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Abstracts

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The Leadership and Learning in the Asian Century (ELLTA 2014) Abstract Compilation contains the conference abstracts for all the paper presentations.

6	**REMAKING CITIZENSHIP THROUGH EXPOSURE TO DILEMMATIC CHOICES** **Purwo Santoso,** Gadjah Mada University, INDONESIA

This paper proposes alternative design of citizenship education at university in Indonesia. The country has been undergoing dramatic political and economic changes which requires strong sense of citizenship to cope with. Yet, the design of citizenship education in the country has not been significantly altered given the absence of rigorous methodological scrutiny. Inspired by the idea of research-based learning and problem-based learning, this paper propose exposure to, in not engagement in, dilemmatic choices as the main medium learning process. To follow up the exposures, the student are expected to make decision and justify their own decision. Obviously, the critical element of the education is self-assessment mechanism within which the students are in a constant and sufficiently long engagement on the matter. What really matter, in this regard is not only the ability of the student to justify their respective choice but also their ability to discover the guiding principle in coming with the dilemma, which indicate the commitment to the values that country expect to uphold. Moreover, the strength of their citizenship are manifest in their initiative and leadership

Keywords: citizenship education, reproduction of values, self-assessment, research-based learning, problem-based learning

7	**THE ROLE OF LOCAL LEADERS IN MAINTAINING THE SUSTAINABILITY OF MICROHYDRO PROJECT IN RURAL AREAS OF INDONESIA** **Wati Hermawati**, Indonesian Institute of Sciences (PAPPIPTEK-LIPI), INDONESIA

There are many factors that contribute to sustainability of microhydro implementation in rural areas of Indonesia. However, one factor that was explored in this paper is the role of local leaders in supporting and providing understanding to the community that microhydro will give benefits to their daily life. There are a few microhidro projects in rural areas operate very well for a long time, and later on operate side by side with the electricity company. Most of these rural communities choose electricity from microhydro which is affordable for them. This paper focussed on the relationship between local leaders and rural communities that develop the quantity and quality of interactions between them and affect the sustainability of microhydro projects as well as develop social and economic outcomes of those communities. By using qualitative and quantitative methods, we analyze the case study that was conducted in two villages of Lumajang Distric, East Jawa Province. Results showed that among the prominent roles played by the local leaders include; making decisions on various complexity issues affecting the community, acting as liaison between governmental and non-governmental agencies and the community for financial and technical assistance, helping in monitoring and evaluation of projects for proper implementation, and raising funds through levies, donations, launchings, etc to finance the microhydro operation. Conclusions confirmed that the leadership

of the local leader proved to be important at the community level. Effective community leaders were important in developing important relationships, establishing communication and providing various information for the community.

Keywords: local leader, sustainability, microhydro, rural, Indonesia

10	**TRANSFORMATIONAL VERSUS TRANSACTIONAL: WHICH LEADERSHIP STYLE IS PREFERRED IN THE PUBLIC HIGHER EDUCATION INSTITUTIONS?** **Muhammad Shukri Bakar,** Universiti Utara Malaysia, MALAYSIA **Rosli Mahmood,** MALAYSIA

It is generally accepted that leadership style has a significant influence on the success of many organizations. However few studies have empirically examined the leaderships in higher education institutions and that focused specifically on the links between leadership styles and job performance of the academic leaders. It has been widely acknowledged that leadership tasks and responsibilities in the higher education institutions are challenging and that these institutions are the most difficult organizations in the world to lead. Leadership in these institutions is different from other types of business or industry because it has different organizational environment coupled with unique constraints on the part of the leaders. Thus the aim of this paper is to explore and describe the preferred leadership styles and their effect on the performance. Data were collected from a survey of academic leaders from 20 public universities in Malaysia. The questionnaires were developed based on previous studies but in order to fit the specific needs of this study some modification of the questions were made. These questionnaires were then e-mailed to randomly selected 1000 academic leaders and 246 responses were received after a couple of follow-ups, giving an effective response rate of 24.6 percent. The transformational leadership style achieved a mean of 4.131 compared to 3.577 for transactional leadership. This shows the type of leadership qualities exhibited by the academic leaders and that the more adopted leadership approach in public higher education institutions is transformational. Results from regression analysis also show that both transformational and transactional leadership styles have significant positive relationship to performance. However, transformational leadership was found to be more significant contributor to performance. These findings concur with past research that shows transformational leadership is superior to transactional leadership and that it leads to higher productivity and performance. There is also a possibility that there is continuous demand for excellen t performance in public higher education institutions, and in such an environment strong transformational leadership is more effective in achieving desired performance level. This study expects to contribute to the existing literature on leadership by focusing on the public higher education sector. This study is also important for the policy makers because public higher education institutions received large amount of public funds and play an important role in equipping skills and knowledge of the nation's future leaders and workforce, and more so when this sector is undergoing a major transformation.

Keywords: transactional leadership, performance, higher education institutions

16   **ABSTRACT E-GOVERNANCE FOR ASIA: PROSPECTS AND PROBLEMS FOR DEVELOPING COUNTRIES' CONTEXTS**
Parvez Ahmed Seehar, Government Sindh, PAKISTAN

The paper is based on the assumption that technology would continue to play a very significant and critical role in aspects of life in the Asian Century. Consequently, governance reforms in the developing countries would necessarily involve implementing the concept of E-governance. Though E-Governance has been implemented in many such contexts, there are various challenges that are being faced in doing so, which need to be understood and addressed for better outcomes. Therefore, the current paper discusses the prospects and problems of implementing E-Governance reforms in developing countries' contexts, taking Pakistan (and within that Sindh province) as a case for such discussion.

The insights shared in this paper are based on my two decades long experience of working in the public sector, reading of relevant literature on E-Governance, conversations with colleagues, and my current capacity as Secretary, Information Technology Dept., Government of Sindh and Direct for a large scale Project for governance reform in Sindh. That my father and other family members have also worked in the public sector management in Sindh adds to the richness of the insights being shared, bringing in an element of historicity – a significant dimension, no doubt!

My findings suggest that implementing E-Governance in a context like Pakistan would be a very significant move towards enhancing the efficiency, transparency and accountability of the government, and public participation and, therefore, democracy. However, it is not an easy task. In fact, it is a gigantic task, fraught with many challenges that I discuss in detail in the paper. For instance, political ownership is one of the greatest challenges. In the overall context of corruption, E-Governance, is largely perceived as a threat – creates fear of 'accountability' and of losing authority (which is currently managed through withholding information). Moreover, the issue of limited literacy of education also creates further constraints –citizens are not aware of their rights, which limits the prospects of public demand for government's accountability. Their deep rooted beliefs that 'nothing can happen' or that 'government will not do anything', further restrict the prospects of making the government accountable. Thus, the overall context of corruption, of low expectations, lack of trust and confidence, and limited sense of personal responsibility for action ('if nothing will happen, why I should do something') – these are some being challenges that need to be addressed for successful implementation of E-Governance reforms.

To conclude, the paper brings in useful insights which have significant implications for the government and the donor agencies that bring in reform projects. If the existing trends did not get reversed, then, the poverty is bound to increase drastically. E-governance reforms must ensure that the benefits of E-governance reform should go down to the real recipient of these reforms – the citizens.

Keywords: E governance, developing countries, challenges to governance

22	THE INFLUENCE OF LEADERSHIP ROLES AND TEAM BUILDING & PARTICIPATION ON TEAM SHARED MENTAL MODELS: A STUDY OF PROJECT MANAGERS IN MALAYSIA

Han Ping Fung, Asia e University, MALAYSIA
Dr. Ibrahim Ali, Asia e University, MALAYSIA
Prof. Dr. Juhary Hj Ali, Asia e University, MALAYSIA

Today, more and more project teams are formed to achieve organizational objectives as organizations generally recognize the importance and benefits of project teams. One of the outcomes working in a project team is the proliferation of Team Shared Mental Models (TSMM). It is critical to examine the antecedents of TSMM which is the aim of this study as TSMM by itself can contribute to project team learning and others. However, it is unclear from literature whether both leadership roles and team building & participation can influence TSMM concurrently especially in a project setting study whereby there is resource and time constraint compare to normal work teams which are ongoing and operational in nature. This has developed a research model underpinned on Cohen and Bailey's (1997) Team Effectiveness Framework to empirically analyze how leadership roles and team building & participation can predict TSMM. Cross sectional quantitative research with online survey method was used in this study. Partial Least Squares (PLS) were employed whereby SmartPLS v2 was used to perform path analysis. Based on 201 random sample responses from project managers in Malaysia, findings suggest that leadership roles can influence TSMM indirectly via team building & participation. Knowledge contribution of this study is that project managers should invest extra efforts in team building & participation as it is the main contributor to TSMM. Activities of team building & participation can increase interactions among team members which can help generate more TSMM in order to improve project team learning. Discussion, conclusion and limitations are also included in this article.

Keywords: team shared mental models, leadership roles, team building & participation, Cohen & Bailey's (1997), team effectiveness framework, project manager

24	THE INTERCONNECTEDNESS OF CULTURAL VALUES AND ASIAN LEADERSHIP: A STUDY IN THE CONTEXT OF

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In the twenty-first century world, the leadership of the world is seemed to be going to the hands of Asia owing to many reasons such as its emerging economy, potential manpower, technological advancement, and most importantly due to its capability of leading the world with a vast treasure of rich cultural heritage and value systems. Among the above factors, the latter aspect of rich cultural heritage and value systems derive significance in the forefront of leadership, because of a realization that the present world, enmeshed in materialistic ideals, often fails to live by the standards of a life of values. More importantly, the twenty-first century world feels the need of having a life of strong value systems. Under such situations, Asian

continent, rich with its pluralistic cultural traits and rich cultural values, is heavily expected to lead the world. However, the paper does not underestimate the rich cultural traditions of other countries and continents as well. But what it focuses exactly is how an Asian tradition of cultural values is of great help to alleviate the ailments of many of the problems that the present world encounters.

A possible question arises here is how this may be done. One of the ways the paper suggests is to adhere to the values of one's culture, let that be in one's personal life, family and society and be a model to the world. Today, the West eagerly looks forward to the East for many of its unresolved problems in life. While Asia holds a rich tradition of indigenous cultural values that enrich its life in family systems and social systems, these value systems could be one of help to other cultures even. On another level, in a world of migrations and cross-border movements, one may lead a multicultural life, living abroad or living in one's own land. However, by accommodating diverse religious, cultural and linguistic traditions, it does not necessarily suggest totally discarding one's own cultural traditions and value systems and absolutely assimilate into foreign cultures. Therefore, this paper provides thrust on the rich cultural heritage and value systems of Asia as having a key role to play in the twenty-first century family relationships of Asian immigrants abroad. It seeks to highlight how living abroad, the individuals can be inspirational instruments in spreading the message of preserving one's rich culture as a way of embracing a life of values. This study seeks to illustrate this point by analysing one of the major writers of Asian-American tradition, Wakako Yamauchi. Wakako Yamauchi in her play And the Soul Shall Dance discusses how faithfulness to one's cultural heritage and value systems can be contributive factor in leading a healthy life amidst the humdrum of a modern life. Yamauchi especially lays great significance to the role of cultural values in a system of family life. By living abroad and participating in their cultures, the characters in the play do not show a negligence to their cultural traditions, which fundamentally becomes a uniting factor of individuals in the play. Thus, in a hurried life of twenty-first century, Asia's role should be one that holds an indicator to its rich cultural heritage where the world can find a panacea for many of the malaise it suffers from today.

