the clear centre called Barack Obama and was only a kin type of the conventional "exercise with the clear centre". At the point, Facebook and Twitter were used for as a tool to make the centre the President. The Occupy Wall Street is different from the conventional political activity in the point. In this presentation, we will examine the meaning and role of social media in the age of the advanced information society.

248 **THE ROLE OF SOCIAL ENTREPRENEURSHIP IN PAKISTAN TO BRING ABOUT SOCIAL TRANSFORMATION**

Adi Abdurab (Mango Animation Studios)

The exponential growth of trends in information and communication technology is linked to social media. This has given life to the idea of social entrepreneurship which has introduced new business models to the global economy in the form of blogs, microblogs, vlogs and tumblrs. The purpose of this paper is to help analyze, understand, elucidate the strengths and opportunities that exist when considering blogging as an industry and what aspects of a business are influenced in that role. This paper is based on the professional experience of one of the authors from years of working on blogs that continuously generate revenue. It also takes into account a critical review of literature on related topics. These findings are reinforced through 15-20 minute interviews with bloggers, vloggers and Micro-bloggers who use this medium as a legitimate business endeavor, to find what makes this industry economically viable And may be more productive vehicle for social transformation. The most significant finding of the study is that this is perhaps the only enterprise which continues to be free of corruption, monopolization and any unwanted external influence, taking the example of Pakistan's utility billing services, in which corruption is both internalized and externalized (e.g., Roohi Ahmed, 2012). This is a surprising finding and it implies that there exists a dire need to develop a reservoir of social entrepreneurs from the academic level and to help them grow into empires, if this industry is accommodated like any other industry with flexibility on taxation it has every reason to stand out from every other industries, based on the interested entrepreneurs alone.

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46 PUBLIC HEALTH ETHICS FOR DONOR AND AID AGENCIES

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In developing, and low and middle income countries, International donor and aid organisations are funding and supporting public health projects and programmes since decades. These organisations have also documented and justified their investments in their evaluations, presentations and reports but “do these investments have made difference to people life and health”.

Most government and people in developing world believe that international aid and NGOs projects and programmes will bring economic and social benefits to their country and people. To some extent, it is true. But these funded projects and programmes have also adversely affected the public health in developing countries by shifting focus from real public health issues and challenges. People are dying from communicable disease like, malaria and diarrhoea but donors are promoting and investing more and more in technology oriented health services and intervention programmes. The donors and aid agencies are also generating evidence base to support and justify their interventions and programmes through funded research. These research findings influence and promote policies, which are more in favour of market forces like pharmaceutical companies rather than favouring and improving the health of poor people.

Are these grant-in-aid support, funded research to generate evidence base, and policy influence in favour of pharmaceutical companies and other multi-national companies are ethically right? Scholars, donors and public health professionals across the world have different opinion and views on ethics recommendation for donor and aid agencies, particularly public health ethics but most of them agree that ethics should be guided by motivation based on the principles of right and wrong in favour of poor and marginalised.

The poster brings up and critically examines these questions and emphasises the need of developing ethics applicable to funding and donor agencies to safeguard the rights and health of poor people in developing world. It is hoped that the ethics guideline will help donor agencies to do more focused intervention and funding in public health and health policy, including resource allocation, the right to health care, and conflicts between autonomy and health promotion efforts, which will help people and government in developing world.

59 ANALYSING CURRENT MALAY SOCIAL CHARACTER TRAITS IN COMPARISON TO THEIR INHERITED CORE SOCIAL CHARACTER TRAITS: DIAGNOSIS AND PROGNOSIS

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This paper is based on a study which analyzed the current social character traits of the Malays against their 26 inherited core social traits elicited from traditional Malay literary works such as proverbs, verses and maxims, embodying the rules, regulations, exhortations and prohibitions in the daily life of the Malays, considered to be the fundamental human components of Malay civilization in the past such as the golden age of Malay Sultanates of Malacca, Aceh, Johor-Riau, etc.

However, the Malays had begun to be influenced by the secularism-materialism ideology of the West with the arrival of the western colonizers and western education, resulting in the gradual erosion of their cultural tradition. The erosion of the cultural tradition began to affect their inherited social character traits passed down from generation to generation causing them to lose their strength and Malay identity. The present numerous social ills affecting the community is testimony to this serious erosion, causing the weakening of their traditional moral and ethical fortitude. The study has succeeded in creating a software program that can self-diagnose the current status of social character traits of any Malay respondent that is whether they are with the quality of excellent, good, fair or weakened/eroded social traits.

Keywords: social character traits, secularism-materialism ideology, globalization, social ills, self-diagnose

151 **ROLE OF CULTURE IN SOCIAL TRANSFORMATION AND SUSTAINABLE DEVELOPMENT**

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Sustainable development has become the most debated topic of this era. Several prescriptions and remedies have been discussed in various forums particularly in the West. The Asian views are more oriented towards cultural integration and societal frameworks. Towing this oriental mental fabric, the ancient Indian texts have provided an integrated framework to this issue on a cultural continuum. This paper analyses them from the perspective of a dynamic society based on a moral edifice and a strong value platform, contributing to sustainable development. The tenets are drawn from a study of some Indian heritage texts starting from roughly 3000 BC and stretching to 1700 AD.

The prescription of Indian Texts, spread over a time span of five thousand years, is holistic and goes into the root of the problem i.e. that of a dynamic and vibrant society facilitating smooth transformation with minimal structural modifications. These systems have undergone superficial modifications during these five millenniums, but the basic tenets have nevertheless, stood the test of time. These cultural roots assist in absorbing change with ease during periods of social transformation. There lies its greatness.

Keywords: Dynamic Society, sustainable development, culture, Indian heritage texts, change

152 **MARGINAL DRY LAND: A RESOURCE CURSE OR AN OPPORTUNITY FOR AGRIBUSINESS DEVELOPMENT?**

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Yogyakarta Special Province, Indonesia consists of 53% dry land, 18% irrigated agricultural land, and 29% non-agricultural land. These high percentage of dry lands are concentrated in two regencies (Gunung Kidul and Kulon Progo) owned mostly by small farmers. The high rate of poverty and Gini ratio in Yogyakarta are probably the result of inability of the farmers to economically develop such dry lands due to lack of fertile natural, human and financial resources. Instead of treating these dry lands as resources curse, a grass root initiative has been undertaken since 2008 in a small cluster of dry land, to develop an integrated sustainable agribusiness. Among others, the activities include hard wood plantation, livestock farming, cash crops farming, organic fertilizer production, fishery farming, and post-harvest activities. The activities have been supported by the academic researchers, social investors and farmers without any government involvement. It was resolved that the inclusion short to medium terms objectives of livestock farming, cash crops farming and other activities into a long term objective of harwood plantation were significantly increase the economic benefits of any of the activities. Based on the current success story, a larger scale of integrated sustainable agribusiness is designed to cover most of dry lands in Yogyakarta including supporting activities such as setting up vocational schools and marketing distributions.

Keywords: marginal dry land, resource curse, grass root initiative, integrated sustainable agribusiness

203 **R & D PATTERN FOR BIOTECHNOLOGY SMES IN MALAYSIA**

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This paper calls for Malaysians small and medium enterprises (SMEs) in biotechnology sector specifically to evolve and change their present style, research and work culture in preparation for k-economy. The biotech SMEs should equip and improve their knowledge on intellectual property. Most importantly they need to be innovative in using their intellectual property as part of their research and development plan as well as business strategy plan to ensure their survival and competitiveness. Currently they are either not properly protecting their assets with intellectual property or taking advantage of their intellectual property as business leverage. This paper focuses on bionexus status SMEs. They are assigned with heavy responsibilities. The government has identified biotechnology as the next economic engine growth towards Vision 2020 and beyond. However Malaysian aspiration to become biotechnology producer internationally relies on a rather small number of bionexus status SMEs. To date there are less than 500 truly eligible and qualified bionexus status SMEs. Most of them are new to the industry with less than ten years experience. Many of them were or are still technology users. They dominated the local biotechnology industry. Biotechnology is a highly technical and complex subject matter. The technological advancement is very rapid. Bionexus status SMEs face uphill challenge in creating new knowledge and innovating. The demand for consistent and continuous R&D activities might not be available to them. Without any meaningful R&D activities, the bionexus status SMEs cannot expect to succeed. The paper explores the pattern of R&D activities amongst the bionexus status SMEs in conducting their R&D. It tries to uncover whether the bionexus status SMEs consider intellectual property in designing their R&D master plan to create a more cost friendly and orderly R&D activities to boast their business profits. It employs qualitative research method. It uses inductive critical realism paradigms. It shall represent data and analysis

from structured interviews. The research instrument comprises a set of questionnaire distributed amongst bionexus status SMEs. The 4-likert scale questionnaire was tested and distributed. The respondents are owner, managing director, R&D manager, new product development manager, or the right people who are most familiar with the R&D activities of the organizations. The research is conducted all over the country in order to be more representative of biotechnology SMEs community. Simple random technique was used for sampling to ensure equal probability of selection. A special session for in dept interviews and discussion with the responding respondents were arranged through a series of focus group discussions for verification purposes. As an important tool for innovation, technological development and financial income, intellectual property should be incorporated at the inception stage of a SME and not at the second, third or last stage of their establishment. This may include post commercial stage. Intellectual property should not be seen as merely legal and exclusive proprietary rights or confined solely to legal, engineers or inventors communities. It must be expanded further across the organization, work force or public in building a k-workers society.

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ECONOMIC AND ENVIRONMENTAL IMPLICATIONS OF FLOOD EARLY WARNING SYSTEM USING MULTI MODEL ENSEMBLE PREDICTION SYSTEM FOR SMALL SCALE ENTREPRENEURS IN PAKISTAN

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Pakistan is a developing country having a small open economy driven by government and semi government based employment. This economy is also influenced by small businesses of entrepreneurs to compensate the domestic demand. In this study, the flood predictions and its impact on small business has been explored. The Multi Model Ensemble Prediction System (MM-EPS) was used by employing GCMs including ECMWF, Meteo-France, MPI and UKMO and their different combinations to check the accuracy of forecasting system for small scale entrepreneurs. The hindcast of GCMs was executed and evaluated for a period of 32 years from 1969 to 2000 for the eastern belt of Pakistan. The processed total monthly rainfall of summer monsoon season for upper tercile was compared to the real time observations of Pakistan Meteorological Department and Era-40. Relative Operating Characteristic diagrams were used to check the reliability and skill of the Probabilistic forecast as compared to the reference forecast. Cross Validation method validated the accuracy of forecast highlighting the extreme events.

Entrepreneurs can improvise their business expansion capacity by merging together the forecast of MM-EPS for flood early warnings as the combinations of models which produced the skill forecast; MPI-MeteoFrance for all cities except Jhelum, ECMWF-MPI for Islamabad, Rawalpindi, Lahore, Badin and Nawabshah, ECMWF-MeteoFrance for Islamabad, Lahore and Nawabshah only, ECMWF-MeteoFrance-MPI for all cities except Jhelum, ECMWF-MeteoFrance for Jhelum by eliminating the 9th initial condition of Meteo-France from calculation of Probabilistic forecast. This study shows that by using flood prediction systems, governmental and nongovernmental support can magnify the efficiency and surveillance of small businesses in Pakistan.

Keywords: Pakistan, seasonal, monsoon, ensemble, forecast

269 **POPULAR EDUCATION AND RURAL DEVELOPMENT IN INDIA AND BANGLADESH**

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Popular education is political and cultural education that is directed toward the promotion of social transformation of oppressive structures (e.g. colonizing education and development processes) through a process of conscientization (Freire, 1970; Rahman, 19). In other words, popular education is a process of collective learning where popular educators and learners learn together through group reflection and action or praxis in order to affect social change directed at oppressive and unjust social structures (e.g. structurally-determined poverty and inequality). "It has opted for the transformation of an oppressive social structure instead of merely changing values and attitudes of individuals" (Prajuli, 1986, p. 33). Popular education is a problem-posing approach to education that emerges from and relies foremost on local knowledge and circumstances. Pedagogical practices emphasize the use of participatory methods, which aim to strengthen the social-cultural identity and political-economic power of marginalized social groups/classes/ethnicities always linking educational activities towards the continual strengthening of social organization and mobilization.

In this paper/presentation, we will attempt to analyze the interventions of local NGOs and mobilization processes in the context of rural *adavasi*/ethnic communities Orissa, India and the southeastern hills of Bangladesh through the socio-political optic/analytic of popular education.

271 **IRANIAN TRADITIONAL DOLLS, EXPRESSION OF TRADITIONAL LIVELY CITIES**

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One of the most important aspects in human civilization and culture is the worldly and spiritual cultural legacy and one of the most fundamental and basic methods to achieve the summit magnitude are to emphasize on education and training. Occasionally dolls, in Iran, are used for telling mythic stories and sometimes play the role of amusing tools, thus can preserve the marvelous spirit of traditional cities. Based on field study and librarian data collection, in this research work a compendium history of fabricating Iranian dolls is explained which shows the importance of treating and creativity on Iranian rich culture. Besides categorizing traditional dolls those conform to Iranian ancient heroes, dolls which are related to desiring rain ceremony were also introduced, with the latter believed to play the occasional role of charms. Finally the study tries to find the role of this culture in bringing people together with the essence of generating lively cities, hence towards social sustainability.