Keywords: cultural heritage, value system, cultural leadership

28	**SUSTAINABLE BUSINESS AND DEVELOPMENT? : FROM MERE RHETORIC TO SYSTEMIC MODELS OF AUTHENTIC GLOBAL CHANGE AND LOCAL PRACTICE** **Cameron Richards**, Universiti Teknologi Malaysia, MALAYSIA

Along with related terms such as 'going green', 'corporate responsibility', and 'people, profits and profit' (or the 'triple bottom line') the concept of sustainability has become the most powerful new buzz-word in business as well as society around the world. This is reflected in how business will play a central within the Sustainable Development Solutions Network (SDSN) and related models of the United Nations development agenda beyond 2015. The key challenge for business in Asia as well as elsewhere is how to reconcile globally and in the long-term associated notions of production-consumption, the supply chain, and related notions of economic growth and political leadership in ways consistent also with social and

environmental as well as economic sustainability. This paper develops the idea that to go from sustainability as surface rhetoric to authentic or 'deep' practice a systemic model of sustainable business is needed - one which serves to optimizes natural as well as human resources, to avoid waste, and also to integrate the often divergent interests of the four 'macro-stakeholders' (government, society, and knowledge agencies as well as business enterprises or corporations). It will do so in relation to a summary cross-cultural review of the most influential systems models in business theory and practice over the last fifty years – a review which will examine in practice as well as theory how a natural 'self-organizing systems' model has been emerging which can be distinguished from mere rhetoric, failed policies and idealistic or false promises of sustainable development.

Keywords: policy studies, macro stakeholders, future sustainability

29	THE MALAYSIAN 'NO PLASTIC BAGS' CAMPAIGN: THE RELATED SOCIAL LEARNING CHALLENGES OF CHANGING CONSUMER BEHAVIOR WITH DEEP RATHER THAN SURFACE 'CORPORATE SOCIAL RESPONSIBILITY' **Cameron Richards,** Universiti Teknologi Malaysia, MALAYSIA **Irina Safitri,** Universiti Teknologi Malaysia, MALAYSIA

In order to implement policies of sustainability to change consumer behavior, governments must also gain sufficient support from various stakeholders across the community as well as the private sector. In this way in Malaysia as elsewhere, 'no plastic bags' campaigns represent exemplary models of 'social learning'. The key to the success of such campaigns lies in the growing importance of the concept of 'corporate social sustainability' for the multinational as well as local shopping centres and supermarkets which are typically. CSR represents both a challenge and opportunity of organizational learning. This paper will explore how the future and ultimate success of awareness campaigns aimed at changing human behavior is inevitably linked to the corresponding outcomes of CSR as organizational learning in participating businesses and corporations.

Keywords: social learning, organisational learning, public awareness campaigns, corporate social responsibility

36	BEHAVIOUR PATTERNS OF LEADERSHIP IN PUBLIC AND PRIVATE SCHOOLS PRINCIPALS IN PAKISTAN **Zahida Aziz Sial**, PAKISTAN **Dr Anees-Ul-Husnain Shah**, University of Education, PAKISTAN **Muhammad Abu Bakar Shah,** Govt. School of Muzzaffergarrh, PAKISTAN

The purpose of the study was to identify the behavior pattern of e public school principals and private school principals in Pakistan. For this purpose 19 public school principals and 18 private school principals were selected though random sampling. The total sample was 37

principals. A five point rating scale consisting 38 questions, based on different patterns of leadership administrations was constructed. Data tabulated and analyzed in three ways, which are as, comparisons among different groups of sample, overall graphic presentation of normal distribution of scores, item analysis and reliability of scores were also calculated. The Z test, Mean, Standard deviation, average score and percentage method were used for statistical analysis of data. it was concluded that mostly principals have autocratic style of leadership and the behavior patterns of the private school's principal were reasonable and moderate when it was compared with the behavior patterns of the Govt. school's principals.

Keywords: behavior pattern, leadership, autocratic style of leadership

10	**'LEADERSHIP AND COMMUNICATION IN THE DIGITAL AGE: THE CHALLENGE OF SOCIAL MEDIA'** **Dr Thea Bellou,** Victoria University, AUSTRALIA

The paper examines the multiple inter-relationships between leadership and communication, focusing on the rise, use and impacts of social media. The paper aims to demonstrate how New Media is affecting leadership styles, and how the rise and use of social media affects and is affected by different cultural and organizational contexts.

The paper begins with a brief survey of leadership studies, outlining the different models of leadership and their main characteristics. It evaluates their suitability for meeting the multiple communication challenges posed by the phenomenal and ongoing developments in Information and Communication Technologies (ICTS). The paper goes on to explore the changing communication ecology within which leaders operate, examining the implications for forms of leadership, business models and the workplace.

The methodology employed involves an analysis of various conceptions of leadership, including those developed in the West and Asia, rates and types of social media used, and an investigation of the ongoing impacts of the rise of social media on leadership and communication.

The paper argues that both communication and leadership are undergoing important transformations, but these have been largely overlooked by leadership discourses. The paper contends that traditional forms of leadership and modes of communication based on embodied forms of communication, common language and cultural frameworks, and traditional organizational structures are challenged by the rise of virtual communication environments. As a result, virtual forms of communication and leadership are emerging which open up new cultural spaces, and promote organizational structures and business models that are based on virtualization, de-territorialisation and delocalization. Within these virtual digital communication environments, both leadership and communication interactions become embedded in global communication networks that enable transnational, geographically dispersed, intercultural, multilingual, and multicultural communication exchanges. These global communication interactions are characterized by the dominance of multimodal forms of

communication, virtuality, instant global connectivity, interactivity, interconnectedness, deterritorialisation, user generated content, and the increasing use of social media.

The paper contends that a new model of leadership needs to be developed that would be more responsive and suitable to the challenges posed by virtual communication environments and the rise of Social Media. It concludes by outlining some of the challenges and future implications of the impacts of social media for virtual forms of leadership and communication, the netcentric workplace and the network society. It emphasizes the inter-cultural nature of many of our communication interactions, which can present us with opportunities for greater cultural understandings, increased levels of co-operation and collaborations between peoples. However, cyberspace communication can present us with new problems for leadership that need to be addressed by future research in this complex and ever changing field.

Keywords: leadership, models of leadership, communication, social media, virtual communication environments, new media

42	**INCLUDING THE SCHEDULED TRIBE GIRLS IN THE PURVIEW OF EDUCATION- AN ILLUSION OR REALITY?** **Dr. Sridipa Sinha,** University of Calcutta, INDIA **Madhumala Sengupta,** University of Calcutta, INDIA

Education is a fundamental human right and essential for the exercise of all other human rights and promotes individual freedom and empowerment. In an effort to translate the EFA goal, India too made a plan of action to achieve the desired objective. The 86th Amendment of the Constitution has incorporated Article 21A which seeks to provide free and compulsory education to all children within the age of 6-14 years as a fundamental right.

Millions of children especially girls from the tribal communities remain deprived of educational opportunities, in spite of all the governmental reservations, policies and scholarships safeguarding the interests of the tribal girls but there are no significant representation from the said section has been found. The researcher has designed this study to find out the status of education of the tribal girls at the elementary stage in Birbhum District of West Bengal through Survey Method.

The program of SSA has ensured adequate access to schooling. Although the schools are established under the SSA programme, these schools lack many of the facilities in terms of furniture, learning materials, playground and other basic facilities. Sometimes the students 'Drive Out' of the Education system as the system fail to satisfy their needs. At other times they Retreat from the system due to certain compulsion on the part of the user though the system is fulfilling their needs. These two phenomena are greatly useful to the policy makers and administrators while deciding a particular policy in the education system. In the absence of a clear understanding of the socio-economic factors, this phenomenon will occur in the education system.

'Bottom billion and learning equity and accessibility in Asia' is the sub theme in which I present my paper. The scheduled tribes of India fall in the bottom billion but they cannot be ignored. These tribal groups have lots of potentialities within them. The Constitution of India gives recognition to a category of people designated as the Scheduled Tribes and makes special provisions for their political representation and their economic and social welfare. Through this paper the researcher wants to highlight that with proper educational facilities these tribal people specially the girls among them where little representation is found. The researcher being associated with Higher Education has seen many a times that though there is Reservation but seats remain vacant in the category of Scheduled Tribes. In conclusion, it may be said political representation, manifested through participation of representatives in Legislatives and PRIs may form necessary conditions to bring Scheduled Tribes into institutions of decision-making, but are not sufficient to empower them, especially in the absence of supportive and enabling institutional arrangements. Therefore, as elementary education is the base so the researcher through the survey seeks to understand the status of girls' education belonging to scheduled tribes.

Keywords: scheduled tribes, access, retention, enrolment, achievement

49	**EFFECTIVENESS MEASUREMENT OF THE ENTREPRENEURESHIP EDUCATION FOR JAPANESE HIGH SCHOOL STUDENTS** **Junko Ishiguro,** Japan Advanced Institute of Science and Technology, JAPAN

This study is undertaken as a pre- and post-survey in order to investigate the effect of the entrepreneurship education program for Japanese high school students. The pre-survey was conducted on June 2013 and the post-survey was conducted about a year later. Surveys from172 high school students were gathered. Twenty two of them were students who took the entrepreneurship education course. The rest participated as targets for comparison.

According to the results of the pre-survey, who has both intention and confidence is 3.5%, whereas who has neither intention nor confidence is 47.1%. However, contrary to expectations, about 70% of the students who took the entrepreneurship education program made their self-esteem to be an entrepreneur lower compared to before the program was launched. This does not mean the program is not beneficial, though. Comparing the results of the students who took the entrepreneurship education program to that of the other students, we found that significantly more former students changed their view of entrepreneurs and startups positive. It is pointed out that entrepreneurs do not hold respectable positions in the Japanese society, and that constricts the activities to create and to open new businesses (Takahashi et al., 2013). The results of this study indicate that the entrepreneurship education program will help the young people become respectful to entrepreneurs. It is hoped that the findings that have been presented in this paper will contribute to a better understanding of the effect of entrepreneurship education for youth.

Keywords: entrepreneurship, entrepreneurship education, career choices, high school students, pre- and post-survey

55	**EPISTEMOLOGY FROM ISLAMIC AND WESTERN PERSPECTIVES: AN AUTOBIOGRAPHICAL STUDY IN UNDERSTANDING MULTI-PARADIGMATIC RESEARCH DESIGN** **Neni Mariana,** Surabaya State University, AUSTRALIA **Peter Taylor,** Curtin University, AUSTRALIA

How can mathematics education incorporate the values of a culturally diverse nation such as Indonesia, thereby helping to prepare Indonesian society for the Twentieth Century? This is the key question of Neni Mariana's doctoral research. The question is significant in relation to the new Indonesian curriculum which emphasises preparing students as morally responsible citizens. To answer this question Neni has designed an 'arts-based critical auto|ethnography'. This qualitative research enables her to combine an ethnographic inquiry of key stakeholders in Indonesia within autobiographical investigation aimed at enriching her own cultural and religious beliefs, values and vision as a teacher educator with a keen moral responsibility for transforming the professional development of future mathematics teachers.

This presentation outlines key aspects of the process of designing a culture-sensitive methodology for Neni's research. During the process, Neni inquired into the concept of epistemology in order to develop a multi-dimensional theory of knowing for regulating the complexity of her research activities. In this paper, she demonstrates how the concept of the 'integral research paradigm' has enabled her to think philosophically and has led her to deep epistemological considerations about how to conduct her research. She outlines how she struggled to grasp the concept of epistemology and how she connected it to her own beliefs as a Muslim about ways of discovering knowledge. The research method of 'writing as inquiry' enabled her to make visible the process of critical self-reflective thinking in which she engaged while reading Western literature. It also enabled her to question, wonder about, and eventually realise important correlations with her understanding of The Quran. In addition to scholarly citations from Western literature, she will present Quranic verses which have helped to frame her inquiry.

In the context of this research, the process of critical autobiographical inquiry has involved a dialectical discussion between The West and Islam, challenging the researcher to understand deeply and uniquely how these different worldviews may be related. The implication of such a discussion for other researchers in similar cultural contexts is the likelihood of empowering them to confidently and proudly demonstrate their local knowledge, enabling it to stand side-by-side in a harmonious relationship with Western knowledge. An extract from Neni's research writing reveals the power of this approach.

I started to love research, since it opens space to express my subjectivity, determine my curiosity. I started to enjoy doing research, since it encourages me to do self-reflection and critically challenge my beliefs, which on one side could harm my faith but fortunately it strengthens it. My current study is so different from my previous experience. It does not need to follow rigid rules, but it definitely leads me to conduct deep inquiry. I feel grateful and

peaceful doing my research. I do not need to hide and neglect my voice, since it is as precious as others, as important as my participants' voices. I am happy doing this research, which allows me to show my multiple identities, as a Muslim, and as a part of global society.

Keywords: epistemology, multi-pradigmatic research, auto|ethnography, integral research paradigm, autobiographical study

57	**LOOKING AT LEARNING FROM STUDENTS' POINTS OF VIEW: A CALL FOR TRANSFORMATIVE TEACHING** **Mangaratua Simanjorang,** Universitas Negeri Medan, INDONESIA **Peter Taylor,** Curtin University, AUSTRALIA

When we are learning we are making meaning by interpreting our experiences. Through this process we enrich and revise our meaning schemes and perspectives. Thus learning is a transformation process. Since experiences are gained from different situations, the environment and society, we cannot necessarily expect that each person interprets in the same way, including the teacher and the student. This implies that our understandings are limited to the experiences we have had. Realizing these differences and limitations calls me, a mathematics teacher, to try to understand deeply my students' points of view in order to help them with the interpretive process of making meaning. This standpoint urges me to practice transformative teaching. This paper draws on my doctoral research to portray the story of my experience of developing a transformative teaching practice. I argue that switching my point of view to my students' meaning perspectives: (i) shows respect for their well-being; (ii) helps me to take proper action in response to the difference between my teaching plan and the actual conditions regarding students' learning trajectories; (iii) avoids unnecessary conflict while practicing transformative teaching-learning; and (iv) ethically this experience provides a good opportunity for both me and my student to appreciate the importance of listening, which later may generate respect and empathy for the other. In the end, the effort of understanding my students' points of view helps me to facilitate transformation of their making meaning, and also transforms me into a better teacher.

Keywords: transformative learning, students' point of view, meaning making, learning trajectory

63	**ROLE OF SELF-HELP GROUP IN COMMUNITY DEVELOPMENT - IMPACT ON EMPOWERING WOMEN** **Mita Banerjee,** University of Calcutta Kolkata, INDIA **Sridipa Sinha,** University of Calcutta Kolkata, INDIA

Empowerment is the process of enabling or authorizing an individual to think, behave, take action in an autonomous way. Women Empowerment means emancipation of women for social justice and equality to be self reliance in every aspect of life and proper knowledge of self dignity. The present study discusses about the "Women Empowerment Through Self Help

Group". The study was conducted in the three villages of South-24 Parganas in District of West Bengal. In the study area 160 respondents from 25 SHGs were selected randomly. The data for the study has been collected through interview schedules. The second objective of the study was to study the income of the member after joining SHGs. It is found that Self Help Group became a successful organization for the rural poor women. It enforced the participation of all category women. The study also found that the income of the respondent has been increased after joining Self Help Group which created confidence for the economic self reliance among economically backward women. They started participating in the activities like, the celebration of Independence Day, participating in Gram Sabha etc. Income generating activities like poultry farm, making fishing net, agriculture which increased member's savings in Women's own name. Self Help Group has also being successful in creating awareness among member of Self Help Group in issues such as government programs and schemes, bank transaction, health hygiene and family welfare. Thus SHGs plays very significant role in empowerment of rural women.

Keywords: women empowerment, self help group, economically backward, self reliance, rural women.

68	**A REVIEW OF TEACHER LEARNING THROUGH SITUATED LEARNING THEORY** **Suhaida Abdul Kadir,** Universiti Putra Malaysia, MALAYSIA **Roya Roustaee,** Universiti Putra Malaysia, MALAYSIA

New reforms emphasize that teachers are among the most important elements in students' achievement. As a result, teachers' education and their learning are highlighted profoundly due to the fact that more qualitative teachers can rear more successful students. This study reviews teacher learning and situated learning theory. It later offers situated learning theory as one of the theories in teachers learning and discusses the way it can affect teacher learning. It comes to conclusion that situated learning theory is one of the most important theories of teacher learning.

Keywords: teacher learning, situated learning, professional development

72	**SCHOOL-BASED LEARNING AND DEVELOPMENT: REVISITING PROFESSIONAL DEVELOPMENT FOR HEADTEACHERS IN INDIA** **Eric Addae-Kyeremeh,** The Open University, UNITED KINGDOM **Cristine Wise,** The Open University, UNITED KINGDOM

New reforms emphasize that teachers are among the most important elements in students' achievement. As a result, teachers' education and their learning are highlighted profoundly due to the fact that more qualitative teachers can rear more successful students. This study reviews teacher learning and situated learning theory. It later offers situated learning theory as one of the theories in teachers learning and discusses the way it can affect teacher learning. It

comes to conclusion that situated learning theory is one of the most important theories of teacher learning.

Keywords: teacher learning, situated learning, professional development

88	**LESSONS FOR PRODUCTIVE AND SUSTAINABLE GLOBAL EDUCATIONAL PARTNERSHIPS: THE VIET NAM AND HAWAII SOCIAL WORK EXPERIENCE** **Lorraine Marais,** School of Social Work, Hawai`i Pacific University, USA **Paul Tran,** Hawai`i Pacific University, USA **Bhi Xuan,** University of Labor and Social Affairs, VIETNAM

The University of Labor and Social Affairs (ULSA) in Hanoi, Viet Nam and Hawai`i Pacific University Social Work departments are engaged for three years in an educational partnership. The article focuses on a snap shot of the journey of the partners to create a sustainable and productive partnership. By utilizing the partnership as a case study, challenges and future opportunities are explore to promote sustainable and productive educational partnerships within contextual factors and philosophical underpinnings. An Educational Partnership Practice Model (EPPM) emerged through the data as the partnership was evaluated and could provide guidance to universities as they pursue similar initiatives. Finally main lessons and future opportunities are framed within a context of sustainability and cultural competence.

Keywords: sustainable, global, educational, partnership, productive

90	**EDUCATION FOR SUSTAINABILITY: DEVELOPING STUDENTS' HIGHER-ORDER ABILITIES TO RESOLVE ETHICAL DILEMMAS IMPACTING THEIR SOCIETY** **Elisabeth Taylor,** Curtin University, MALAYSIA **Peter Charles Taylor,** Curtin University, MALAYSIA **John Werth**, Concordia Lutheran College, MALAYSIA

This paper reports a nationally funded research project investigating how ethical dilemma pedagogy can be used by teachers to embed education for sustainability into their curricula and classroom practices. The United Nations' goal of education for sustainability is to ensure that mankind's impact on the planet does not compromise the ability of future generations to survive and thrive. Ethical dilemma pedagogy aims to develop students' citizenship abilities to resolve ethical dilemmas about real-world issues associated with the potentially adverse impact of science and technology, such as man-made climate change, exploitation of natural resources, loss of bio-cultural diversity, and genetic engineering of food crops. Ethical dilemma pedagogy involves developing students' abilities to reflect critically on their personal values and social practices and to engage in decision-making with their peers to resolve ethical dilemmas in peaceful ways. This innovative approach presents teachers with the curriculum

challenge of integrating values education with their normal subject teaching and adopting the constructivist role of learning facilitators. Our research has studied the application of ethical dilemma pedagogy by teachers of science, mathematics and English language in various schools, and currently we are working with a cross-curriculum team to develop a whole-school approach.

The paper focuses on the application of ethical dilemma pedagogy by a secondary school science teacher (John Werth) who, over a two-year period, engaged his Year 10 science classes in studying ethical dilemmas associated with genetically modified (GM) foods in the Science curriculum topic of Genetics. A multi-paradigm research design enabled John to adopt the role of a teacher-researcher engaging in action research under the doctoral supervision of Peter and Lily. Multiple research methods - questionnaire, participant-observation, interviewing, document analysis, reflective journaling – enabled us to analyse students' whole-class responses, small-group interactions, individual cognitive development, as well as the ongoing development of the teacher's ethical dilemma pedagogy. Qualitative data were subjected to critical interpretive analysis using narrative methods, enabling us to track the development of individual students' dilemma thinking.

In the paper we analyse the engagement of a student in resolving a contemporary ethical dilemma facing families when deciding whether or not to consume genetically modified food available from a local supermarket. By closely following the thought processes of Alex, a highly motivated and high achieving Year 10 student, we learn about the complexity and richness of her dilemma thinking and the pedagogical challenge facing innovative teachers who wish to facilitate this important form of higher-order learning associated with education for sustainability.

From this study, we learn how science teachers can adopt the constructivist role of learning facilitator (rather than simple content deliverer), and why it would be valuable for science teachers to collaborate with colleagues in other subject areas, such as Studies of Society and the Environment and/or Religious Education, which aim to develop students' critical citizenship skills. This study also helps us appreciate the educational challenge facing the broader sustainability movement in raising public consciousness and engaging citizens in political action aimed at resolving ethical dilemmas threatening the future of our societies.

Keywords: education for sustainability, ethical dilemma pedagogy, dilemma thinking, genetically modified food

94	**LEARNING LEADERSHIP THEORIES AND SKILLS THROUGH A POPULAR OLD HINDI FILM "DO AANKHEIN BARAH HAATH"** **Satish Pandey,** Pandit Deendayal Petroleum University, INDIA

Films are considered a very valuable tool for classroom learning in management and social sciences as they communicate through their characters, story, context, dialogues and audio-effects at several levels to students. Films help students to internalize situations which they might not have experienced personally; hence help them to connect with various theories and

concepts. This paper reflects on Indian perspective on leadership theories through an old Hindi Classic film "Do Aankhein Barah Haath" (Producer & Director: V. Shantaram, Year of release: 1957) which was used by the author in teaching two different management courses Organizational Behavior and Leadership Skills by two different methods. In case of the course Organizational Behavior, this film was used as a case study by two different groups of students (Group A= 5 and Group B= 4) who had chosen this film voluntarily for their group project. For the course Leadership Skills, students (Sample Size = 10; Males= 9, Female= 1) submitted case analysis on the film on the basis of leadership theories. Students' written case analyses (individual and group level) on this film were used as qualitative data for this research. The data were analyzed by using qualitative content analysis and thematic analysis. The qualitative analysis of students' written statements revealed that students had identified some leadership theories e.g. LMX, path-goal (House), Charismatic leadership, transformational leadership, contingency (Fiedler), managerial grid (Blake and Mouton) and situational leadership (Hersey and Blanchard) very relevant in context of various scenes and characters of the film. Students also analyzed various attributes and behavioral skills of effective leaders on the basis of lead character Jailor Adinath and toy-selling woman Champa in the film. Their written analyses also reflected on behavioral patterns of followers and team-building process adapted by Jailor Adinath to bring expected behavior change in prisoners. At the end of the course, both the instructor and students appreciated effectiveness of the chosen film in learning leadership theories and skills. The instructors' observations of students' reactions during classroom discussions and their written case analyses on the film suggest that this film could be a very useful learning tool in management classroom for bringing Eastern (Indian) cultural perspective to Western leadership theories.