Key words: Cultural Legacy, Iranian Traditional Dolls, Rain-demanding Ceremonies, Lively City, Social Sustainability

INTRODUCING INSTRUMENTAL KNOWLEDGE ABOUT FINANCIAL COOPERATION FOR MUNICIPAL BANKING AND MUNICIPAL FUNDS IN THE ASIAN SUB-REGIONS WHILE BRIDGING ALTERNATIVE MARKET ACCESS TO BARTER NETWORKS WITH LOCAL PARTICIPANTS

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Essentially, this is an independent study that is developed in knowledge units which will basically group together the projects activities promoted through Municipal Development Funds (MDF) that have been archived by the Asian Development Bank (ADB) the World Bank (WB) and evaluation development agencies in Asian Sub-regional offices (UNESCAP) for the past decade.

With this type of work we surely try to focus on financial cooperation arrangements (MDF) that have supported private sector actors for the provision of services that can fundamentally enhance the management of structural planning activities at a municipal level. The purpose of this functional review is to provide a closer detailed/comparative analysis about the instrumental capacity of municipal projects to strengthen operational and managerial abilities in competitive environments that have been targeted by funding agencies in parts of Asian regions, particularly South/Southeast Asia.

But in order to reach in depth understanding related to the study of municipal funding distribution we will firstly include the primary dimension of (MDF) in comparative settings, as well as, a secondary dimension about the redistribution of local capacities that takes place through barter networks at community level.

Interestingly, a number of anthropological and economic analysis based on barter/countertrade practices (e.g. subsistence economies in Central Asia) have critically speculated over the adaptation of communities to changing market conditions. Especially, at times of financial crisis when systemic trading relations can result quite central for redistribution of resources among local participants. However, the social dimension of barter systems/networks has been modified across generations due to familiar and unfamiliar aspects of sustainable development strategies that have been applied to various territories with changed dynamics. Moreover, the informal characterisation of market relations has developed fragile economic interactions which have been limited in terms of information and legal rights.

Therefore, for this type of research, we will approach both knowledge areas (MDF) and Barter Systems to identify a combination of trading environments and policy measures that have been emerging through innovative regulatory/financial assets promoting regional integration of economic activities for cooperation and quality performance. About the cognitive steps undertaken by regional partners for economic integration we see ASEAN Free Trade Area as a key institutional link for joined stages of informal/formal economic flow of transactions.

For such reasons, we have undertaken a qualitative structural approach which allows doing 1) a comparative review of financial assistance cooperation through Municipal Funding and Banking in current Sub-regional regulatory assets 2) develop a critical understanding of barter trading relations/flows that have been in place 3) provide a conceptual framework of regional conducts and organizational rules that have been including/undermining local trading networks in combination with national and international financial assistance investments spread across the Region.

91 **THE DEVELOPMENT OF PRINCIPAL CHANGE LEADERSHIP COMPETENCY MODEL: A STRUCTURAL EQUATION MODELING (SEM) APPROACH**

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Khuan Wai Bing, Sultan Idris Education University, Malaysia

The objectives of the study were twofold: to develop a substantiated Principal Change Leadership Competency Model (PCLCM) and an instrument to identify change leadership competencies that facilitate change in schools. A total of 936 teachers from 47 High Performing School completed the survey. Structural Equation Modeling using AMOS version 18 was applied to test the models. Exploratory Factor Analysis was employed to identify the underlying factors while Confirmatory Factor Analysis was applied to test the measurement models. The analysis yielded a four-factor PCLCM namely, a) Goal Framing, b) Capacity Building, c) Defusing Resistance and Conflict, and d) Institutionalizing. The results demonstrated a good fit statistics: normed $\chi^2=3.184$, TLI=.983, CFI=.987 and RMSEA=.048. Results provided evidence for convergent validity, discriminant validity, and construct reliability of the 12-item scale. The PCLCM will benefit educational practitioners and the relevant parties in planning, designing, implementing and evaluating future training and development programs for school principals.

Keywords: Principal change leadership competency model, Goal framing, Capacity building, Defusing resistance and conflict, Institutionalizing

119 **Promising Approach towards Sustainable SMEs via Thai Philosophy of “Sufficiency Economy” and Government Support**

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Recently, the issue of sustainable development has attracted the attention of scholars, policy makers, business practitioners as well as the community alike. The interest on sustainability, especially within the commercial landscape, is not only the focus of the developed nation, but also the developing countries such as Thailand. Once, Thailand was referred to the fastest growing economy during the decade 1986 – 1996 by the World Bank. Economic growth was predominant by the high levels of both domestic and foreign investment. When the economic bubble collapsed in 1997, the country was caught in severe economic crisis. Business empires were stuck and the majority of the employers resorted to downsizing solution. Although this solution deemed practical at that point of time, it could derail the efforts toward enhancing economic and social sustainability in the long run. Due to this incident, sufficiency economy philosophy, which viewed as value and norms embedded in Thai's society, is reiterated and again propagated to be reapplied at all levels including business sectors. Simultaneously, Thai government has come to a resolution that SMEs should be at the forefront of the economy given that they are crisis shock absorbers. This resulted in the formulation of SME master plan which acts as Thai's “game changer”.

A critical scrutiny of the previous studies has demonstrated that the focus has been

directed not only to the economic performance of the SMEs but importantly the “sustainable performance” of these ventures. A firm is deemed sustainable when it has not only a strong position of financial performance but also its ability to contribute to the social well-being of a country. In order to appreciate the contribution of informal rules (sufficiency economy philosophy) and formal rules (government support), these two factors are taken into account as important variables in promoting sustainable performance of SMEs in Thailand.

This study endeavors to investigate the role of sufficiency economy philosophy and government support in determining sustainable performance among SMEs in Thailand. A sample of 119 SME entrepreneurs from Southern Thailand participated in this study. The regression analysis conducted to test the postulated hypotheses demonstrated that both sufficiency economy; especially reasonableness and self-immunity, and government support are critical predictors of either economic or social performance. Moreover, both knowledge and morality are confirmed to promote the principle of sufficiency economy philosophy. SME entrepreneurs will be conscious of the potential effects of this philosophy. The appropriate practices can be equipped and nurtured through the values of sufficiency economy philosophy, which shed light on means to achieve firm sustainability.

Keywords: sustainable performance, sufficiency economy philosophy, government support, SMEs, and Thailand

139 **Users Innovation as a Model for the Development of Handicraft**

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The concept of user innovation always referred to the innovation which by the users or the end-users of the product when they have modified the existing product to meet their needs. This concept was explored in the area of sporting goods and computer software, and then evolved into more consumer product. Beside the industrial products and software, handicraft products had shown the evidence of the innovation from users.

According to the observation along the craft market, there were several customers shown an ability of being a Lead user from seeking for the specific product to fit their specific needs. They had expressed their idea to adapt or modify the existing product to meet their special requirements. They really know how to use the products.

On the other hand, there were a lot of handicraft producers that produce an unsellable product since those producers did not have any knowledge on market and customers. They only knew how to produce the handicrafts. Potentially, the revealing from customer could be a major source of idea to the handicraft producers for developing their product in the future.

Keywords: User Innovation; Lead User; Handicraft; Idea; Craft Knowledge

140 **The exceptional role played by creative and innovative SME entrepreneurs in transforming society in India- a study**

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Entrepreneurship and innovation plays key roles in the socioeconomic transformation of a

society. The amazing economic growth of West owes much to the role of SME entrepreneurship and their creative and innovative strategies. This research attempts to establish the impact of innovation and creativity in the Indian SME sector for the success of entrepreneurship and thereby aiding the socioeconomic transformation. Author explains seasoned and initial stage entrepreneurs and makes a distinction between survivalist self-employment activities in the traditional sector and the professional opportunity-driven entrepreneurship. Also examine how opportunity-driven professional entrepreneurship can drive transformation in the society through innovation and creativity by increasing employment, productivity and hence the socio-economic conditions of the surrounding society.

An indigenous entrepreneurial framework comprised of innovation and creativity was proposed based on the literature review and personal experience of scholars. Significant positive relationship existed between success and proposed factors of success in socioeconomic transformation, that is, entrepreneur, creativity and innovation. The methodology adopted is systematic literature review and compilations of findings and lessons learned from the author's own experiences as an owner-manager for an SME for more than two decades in India. Article also draws on examples which forward looking SMEs in India.

Keywords: Innovation, Entrepreneurship, Creativity, Socioeconomic transformation

141 **A ROLE MODEL OF CREATIVITY AND ENTREPRENEURSHIP: CASE STUDY ON SQUARE BANGLADESH**

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This paper represents a descriptive study on SQUARE Group of industries and their founder chairman Mr. Samson H. Chowdhury, who was an entrepreneur and a role model, and took his company to great heights, through creativity, integrity and honesty. The required data for this paper is being collected through in-depth interviews with personnel working in the organization attaching more weight to the ones of those who worked closely with the chairman, and from secondary sources, i.e. online databases, journals, articles, interviews etc. In this study, the authors are going to analyze the growth of SQUARE group as an entrepreneurship and the impact of creativity has had on their success, through application of creating productive human resources and diversified businesses. Now SQUARE is one of the best role models for entrepreneurship not only in Bangladesh but also in Asia in terms of number of employees and organizations. The researchers also depict all contributions of SQUARE towards the betterment of society through large-scale employment and projecting Bangladesh to the world at large by exporting their products. This research should highlight further frontiers for potential researchers and entrepreneurs to understand the definition of an honest and successful role model of creativity and entrepreneurship based on the study of SQUARE.

Keywords: Entrepreneurship, creativity, SQUARE, Bangladesh, role model, ethics

153 **HARVESTING STRATEGY OF TEAK (TECTONA GRANDIS L.F) PLANTATION AND ITS IMPACT ON THE ECONOMIC EVALUATION**

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In recent years, teak plantation business is booming all over the world including Indonesia. Several enterprises offering teak plantation business to investors with different investment scenarios such as the investment amount and the time schedule of harvesting. A pilot project of teak plantation has been carried out in Gunung Kidul District, Yogyakarta Special Province since 2008. The pilot includes different species of teak, different time of plantations and different locations in regard to the exposure from the open sea winds. Based on the diameter and height growths of the current pilot activities and growth model suggested by Perez (2008) in Costa Rica, a forecasted growth in diameter and height has been established. Economic valuation comparison has been conducted to different harvesting schedule being offered by two enterprises in Indonesia, as suggested by Hallett et al. (2011) in Mexico and three other models of different harvesting scenarios. The findings suggest that the harvesting strategy is critical to the outcome of the investment. It is also resolved that the exclusion of coppiced teak plantation prevent the investors to get the optimum benefit of their investment.

Keywords: teak plantation, harvesting strategies, coppiced plantation

186 **FACTORS INFLUENCING THE PURCHASE INTENTIONS OF CONSUMERS TOWARD'S COUNTERFEIT LUXURY BRAND: AN EMERGING ENTREPRENEURIAL PERSPECTIVE OF PAKISTAN**

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The study examines the factors that influence the purchase intention of consumers in Pakistan towards counterfeit luxury brand in order to provide related information to the counterfeit entrepreneurs to understand the purchase preferences of Pakistani consumers.

50 structured interviews are conducted with both males and females ranging from 18 to 55 years of age. The data is collected at local markets targeting lower middle and upper middle class of the society. The data is analyzed through simple random non probability sampling.

Findings of the paper support that the social framework or social context has a great influence on the purchase intentions of consumers regarding counterfeits. This study is helpful for the small and medium entrepreneurs to understand the factors that increase the demand for counterfeits to expand their business. Hence the study lags in the cross cultural perspective Also the ethical and legal aspect of consuming counterfeit is not the focus of this study. The study has practical implications for counterfeit entrepreneurs regarding the preferences of consumers that effect demand of counterfeits which helps them in decision making for their business. While reviewing the related literature, it is found that these factors are not highlighted in Pakistani context before. So this study is helpful in gaining a deep insight into the consumer's preferences and perception of counterfeit brands over the genuine brands.

Keywords: Consumer purchasing intentions, counterfeits, luxury brands, social image, brand perception

197 **ISLAMIC MODEL OF ENTREPRENEURSHIP: INSIGHT FROM THE ISLAMIC TRADE**

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There are several Entrepreneurship models are available in South East Asia Business World. Majority of those businesses model are belonging to the Western society. One of the Social Entrepreneurship model is a need of today Muslim Business society. The purpose of this paper is to identify the main elements of entrepreneurial activities of Muslim Entrepreneurs and to review the Islamic literature especially in the light of Qura'an & Sunnah to find out the traits from the life of Role Model Islamic personalities. This will help in understanding business practices to develop an Islamic entrepreneurship model. Thus the aim of this paper is to develop an Islamic entrepreneurial model and evaluate the relevance of this model for Pakistan.

The paper is based on the study of some notable companies and also the review of Islamic literature and identification of key elements of entrepreneurial actives from our Islamic entrepreneurs.

The key findings of this model are prioritized by top 10-20 entrepreneurs from 5 different business sectors. The most interesting finding of the paper is that most of the entrepreneurs believes that if they do not follow the most common practices prevailing in the market for earning profit, which may be or may not be good according to Islam, they will not succeed and will not be able to compete in the business community. We need to re-structure our academic curriculum and include Entrepreneurship study & start working for practical Islamic Business Model at Business school & colleges.

Leadership & Organizational Context for Creativity, Innovation & Entrepreneurship

15 **INSTRUCTIONAL LEADERSHIP' BEHAVIOR AND TEACHERS' JOB PERFORMANCE IN KHYBER PAKHTUNKHWA, PAKISTAN**

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Behavior of the instructional leadership plays an important role in transforming societies through the best performance of their teachers. This study focused on the relationship between principals' leadership behavior and teachers' job performance at secondary school level in Khyber Pakhtunkhwa, Pakistan. The study was delimited to public boys'

secondary schools. Using multistage random sampling method, out of 25 districts four were selected. Ten schools were randomly selected from each district. In this way, 400 teachers were randomly selected (ten teachers per school). The data was collected through two sets of self-developed questionnaires. The collected data was analyzed using chi square and Pearson product moment correlation. A positive significant relationship was found among all the selected leadership behavior facets with all the selected facets of teachers' job performance.

Keywords: instructional leadership, job performance, leader's behavior, Khyber Pakhtunkhwa, Pakistan

16 **USING BEST PRACTICE CASE STUDIES TO ENVISION ORGANISATIONAL TRANSFORMATION IN THE INDONESIAN TAX OFFICE**

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The authors were leaders of a team of consultants developing a Learning and Development (L&D) Plan for the Indonesian Tax Office in December 2009. Case studies were used in conjunction with other approaches, as a creative strategy to help stakeholders, both workers and management, envision how the new policy initiatives in L&D would look like in practice. The rationale for their use was based on Heron's theories of creativity and Mezirow's transformative learning approach. Three case-studies were developed from examples within the organisation, of learning and development best practices. For example, one case study illustrated how visionary leadership in a regional office resulted in a cooperative team management approach that focused on integrated learning in the workplace; another case-study examined the innovative use of information technology as a learning approach in the workplace. This paper will present the rationale for the use of case-studies in this context, examine how they were developed, analyse their creative impact on the Learning and Development project and their ability to engage stakeholders in the development process.

Keywords: Organizational Change, Case studies, Creativity, Transformational Learning, Best Practice

27 **HOW EFFECTIVE MANAGERIAL LEADERSHIP STYLE IN EXCELLENCE PUBLIC SCHOOL**

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The purpose of this study was to identify the effectiveness of managerial leadership style in excellence public school. Data was collected from five excellence schools from the state of Malacca. a sample of 170 teachers was selected through cluster sampling. Two instruments were used to collect data for the study. This was leader behavior description questionnaire (LBDQ) to investigate the leadership style and structured questionnaire seem to find the factors of leadership style. The data collected were analyzed using Pearson correlation, correlation matrix, ANOVA and regression model. it was found that

motivation; empowerment and consensus were correlate significantly with leadership style. Three variables contributed 85.5% changes in criterion (leadership style). Beta value of motivation, empowerment and consensus towards leadership style were 0.535, 0.273 and 0.252, respectively

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EXAMINING THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION: A STUDY OF ACADEMICS IN BRUNEI DARUSSALAM

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Emotional Intelligence (EI) is emerging paradigm discussed and researched widely within the domain of organizational behavior and leadership research continuum in the workplace. This has further been recognized as an effective tool along with organizational commitment (OC) in assessing the job satisfaction. Keeping in view the relative importance and the potential of these two domains; EI and OC to the job satisfaction among academics, this pioneering study was conducted among the 100 academic staff of a technical university in Brunei Darussalam. The study using survey methodology aims not only to establish empirical evidence of examining academics' relationship between EI, and OC but also to find out their level of job satisfaction. The result indicates that two out of seven dimensions of EI and effective component of organizational commitment strongly predict the job satisfaction. The results are discussed and recommendations are made based upon the data analysis and conclusion.

Keywords: Emotional intelligence, organizational commitment, academics, job satisfaction and Brunei Darussalam

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LEADERSHIP INSIGHTS FROM THE DEVELOPING WORLD

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This paper/presentation will be based around a book that I have co-authored, called Leadership Insights. In recent times a lot of books have been written about leadership and what it takes to become a successful leader. So why write another book on the same subject? Most of these books have been based on research conducted in the west. While they contribute significantly to our understanding of what makes a successful leader, at times one is left wondering whether the attributes that make leaders so successful in the west are equally significant and relevant in developing countries such as Pakistan, which was the focus of our work. Undoubtedly, there are certain core qualities that a successful leader must have in order to be successful. However, running a business organization in developing countries is far more complex than in the more developed nations of the west. On balance, everything from the basic facilities such as uninterrupted electricity, the ability to enforce your legal rights and the general law and order situation, are all pretty much taken for granted in the western world. Of course, as we all know, life in a developing country is never predictable and never simple or indeed, straightforward. Consequently running an organization requires leaders to be able to adapt to the rapidly changing conditions and environment that they find themselves in.

The purpose behind this book was to examine what it takes to become a successful leader within the Pakistani context. In a discussion with a colleague, I once remarked that if someone like Jack Welch, the legendary CEO of General Electric was sent to Pakistan to

run a similar organization, perhaps he may not have been so successful and would have opted to return from whence he came fairly soon. In this book, we have not only set down our own observations on the attributes and qualities of successful leadership within Pakistan, but have also based our analysis on in-depth discussions with the prominent leaders of Pakistani companies. The research conducted by way of our discourse with the CEOs, combined with our collective experience of training thousands of individuals across Pakistan, has given us tremendous insights into this area. Our research has also confirmed that excessive attention is given to the BUSINESS side of leadership and not enough to the HUMAN and EMOTIONAL aspects in Pakistan. As this book was a collaborative effort by a Chartered Accountant/ Business Consultant, and an Organizational Psychologist with an extensive experience as a Motivational speaker – we are fully aware of, and appreciate, the fact that you cannot focus on the business aspect alone to be a successful leader.

Do that and you are likely to fail despite your best strategy and intent. After all, it takes people to implement the strategy. Again and again the importance of the human factor is highlighted when well-conceived strategies and ideas go on the blink, simply because someone forgot to get the team on board. Similarly, if leaders spend too much time on the warm and fuzzy stuff but are unable to translate that into financial results, they will have a short life as Business Leaders. Our unique insights, hands-on experience and the dialogues with the business leaders has enabled us to develop what we believe is a comprehensive work that covers all aspects of leadership that are needed to make it big in a developing country like Pakistan.

The primary objective of this book was to help young managers to become successful leaders and to carve a niche for themselves within the Pakistani corporate sector through their fresh set of skills. We believe the lessons learnt through our research and work extend well beyond Pakistan and apply to most of the developing Countries. This is confirmed through the work that I currently do in Qatar.

104 **THE INFLUENCE OF ORGANIZATIONAL CULTURE ON LEADERSHIP AND TRUST IN MALAYSIAN SCHOOLS**

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The aim of this research was to explore the relationship between organizational culture, instructional leadership and trust among Malaysian secondary school teachers. The respondents of this research were 70 senior teachers who were conveniently selected. The instruments used were School Culture Survey (Gruemert & Valentine, 1998), Principal Instructional Management Rating Scale, PIMPRS (Hallinger, 1987) and Trust Survey (Scott, 1981) which are Likert-type scale with 1 to 5 points. The School Culture Survey has six dimensions; Collaborative leadership, teacher collaboration, professional development, unity of purpose, collegial support and learning partnership. The PIMPRS has three dimensions; defining the school program, managing instructional program and developing the school learning climate program whereas the Trust Survey has two dimensions; trust toward organization and trust toward leaders. Statistics used in the study were mean, variance, standard deviation, t-test, anova and multiple regressions. The alpha Cronbach reliabilities test for the three instruments and their dimensions were between .870 and .978. The result showed that only one dimension of School Culture, i.e. collaborative leadership, was significantly correlated to all dimensions of instructional leadership and trust. There was no significant difference among male and female teachers mean score towards culture and trust except two dimensions of instructional leadership ;

defining school mission ($t = 2.455$, $p < .05$) and managing instructional program ($t = 2.182$, $p < .05$). The same results were exhibited for age category whereby there was only a significant difference for defining the school mission ($F = 2.780$, $p < .05$). Again, tenure of teachers had significance difference only to defining school mission of instructional leadership ($F = 5.168$, $p < .05$). Generally, the result of the study showed a moderate influence of school culture towards instructional leadership practices and trust.

Keywords: school culture, leadership, trust

129 **TRANSFORMATIONAL ROLES OF ACADEMIC LEADERS IN MALAYSIA**

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Education stands as an important investment in building human capital, who will become a driver for innovation and economic growth in the world-wide market. It is only through improving the educational status of a society that the multi-faceted development of its people can be achieved and prolonged. The main objective of this study is to discuss the transformational process of academic leaders' roles and responsibilities due to the impacts and implications of the globalization and internationalization of Malaysian higher educational institutions (HEIs). The paper is focused on the roles and responsibilities of academic leaders within the HEIs based on research conducted with academic leaders from public and private universities. The respondents were asked about their strategic objectives and their responsibilities in supporting the globalisation objectives and how they cope with the dynamic environmental challenges from within or outside their organizations.

Keywords: globalization, transformational roles, academic leaders, Malaysia

146 **THE ENNEAGRAMMATIC PROCESS OF LEADERSHIP AND LEARNING: LINKING TRADITIONAL (NON-WESTERN) AND MODERN MODES OF SUSTAINABLE KNOWLEDGE-BUILDING**

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The enneagram is an ancient cross-cultural action symbol which has been usefully applied in recent time as an effective model of leadership and learning (e.g. Knowles, 2006). This paper builds on our recent efforts to explore the further potential applications of such a model for bridging traditional (i.e. non-Western) and modern models of knowledge, organization, and applied problem-solving (Richards, in press). In particular it will focus on the educational implications of the central dilemma that both traditional and modern forms of science as well as leadership and cultural organization all represent 'learning/knowledge systems' which embrace aspects of both specificity and universality – except that few if any can tell what is universal and what is specific in a modern as well as traditional system. The enneagram may not only represent a bridge between different kinds of emergent and convergent knowledge but also a sustainable framework for making this distinction in practice at least.

Keywords: enneagram process, traditional vs. modern knowledge systems, integrated problem-solving, sustainable policy-building, natural resource optimization, emergence

and convergence, complexity

154 **EFFECTIVENESS OF LEADERSHIP STYLES IN SMALL BUSINESS: IT DEPENDS ON WHAT YOU ARE LOOKING FOR**

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We analyze four different leadership styles from multiple dimensions to find out the suitability of these styles for the leaders working in Pakistani business organizations. Theoretically, it is an additional perspective in the debate on effectiveness of different leadership styles in different environments for different purposes. It starts with analyzing contemporary theories of leadership and their derivative styles. Next, it discusses the major aspects of organizational environment coming from the broader culture of a country. Subsequently, it tries to provide a more balanced view in the debate on cause and effect of leadership styles and their effectiveness in specific organizational culture. In the empirical analyses the study analyzes the productivity, acceptance and sustainable success of different leadership styles in the organizations working in Pakistan. The data is collected both from business leaders and their relevant followers. The findings of study explains that outputs when measured in terms quantity shows better results for autocratic leadership style while democratic leadership style give better results when measured in terms of quality. Similarly, willingness of followers to continue and their inspirations beyond the formal organizational structure are higher for charismatic and servant leadership styles.

Keywords: leadership styles, effectiveness, productivity, organizational culture, willingness of followers, inspirations

180 **EXPLORING THE ROLE OF ASIAN LEADERSHIP STYLES FOR THE ASIAN SOCIETY FACING THE INFLUENCE OF “GLOBAL” HEGEMONY**

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This study is inspired from a question of whether Western leadership style is a universal theory (*ELLTA 2011*) and how can be the Asian leadership style contributed in Asia society. This study aims at exploring the nature of the Western and Asian leadership style and its impact on the society. The process of Asian leadership is characterized by voluntary, collective, and within a traditionally constructed social structure. Asian leadership style addresses the goals of achieving harmony and stable society. Meanwhile, Western leadership style develops on base of mechanic, formal, and transactional social. The ultimate goal of the Western leadership style is to gain survival by winning competition and controlling critical resources required in the market. Differences in the approach of Western and Asian leadership styles conducted are in line with the perspectives of low-context and high-context. However, the effectiveness of both leadership styles emphasizes on the contextual dominant values existing in the society. Recently, globalization value is as a powerful factor to strengthen the influential Western hegemony to define an effectiveness leadership in the world. But, based on the phenomenon of China economy power, the Asian leadership style still has significant contribution to lead and place the Asian society in equal position with the Western society.