Keywords: leadership theories, films in management education, popular movies in classroom, leadership training, teaching with movies

98	**THE EMERGING SCHOOL LEADERSHIP IN THE UNDERDEVELOPED PART OF THE WORLD** **Nazir Jogezai,** Save the Children, PAKISTAN **Rehmat Tareen,** SEHER, PAKISTAN

Improvement but rather a sustainable improvement in education is a hallmark for policy makers around the globe. In the context of the developing countries the same does deem obligatory to a greater extent and demands extra efforts to be made to bring about improvement in the existing education system. In the context of Pakistan and in particular in Balochistan the education system cripples with disastrous situation in terms of low literacy rate, in particular of female, and the overall poor quality of education. The key reasons are considered to be access to education at upfront and accompanied with other factors such as the schools being very much underprivileged in terms of physical facilities, lack of sufficient, qualified, competent teachers and mobilized community and effective leadership & management at all levels. In this scenario the dream of quality education can only become true when all the stakeholders, at all levels, have the understanding and capacity to deliver to the cause. So, the purpose could be achieved through a vision on education in which quality as

well as quantity issues are addressed; not only within the school walls, but also in the social or a broader context in which each of the stakeholders has to deliver to the maximum in order to work together and considering education as a collaborative endeavour.

Amongst the stakeholders though enough has been explored and anticipated about all the stakeholders yet enough to be discovered, in particular in the context of developing countries such as Pakistan, about the role of students in the process of educational reforms. The educational scenarios of the developing world though don't portray an encouraging contribution from the students. The reasons fabricates in a old fashioned behaviour or echoes being heard about child being a less informative " an empty vessel" or "blank slate" and hence can produce no contribution whatsoever in the due process of educational development. Alongside considering children empty vessels there emerge perceptions of children being less empowered and hence cannot emerge as leaders as this point of view surfaces from the background of taking leadership as authority or possession. While leadership if defined in the context of role rather than possession reveals to be emerged in every society and beyond occupying any possession any position. In reality the children, as research informs, are considered to be leaders of the future or the one who describes the future prospect of a generation. Their important role and the socially described "empty vessels" depict a huge gap in terms of expectations from the children and the contribution in the future development.

This paper presents a hope of ray that may not bridge that gap but may produce a ray of light that let the ones with the view of considering children empty vessels realize hopes of child's leadership role in the future prospect of educational reforms and development in the context of under developed countries. Student's leadership is evident in implementation of an educational program in one of the provinces of Pakistan. The program aims at improving access to and quality of education via implanting certain programs ranging from improving physical infrastructure of the schools, capacity building of educational managers, teachers, students and communities. Child protection (CP) and School health and nutrition (SHN), at schools, has also been incorporated in the implementation strategy via developing the capacity of teachers, students and communities and providing them the relevant resources. All such variety of interventions portrays a holistic approach of improving the quality of education and demands the roles of each of stakeholders to be played in an effective manner. Amongst them the role of students has also been observed to be very much encouraging. The students are provided the forum of "child clubs" (CB) and they are empowered to play their leadership role via implementing the activities of CB and expanding the overall school environment that best facilitates the learning and educational reforms. In response students have exhibited encouraging performance and the most dominant reveals to be their leadership role via contributing in curricular and co-curricular activities, facilitating the school management in the overall school improvement and developing links between the school and the outer communities.

Keywords: cb child clubs, cp child protection, shn school health and nutrition

101	**CULTIVATING AND MAINTAINING HEALTHY RELATIONSHIPS BETWEEN CHILDREN AND CAREGIVERS IN SCHOOL AND HOME ENVIRONMENT**
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	Obuya Naomi, Aga Khan Primary School, KENYA

Children's early attachment relationships shape important characteristics of their social, emotional and behavioral development. Many young children are regularly cared for by people other than their parents including child care caregivers. Child care offers an enriching environment for caregivers and children to form secure attachment relationships, which nurture an important foundation for children's development and future relationship. The aim of this project was to investigate the effectiveness of various procedures in cultivating and maintaining healthy and enriching relationships between children and their caregivers in school and home environment.

The study was explorative. It involved a series of steps including involvement in activities that children were undertaking within their school and home environment for a period of three months. The data was collected using self-administered questionnaire which contained open and closed ended questions. Observation and interview methods were also employed. The descriptive statistics was used to analyze the data. The results were presented using tables, graphs and findings described qualitatively.

According to the findings, it is clear that children grow depending on the environment they live in. It is important to enrich children's environment with resources that enhances their total growth and development. Their environment should be enriched with love, warmth and affection. They should be provided with basic needs such as clothing, food and shelter which are suitable for their growth and development.

Keywords: environment, support, relationships

102	**UUM AS AN ACCIDENTAL LEARNING ORGANIZATION: A CONSEQUENCE OF LEADERSHIP PERCEPTIONS**
	Mohmad Yazam Sharif, Universiti Utara Malaysia, MALAYSIA

The aim of the paper is to present some thoughts on the author's employer, Universiti Utara Malaysia (UUM), based on his reflections over time. The idea of setting up a specialized "management" public university in the northern tip of Peninsular Malaysia was mooted by Tun Dr. Mahathir Mohamad when he became Malaysia's sixth Prime Minister in 1981. Dr. Mahathir wanted the university to focus on producing management-related graduates for employment in the Indonesia-Malaysia-Thailand Growth Triangle (IMTGT). UUM was officially launched in 1984 with the appointment of Professor Tan Sri Dr. Awang Had Salleh as its first Vice Chancellor (1984-1988). Currently UUM is being led by its seventh Vice Chancellor

(2010 – 2015), Professor Dato Dr. Mohamed Mustafa Ishak. In the last 29 years of its existence, its leaders had strived to bring UUM to different levels of achievements gaining numerous awards both nationally and internationally along the way. The author had decided to use the reflection method to view UUM as a case study from the perspective of a learning organization. UUM's leaders had never explicitly planned the institution to be a learning organization as the concept had materialized only in the early 1990s. But the author coined the term 'accidental learning organization' as a way of describing the general performance of UUM under the seven Vice Chancellors from 1984 until today. The tracking tool is the academic system. Over time, UUM had changed its academic institutional system three times – from school to faculty to the present college system. It is believed that no higher institution of learning in Malaysia (or may be the world) has ever done this. UUM's leaders, even though coming from different educational background and had different perceptions of what good management is, they shared one common thing – the willingness to learn and change their institution so as to meet the needs of the changing environment in higher education. They wanted UUM to become an institution of integrity and a respectable brand in management education in Asia and worldwide.

Keywords: learning organization, leadership perception, qualitative study, case study, reflection

103	**VOLITIONAL EXTRINSIC LEARNING MOTIVATION: AN EXPERIENCE FROM THAILAND**
	Korn Sornlertlumvanich, Prince of Songkla University, THAILAND
	Chanatip Chamnankit, Prince of Songkla University, THAILAND

Motivation is an important factor in academic success because students' academic achievement is significantly increased when they are motivated to learn (Jordan, Carlile & Stack, 2008). Traditionally research has shown that the quality of learning and creativity resulted from intrinsic motivation is superior to extrinsic motivation. However, some forms of extrinsic motivation are characterized active and agentic and facilitate students to perform a task with an attitude of willingness that reflects an inner acceptance of value or utility of the task (Ryan & Deci, 2000). Knowing how to foster these volitional extrinsic motivations for learning is indispensable. This study has unfolded how and why volitional extrinsic motivations for learning would happen in the world of higher education by using a qualitative case study methodology.

The study examined the characteristics of both intrinsic and extrinsic motivations in pharmacy student, the difference of the motivations of student from levels of school year, and the process of acquiring motivations for learning. Documentary analysis, non – participated observations, and in–depth interviews were conducted. The sources of data included faculty administrators, teachers, and pharmacy students in four subjects from different levels of school year. The results of study indicated that pharmacy students had both intrinsic and extrinsic motivations for learning; however, the influences of extrinsic motivation on their learning performance were found predominated in senior students. The external influencing factors were high grade earning, the expectations of family and society, subject content, teaching

media, teacher's characteristics, class atmosphere, peers and faculty strategies. Subject content and teacher were found to be effective factors inculcating autonomous learner.

Through the lens of Self-Directed–Learning Theory, the study evidenced a pattern of integrated regulation in senior pharmacy students when they accepted the value of body knowledge and desire to learning freely without requiring any external stimulus. Moreover, the study unfolded the effective internalization process that transformed the students to be autonomous learners. This process needed the assistance of high competent teachers, and experiential learning environment with appreciative factors including lively instructional media, and appropriate teaching techniques. The findings imply a strong witness supporting experiential learning paradigm in pharmacy education in Thai context and the urgent action to replace the predominated subject-based teaching styles.

Keywords: volitional extrinsic motivation, experiential learning environment, integrated regulation, autonomous learner

105	**STRUCTURE OF PHYSICAL PUNISHMENT IN SCHOOL EDUCATION AND SCHOOL MANAGEMENT: IN THE CASE OF JAPAN** **Yusuke Suzumura,** Hosei University, JAPAN

From the beginning, public education system in Japan, which was formed in 1872, forbids physical punishment. Article 46 of Regulations Pertaining to Education of 1879 is one example of such inhibition. Furthermore School Education Act of 1947 clearly declares to proscribe physical punishment in school education. However physical punishment is not exterminated from schools, especially in sports club activities in junior high schools or high schools, and there are some problems derived from physical punishment in Japan. In other words physical punishment is still serious problem in schools for over 140 years for Japanese society. Hence it is able to think that there would be some reason in Japan by which physical punishment could survive despite legal restriction exists with dignity. In this paper we will examine such reason or structure of physical punishment in a school. And through such discussion it would be cleared that some elements including doctrine that victory is everything, disinterest of school officials to physical punishment, and position of physical-education teacher in school from such structure. Such elements exist actually consist in physical punishment in Japanese school education, but they are often overlooked in many earlier discussions. In this meaning this paper would be a kind of pioneering one to ascertain true reasons of physical punishment occurrence in Japan and a reference case for many other countries in where such punishment is not viewed with suspicion.

Keywords: physical punishment, sports club activities, school officials

110	**CHANGING PATTERN OF POLITICAL LEADERSHIP FROM AN ONE PARTY DOMINANT SYSTEM TO THE ERA OF COALITION: A CASE STUDY OF INDIA** **Subrata Mukherjee,** University of Delhi South Campus, INDIA

Schumpeter identifies five points which are crucial for distinguishing successful democracies from the ones that are in difficulty and facing collapse. With his concern for constitutional checks and balances he highlights the importance of quality leadership which is willing and able to compromise on issues which are less important and pursue the more important ones. He also emphasizes on a process that encourages good leaderships in democracies. India of all the post colonial countries was immensely suitable for representative government. In spite of its massive poverty and illiteracy and existence of a small middle class the presence of two important ingredients for a successful democracy, a well organized political party, the Indian National Congress with a constitution and widespread countrywide annual election of office bearers in normal times and an organized and efficient civil service, which under the new constitution enjoyed constitutional protection that enabled it to consolidate its autonomy and independent status. Real competitive politics at the centre has emerged with the formation of two broad coalitions, one led by the BJP and the other by the Congress, replacing the earlier Congress system. In this changed context the entire nature of political leadership has changed in India's federal politics, with spill over effect in regional politics. This has partially vindicated the Duverger's thesis that the first past the post system, leads to the emergence of two major political parties or formations.