187 **ASSESSING THE USAGE OF INFORMATION TECHNOLOGY: APPLYING UNIFIED THEORY OF ACCEPTANCE AND USE OF TECHNOLOGY**

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It is generally accepted that the use of Information Technology (IT) offers great potential for individuals to improve their work quality. The primary objective of the current research is to assess Information Technology (IT) acceptance by investigating the determinants of modified Unified Theory of Acceptance and Use of Technology (UTAUT) model. Regarding IT acceptance by individuals a number of models are suggested, current study continues this tradition by applying modified UTAUT model to assess IT acceptance in public sector organizations of Pakistan. A survey was conducted across five organizations (Pakistan International Airlines, Federal Board of Revenue, Ministry of Information Technology, Ministry of Science and Technology and Higher Education Commission). A total of 241 responses were tested against the model. The results demonstrated that performance expectancy, effort expectancy, personal benefits and facilitating conditions were significant predictors of behavioral intention and use behavior while social influence was insignificant. The study achieved its purpose by validating a modified UTAUT model. This study will produce useful insights into the factors that influence IT acceptance behavior and will provide new ideas in enhancing IT usage.

189 **LEADERSHIP THROUGH INSPIRING AND INFLUENCING: MILITARY LEADERS VS. BUSINESS LEADERS**

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This study analyzes the sources of key factors of successful leadership style in military with an aim to explore the applicability of the same framework for leadership in competitive business world. Leadership in military demands to follow authority, chain of command and discipline on the one hand while creativity, flexibility and self motivation on the other hand. This makes such leadership a complex task of proceeding through the use of a right combination of right factors in a relevant situation. While military leaders and business leaders may differ greatly in the display of their styles, we propose that success stems from the fine-tuning of same influencing factors regardless of how differently these are demonstrated by different leaders. The theoretical foundation of our analyses follows from the debate on the applicability, margins and effectiveness of the two broad areas of influencing through extrinsic factors and intrinsic factors. The study aims to provide a framework to reach the right combination of these factors for a powerful style of leadership. The analysis also provides insight about the effective motivational techniques by exploring and comparing the proper arrangement of these factors. The findings will have implications for leadership and management in both military and business organizations.

Keywords: military leadership; extrinsic motivation; intrinsic motivation; successful leadership style; influencing; inspiring, business leadership

191 **TEMPORARY DISCONNECT - CREATING THE RIGHT ENVIRONMENT FOR MANAGING TRANSFORMATION**

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There is talk of change. People tend to give solution for various problems in terms of bringing about change; change in working, change in policies, change in government, change within oneself, change, change, change ... What is wrong is discussed; causes of it are analyzed; possible solutions are given. All of it is very well. But what is starkly common missing element is the 'how' part of the change. Without this key ingredient any change is basically a wish list; however elaborate and drastic it might be.

Managing change or transformation is a challenging issue mainly due to resistance from those liable to lose out as a result of change. This can be further divided into two areas: internal and external elements. Internally, resistance is offered by two groups. One group comprises those who are scared of the change – it could be due to the fear of the unknown or due to reluctance of the putting in extra effort, or enjoying lesser comfort in the changed scenario as perceived by them. Any change of routine is generally deemed as encroaching on freedom, comfort or demanding extra effort, even if it is not really so. The second group comprises those that have stakes in status quo. They may be enjoying many benefits from the system, and, as a consequence, would probably have gained much power, wealth and influence. They pose a considerable challenge to change especially if the transformation has even the chance of slightest effecting their status. They would need very careful handling. Direct confrontation with the forces of status quo could very easily undo the whole process. However, the greatest challenge to managing transformation is the external interference under the garb of globalization driven by the West. In order to create the right environment for successfully managing transformation it is absolutely necessary to ward off this external interference. This can only be achieved through temporary disconnect with the system no matter how annoying it is to the managers of, and those enamored by, the globalization agenda.

Transformation can be compared to changing gear while driving a motor vehicle. In order to do so it is necessary to press the clutch which effectively, though temporarily, disconnects the engine from the wheels. It is just not possible to change gear while the engine and wheels remain connected.

In this paper authors have delved into this concept and given examples as to how lack of disconnect has been instrumental in failure of many endeavors to bring about a change. These incidents have been analyzed to find the root cause of this failure to change. Further, supportive examples from history have been provided where this isolation strategy of temporary disconnect has actually worked and succeeded in bringing about meaningful and long lasting change.

194 **EVALUATING A CREATIVE HR PRACTICE IN AN INDIAN PSU: THE "SUGGESTION SCHEME" OF INDIAN OIL CORP.**

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Indian Oil Corp. Ltd., India's largest public sector refining and marketing organization, is well known for its innovative HR practices for talent management and employee engagement. Negotiating employee-employer relationship by constantly engaging in

spaces for increasing productivity has led to the birth of the “Indian Oil Suggestion Scheme”.

The Indian Oil Suggestion Scheme has been envisaged to involve and motivate all sections of employees to generate ideas and contribute them through the Suggestion Scheme. Implementable suggestions have a direct impact on the productivity. It is, therefore, evident that suggestion scheme can be an effective tool for improving productivity. Indian Oil has incorporated a well-structured evaluation process for the suggestions. Suggestors of award-winning suggestions are richly rewarded.

This paper looks at the various initiatives taken by Indian Oil to promote the Suggestion Scheme. The paper attempts to firstly, dissect the challenges and hurdles faced by a State-owned corporation in bringing about a culture of creativity and innovation within the organization. Secondly, the paper analyses the various methods the organization has adopted to enthruse its employees to participate in the Indian Oil Suggestion Scheme. The study for this paper is based on primary sources. Some secondary sources, too, have been consulted for theorization.

Keywords: PSU, Suggestion Scheme, Challenges, Initiatives, Productivity

250 **ORGANIZATIONAL CHANGE IN PAKISTANI CONTEXT**

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Human nature is the common denominator in any organization everywhere, however any psychological understanding is arguably bounded in the socio-cultural context. Most organizational theories found in management literature are developed in Western context, as a result not much relevant in Pakistani context. Moreover these theories are tailored for multinational companies, thus exclude the family businesses which arguably form nearly ninety percent of Pakistan's economy. The irrationalities of family businesses in Pakistan defy the basic assumptions of the organizational theories as these businesses almost never driven by mere economic interest as the decisive factor, but by the family values and priorities that are rooted in Pakistani culture. Therefore any effort for organizational change requires careful considerations to deep cultural structures that got developed in the organization. A sustainable organizational change requires changing the organizational culture. This is incredibly difficult task as culture is an intangible phenomenon that cannot be measured nor controlled as such.

The change in organizational culture, at least in Pakistani context, should be approached as a process rather than an end in itself. Moreover, it should be viewed as nonlinear, ongoing process which cannot be accomplished in a stepwise manner. It asks moving back and forth all the time among the conceived signposts. The role of the top management is creating and sustaining the conditions which facilitate the kind of cultural transformation it is seeking. Further, it should actively watch out for any cultural development in the unintended direction(s), though it always will at some point(s). It is crucially important for changing the organizational culture that the top management strive for finding out the potential for intended from whatever is unintended or unexpected development.

266 **LEADERSHIP SELF-EFFICACY, LEADERSHIP BEHAVIOR, TENURE AND MANAGERIAL JOB PERFORMANCE: APPLYING THE SELF-EFFICACY THEORY AND ADAPTIVE SELF-REGULATION MODEL IN NIGERIA COMMERCIAL BANKS**

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The main aim of this paper is to present the theoretical framework of leadership self-

efficacy, leadership behavior, tenure and managerial job performance with the application of the self-efficacy theory and the adaptive self-regulation model in Nigeria commercial banks. Therefore, it presents the theoretical framework and the theoretical underpinning of the study. This study is arrived at based on the rigorous literature reviewed, thus it is arrived at based on the literature gaps that exist as recommended by past researchers. The self-efficacy theory is the underpinning theory as it explains the relationship between the independent variable (leadership self-efficacy and managerial job performance) and also it explains the leadership self-efficacy and effective leadership behavior. The supporting theory of this study is the adaptive self-regulation model. This model in this study explains the leadership self efficacy, leadership behavior and managerial job performance relationship. Finally, hypothesis of the study were developed for further testing. The study is significance of this study is to the adaptive self-regulation and the self-efficacy theory as they are further tested in the Nigeria commercial banks.

Keywords: Leadership Self-efficacy, Leadership Behavior, Leadership Tenure, Managerial Job Performance

272 **ON THE SOCIETY OF “HARMONY-ISM”**

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Our learning from the March 11th of 2011 in Japan started from the encountering to two contradicting kinds of leadership in the disaster: front-end leadership and upper-layer leadership. The former is globally sympathized and even admired, while the latter, on the contrary, is disappointed and left most of the people in Japan dismayed about the upper layer leadership in Japan.

By analytically contrasting these two, however, we come up to a possibility of historical distortion of the WA philosophy, the most fundamental philosophy of collectivism society of Japan, as one of the main cause of the deterioration of the upper layer leadership. Meantime, from another disaster the global societies currently face, we observe the similar lack of upper layer leadership in maximizing the social welfare especially in individualism culture societies. For the deterioration, we have come up to a question if another distortion might have happened on the philosophy of individual freedom, on the most fundamental value of the individualism: Isn't it distorted as if it were a freedom of maximizing individual assets rather than a freedom of pursuing individual dignity?

To take off these distortions we propose a new paradigm, Harmony-ism, that enables both societies of individualism and collectivism to restore their original philosophies. We also propose specifically what reconstructions of mission and system would be needed for globally established 12,000 business schools to be the best places to develop upper layer leaders and to explore the new frontier of Harmony-ism society.

Creativity, Innovation & Entrepreneurship - Learning/ Education

20 **LEARNING RELATIVITY: CREATING KNOWLEDGE IN THE COSMIC WORLD**

The focus is the experience of making an original contribution to knowledge in the context of producing a doctoral thesis. The aim is to revise the framework for experiencing learning relativity: the fluctuating boundaries of warranted argumentation in intergradient educational discourse. Working together, staff and student colleagues share authority to craft feedback and associations into a doctoral thesis. Fusing action research, design science, ethnography and grounded theory, the Doctoral School learning environment is investigated from January 2000 to the present. The purpose of the research project is to develop the Arts–Science–Education–In–Performance (ASEIP) Model. Eight community projects, 55 colleague interviews, 10 supervisory relationships and 33 ASEIP demonstrations scaffold engagements with authority. The enquiry utilises humanistic, collaborative–conversational–creative methodology to break new theoretical ground establishing how–what–why mainstream pedagogical practices undermine learner outcomes.

Sharing a sense of infinite probabilities being marginalized, learners of all abilities, ages, conditions and backgrounds are in conflict with perceived understandings of authoritative, hierarchic practice as a reified mode. The error is to treat controlling situations as the real thing: over investing in competitive learning environments because that is what is happening in the classroom. This leads to the focusing hypothesis: in knowledge creating experiments, individuals experience creative genius, learning heroics and personal transformation. Joy emerges. Study findings:

1. Collaborative conversations organise insight methodology, divergent thinking and changing perspectives explicating Arts–Science–Education–In–Performance.
2. Self-study inspirations, activist aspirations and research journeys generate quests-in-process, projects-in-development and artworks-in-progress achieving entelechy.
3. Experience experiments successively approximate the ineffable polysemy and infinite probabilities of ontology, epistemology, content, contexts and communication.
4. Learning = energy (awareness) ² trans-formulations synthesise spontaneity–authenticity–originality and mimicry–mastery interactivity and coalescence.
5. Diverse fractal-metric-art-forms fuse episodic, evolving, evidentiary events nesting energy within awareness manifesting nine universal elements of education including personhood voice, memoir stories, spontaneous creativity and universal languages.

In the cosmic world, spontaneous, spiralling theatres of endlessly unfolding enquiries catalyse dramaturgic docu-studies. Fusing formal and informal educational cultures, intergradient learning processes produce subsequent frames and framings of time, space and form one nested within the other. Collaborative, educational activities and media inspire three questions. (1) How do learners develop new syntheses of expected educational experiences? (2) What learning relativities elicit reciprocity in educational entanglements? (3) Why do awareness trans-formulations facilitate argumentation in academe? Bridging ignorance and learning, diversifying adaptability and expanding awareness overcome academic, workplace and societal preconceptions and prejudices. Activating the mostly untried, and untested, universal learner-self, enlightened, humanistic Renaissance persons coalesce nature, human nature and humankind enabling the next stage of human development. Research journey recommendations:

- a) Engage spontaneous–authentic–original and mimicry–mastery learning encounters
- b) Access learner physical–mental–emotional–spiritual awareness–quests–processes
- c) Enfranchise humanistic, collaborative–conversational–creative competencies
- d) Develop agency–autonomy–authority entitlements in academe–workplace–society

e) Constitute individual–collective–international trans-disciplinary research projects

Keywords: Spontaneity, authenticity, originality, experiment, encounter

21 ANALYSIS OF MANAGING CREATIVITY FOR ENTREPRENEURS

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In Indonesia, open unemployment until August 2011 was 7,700,086 (BPS, 2012). Although this number has decreased compared to the number of unemployed in February 2011, which is 8,117,631, but the decline is not very significant. Unemployment occurs because labor forces are not absorbed into employment.