Keywords: leadership, coalition politics, power sharing

113	**SRI LANKA: NATURE OF POLITICAL LEADERSHIP IN A HIGHLY PERSONALISED AND CENTRALISED DEMOCRACY** **Sushila Ramaswamy,** University of Delhi, INDIA

Much of Sri Lanka's problems, since its inception, are due to a faulty highly centralized power structure and overbearing leadership. This has enabled the predominantly Buddhist Sinhalese, three-fourth of the population to exclude the minorities, the predominantly Hindu Tamils from any kind of power-sharing mechanism which would give them a sense of participation and identity. The majority used the government to prop up its language and religion. As a result of which, the island witnessed a 19 year old civil war year between the Sinhalese majority and the Tamil minority. The war stunted economic growth and killed roughly 65,000 people. The Tamils since 1977, have demanded full independence for the north and east of the island, which they christened as the Tamil Eelam with Jaffna as its capital. The Liberation Tigers of Tamil Eelam (LTTE), the front running organization of the Tamils, started as a small organization in 1972 and has grown in strength and influence acquiring a flag and a national anthem. The Tigers have their own police, banks and a voluntary tax system. They could consolidate mainly because the demands of moderate organizations like the Tamil United

Liberation Front (TULF), whose general secretary, the late Appapillai Amrithalingam, a Gandhian, were not conceded at all. The myopic vision, the obstinacy and the arrogance of the Sinhalese leadership of Bandaranaikes, Jayawardene, Premadasa and Kumaratunga and their unwillingness to share power with the Tamils and the visible and intolerable discrimination of the Tamils both systematically and for long years explain the success of extreme forces like the LTTE drastically weakening the support base of moderate and liberal Tamils. The defeat of LTTE militarily has strengthened Sinhalese Chauvinism.In view of the halting peace talks what the Sinhalese and Tamils ought to realize is that the right of self determination, even if granted would not solve the problem of minorities, as there will always be some minorities? Secession or partition is a false choice as ethnic and group rights are better protected in a larger plural democratic structure with constitutional safeguards than in creating small units as even such units would continue to be heterogeneous rather than homogenous.

Keywords: power sharing, succession, partition, plural democracy

114	**EFFECT OF LEADERSHIP FACTORS ON THE RELATIONSHIP BETWEEN WORK ENVIRONMENT AND ORGANIZATIONAL COMMITMENT AMONG MALAYSIAN PUBLIC SECTOR MEDICAL PRACTITIONER** **Abu Daud Silong**, University Putra Malaysia, MALAYSIA **Pubadi Govindasamy,** University Putra Malaysia, MALAYSIA **Khairuddin Idris,** University Putra Malaysia, MALAYSIA

Organizational commitment is the individual's psychological attachment to the organization. Organizational commitment is deeply influenced by the leaders of the organization. Leaders are able to affect subordinates' organizational commitment and organizational commitment is related to a person's service attitude, passion, and willingness to work (Tain-Fung Wu et al., 1996). The benefits of organizational commitment have been well documented in the extent management literature. Committed employees are less likely to develop patterns of tardiness or to be chronically absent from work. Employees that are committed are also less likely to leave the organization to explore other opportunities. Organizational commitment has also been shown to positively affect motivation, organizational citizenship, and job performance. The existing leadership and management research suggests that the leaders can lead to higher measures of organizational commitment in their direct reports. Many research has demonstrated positive relationships between numerous leadership styles and employee attitudes, motivation and performance; all of which can affect to organizational commitment levels (Davenport 2010). Meyer and Allen's (2007) three-component model of commitment was created to argue that commitment has three different components that correspond with different psychological states: (1) Affective commitment is defined as the employee's positive emotional attachment to the organization. (2) Continuance commitment is the "need" component or the gains verses losses of working in an organization. (3) Normative commitment is the individual commits to and remains with an organization because of feelings of obligation.

Work environment is defined as a location where a task is completed. When pertaining to a place of employment, the work environment involves the physical, geographical location as well as the immediate surroundings of the workplace. A positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. Five most important positive work environment elements are as follows: (1) Transparent and open communication, (2) Work-life balance, (3) Training and development-focused, (4) Recognition for hard work and (5) Strong team spirit. Based on the review of the theories, model and previous research, it's proved that leadership plays an important role in organizational commitment among organization members. To determine the research aim, the researcher will engage in utilizing suitable leadership factors identification questionnaire. The organizational commitment will be measured by organizational commitment questionnaire designed by Meyer, Allen, & Smith (1993. Work environment factors will be measured by 5 elements as mentioned above. This research is a combination of descriptive and correlational research. The purpose of this research is to determine the effect of leadership factors on the relationships with organizational commitment and work environment factors among medical practitioners. The population for this study consists of 1,039 medical practitioners at Melaka public health sector. This paper utilizes the literature review and data to answer the research questions, to make conclusion and recommendations. (463 words)

Keywords: leadership factors, organizational commitment, work environment

118	**MODELS OF LEADERSHIP: EDUCATIONAL MANAGEMENT AND GOVERNANCE AT SCHOOLING SYSTEMS IN PAKISTAN** **Romana Lalarukh,** SHADE, AUSTRALIA **Arif Karedia** SHADE, PAKISTAN **Tahira Firdous,** SHADE, PAKISTAN **Shehnila Javeed,** SHADE, PAKISTAN

Planners shouldn't create strategies, but they can supply data, help managers think strategically, and program the vision (Mintzberg, 1994).

Background: Since 21st century's global economy demands understanding, recognising and valuing socio-cultural, cognitive and religious diversity, educational leadership and management has emerged as a broad and evolving field which has a significant impact on all facets of society (Cuban, 1988; Bourdieu, 2001; Lingard, 2013). In the current globalised education scenario, educational leadership capacity is calibrated and enhanced through students' academic and social achievements, teachers' content competency and pedagogy, and autonomy of school environment and culture. Despite the claims of the Pakistani Government, there are four streams of schooling to serve the five social classes; Cambridge affiliated schools, local board affiliated private and public schools, and madrasa system.

As a result, the concept of effective educational leadership could not have been adapted by the policy makers, curriculum developers and school principals. To refine the theoretical

implications on perceived leadership, management and governance models (LMG-models) among four schooling systems, leading questions of this research have been:

1. Does socio-economic disparity have any significant impact on determination of LMG-models?
2. What are the similar and dissimilar determinants of the preferred LMG-models?
3. How do the preferred LMG-models predict the efficacy of an education system in determining students' academic and social achievements?

Methodology: A mixed methods approach has been adopted to collect the data, based on three distinguished yet interrelated functions of school leadership; leadership, management and governance. To serve the purpose, a set of combination of qualitative and quantitative tools has been used. It comprises direct and participatory observation, focused group discussion, self-administered questionnaires and document review.

Although research has been conducted by survey method, however in order to peel off the different layers of current Pakistani schooling, sample population was stratified into existing four parallel schooling systems. Study has been conducted in Karachi, to be considered as the representative of these schooling systems.

Key Findings: This research study reports the perverse effects of meritocratic approach of Pakistani schooling on LMG-models. Based on the four implied governance models, leadership at Cambridge affiliated schools has been transactional while managerial model of leadership has been common amongst local board affiliated public and private schools, and madrasa system. Providentially, instructional leadership model has been observed at private schools affiliated with Aga Khan Board. Irrespective of the differential leadership models centrality has been given to students' academic achievement rather than holistic development of a child.

Implications: Commoditising education for serving five social classes has been detrimental in adapting post-modern leadership models that has been resulted into widening the gap between advantaged and disadvantaged students across the country.

Education policies related to curriculum, pedagogy and assessment have been directly affected by this socio-economic meritocracy in which role of a school principal has been reduced to allocation and management of resources to ensure high scores in high stake testing system. Consequently, Pakistani curriculum's alignment with pedagogy and assessment has been a constant issue for policy makers and curriculum developers.

Keywords: educational leadership, management, governance

120	**CAN GEN Y BE THE FUTURE PUBLIC SERVANT LEADERS IN INDONESIA?** **Yanki Hartijasti**, Business Universitas Indonesia, INDONESIA **Adi Budiarso,** Ministry of Finance Republic of Indonesia, INDONESIA

In response to citizen's demands of better public services, Indonesia has started reforming its public sectors since 2007 but until now Indonesian public service is still perceived as not yet fully efficient and citizen oriented. It is therefore critical to replace traditional autocratic and bureaucratic types of leadership mostly carried out by Baby Boomers with the 21st century model of servant leadership and Gen Y leadership characteristics. Gen Y is perceived to be eager for change and better organisational result at work. Hence, combination of Gen Y leadership and servant leadership characteristics is expected to provide better services and result in more efficient, effective and productive government. The objective of this study is to examine whether Gen Y superiors are perceived as effective public servant leaders as compared to Gen X and Baby Boomers. Utilizing one way analysis of variance, data on servant leader behaviors from 865 respondents who worked in four ministries were gathered and analyzed. Focus group discussions were also held to craft deeper analysis. This study found that Gen Y superiors were perceived as ineffective public servant leaders. It indicates that the 21st century leadership model of servant or Gen Y style could hardly be implemented because leaders' selection practice was still based on seniority and closeness to top management. Selection based on competencies was not fully employed due to unclear standard of leadership competencies applied and nurtured. Research implication is to develop leadership competencies framework and promote balanced leadership concept in the public sector.

Keywords: balanced leadership, multigeneration in the indonesian public sectors

122	**WHAT WESTERN STUDENTS CAN LEARN FROM ASIAN PLACEMENTS: A CASE STUDY AND THEORISATION** **Jonathan Parker,** Bournemouth University, UNITED KINGDOM **Sara Ashencaen Crabtree,** Bournemouth University, UNITED KINGDOM **Azlinda Azman,** USM, MALAYSIA

Focus: This paper reports and theorises findings from a three-year British Council funded project studying the learning and development of UK social work students undertaking social welfare placements in Penang, East Malaysia, and Kuching, West Malaysia. Over a three-year period (2009-2011), ten student placements were available each year, supported by academics from USM, Penang, UNIMAS, Kuching and from Bournemouth University in the UK. The purpose of the pro jaws to explore learning and perceptions of cultural diversity and difference with a view to installing transferable cultural competences.

Methodology: A qualitative methodology was employed to explore student perceptions of learning as we wished to capture their thoughts and beliefs and how these had been influenced by their experiences. A thematic analysis of core findings was undertaken focusing on the

students' subjective experience and perceptions relating to diversity, difference and challenges of leaning in unfamiliar cultural settings.

Data sources for findings: Data were gathered from critical incident narratives and effective journals written by students during their international placements. Discussion between academics involved in the project in Malaysia and the UK, and reflections from social welfare agencies, also informed the findings.   Key findings: Students learned deeply from their international placement experiences. There was, however, a challenge in their perceptions that at times reflected hegemonic thought, assumption of received ideas, and a bi-directional Manicheanism relating to the 'good' non-Western practices versus the 'bad' Western practices, and vice versa. The challenges to student learners were reflected in learning for the researchers concerning equity and mutuality in contribution and involvement in the research.

Implications: Future learning opportunities between participating countries that reflect mutual and reciprocal responsibilities are planned. Student international placements will benefit from further planning and student participants have demonstrated deep learning.

Keywords: international placements, cultural competence, cross cultural learning

123	**THE LINK BETWEEN TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL PERFORMANCE: DEVELOPING A CONCEPTUAL FRAMEWORK FOR SME ORGANIZATIONS** **Mohmad Yazam Sharif,** Universiti Utara Malaysia, MALAYSIA **Abdul Rahman Jaafar,** Universiti Utara Malaysia, MALAYSIA

The goal of this paper to show the discussion on the development of a conceptual framework involving transformational leadership (the independent variable) and organizational performance of small and medium sized enterprises (SMEs) in Malaysia (the dependent variable). It has been said that contemporary organizations require a strong learning orientation to gain competitive advantage. Some scholars believe that transformational leadership will create the learning environment needed by SMEs to grow and innovate. Ultimately the organizational will perform based on the criteria such as sales and profit.

Keywords: organizational performance, transformational leadership, innovation

126	**THE LINK BETWEEN TOP MANAGEMENT LEARNING PERCEPTION AND ORGANIZATIONAL EFFECTIVENESS: A CONCEPTUAL REVIEW** **Mohmad Yazam Sharif,** Universiti Utara Malaysia, MALAYSIA **Nuraishani Baharom,** Universiti Utara Malaysia, MALAYSIA

The objective of this paper is to show the foundation for the development of a conceptual model. The independent variable here is the top management learning perception while the dependent variable is organizational effectiveness. The performance of any type of

organization whether the small and medium-sized organizations (SMEs) or the large organizations will depend mainly on its top leaders who must develop the vision and the strategy for it to move forward. This means the leaders of the organization concerned especially the top leaders must be able to educate and develop their followers (the human resources) to create and innovate the organization's products or services on a continuous basis. The last 20 years organizational leaders have been introduced to the concept and notion of a 'learning organization'. Yet not many organizations seem to appreciate or even understand the fundamental ideas of what a learning organization means. The top management perception of learning (or learning perception) thus can be expected to influence the effectiveness of an organization (i.e. the achievement of the set goals).

Keywords: learning organization, organizational effectiveness, top management learning perception, transformational leadership

128	**NEURO-IMAGING: A TOOL TO BRING REVOLUTION IN CLASSROOMS FOR JOYFUL LEARNING**
	Dr Rajiv Gupta, Meerut College, Meerut, INDIA
	Manju Gupta, I D S T, Kadrabad, Meerut, INDIA

Secondary Education is the most important phase of children in their school life when their physical growth and mental development go very fast. Children love their peer group, accept the teachers as their role model, often talk about their school activities with passion and zeal. If the schools are laden with awful academic activities and fearful evaluation system, the classrooms become a place of boredom and the happiness and joy disappear from the life of children.

From the various neuroscience researches, it has been proved that when there is no comfort and joy in the classroom, there is hardly any pleasure in learning. Learning without pleasure brings boredom and anxiety which leads to stress and fatigue. Stressful environment results in least effective information processing in brain and memory retention.

The present study is an interdisciplinary research which reveals that the basic knowledge of neuroscience among teachers and teacher educators can bring revolutionary change in educational scenario. The brain imaging of students is considered as a tool to bring desirable change in teaching strategies and so providing joyful learning experiences for effective and permanent learning
.
The present study is an Quasi- Experimental research in which two schools are selected on the basis of purposive sampling:
1.   School having traditional classrooms
2.   School having classrooms with innovative teaching and learning experiences

After getting the consent from the parents, four students from each school were selected. Just after the school, they were taken for neuro imaging (EEG) and their EEG were recorded. EEG shows the synchronization of the brain activity as information passes from the somato sensory cortex areas to the limbic system. The neuro-imaging enabled the researchers to evaluate which

class room environment and strategies either stimulate or impede communication among the various parts of the brain.

From the discussion with the neuro physicians, physicians and teacher educators, It was found that new, innovative, challenging, sensitive information were received in the somato sensory cortex areas of the brain through individual senses such as hearing, touch, taste, vision or smell which were then matched with previously stored information. Novelty promotes information transmission through the reticular activating system. Stress free class rooms promote learning experiences through the Amygdala's affective filter. Joyful and relevant learning experiences are more likely to release more Dopamine which activates the limbic system. The limbic system that comprises of temporal lobe, hippocampus, amygdale and prefrontal cortex; adds emotional significance to the information which enhances the storage of new information in long term memory.

From the discussions, it was concluded that:
- The superior cognitive input to the brain is more when stress is low.
- The superior cognitive input to the brain is more when learning experiences are more innovative, joyful and relevant; and
- The superior cognitive input to the brain is more when learning experiences are free of intimidation.

On the basis of this study, the teacher training institutions were suggested to prepare the army of passionate and informed teachers who are able:

- to plan the ideal emotional environment where anxiety is low,
- to promote challenges and novelty in learning experiences
- integrate Multimedia and Smart Classes
- to explain the lesson with immediate relevance in students' day to day life.
- Making lessons more interesting and motivating through life experiences, performances or pictures.
- Emphasis on free and creative writing
- Story telling/ National T V / or documentary movies for History teaching
- Science through nature/ natural resources or experimentation
- Mental math and Math through calculators or computers at higher level
- Free and leisure time activities in between classes as stress reliever.
- Morning Assembly, Recess, Lunch time, Cultural activities , Games and sports should be given due weightage in school curriculum.
- Art and culture, Dance, Drama, Music should be part of curriculum for the balance of the brain functioning.

129	**INDONESIAN MODEL OF SUCCESSFUL TEACHER LEADERSHIP IN GREEN SCHOOL PROGRAM**
	Stien Matakupan, Faculty of Education-Siswa Bangsa International-University, INDONESIA

Indonesia is committed to maintain and managing the country's rich environment for sustainable development through various programs. Realizing that education plays important roles in achieving sustainable development, numbers of programs are also established to address sustainable development. Environmental education in Indonesia has been implemented in elementary and secondary education for several decades now. Legislation has been passed giving environmental education a place of importance in formal education, with environmental topics and issues integrated into the curriculum of primary and secondary education at all levels of education since the mid-1990s. International organizations and national NGOs have worked quite closely with the Ministry of Environment (MoE), the Ministry of National Education (now called the Ministry of Education and Culture – MoEC), and with thousands of schools directly to develop environmental education capacity, curriculum and materials.

Healthy school program, School with Environmental Cultures, and most recently the Adiwiyata School Program or Green School Program are samples of national environmental education program lead by the government. Given the numerous efforts directed at the environmental education program, the results of all such efforts have not achieved the expected levels of success up to this time. The evolving nature of Indonesia's education system, the increasing challenges facing individual teachers and the teaching profession as a whole are some immense importance factors which influenced the development of green school program in Indonesia. However there are numbers of schools have succeeded in implementing the program. They totally change their school policies, activities, daily routine and habits; even lead the change in their communities.

Findings from interview, focus group discussion, observation and document analysis during Adiwiyata program assessment in 2013, shows that there are factors which led teachers to actively participate and lead the change in their school through the green school program. This paper seeks to explore the model of teachers' leadership for successful green school program and provide an insight into school leadership practices for sustainable development in Asian context.

Keywords: green school program, teacher leadership, sustainable development

140	**THE DYNAMICS OF POLICY RELATION AT THE NATIONAL INNOVATION SYSTEM POLICY WITHIN THE FRAMEWORK OF THE REGIONAL DEVELOPMENT STRATEGY IN INDONESIA** **Muhammad Zulhamdani,** Indonesian Institute of Science, INDONESIA **Prakoso Bhairawa Putera**, Center for Science and Technology Development Studies, INDONESIA

Innovation system in Indonesia as a policy has been formalized into a regulatory document of the Republic of Indonesia in 2007 through Act No. 17 of 2007. Therefore, the existence of the innovation system becomes an important part in the Decree of the President of the Republic of Indonesia Number 32 Year 2011 on the Master Plan for the Acceleration and Expansion of Indonesian Economic Development 2011-2025. System innovation on the policy document is one of three Indonesian missions in 2025, which is "Encouraging the strengthening of the national innovation system in the production, process, and marketing to strengthen sustainable global competitiveness, leading innovation – driven economy ". The policy is also a reference in the strategy of regional development in Indonesia. In the implementation of the policy is closely connected with regional development policies. This paper discusses the dynamics of policy relation within the framework of the national innovation system development strategy in Indonesia with policy analysis approach. The results of the study revealed that the national innovation system policy in Indonesia is still not correlated with regional development strategies. This is because the government has not implemented the policy of strengthening the Regional Innovation System.

Keywords: policy dynamic, policy relation, national innovation system, regional development strategy

143	**ROLE AND IMPACT OF QUALITY ASSURANCE MECHANISM ON HIGHER EDUCATION INSTITUTIONS OF PAKISTAN FOR SUSTAINABLE GROWTH** **Syed Sohail Ahmed,** PhD (scholar) Iqra University, PAKISTAN **Professor Huma Rehman,** PhD (scholar) Iqra University

The Higher education commission of Pakistan is working as an incubator for the survival and sustainable growth of higher educational institution of Pakistan. The purpose of this paper to show the impact of quality assurance mechanism process in public and private sectors institutions in Pakistan, A mixed method study designed to gauge the effectiveness of Quality assurance mechanism and it impact on Higher Education Institutions.

In this study researcher conducted survey to collect the responses of questionnaire. A total of 50 administrators of 5 universities participated in this study. In this study researcher used the correlation and regression analysis to analyzed quantitative data. Thematic analysis was used to analyze the qualitative data. Qualitative data was collected through questionnaire and interviews. Researchers used mixed method approach (Convergence of Qualitative &

Quantitative analysis). Convergence analysis demonstrated that H.E.C., Globalization, internal quality assurance and external quality assurance were significant predictors for Quality assurance mechanism in Higher Education Institutions in Pakistan.

Therefore the responsibilities lie on the shoulders of Higher Education Commission of Pakistan to maintain the uniform quality standard in the universities for sustainable growth and development in Asia region.