One way to reduce unemployment is to open their own employment or become entrepreneurs. Lately, the role of entrepreneurs in improving the economy of a nation increasingly considered important. It happened because they can create jobs to reduce unemployment so that it can raise the level of welfare and prosperity of a nation. In fact, the government of Indonesia has made some efforts to the growth of new entrepreneurs, for example by providing funding for student entrepreneurship program to a number of universities in Indonesia. However, efforts by the government are useless if there is no interest in the individual self. According Volery et al. (1997), there are five factors driving the interest in entrepreneurship, which invest, creativity, market opportunity, autonomy, status. Meanwhile, Aristo Surya and Ati Cahayani (2011) have conducted research about factor which driving the interest in entrepreneurship. The result of that research shows that the most encouraging factor is the creativity. However, creativity must be managed properly in order to give optimal results. This article wants to analyze the management of creativity among entrepreneurs in order to give optimal results.

The research was conducted among young entrepreneurs, which are still a college student or had graduated from college. This study attempted to process qualitative data obtained from interviews with young entrepreneurs. The result of this research is all of the respondents use some techniques to maintain and enhance creativity.

Keywords: creativity management, entrepreneurs

23 DESIGNING CRITICAL PEDAGOGY TO COUNTERACT THE HEGEMONIC CULTURE OF THE TRADITIONAL CHEMISTRY CLASSROOM EMBODIED IN MY EXPERIENCES

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Stimulated by my encounter with the strange term ‘hegemony’ – a dominant ideology that is largely invisible to its adherents – I (first author) recently ‘returned’ to the experiences of being in a chemistry class. Feeling stressful, frustrated and unmotivated was among the symptoms that I confronted. Understanding what gave rise to these symptoms directed to the exploration of the researcher’s experiences during secondary school, pre-university,

bachelor's degree, in-service teacher training, and as a postgraduate student during recent master's degree studies. Drawing on new educational research paradigms, I designed an arts-based critical auto/ethnographic methodology. This approach enabled the researcher to be creative and imaginative and to engage artfully in critical self-reflection on my personal experiences through narrative writing. The research was governed by quality standards of transferability, trustworthiness, verisimilitude, crystallization, polyvocality, pedagogical thoughtfulness, critical reflexivity and envisioning. In this research seven dimensions of hegemony that had negatively impacted my chemistry education experiences were identified: teacher domination, science content, perfectionism, assessment, traditional teaching methods, poor classroom environment, and non-teaching workload. I recognized manifestations of critical pedagogy in my earlier English and History classes which could counteract the hegemonic culture of the traditional chemistry classroom: (1) teachers acting as transformative intellectuals, (2) students being encouraged to have a critical conscious voice, (3) pursuing new forms of culture and knowledge, and (4) emphasizing ethics as central to education. An outcome of this professional self-study research is a model for transforming chemistry education: (1) using recycled materials to create 'green chemistry' teaching aids, (2) applying critical pedagogy as a teaching and learning approach, (3) embracing technology as a supplement to teaching and learning, and (4) applying science innovation ideas as part of classroom activities. This model can be used by innovative teachers to enliven our chemistry classrooms with more meaningful, stimulating and socially responsible learning experiences appropriate for the 21st Century.

Keywords: hegemonic culture, critical pedagogy, envisioning, green chemistry

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ADOPTING TECHNOLOGIES IN EDUCATING FOR CREATIVITY, INNOVATION AND ENTREPRENEURSHIP: IT BEGINS IN SCHOOLS AND WITH TEACHER EDUCATION

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Creativity is manifested in the ability to create and bring into existence something new e.g. new ideas, new practices, new inventions, new solutions to problems or new artistic artefacts. Creativity is a necessary precursor to innovation which is the process of transforming new ideas and knowledge into new values for social benefit and which in turn creates new demands (e.g. new product; improved services). Entrepreneurs bring these new innovative demands into the marketplace (Okpara, 2007), creating wealth for the individual, the company and the nation. Hence being entrepreneurial requires a good knowledge of society and its issues as well as the creativity and innovation to solve the problems.

Creative and innovative potentials are in everyone and can be developed (Crompton & Urban, 2000). To create an innovative and entrepreneurial society, the fostering of the development of these potentials need to begin in primary schools and continue throughout an individual's formal educational life. This paper asserts that new media and technologies, in particular mobile devices that the students use in their everyday lives, should be exploited to teach and develop the students' subject knowledge as well as their creative and innovative potentials. Teachers should be providing the students with opportunities to learn with technologies as well as to demonstrate their creative thinking e.g. in articulating the solution to a problem. The plethora of Web 2.0-based technologies, including social media, provides the means for both independent and collaborative

learning – the latter being an important element for the development of creative ideas. In addition, the increasing sophistication of mobile technology is enhancing learning in informal contexts, enabling seamless learning and the bridging of formal and informal learning.

Educating for creativity and innovation requires the redefining of the role of the teachers as enablers and motivators of student-centred learning. It also means that teachers themselves need to understand about creativity, be able to model creative and innovative use of technology and set tasks that promote the development of creativity in their students. The paper will discuss (i) the role of teacher educators and institutional leaders in preparing pre-service and in-service teachers to foster the development of creativity and innovation in students through the use of technologies, in particular mobile technology and (ii) focus on the stages of pre-service teachers' preparation in teacher education programs, including presenting data on pre-service teachers' readiness to embrace technology and strategies to help them develop as creative and innovative teachers, in both the Malaysian and Australian contexts.

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29 **REPORT ON DEVELOPMENT OF STICK SCORE CARD**

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This paper reports the development of score card as part of the measurement technique on science, technology, innovation and creation of knowledge (STICK) in an engineering course curriculum. STICK is a scheme of Department of Science and Technology (DST), Government of India (GOI) to measure its content in the curriculum. For this a question was posed under the category of open ended and best examples reported here as student response on the outcome of learning is reported here. Before this students are taught the course content as to comprehend the fundamentals of measurement systems. The paper shows that nearly half of the majority is able to comprehend the question and is able to come out with unique solution. In general it shows a trend towards participatory learning and development. More it points towards their consistent need to look beyond book and be useful. The paper provides reasoning aspects of a student and documents their solution pattern.

Keywords: Evaluation, science, technology, innovation, creation, knowledge

35 **AVOIDING THE STUDENT RESPONSE OF “HERE WE GO AGAIN” SYNDROM IN TEACHING GAMES EMPLOYING CREATIVE AND INNOVATIVE AND SUSTAINABLE TECHNOLOGIES. TEACHING COACHING GAMES WELL? “TCTC ©” TEACHING / COACHING TOTAL CONCEPTS©**

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This action research case study, employing ethnographic and qualitative methods (journal analysis and informal semi- structured interviews) evaluates the reflections of student teachers and school coaches (n=40) over a 24 month period. Animated tasks cards were constructed and their effectiveness in supporting primary and secondary pupils in their PE lessons and extra-curricular practices was examined. The animated cards were constructed by adopting a fusion of two curriculum models (TGfU and Sport Education) with the intention of promoting technical mastery whilst playing games in a tactical learning situation. This hybrid is referred to “tcTc© (teaching / coaching Total concepts©)”.

The project investigated the impact of constructing animated task cards on the i-Pad (a reservoir of over 850 innovative games, suitable for performers at enthusiast, evolving, emerging and expert performance levels in target, striking and fielding, net/wall and invasion games) with hard copies based on the principles of play (attack and defence) in a TGfU context. Reflective commentary of student teachers and school coaches employing the tasks cards was considered through journal writing and the way in which wider educational outcomes can be promoted and assessed by employing innovative ICT was examined.

What student PE teachers and coaches reported about the use of animated task cards and the “tcTc” suggested that this innovative infusion of curriculum models provided stimulus and a learning / assessment context which promoted technical excellence in game play scenarios requiring individual and team role play. A constant comparative approach was used, as in grounded theory, and suggested that the “tcTc©” task cards enhanced pupils’ ability to play concept games, understand game tactics, read the game better, and improve tactical decision making whilst playing invasion games. The adopted pedagogy led to improved teaching and coaching in terms of effective management, enjoyable learning, and empowered all those involved (teacher, coach and pupil) whilst embedding ICT skills in PE and coaching. Other emergent outcomes of the study were: skills were tested in game related situations; and techniques were taught in close connection to tactics. Due to improved management, there were perceived game-specific fitness gains and aspects of games concept learning were implicitly promoted and assessed.

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DEVELOPING AND EVALUATING TEACHING MATERIAL FOR ENTREPRENEURSHIP MANAGEMENT COURSE

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The knowledge and skills of entrepreneurial **competences** can be learned. People can make higher survival of starting a business if they accepted well entrepreneurial education before starting a business. There are eleven **entrepreneurial competences for starting a store that were found** in the authors’ previous research. In this study, the authors add a new competence, preparation before entrepreneurship, and transit all of these twelve **entrepreneurial** competences into Foundations of Management and Entrepreneurship (FME) course which is one of course in the entrepreneurship program. The purpose of this study is to develop the teaching materials guideline of FME course. There are three parts, teaching objects, instructing methods and teaching activities, for the guideline of twelve

units of FME course. The teaching objects include cognitive, skills and affective. The instructing methods can be depended on each unit contents. Finally, the teaching activities can be divided into three stages, preparation stage, development stage and integration stage. The syllabus of “Preparation before Entrepreneurship Unit” of FME course is shown as an example in this article. There are eight experts in marketing and management and entrepreneurial education are invited to review these teaching materials guideline. They consider that these teaching materials guideline are accuracy, appropriateness, fluency, practicality and extensibility. They also agree that the teaching materials guidelines are easy to learn and effective and it will be able to adapt to the needs of entrepreneurship for university students.

Keywords: Entrepreneurial Competences, Foundations of Management and Entrepreneurship Course, Teaching Material, Starting a Store

55 **TOWARDS A STRATEGY OF ENTREPRENEURSHIP HIGHER EDUCATION IN TUNISIA**

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Throughout the last decades, there has been a growing interest in entrepreneurship considered as an emerging and a fundamental force for change in business and society. This interest stems from the research carried out in the 90s. They reveal the importance of small businesses for economic development of a country. The entrepreneurship transforming potential distinguishes it as an important area of policy making. Governments are moving increasingly towards a massive support for business creation. Tunisia is no exception to this trend, and initiated efforts towards entrepreneurship. Universities are encouraged to introduce entrepreneurship education at all higher education levels and across almost all disciplines. However, while it quickly developed during the last decade, this discipline is encountering certain challenges and issues. This paper advocates an approach based on the elaboration of a national strategy to entrepreneurial higher education in developing countries. The importance of entrepreneurship education is discussed and some examples of existing programs are provided. Then, the key issues facing the implementation of an entrepreneurial education framework are addressed. Finally, the design of a successful entrepreneurial development strategy is outlined in the case of Tunisian universities.

Keywords: Entrepreneurship, Entrepreneurship Education, Universities, Strategy, Tunisia

60 **A METAPHORICAL STUDY ON TEACHING INDIVIDUAL CREATIVITY IN ASIA: INDIAN ALAP AND VIETNAMESE DAO**

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Societies and cultures in Asia are everywhere strongly reflected through ways and strategies of transmitting performing arts such as music and dance. In this study, we take the transmission of some essentials in music tradition from two different places in Asia, namely India and Vietnam, as a metaphor to be further applied on cultural and social analysis.

It is a well known fact that Indian classical music is exceptional amongst other sciences in that it could be learnt only from a Guru while most of other classical music idioms are possible to learn via written material only. Therefore Indian music is asserted as a

Gurumukhi Vidya (Guru centred science) in musical treatises found in India. In this learning process, both Guru and disciple continue their duties for each other which are very necessary to construct a suitable cognitive environment within both sender and receiver. The process of transmitting knowledge might be successful as far as the teacher gains satisfaction and a real impression on the student and at the same time by the student's behaviour and capability of receiving and applying knowledge. Similar processes can be observed with teaching in the Vietnamese music tradition. Alap is the most important part in north Indian classical music as well as the Dao in the Vietnamese music tradition as they dominantly create the mood of raga or a Dieu respectively in an improvisatory manner that demands a high input of individual creativity. Teachers usually initiate teaching after providing a brief introduction of basic elements. It is essential that students should follow first every phrase in a parallel way as the teacher articulates. This process is continued until the students understand the approximate picture of the raga or Dieu. Subsequently the teacher allows the student to improvise in his own way by keeping to the rules thus a student develops creativity through developing individuality. The final outcome is then an improvisation. Nevertheless, some contradictions in transmission and perception can be stated such as between the supposedly "free" in an improvisation and the strict way of teaching the "free". So, individuality and creativity develop in a process of tension between rules and breaking rules. Metaphorically, we can see strong parallels to other subjects of transmitting social and cultural patterns of communication that are perceived differently from the perspective of the West and East.

Keywords: Indian and Vietnamese music traditions, musical rule sets, individuality, social networking, metaphorical communication patterns, individual positioning

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CAN MULTIMEDIA LEARNING MATERIALS ENHANCE CREATIVE PERFORMANCE?