Keywords: quality assurance, Higher Education Commission, Globalization, internal quality assurance

169	**MAKING A PLACE FOR TEACHERS' VOICE—UNDERSTANDING SHARED LEADERSHIP IN WESTERN-STYLE PRESCHOOLS IN HONG KONG**
	Xinxin Wang, The Hong Kong Institue of Education, HONG KONG
	Dr. Ho, Choi Wa Dora

Shared leadership has been advocated in transforming schools in the Western developed countries over the past few decades (Lambert 2002; Harris 2008). Recently, this prevailing ideology has been receiving increasing attention in early childhood education (Deakins, 2007; Ho, 2010; Ho, 2012; Ho & Tikly, 2012; Krieg, Davis & Smith, 2014; Stamopoulos, 2012). The concept of shared leadership has been characterized as "facilitative" (Conley & Goldman, 1994), "constructivist" (Lambert et al., 1995) and "adaptive" (Heifetz, 1994) in 1990s. More recently, the associated terms such as "balanced" (Waters & McNulty, 2003), "non-hierarchical", "distributed", "teacher leadership" (Ho, 2012) and "pedagogical leadership " (Trevoer & Loanna, 2012) are used to describe the form of shared leadership. These terms have involved the ideas on sustainable model of leadership. Shared leadership therefore has become an essential part of sustainable development of education systems, which can be broadly defined as "the capacity for teachers to exercise leadership for teaching and learning within and beyond the classroom, to identify with and contribute to a community of teacher learners and leaders, and to influence others towards improved educational practice" (cited in Ho & Tikly, 2012, p.8). Shared leadership has been promoted as a key to school improvement and high-quality education since it is able to generate ownership for school-wide student outcomes, shift the teachers' roles in decision making and curriculum change from a centralized, top-down style of leadership to bottom-up decentralized leadership (Ho, 2010; Leeson, Campbell-Barr & Ho, 2012; Murray & Clark, 2013, Wilhelm, 2013). In Hong Kong, leadership in early childhood education has been characterized by hierarchical mode of practice in a policy-driven and high-power distance culture (Ho, 2012). The Guide to Pre-Primary Curriculum issued by the Education Bureau (2006) has presented the needs of redistributing authority and power in hierarchical structures and promoting teachers' right to voice out their own individual opinions. However, few studies have been conducted to understand the situations in ECE in Hong Kong where several waves of western-oriented education reforms have been put into place in the recent years (Cheng, 2005; Mok, 2006). Since much of the research in the area of shared leadership has been mostly conducted in western contexts, there is a need to develop

local research to critically review the Western theories of shared leadership if these theories are able to be successfully adapted for other political and cultural contexts. Grounded in the theory of contextual leadership, the proposed study deliberated in this paper will be conducted using a multi-case study research approach, aiming to examine the effectiveness and feasibility of shared leadership in Western-style preschool in Hong Kong. The results will provide an understanding of the ways in which shared leadership has been implemented in local preschools and the importance of introducing such western leadership practice in Hong Kong, a highly centralized Asia context. Data will be collected from four Western-style preschools through semi-structured interviews with the principals and two teachers from each case study school. The interviews will be transcribed verbatim and the interview transcriptions will be analyzed using the Thematic Analysis Approach (Guest, MacQueen, & Namey, 2012).

Key words: shared leadership, early childhood education, hong kong

171	**EDUCATION FOR SUSTAINABILITY: A CASE STUDY ON THE ROLE OF UNIVERSITY OF CALCUTTA , INDIA** **Mita Banerjee,** University of Calcutta, INDIA **Marisha Chakrabarti,** University of Calcutta, INDIA **Dr. Madhumala Sengupta,** University of Calcutta, INDIA

Sustainability education is an important aspect of system of education right from the K-12 education to higher education. The government of India has launched several schemes and programmes for this purpose including the historic verdict of the Supreme Court (2003) making environmental education a compulsory subject at all levels of education. Accordingly the environmental studies are taught at under graduate level of education with the objective of forming attitude, aptitude behaviour related to respect for nature, human rights, economic justice and culture of peace. However, no formal input on environmentalism is observed in the post graduate courses across the various disciplines. But the role of universities in this respect could be of immense importance as universities train those minds who are the future decision makers and leaders developing and managing the social and economic institutions.

Cortese (2003) rightly stated that "Higher education institutions bear a profound, moral responsibility to increase the awareness, knowledge, skills, and values needed to create a just and sustainable future. Higher education often plays a critical but often overlooked role in making this vision a reality. It prepares most of the professionals who develop, lead, manage, teach, work in, and influence society's institutions. Uhl and Anderson (2001:42) also echoed the similar view when they said that the universities have the golden opportunity to create a new generation of socially and ecologically responsible citizens.

The universities may not find it convenient to teach about sustainability through different curricular subjects but their sustainability practices should get reflected through the following issues namely:

-      Undertaking research works on environment related topics

- Various institutional practices and the management of their resources like energy consumption resource utilization
- And operational system

Actually the university education can judiciously mix formal and informal learning systems enabling the students and teachers and other staff members to acquire positive environmental attitude and skill to protect the fragile environment. Unfortunately the universities in India often fail to realize their profound responsibility in encouraging their stakeholders to adopt a sustainable life style and playing a role of intellectual leadership in this respect.

This empirical study is based on a case study of the University of Calcutta, Kolkata vis –a -vis its contribution to sustainability education. Set up as one of the first modern universities in British India, more than 150 years ago, Calcutta University has had always played a stellar role in academic circle. Expectedly the university is also acting as a fore runner in sustainability movement.

Methodology: The objectives of the study are to find out a) Environmental awareness and attitude of the teachers of the university, b) How far the teachers consider their life style to be sustainable, c) Whether teachers include sustainability issues appropriate to the subjects they teach, d) What measures have been taken by the university authority to reduce pollution within the campus.

The research questions are framed in order to achieve the above mentioned objectives. The study is small scale survey type time bound research. Hence the sample size is moderate. 100 teachers from humanities departments are randomly selected along with 10 non-teaching university officials.

Tools of the study: Structured Interview schedule containing the research questions and a standardized questionnaire is used to measure environmental awareness and attitude of the teachers.

Result and Discussion: The findings will be discussed in the full paper along with the implication. The study is related to the conference theme of "The responsibility of Asian universities in propagating sustainable development."

Keywords: sustainability, education, environment

| 177 | **SERVICE EDUCATION - KEY SUCCESS IN BUILDING A POWERFUL CULTURE AND EMPLOYEE ENGAGEMENT**
Hussain Afeef, LUX Maldives, MALDIVES |

Maldives - an Indian Ocean Island Nation got one of the most unique hospitality industry which is world class and second to none. Right now Maldives is operating a total of 106 resorts of which 50% plus are give star resorts. Maldives is a destination for some of the world's

biggest travel markets - UK, France, Germany, Russia and China. From Billinores to celebrities their favourite holiday destination is Maldives.

Resorts in the Maldives are operated in a very unique way, based on "one resort- one island concept". Everything is imported from other countries plus each resort got an average number of employees between 350-1000 living on the island.

In today's world every organization or institution is focused on Training their employees. This could be of various topics. Training will help their employees to understand what to do in a certain situation and it is important. This case study is about how LUX* Maldives – a five star resort in the Maldives uses "Service Education" rather than "training" as their key success in changing the mindset of it's employees, which resulted in building a powerful service culture and continuous improvement in the employee engagement behaviors across the organization.

- In this insightful case study and presentation, presenter will focus on the role "Service Education" played at LUX* Maldives and how it enhance our aim to be a preferred employee with a considerable change in the perception of employee engagement and happiness.
- Perception of Employees towards Training or Education – Learning and Development
- How "Service Education" change the Employees mindset at LUX* Maldives. Instant changes in Employees behaviours and personality – Crucial stage in building a powerful service culture.
- Service Education and Employee Engagement Link
- Examples and activities that assisted LUX* Maldives to achieve a tremendous result in the Employee Engagement Survey (out Sourced), Trip Advisor Result and achieve world wide recognitions like "World Travel Award" – Leading Beach Resort in the Indian Ocean 2013.
- LUX* Maldives as a preferred employer in the Maldives and it's continuous focus on Service Education to keep employees engaged

Keywords: service, education, employee, leadership, engagement

179	**SOCIAL MEDIA AS EMERGING LEADERSHIP SPACE: HOW TO USE FACEBOOK IN STUDY PROCESS AND TO CREATE DISTANCE COURSE** **Vilmante Kumpikaite-Valiuniene**, Kaunas University of Technology, LITHUANIA

Distance learning is the most rapidly developing field in specialists' preparation. This system allows people to learn at the most appropriate time and rate without moving from their living or working place.

Distance studies are inevitably linked with modern learning surroundings. Information technologies and virtual learning environment play the most important role in distance learning (Willis, 1993; Vivet, 1996; Sumner, Teilor, 1998; Jonassen, 2000). This form of studies is a mobile learning in technologies, consumers and services aspects (Pandya, 1995; Sirkemaa,

2004). Open and distance learning is especially useful for adults who need to develop their skills or change their profession , because it presents the following possibilities:

- allows to work and study at the same time;
- no need to move from a living place and work;
- promotes the choice of the field of studies;
- permits to choose learning time, pace and scale;
- does not make a learner dependable on the teacher;
- present an immediate feedback to the learner.

Unemployed people are looking for every possibility to get a job. Therefore they try to find ways to receive different certificates, diplomas, and to graduate courses. Open education studies pay on prior on such kind of cases. Moreover Information and Communication Technology (ICT) was created in hopes to help people communicate more efficiently and effectively in all part of life such as communication between people, commerce, politics, health, career, and studies. For all education participants, both teachers and students, ICT helps to provide a hugeand various knowledge as well as up to date and easily accessible in a relatively rapid and in some cases even is free of charge (Perbawaningsih, 2013). Facebook as a leader and innovator in the information sector provides that institution that libraries can look at in order to gauge their performance and services (Scale, 2008).

We would like to discuss and share knowledge and practice on creating distance courses, teaching them at university and MOOC and implementing Facebook in to study process too. What should we do developing competences using Distance learning? What courses are the most successful and what necessary parts they should have? How can we implement Facebook into study process and to Distance learning also?

Keywords: distance learning, distance education, social media, facebook, mooc

190	**TEACHING HUMAN RIGHTS IN SCHOOLS: WHAT ARE THE POSSIBILITIES IN PAKISTAN?** **Parvez Pirzado,** Master of Education and International Development (UK), PAKISTAN

A small scale research was conducted as part of Master's thesis to explore the situation of Human Rights Education in Pakistani schools based on what literature suggests and what teachers perceive. The study was carried out in two phases, i.e. through desk review and a small scale survey with the teacher-educators of seven teacher training colleges of Pakistan. A desk review of Pakistan's current Social Studies and Islamic Studies curriculums of Class IV to VIII was carried out. In addition, focus group discussions were conducted with teacher-educators of two colleges. This paper aims to present the findings of the study. The paper will examine the human rights situation in Pakistan, state of human rights topics in Pakistani curriculum and perceptions of teachers about teaching human rights in schools. The paper will recommend a case for the need for human rights education in Pakistan and advocate the

importance of teaching human rights at school level. The paper will also propose an effective and contextualize model for the Human Rights Education for Pakistan.

Keywords: human rights, schools, Pakistan

192	**DEFINING LEADERSHIP IN PRIVATE SCHOOLS IN PAKISTAN: LEADERS WITHOUT TRAINING**
	Kishwar Hameed, PORTAL Education Consultant, PAKISTAN
	Sannia Hussain, PORTAL Education Consultant, PAKISTAN

The 30 minute oral presentation will inform participants about a study based on six private schools in Pakistan working with heads with little or no formal training of head/leadership. The researchers will aim to present their findings in the areas of leadership and its link to school effectiveness, leadership practices and the reasons behind the lack of understanding of effective leadership.

The guiding force behind the research was to examine leadership characteristics that improve the quality of the leader and thereby the whole organisation. Exploring concepts and theories of leadership i.e. examining what successful leadership looks like, explaining why it looks like this and set out what this means for the thirty heads/leaders working in different positions underpins the theory selection for this research. These theories revolved around types and styles of leadership, delegation, implications of leadership theories for practitioners and managing change.

The paper will present findings from the research (8 months) and outcomes of the tasks planned for the selected group that enabled them to demonstrate their knowledge and understanding of the major findings and insights from their every-day work and link them to educational leadership research and reflect on how these match the realities in their own school contexts; in the hope that lessons learned from the 8 month research will benefit colleagues in similar situations.

Keywords: leadership, delegation, practitioners , outcomes, theories

196	**NARROWING THE DIGITAL DIVIDE: INTRODUCING E-LEARNING AND MOOC IN PAKISTANI SCHOOLS**
	Maria Afzal, EAST, PAKISTAN
	Rayed Afzal, EAST, PAKISTAN

This paper explains the e-learning program developed exclusively for Pakistani schools and the impact it had on students living in small towns of the country. It also shows how students, after going through our e-learning program for a year, were able to complete college level MOOC.