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The advancement of computer technology now permits representations of information in dynamic and multimedia forms. Studies have also demonstrated that dynamic and multimedia-based learning materials are able to help learners with their understanding which lead to meaningful learning (Mayer, 2009; Pailotet & Mosenthal, 2000). As a significant element of education and learning, it is important to investigate how such development in materials design can help learners with their creativity. This paper therefore takes research on multimedia learning materials further and reports an exploration on the use of multimedia learning materials on engineering students' creative performance in thinking and product making. The design of the multimedia learning materials was shaped by Mayer's (2009) Cognitive Theory of Multimedia Learning (CTML) by considering appropriate load on the cognitive system for effective information and creative cognitive processing. A pilot study and a main study were conducted. The pilot study applied a one-group pre-test post-test non-randomised design, and the main study applied a two-group pre-test post-test non-randomised design. Students' creative thinking was measured using Torrance's (1987) Torrance Tests of Creative Thinking (TTCT), and their product creativity was measured using Besemer and O'Quinn's (1989) Creative Products Semantic Scale (CPSS). A student questionnaire and interviews were also used to further explore the impact of using the newly designed learning materials on students' creativity. Generally, the results indicated that students who used the multimedia learning materials performed more creatively than students who did not use the

multimedia learning materials. Further research needs to be conducted to further improve the design multimedia learning materials which can help students enhance their creative performance.

90 **TRAINING ABROAD PROGRAM IN ASSISTING MALAYSIAN CLUSTER SCHOOL OF EXCELLENCE LEADERS TO TRANSFORM THEIR SCHOOL LEADERSHIP AND MANAGEMENT**

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Institute Aminuddin Baki (IAB) has sent a group of cluster school leaders for training abroad in order to strengthen their leadership. The objectives of this study was to examine their perceptions regarding the program besides determined the level of management practice based on the Malaysian Principal Standard Competencies (SKKSM). This study also investigated the respondents' task challenges based on SKKSM. This study employed quantitative approach via survey method. Purposive sampling was used and involved 53 cluster school leaders from across Malaysia who were involved in the training abroad program. The findings showed that respondents are more inclined to the objective of adapting the best practices from their training abroad program. However, the findings revealed that the ability in influencing and controlling human behaviour as well as getting full commitment among staff are the major challenges for the school leaders. The implication indicated that most of the respondents were unable to strengthen their school management and leadership due to ineffective personnel management. Nevertheless, they indeed supported the government's efforts in working towards a mission to transform and promote growth not only among students but also the development of the schools.

Keywords: training abroad, transform, influencing, controlling and commitment

99 **CREATING A SUSTAINABLE TEACHING AND LEARNING ENVIRONMENT FOR LEADERSHIP IN SCIENCE AND TECHNOLOGY EDUCATION**

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The teaching and learning of science and mathematics education at both primary and secondary schools are in great need of upliftment and support especially at rural schools in South Africa. This challenge has become a national crisis which required sustainable and creative solutions. To this end a number of professional development initiatives were launched over the past few years in an attempt remedy the situation. This paper reports on the successes, challenges and limitations of a science outreach initiative implemented over the past five years to address the teaching and learning of science and technology education at rural schools. The objective of the outreach project was to establish a strong community of practice for participating science and technology educators that would provide leadership to other science teachers outside of the project, and to establish a first generation of scientists, engineers and technologists from learners of the participating schools that could serve as role models for other rural learners to follow. In order to achieve these objectives the project envisaged firstly to upgrade and upskill rural science teachers through a series of training sessions specifically designed to address (1) content knowledge, (2) teaching strategies and (3) practical and experimental skills in physical

science, and secondly to increase the interest, aptitude and involvement of learners in science through various science-related activities for learners. The teacher development programme therefore included a strong element of learner support that involved various science-related projects that learners participated in through their involvement in school science clubs. Data was collected from at various stages of the project through direct observations, video-recording, on-site visits, teacher portfolios and tracking of learners' progress over the five years as well as individual and group interviews. Preliminary results indicate that an excellent working relationship developed between participating teachers and that the standard of work ethic established in the community of practice of science teachers was maintained between them and for those new teachers who wanted to join this network. The science clubs developed at the project schools was important vehicle for learner participation in science at the school and also in the project's annual science competition as well as the various science olympiads and exhibitions held annually in South Africa. There were also strong indications of project learners following science study areas and careers after completion of secondary school. This paper has implications for training of science teachers regionally and nationally and will serve to provide useful baseline data for further research.

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KNOWLEDGE AS A FOCAL POINT OF PRESENT AND FUTURE

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For the past 10-15 years, “knowledge” has also become the focal point of interest of the world community. Such an interest rose from discussions of how humanity could make transition to knowledge-based information society.

We carry out the research relying upon triple post-non-classical information world model and its methodology seen as historically third global paradigm. Any information entity is an element of the world with triple nature: subject, environment, and information – the three are of one being. In this respect, each of these basic elements is: Inseparable, Distinguishable, and Unique.

The subject cannot be eliminated from any of the processes taking place in the info-world and shows itself in the course of activity. Furthermore, subjects can rationally deal with information in the shape of *contents, meanings, and knowledge*.

The subject-and-activity oriented approach sets out two ways of generating knowledge – transcendental way (“way up”) – from data and through contents and meanings; and exemplification (“way down”) – from ideas and through meta-meanings and meta-knowledge. We focus on an interpretation of cognitive gap – a mismatch between potential knowledge and knowledge actually obtained. So, the knowledge is always subjective, i.e. generated by the subject over the course of its cognitive activity. We have proposed PNC MEP spiral – a model of educational processes which are in line with the vision of education for knowledge-based societies.

Keywords: Models of the Universum, Info-world, Post-non-classical Trinitarian information methodology, New Educational Paradigm, Subject & Activity Approach, Cognitive & competence model of educational activities, post-non-classical model of

105 **COLLABORATION IN A PEER RESPONSE GROUP**

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This research aimed to identify the types of scaffolds utilized by the peers during the peer response sessions and to investigate how the student-student interactions during the peer response sessions help students to revise the first drafts of their compositions.

This qualitative case study involved a group of four mixed-proficiency level students from a Diploma Programme in a Malaysian university. The data were collected through audio-taping of student-student interactions during peer response sessions as well as students' written first drafts and final drafts of their compositions.

The findings indicated that both the high and intermediate-proficiency level students provided numerous scaffolds during the peer response sessions to help their peers in the revision of the first drafts of their compositions. However, the high-proficiency level students were more dynamic in providing various types of scaffolds. Collaboration among peers in response group has not been extensively studied in Malaysian institutions of higher learning. This paper provides findings that advocate the significant role of peer scaffolds in facilitating and maximizing learning efficiency among students. This implies that peer response session serves as a platform for students to collaborate among their peers to help them improve their writing.

Keywords: collaboration; peer responses; scaffolding; peer interaction

110 **KNOWLEDGE BASED ECONOMY PROSPECTS IN DEVELOPING WORLD: CASE OF PAKISTAN**

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Technological developments in the 20th century have transformed the majority of wealth-creating work from physically-based to "knowledge-based." Therefore technology and knowledge are the key factors of production. The main objective of this paper is to evaluate educational status of different countries including Pakistan, through different national and international reports published between the years 2008 and 2010. The results show that particularly Pakistan's education sector performance is not very encouraging. The low enrollment rates at the primary level, wide disparities between regions and gender, lack of trained teachers, deficiency of proper teaching materials and relatively poor physical infrastructure of schools indicate the poor performance of this sector. However, education is considered to be the most important mode to stand firm in the competitive world of global economy which is largely based on knowledge and its efficient exploitation.

The paper intends to explain the importance of knowledge economy for overall development of Pakistan, and especially stresses the importance of education. The paper is divided in to the following sections: The introduction is presented in Section 1, Section 2 shows the literature review, main results and discussions are shown in Section 3. Finally,

Section 4 concludes the paper and presents several important recommendations.

Keywords: Knowledge economy, Competitive advantage, knowledge workers, Education, Developing countries, Pakistan

113 MODERNISM AND ASIAN LEARNING TRADITIONS: INTEGRATION AND ITS CHALLENGES

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On the one hand, the moderns preach the gospel of equality and provide some avenues in which some people can achieve that. On the other hand, the numbers give us a grim picture of unemployment and povertization of the world. The field of education is seen by most contemporaries as an avenue that will get people out of poverty and change their social class. Whereas this may happen in some cases but never overall, which is why in majority of the developing world where mass literacy (often confounded with education), is producing a sea of college graduates who may not get beyond driving taxis. The point is that the discourse of modernism which is most loudly chanted from the West, is misleading. It does not take into concern the variety of human temperaments and the fact that in the vast sea of mass societies, we are providing a uniform (one size fits all) dream to the people, which, if not achieved, will create dissension and restlessness among the masses. The autocratic models (such as modern China and Singapore) circumvent this problem to an extent, but do so while retaining the logic of modern economics. And even if the whole world idealized a variant of the 'American dream', it would soon conflict with the biophysical limits of the globe, transforming the dream into nightmare. Many luminaries around the turn of the century have criticized the very worldview which peddles this unrealistic discourse; Gandhi, Schumacher, Coomaraswamy, Guenon, Nasr and Schuon had warned of dangers of the project of modernism which are all too apparent today. Of necessity, there must be a common thread between people's belief system/worldview, the trajectory of learning and that which is imperative for the future of human collectivity. In the past, there has been no congruence in this scheme in the systems of knowledge, and the kind of world it has produced is before us. Something different must be done to avert a collective global crash.

If we were to visualize a dream of a harmonious world, we would see ourselves expunged out of the megacity where we spend about 20% of our adult lifetime commuting, if not more. We would be in smaller towns with all the institutions and development of the bigger cities (with greater quality) and plenty of nature around us which we don't spoil by emitting thousands of gallons annually (for getting around) into the fresh air. We would have electricity and modern communications and non-fossil fueled transportation, but most people living in those communities would find livelihood locally. The limits to development would be defined by needs of sustainable ecologies. There would be a functional and benign hierarchy of the service, commercial, security and knowledge sectors. Average work day would have shrunk from 9-9 to 9-2 with people spending their quality time in quality environments. Communities that are richly endowed would contribute towards communities in need. The world would consist of decentralized/semi-centralized regional clusters which are not eyeball to eyeball with zero-sum security worldview, out to annihilate the other. All this would require policies that can somehow get us there. Such policies can only be acceptable to people if their consciousness accepts the alternate paradigms of thinking. The biggest obstacle in the realization of such dreams are the systems of exploitation normally known by the names of colonial, imperial, fascist and so on... Resistance to new paradigmatic thinking will most likely come from different

global institutions, nation states or corporations, and taking them on entails risks for the agents of change. Yet, it is imperative that someone must ‘bell the cat’.

This paper will point towards avenues for resuscitating the wisdom paradigms of knowledge and also point towards the challenges of integrating them in contemporary world, especially in reference to Hindu, Buddhist and Islamic traditions that make up most of Asia.

131 **CONSTRUCTING COUNTRY THROUGH TALENT DEVELOPMENT IS THE KEY CATALYST FOR SOCIAL TRANSFORMATION**

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Recognizing creativity and talent development are the lifeblood and top priority in the knowledge-based economy, promotion of innovation and knowledge transfer is becoming increasingly popular among the Asian countries. The global competition for this talent pool is on the rise. Countries take differing approaches to bringing up multi-level skilled workers as well as attracting and keeping high quality science and technology staff. Based on innovation system theory, this paper reviews the current status of major policies and strategies adopted by the selected nations in fostering and advancing innovation mindset, research and entrepreneurship activities. It presents the innovative strategies, identifies important issues of talent development, and imagines that there be major innovation hubs –similar to those in the US’ Silicon Valley—in Asia. It is certain that the talent is the first resources and plays a significant role in national economic development and social transformation.

Keywords: innovation system theory; talent development; creativity; knowledge-based economy; Asian countries

162 **TEACHER EDUCATION IN PAKISTAN: SUSTAINABILITY AND INNOVATION AT RISK**

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Teacher is the core to achieve quality education which Pakistan desires. Similarly, teacher education is an important aspect of today’s modern educational system as it prepares pre-service teachers to face the future challenges of their profession. The teacher education across the globe is going through a rapid change to meet the requirements of the computer era and modern technology integration into education. The pre-service teachers in Pakistan also need to be updated on the same line. However, this rigorous activity needs improvement in today’s Pakistani educational system as it entail a lot many loopholes which require immediate attention. The purpose of this paper is to open the question of the effectiveness of the pre-service teacher education programmes in bringing a change according to the recent requirements of the world. The paper sheds light on three concerning areas of the teacher education which requires immediate attention for innovation and quality in teacher education. These are the issues of having an acculturated curriculum in Pakistan thus resulting in a conflict of the social sensibility of the Pakistani society, the incongruence of the recently developed teacher education standards and the practices across the country in teacher education institutions and the role of teacher education institutions in making pre-service teachers change agents working for transforming innovatively the theory into practice of education in Pakistan. Moreover, the paper also talks about how the pre-service teachers can be prepared to be resilient, flexible

and capable of managing the uncertainties and complexities of the twenty-first century. The analysis of data revealed that Pakistani teacher education has multiple problems in the areas highlighted. This manuscript discusses research findings, identifying both problems and recommendations for improving the teacher education in Pakistan. Suggestions are made for what will be needed in the future and how teacher education institutions will have to adapt in order to promote effective teacher education programmes and have sustainable teacher education in future. The paper suggests new ways of developing curriculum and innovation to bring a positive change in the existing teacher education programmes across Pakistan.

172 **FOSTRING ENTREPRENEURIAL MINDSET AMONG ENGLISH-MAJOR UNDERGRADUATE STUDENTS AT SULTAN QABOOS UNIVERSITY**

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This proposed study suggests that a relationship exists between teaching entrepreneurship readiness skills such as creativity, innovation, problem solving and leadership skills, and building entrepreneurial mindsets of undergraduate English major students at Sultan Qaboos University (SQU). Theory of Planned Behavior (Ajzen, 1991) has been applied to study how promoting positive attitudes towards entrepreneurship among university students results in entrepreneurial behavior. In a public speaking course, fourteen students were introduced to the topic of entrepreneurship, which was used as a theme for three types of presentation: informative speech, persuasive speech and impromptu speech. At the end of each speech, students were instructed to submit a reflection on the content and process of their presentation. A preliminary review of students' reflections suggests that the taught course has a positive impact on developing students' entrepreneurial mindset through improving their self-awareness, leadership skills, initiative taking and self-efficacy.

Keywords: Entrepreneurship education, Entrepreneurship curriculum, entrepreneurial mindset, non-business students, Sultan Qaboos University

188 **AN APPLICATION BASED FRAMEWORK FOR DEVELOPING ENTREPRENEURSHIP AND CREATIVITY ZEAL IN THE UNIVERSITY STUDENTS: THE BANGLADESHI PERSPECTIVE**

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In this era of modernization, globalization and technological advancements; which is hard hit by the economic recession, a burning question which is raised in every person's mind who is aware of the current changes occurring in the global economic scenario is how to survive, revive and move to a time of flourishing economy. This study, partly, answers to this query. The author tries to demonstrate and prove that these problems can be solved if the teaching of real life scenarios in the corporate sectors and the economic pressures leading to any decision implementation are embedded in the classrooms to the future entrepreneurs.

Although some believe that creativity and innovation comes from within, but it is an undeniable fact that education plays a very crucial role in nurturing and promoting the creativity and innovativeness within an individual. Since their inception in 1994, private

universities in Bangladesh have opened doors of hope to millions of students who found it difficult to get admission in the public universities which have very limited number of seats.

The aim of this paper is to review the course curriculum of some private universities and try to make some realistic recommendations that can be used to promote creativity and innovation within the students.

This paper informs about the topics being taught by the private universities in Bangladesh. It will focus on the top universities of the country both in the private and public sector. The author will prepare an outline based on the opinions of corporate practitioners to be used as input for redesigning the course curriculum of the subjects being taught in the undergraduate and graduate levels for the programs of business administration. The research entails and revamps the overall concept, theme and style of teaching of entrepreneurship, creativity and its importance in a person's career. Overall it focuses on the need of encouraging and popularizing the phenomenon of having new and innovative concepts and ideas in the young minds.

This study will be generated from both primary and secondary sources of data. It will take feedback from 25 organizations working in Bangladesh, both in the private and public sector to have an accurate idea of the requirements of the job sector. It will also have a look at the course outlines of different universities of the world to synchronize the teachings with that of the established and top ranked universities of the world. It will also be benefitted from other books, journal papers and conference proceedings etc. This study intends to create and encourage students to participate in the development of their country. It also aims to include the aspects important for the development of the country in the course curriculums and modernize it as per the requirement of the global economic situation.

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PREPARING TEACHERS FOR SOCIAL CHANGE: A HISTORICAL PERSPECTIVE FROM PAKISTAN

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Teachers' role in bringing social change is well recognized at all levels. In case of developing countries such as Pakistan, this role becomes even more pertinent. This paper aims to highlight the significance of teachers' role as a social change agent, taking insights from the historical context of teaching and learning in Pakistan.

The findings discussed in this paper are drawn from: a) review of local, classical literature, especially; b) informal interviews from retired teachers who have experienced teaching as a passionate engagement; c) personal experiences of learning and education (especially, a decade of work in the domain of educational management) as a senior policy person.

The role of teacher has deteriorated much from the past - from being a role model to being a "filling-in-the-blank" (teaching taken as a last resort). Consequently, the quality of education has also deteriorated to a great extent - which has impacted the Pakistani society negatively, as reflected in the current socio-economic and political situation. The paper puts forward a proposal that future teacher education should be based on the important values and principles of teaching and learning practised in Pakistan (and in many Asian societies) in past for any meaningful social change to happen.

196 **WHAT, WHY AND HOW OF EDUCATIONAL PROGRAMMES FOR SOCIAL INNOVATIONS IN ASIA**

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Education is the key to social innovations, which direct a positive change in the society through cognitive and social transformation leading to empowered, ethical and pro-active citizens. However, the concerns regarding these programmes are: Are our educational projects/programs producing such cognitive and social transformation? What forms the basis of the designs (philosophy, purpose, content and processes) of these educational projects/programmes? Which parameters are applied to evaluate the outcomes of social innovation and transformation? What are the educational strategies that guide the entire programme?

In this paper, we critically analyse the educational programme and projects in Pakistan, Asia to describe, if and how these led to social innovations in the context. This analysis is attempted on a framework based on the ideology of social reconstruction and the key characteristics of social innovation. The exploratory study employed a critic-historical review, online survey, interactive discussions and document analysis.

The analysis suggests that the designs of educational projects and programmes need to be innovative and have local relevance for societal transformation and reconstruction. Also, uncritical adoption of western philosophy, purpose, perspectives and processes led to the diversion from the contextual values and philosophy. The outcomes of successful innovation models, need not be compromised with the political influences and pressure. Ownership by stakeholders during the projects can make the initiative persistent, outcome based and collaborative. Paper at the end proposed a hybrid model for the social innovative projects in Asia (Pakistan) which could be effective at the local level of education.

215 **TRADITIONAL ASIAN EDUCATION AND EDUCATION 2.0: HOW CLOSE IS THE FIT?**

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This conceptual paper aims to analyse the closeness of fit between traditional Asian education and the set of information and communications technologies employed in so called Education 2.0. In contrast to Western value systems which purportedly favor individualism and autonomy, Asian value systems are often portrayed as community-based, with pride of place for elders and knowers, and an understanding of knowledge as transmitted by teachers and reproduced by learners. Education 2.0 has disrupted the traditional tenets of education and created an environment in which four elements of learning have undergone significant changes, namely the goals of learning, the actors involved in it, the nature of knowledge, and the time-space dimensions of learning. The author reviews each of these four elements and works on elaborating a formula that captures the intersections and divergences among them, together with some implications for how the two systems can benefit from each other.

Keywords: Asian education; Education 2.0; Web 2.0; Asian religions; disruptive technologies

219 **ON THE JOB TRAINING - AN INNOVATIVE WAY OF SUCCESS FOR EMPLOYEE AND EMPLOYER: A CASE STUDY OF LIAQUAT NATIONAL HOSPITAL AND MEDICAL COLLEGE, KARACHI**

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On-the-job training (OJT) is one of the best training methods for polishing the newly inducted employee of any organization and it helps the employee to understand the objectives, policies and goals of the organization at their workplaces by utilizing existing resources. Normally the traditional training manuals are being used. Through the primary method, OJT is used for broadening strengthening employee skills and increasing productivity. This is particularly suitable for developing unique professional skills to an employee's job performance.

An analysis of the major job requirements and related knowledge, skills, and abilities form the basis for setting up an On-the-job training plan.

There are many different ways to train the trainees. The method by which training is delivered often varies based on the needs of the organization, the trainee, and on the task being performed. Training can be divided in two major types: Common Group training and Common Individual training. Common Group training is used to deliver the training to a large number of participants, while Common Individual training is used in a one-to-one situation or with a small number of participants. Common group training, involves using Lectures, Demonstrations, Seminars, Conference, Panel, Role Playing, Case Studies, Simulations and Projects as methods. While in Common individual training using Self-discovery, Movies/ Videos/ Computer based training, on-the-Job training and mentoring. Benefits of on-the-job training include enhancing the ability of interns to work in the environment that they will be exposed to in future. In the case of new employees, it will give them more confidence on the job as it stimulates the improvement process. For the employer, on the job training is cheaper& lends itself to the practical realities of the workplace

In this study, a survey has been conducted on 100 randomly selected employees of different age groups, gender & qualification at a major leading health care under & postgraduate academic institution in Karachi, Pakistan and as a result of this survey 91% were in the favor of on the job training. Majority were agreed that the lecture and demonstration methods are suitable. Another interesting factor was shown in this study that only 37% have taken on the job training but they were well aware of the benefits. Almost 60% employees have resources other than their managers for their career guidance and actively encouraged to share their knowledge with their colleagues. Top three training areas for their potential professional development over the next two years were Computer Skills, Communication Skills & Presentation Skills respectively.

Keywords: On the job training, Skills, Professional Development

236 **ENHANCING LEARNING THROUGH LITERATURE CIRCLES IN A UNIVERSITY LANGUAGE CLASSROOM**

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Many traditional language classroom structures are based on the teacher-centred learning environment where information is transmitted or spoon-fed and learners are trained to memorise factual details supplied to them. This type of classroom structure has been argued to limit learners' involvement and engagement in the learning process. Alternatively, Literature Circle (LC) is a powerful instructional means applicable in literature classrooms that allows students to share and develop understanding through interactive group discussions that enhances their ability to think creatively and critically. This study aims to investigate the effectiveness of Literature Circles in second language university classrooms as perceived by the participants. It also seeks to determine the factors for successful Literature Circles in a second language university reading classroom. This is a mixed method intervention research carried out in one semester. The participants in this study will be those registered in the university elective course, which is the reading class. An LC reading framework will be developed prior to the beginning of the semester taking into consideration the course framework designed for this elective course. This research hopes to demonstrate how greater awareness of classroom culture can advance opportunities for learners to participate and engage in an encouraging learning environment.

242 **“JACKING TRADES, MASTERING TREADS: INNOVATING POST-DISCIPLINARY ENGLISH”**

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This paper explores the necessity, possibility, and efficacy of rendering the study of English transdisciplinary in the Asian countries so as to generate (instead of manufacturing) young indigenous workforce that can think, act, and innovate pro-actively and productively. Adopting Spivak's 'strategic essentialism,' the paper argues that the Asian practitioners of English language need what Marx once asked to 'do the impossible,' that is, seeing a thing positively and negatively at once. In the present context, the 'im/possible' job is to adopt English without surrendering politico-historical consciousness that this is an imperial import and appropriating it to cater to cultural and economic interests as English is now an international, multicultural language. Vis-à-vis the West-infested late capitalism and linguistic imperialism, it is crucial that Asian countries, or more precisely South Asian countries, innovate and promote English Studies, designed to develop a glocal workforce that (deconstructing Macaulay's infamous suggestion in "Minutes on Indian Education") is essentially indigenous and actively multicultural.

The paper is divided into three sections. The first section, "English Postcoloniality," critiques the South Asian intelligentsia. These 'mimic men' – the 'monkeys,' or the blind-perpetrators of western values, and the 'coconuts,' or the critical souls who wear black skins and white masks – have been downloading lucre and lustre provided by the neo-imperialist forces and uploading orientalist binaries often in the name of globalization and decolonization. Second section, entitled "Out-Englishing English," is a critical study of the ways English language has been appropriated in everyday speech, ELT praxis, and creative literature in the Asian countries. It argues that this re-orientation of English, ranging from everyday Singlish to Malaysian 'Engmalchin' to Booker-winning Indian writers, contests and counters the hegemonic codes embedded in English and reconstructs national-historical-linguistic-cultural nucleus. Celebration of this linguistic anti-colonialism leads to the third section, "Post-disciplinary English." Situating an individual against a complex scenario of contemporary multiculturalism, glocalization, and

‘convergence culture,’ it argues that English Studies in Asia requires going transdisciplinary so that the future intelligentsia and practitioners of English become politically informed, geographically nuanced, multiculturally accommodative, and linguistically adept in dealing affairs – political, economic, scientific, artistic, and cultural – in/about English when required or desired. The paper views ‘innovation’ as productive, insightful thinking that helps achieving unmet ends through non-conventional ways to impact the socio-economic scenario. The third section innovates ways to render the curricula and practice of English Studies transdisciplinary so that it can resource from diverse disciplines in solving problems and update itself to cater to the contemporary demand for hybrid professionals, innovative creators, and engaging communicators. Acknowledging the paradox of disciplinarity, the paper argues for innovating post-disciplinary education system that concentrates on one, thus being within a boundary, but browses anything that it finds relevant, thus transcending disciplining boundaries. Accordingly, the title of this paper deconstructs a famous figurative phrase in English – “Jack of all trades, master of none” – with an ironic twist: here comes a post-disciplinary young Asian workforce that jacks/are Jacks of trades in hand and who master/are masters of the treads they take. The paper views this carnivalesque potential of post-disciplinary English as rather a necessity in this late capitalist world in which the sun does not set but stays in the West.

246 CURRICULUM REFORM PARADOXES: PHILOSOPHIES, POLICIES AND PRACTICES

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This paper makes a deliberate attempt to problematize the stated title, Curriculum reform paradoxes: philosophies, policies and practices. It raises simple questions about failing nature of curriculum reforms with references to reformed curriculum in Pakistan as a specific case. The problem identified by the author reckons delink in stated philosophies of curriculum, policies on educational curriculum and practices that are observed of the enacted curriculum in teaching and learning. The argument will be based on Aristotelian concepts of phronesis Aristotle argues about virtue and states that becoming virtuous requires both training of the passions and acquiring the intellectual excellence phronesis – which will need philosophy.

This paper will raise questions about the failing curriculum response and try to look for reasonable examples that can support and refute the piece meal approach to curriculum reform and the lack of intellectual excellence. Five specific areas will be explored in probelamtizing the paradoxes what technical impetus is provided in setting the curriculum reform? What scientific knowledge (epistemology) guides the reform movement? What philosophical orientations are the key drivers of reform and how are they being integrated within the curriculum designs? How are decisions of what to be included or not made are these based on intuition or informed judgment? and finally is there a process of phorensis applied in ensuring that curriculum reforms succeed?

This paper will be followed by another paper that will make an attempt to respond to some of the curriculum reform questions and paradoxes presented in here with examples of how an attempt was made to work on the new Teacher Education Curriculum in Pakistan over a period of 4 years beginning 2009 and how the concerns of what has not worked in curriculum reform were kept in the forefront while preparing teachers to translate envisioned curriculum into received or practiced curriculum.

247 IS AN ASIAN PERSPECTIVE POSSIBLE?

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The point of departure for this presentation is the choice of topics that constitute the thematics of the second ELLTA conference. How is it that at this particular moment certain issues are considered salient for professional and academic deliberation? Of course, ELLTA (and its themes) are just an exemplum of a large body of discourses that center-stage "knowledge economy", "innovation", "creativity" and so forth in the emergent phase of globalization. I intend to unpack the assumptions in Asian policy and practice that characterize some of the current debates around these issues. By tracking the theoretical underpinnings of Asian social science literature, it should, I hope, be possible to show that these assumptions deploy forms of reasoning that position these assumptions as "natural", common-sensical, universal and self-evident. Nonetheless while it is valuable to denaturalize "society" or "social transformation" for example and show that dominant global discourses are of Euro-American vintage, what is needed is a "theory of Asia": analogous to the idea of "Europe" that undergirds the European Union, an exploration of Asian perspectives- ELLTA's timely mission- is of the essence. What does an Asian perspective amount to? If building distinctively Asian theoretical perspectives is possible, on what grounds should one build them- history, territory, power? And finally, assuming that such an undertaking is plausible, can we avoid essentializing an Asian counter-discourse?

253 **SOCIO ECONOMIC GOLDEN AGE – THE SOCIAL ENTERPRISE WEALTH MODEL**

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A new wave of Social Entrepreneurship has revived a few economic concepts and reversed the financial downturn that caused many institutions to file for bankruptcy, because their strategies did not follow any social mission. The unequal distribution of wealth has increased the frustration for policy making institutions. Common people desire social outcomes of starting up new businesses, and desire that social image be reflected on them personally along with the economic progress. The development of innovative ventures, whose primary mission is social change and development, play a crucial role in coping with the current economic situations. The activities of these social ventures can be economic as well as non-economic. This paper will examine the importance of these social enterprises that have capacity building programs and how these programs generate social enterprise wealth and the role of capacity multiplier in generating social enterprise wealth. We will investigate very basic characteristics that differentiate social enterprises from other entrepreneurial ventures by introducing a "Social Enterprise Wealth (SEW) model".

Keywords: Social Entrepreneurship, Return on Social Investment (SROI), Capacity Building, Social Value, Social Enterprise Wealth (SEW)

255 **SHOWCASING, INNOVATION, CREATIVITY AND ENTREPRENEURSHIP: CASE OF HAILEY COLLEGE OF BANKING & FINANCE, UNIVERSITY OF THE PUNJAB, LAHORE – PAKISTAN**

The University of the Punjab was established in 1882 and is now 130 years of age. However, Hailey College of Banking & Finance was established in March 2003 as its 5th Constituent College of the University of the Punjab, Lahore, Pakistan.

The above University has served the stakeholders by providing professionally qualified manpower in diversified fields namely; Engineering, Medical, Pharmacy, Commerce, Management, Science & Technology, Liberal Arts, Education, Law and related fields. However, the Universities of the country in general and our University in particular did not offer specialized education in the area of Banking, Finance, International Trade and Insurance & Risk Management. These are market driven disciplines for which there has been a great demand. As a positive response to this, the University of the Punjab established its 5th Constituent College namely; Hailey College of Banking & Finance. This was located in the historically known building of Hailey College of Commerce (HCC) situated in the heart of Lahore.

Quaid-e-Azam, Muhammad Ali Jinnah, father of the Nation, in his reply to the address of welcome at Edwards College, Peshawar on 18th April 1948 had given a dominating emphasis highlighting that Pakistan should offer specialized education in several areas, including: Banking and Insurance Business.

Therefore, in a positive response to his clarion call, necessity was felt to establish the above College. The moving spirit with which this Institution was developed was to offer high quality education offering market acceptable programs. The University searched for the appointment of a Principal who could, with innovation and entrepreneurial skills, mobilize resources, develop high quality programs to induct right type of students to help develop logistics for delivery system and successfully pave the way for appropriate logistics to operationalize the affairs of the College.

The College covered several milestones. In the first phase, three programs were offered namely; two years MBA (Banking & Finance) after 14 years of education. Another program namely; BBA (Hons) was offered after 12 years of education and evening MBA Program on regular basis was also offered. In the second phase, the first three programs were offered in the area of Insurance & Risk Management. In the third phase, four years BBA (Hons) Program was offered with 1-1/2 years MBA Program equivalent to MS Program. Consequently, by now eight programs are currently being offered and around 2,000 students are currently on roll. The curriculum development was undertaken with the help of experts from Banking, Insurance, Risk Management, Finance and International Trade fields. These were reviewed from time to time to cater to the needs of changing times and events.

On the financial front, several innovative techniques were adopted on self-finance and self-support program basis. Development work was also undertaken from self-generated funds. The entire Campus was logistically well-equipped with modern learning / teaching tools alongwith well-developed computer labs and College library. Competent staff has been employed on full-time basis after a great search and visiting faculty members were drawn from real life field in the foregoing subjects. Institutionalized steps were taken in Banking, Finance, Insurance & Risk Management to endure high quality teaching. The young faculty is being encouraged to pursue M. Phil and Ph. D programs. Most of them, after career counseling through an innovative approach have followed the above challenge to self development. Placement wing was set up to establish relationship between the College and the potential employers, located mostly at home and some abroad. All in all, the above innovative experience backed up with entrepreneurial spirit will be showcased and presented in the paper as inspirational and motivational experiment which and ensured high degree of success. The paper will review the above experience which will manifest institutionalized efforts through innovation, creativity backed up with entrepreneurial

spirit for others to absorb and follow in real life.

257 **SOCIAL RESPONSIBILITY AND SUSTAINABILITY PROGRAMME: THE CASE OF MALAYSIAN UNIVERSITIES**

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Francisco Dumanig, University of Malaya, Malaysia

There has been an increasing awareness of the importance of social responsibility and community work in Malaysian public universities. The continuous demand of graduates with soft skills from Malaysian employers has encouraged universities to consider community learning and soft skill enhancement as the top priority in order to produce employable graduates. To address such issues, the present study aims to examine how the community service course helps in achieving and developing soft skills of students in 9 selected public universities in Malaysia. More specifically, the study will investigate the community service courses provided in these universities with regard to their programmes and the way they run and evaluate. A qualitative approach is used to compare the community service courses in these universities. The findings of the study help in developing a model that provides the best practices in social responsibility and sustainability in the community service course.

Keywords: Community service, social responsibility, sustainability, community work

259 **OUT-OF-THE-BOX APPROACH TO BRIDGE THE GAP BETWEEN GRADUATES' EMPLOYABILITY SKILLS AND EMPLOYERS' REQUIREMENTS**

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This paper shows that “university-industry collaboration” can help to address the gap between graduates’ employability skills and employers’ requirements. Employability refers to transferable skills in this paper. An ‘out-of-the-box’ approach was carried out in a branch campus of a UK university in Malaysia to bridge this gap by integrating the university’s marking guidelines and assessment criteria with corporate sector staff appraisal practices into students’ assessment practices. Such integration strengthens the theoretical argument on the importance of formative assessment as a way to nurture students’ learning. Particularly, the transferable skills students have learnt from undertaking coursework in management subjects relate to the “careful use of references, meticulous, attention to details, structure & systems thinking, critical thinking and writing skill”. In this way, employers are more informed on the quality of management students graduating from this branch campus in Malaysia. Such learning also reflects creativity development and contributes to the theory of knowledge which emphasises the importance of developing creativity through education. This paper shows that the integrated approach can facilitate the development of students’ employability skills. In turn, this can help to minimise employers’ expectation gap of graduates’ employability skills, and thereby contributing relevant talent towards Malaysia’s innovation-led economy.

Keywords: employability skills, transferable skills, formative assessment, assessment criteria

HOW THE PIECES FIT TOGETHER: TECHNOLOGY PLUS OPEN EDUCATIONAL RESOURCES PLUS INTERNATIONAL EDUCATORS EQUALS A GLOBAL CURRICULUM CONTINUUM

Tracy Hanson, K12 Next Generation

Our mission is to develop a global curriculum continuum using Open Educational Resources that transcend political, cultural and linguistic barriers to provide children worldwide anytime with a dynamic, interactive personalized education.

I'm often asked "Why do you consolidate Open Educational Resources when they are OER's are like stars up in the sky, some are very bright, some are dim and everything in-between. But every person gazing up at that sky has favorites they search for looking past all the others that are just a beautiful in their own way. Now gaze up at the night sky and look at the Milky Way. Now, although made up of billions of stars, you see them together and they form a whole. They may be different sizes, different colors, shapes, distances from us but together they make a whole.

And together, OER's will be what will allow the educators from around the world to collaboratively design a global curriculum continuum that will have lessons with a variety of approaches to match different learning styles. And the students now have to opportunity to pick which resources work best for them to full understand the objective. In this way we can create a personalized learning environment for all children most of the time. However, we know that there might still be children that are not understanding the concept being taught. Thank heaven the teachers, who up until now have been trying to direct everyone's learning at the same time, are free to help the individual learners when they need it and not when she has the time. She can now facilitate the needs of particular children when they need it and for the specific problems they have without interfering with the learning of the others.

Oh, and by putting the lessons on a continuum then we can eliminate grades and allow students to move up through the curriculum at their own pace. Each child puts their "boat" into the river of knowledge according to what they have mastered and float up through the curriculum as she demonstrate mastery of he skills. So where and how are they suppose to show mastery on this "river of knowledge"? Well when the get to one of the boulders in the river, where they can tie up their boat, climb up on the rock (where, by the way, other children, from around the world, have landed) and they will find Project Based Learning activities which will give them opportunities to use their knowledge to collaboratively solve the problem. Assessment through application not filling in bubbles. Assessments, not based on ages, or arbitrary questions but real life problems using the skills that they have achieved.

Now we can have a system that is truly student centered supporting all children to reach their full potential, and teachers who now have the time to insure that each student can be successful, and parents and communities happy to see that, not only are their children learning BUT the budgets have decreased. Education must shed its traditional ineffective ways and create the synergy necessary to form a learner-centered global instructional model for all students as we progress forward into the 21st Century. It is through the education of our children working and learning together in a world environment that we will be able to survive and thrive.

INNOVATIVENESS IN TASK ASSESSMENT AND RUBRIC DESIGN: THE 3H APPROACH (HEAD-ON, HEART-ON AND HANDS-ON)

Tan Ai Mei, Ilmu Khas Teacher Education Institute, Malaysia

Assessment has been used as an instrument to raise national standard of education in countries such as America, Britain, Australia, Singapore and Hong Kong. Since the 1990s, the 'notion of assessment for learning' and 'assessment as a process' has been adopted in Britain to develop in students the enthusiasm, skills, knowledge and reflective power, and thus the production of effective lifelong learners which in turn is seen essential to advance national competitiveness and social sustainability in this globalised world.

The 3H model in task assessment and rubric design developed by Dr. Tan Ai Mei has proven its success in developing in students and training teachers the above mentioned elements, namely the acquisition of knowledge, concept and thinking capacity (Head-on), the transfer and application of knowledge and skills in task problem solving (Hands-on), and more importantly the building of connection or links between learners and the curriculum through reflective thinking , and thus a development of meaning and awareness within learners which arouse concern for further self enhancement in the areas of studies or profession which they are undertaking (Hands-on). 3H is also an abbreviation for vision, passion and action.

The 3H approach has been used in course work task and rubric design in her teaching institution, also in workshops conducted for both lecturers from teachers education institutes, schools and higher education institutions. The effectiveness of 3H , in particular in course work task and rubric design is clearly demonstrated in a website, named <https://sites.google.com/site/ebuletinjpik2012/> and <https://sites.google.com/site/3happroach/>.

In the forthcoming sharing session in the 2012 ELLTA Conference, Dr. Tan will be demonstrating the use of 3H in course work task and rubric design for subjects such as Learners and Learning. Culture and Learners, Emotional Intelligence Competency (EQ) etc.

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