Our team of researchers used the national curriculum standards along with two core competency standards recognized internationally namely: CSS (Common Core Standards) and British National Curriculum to develop an e-learning program exclusively for Pakistan schools.

Instead of creating books to meet grade six standards, we relied entirely on online resources for this purpose. A recourse bank of 150 best educational websites of the world was created for this purpose. This bank includes: Info graphics, animations, audio, video and written content around all subjects and skills.

Almost all the students enrolled in this e-learning program had no previous knowledge of ICT. A special three day ICT program was developed for this purpose. After completing their ICT training, students received e-learning plan named DELP (Daily E-Learning Plan). DELP included multiple links covering a range of subjects. It also included homework assignments.

This program helped student develop a number of educational competencies in a short span of time. This motivated us to enroll the same students in certificate programs offered through Coursera (these courses are mostly availed by college level students.) Twenty grades seven and eight students passed at least one certificate program successfully.

E-learning is the most suitable way to bring Asian students at par with their counterparts in Europe and the US. By making the use of learning resources in Asia, we would be able to narrow the digital divide. E-learning and MOOCs will help Asian students step into the practical world with same knowledge and skills that are acquired by the students of the developed world.

Keywords: curriculum, e-learning, competency, elementary education, skills, mooc, courser, ict

199	**EXPLORING HEADTEACHERS' TRANSFER OF TRAINING SKILLS BARRIERS INTO SCHOOL GOVERNANCE IN A DEVELOPING COUNTRY** **Anthony Maina Gioko,** Aga Khan Academy, KENYA

In the developing country one becomes a headteacher through maturity, being a good teacher or knowing someone higher without the relevant skills. Therefore stakeholders have been urging Headteachers to attend professional learning session (PLS) assuming it will improve on school leadership. A lot of investments have been put to offer the PLS. Despite the efforts the National Examination Performance (NEP) has been on the decline. This has led to blame game between stakeholders and Headteachers. This study was aimed to explore the barriers the Headteachers experienced as they transferred their education leadership and management training (ELMT) skills to practice. A qualitative and explorative case study approach was implemented where 40 Headteachers were profiled four years after attending ELMT. The NEP trends were analyzed and the schools with improving NEP trends were identified for deeper analysis. Four Headteachers and 12 teachers from the schools were interviewed. Data was collected through structured forms, interviews, observation and artifacts. The data was

analyzed through thematic approach. Triangulation of data was made from multiple sources for reliability and validity. The barriers that the Headteachers experienced were teachers, policy, resources, stakeholders and students. The knowledge of the barriers will enable responsibility to be effective by exploring way of managing or curbing the barriers to create an enabling skills transfer environment. The transfer of skills is therefore the responsibility of the Headteachers, the management (Ministry of Science and Technology (MoEST) and Teachers Service commission (TSC)) and the organization designing the training and the trainers.

Keywords: leadership, training, skills, transfer, practice

200	**UNIVERSITY CAREER GUIDANCE MODEL IN PAKISTAN- CREATING HOPE**
	Raza Abbas, Bahria Universirty, PAKISTAN
	Iqbal Panwar, Bahria Universirty, PAKISTAN

Topics
Future educational scenarios for/ in Asia,
What counts as the competitive edge in the Asian Century

A newly career guidance model of a Private University in Pakistan has been strategically developed keeping in view the socio economic challenges of our youth. The Institutionalized Career Guidance Model is an initiative which has been established with an aim of creating high quality learning programs for teachers and youth based on carefully researched needs of youth in the service sector. Institutionalized career guidance model highlights the key competencies of career guidance: hope, self-actualization, self-clarity, visualization, goal setting, and execution which are integrated in its teacher training guidance programs. According to research studies on career guidance in public and private education institutions in Pakistan, career guidance is taught at an introductory level to faculty. It does not impart the requisite skill set to become an effective and trained career guidance counselor. However, it is not worthy to note that career guidance is evolving slowly in developing countries (UNESCO, 2002). Moreover, there are hardly any educational institutions in Pakistan where career guidance is practiced as part of policy. Qualitative case study method has been adopted in this paper. Individual and focus group interviews with the research participants were conducted as well. Difficulties were found with the lack of career guidance knowledge to direct youth. Furthermore, teachers and counselors are facing increasing demands; they need to identify the hidden competencies of the youth in order to consistently provide a support system of career guidance. By offering a holistic model and by educating and developing competent career guidance counselors we are instilling and creating hope amongst the teacher and youth community. The institutionalized model caters to keen stakeholders in educational institutions and has a sustainable impact on the educational institutions to create hope amongst the youth. Career guidance is providing the youth with the competitive edge in the Asian Century.

Keywords: university, career guidance, educational institution

| 201 | **COMMAND, LEADERSHIP OR MANAGEMENT - AN ENIGMATIC TRIAD** |
| | **Iftikhar Ahmed Khan,** UAE Naval Forces Institute, UNITED ARAB EMIRATES |

The debate on differences between Leadership and Management projects Leadership as something personality-based, emotional, people-focused, motivational, and Management as something technical, status quo maintainer, controlling, system-focused and less inspirational. This debate portrays a work environment in which Leadership, assumedly sitting at the top, is responsible for innovation, development, inspiration, long range view and not involved in essential details, while the Management, assumedly sitting below, is seen as mere administrator, maintainer, and controller with a short range view. This debate, when extended to military circles, includes Command to make it a triad of puzzlement. Military, as well as well corporate sector, believes that Command is something related to rank, position, authority, personality and it is directing, demanding and motivating etc. Where the Leadership-Management difference creates substantial confusion in corporate world, the triad of Command-Leadership-Management creates an even more perplexity in the military. Military officers strongly own Command and Leadership but they are generally indifferent to Management. A critical analysis of the literature flowing out of the 'differences paradigm' exposes loud and considerable disparities among the promoters of this paradigm in academia, corporate world and military. The analysis of these disparities along with study of some existing literature helps in seeing the exact relationship of command, leadership and management. A questionnaire-based research on what the military commanders and corporate managers actually do in their works, reveals that despite different sectors and titles, on ground they perform similar functions like setting objectives, planning, communicating, organizing, staffing, controlling, maintaining teams, motivating people, adopting suitable style and having the required qualities. The research concludes that, despite different titles i.e. commander, manager etc, similar functions are required to be performed by any one heading an organization, department, unit or a team in every sector; therefore there is no difference between 'Command' and 'Management' as they perform similar functions. The term 'Leadership' is not a title but the essential role to be played by everyone heading a group of people in any organization for achieving a task, an objective or a mission, may it be a commander in military or a manager in corporate world. This paper breaks the ice by challenging the longstanding "differences paradigm' thus contributing to the cause of re-visiting and exploring theories of leadership, and opening up avenues for enhancing learning and practice of leadership.

Keywords: command, leadership, management, leader-manager differences, commander-manager differences

203	**THE PREDICTORS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT INDONESIAN PUBLIC EDUCATION SERVICE** **Monica Devina,** Business Universitas Indonesia, INDONESIA **Yanki Hartijasti,** Business Universitas Indonesia, INDONESIA

Department of Education in X Region is an element of the local government under the office of the governor which has tasks to formulate and implement technical policies in public educational services at the district level. However, until now lack of public service to provide good education and welfare have hindered the community to obtain quality standard education services. Therefore, this department needs leader who has natural feeling to serve and aspiration to lead. It means leader would be willing to help subordinates to grow and develop and at the same time form good relationship with the community. With this kind of leadership characteristics, employees are encouraged to have high commitment with organization and voluntarily work beyond the normal expectation of the job. Therefore the purpose of this study is to analyze whether organizational commitment fully or partially mediates the influence of servant leadership on organizational citizenship behavior. Data from 113 respondents out of the total population of 191 employees were examined by using causal step analysis developed by Baron and Kenny (1986) due to small number of respondents. The result revealed that organizational commitment partially mediated the relationship between servant leadership and organizational citizenship behavior because it was mostly influenced by their loyalty to the organization rather than because of their superiors' leadership style. With more commitment to the organization, employees are more willing to increase certain behaviors which are giving good impact for community service.

Keywords: community service; organizational citizenship behavior; organizational commitment; public education service; servant leadership

207	**TOWARDS ENSURING FAIRNESS AND CONSISTENCY IN MODULE OUTCOME: A CASE STUDY OF GRADE CALCULATION AND MANAGEMENT** **Ramalingam Dharmalingam,** Kasi Viswanathan, Majan College, Muscat, Sultanate of Oman, OMAN

Grade is a phenomenal word among student community across the globe since it communicates the achievement of the student to their colleagues, institutions of higher education, as well as external entities. Research studies reiterate that a grade point serves the purpose of asserting the quality of the submitted artifact and motivates the learners in improving the skills. Educational institutions are striving hard to maintain fairness and consistency in their grading scheme. A simple "pass or fail" is an obsolete method of determining the achieved outcome of a module in contemporary educational era. Nowadays, most institutions are following outcome based approach in the teaching and learning process. The assessment strategies are aimed to measure the set learning outcome. For this purpose, varieties of assessment strategies are being adopted along with the traditional closed-book

examinations. This strategy allows an educator to set an appropriate assessment method focusing on a particular learning outcome which in turn breaks down one large assessment (major assessment) into multiple smaller assessments (sub-assessment) that are administered at periodic intervals throughout the semester or year. The grade of each assessment has its own weightage and accumulated towards calculating the final grade point. The grading scale is set as a wider range with a plus (+) or minus (-) indicator. For example, the grading scale can range from "A" to "F" whereas "A" represents excellent and "F" represents fail. Determining the grades can be objectively done with the help of well-defined rubrics and marking scheme. The complexity arises in the case of fail or non-attempt or unfair mean cases or other mitigating circumstances. They all cannot be considered as fail and needs a clear policy and mechanism to ensure the intended outcome. The reason behind this is to ensure fairness and consistency in the applied policy. For example, a student who was an non-attempt cannot be simply failed in the module whereas further investigation will lead to a refer in that sub-assessment with a grade capping at "D-" or the absence can be due to an genuine mitigating circumstance in which the student has to be given "refer" grade without grade capping. This complexity further route deeper in the case of repeated incidents as to protect the genuine cases and to isolate the habitual students. Further, the modules with single assessment, double assessment and triple assessment needs to be carefully analyzed to ensure consistency. Thus Majan College, Muscat, sultanate of Oman, No.1 Private Higher Education Institute, which is also the first private higher education institute in the country is practicing a rigorous grade calculation mechanism which can yield about 363 possible outcomes of a grade. The article has an extensive reference to literature supporting the argument, illustrates the process of grading with reasoning, and the matrix of possible outcomes, along its way of computation using a software system, the logic implemented in the system, and the achievement of the system in terms of its impacts in module grade and support from student community and commendations from authorities and accrediting agencies.

Keywords: grading in higher education, outcomes in higher education, module outcome computation, university grade computation, fairness in assessments

208	**THE CONCEPTUAL RELATIONSHIP BETWEEN LEADERSHIP, ORGANISATIONAL COMMITMENT AND TURNOVER IN THE BANKING SECTOR IN SAUDIA ARABIA** **Fiyad Alenazi,** RMIT University, AUSTRALIA **King Khalid,** SAUDI ARABIA **Nuttawuth Muenjohn,** RMIT University, AUSTRALIA

The increased competition for staff in the banking sector justifies this study, which aims to propose a conceptual relationship between leadership, organisational commitment, and turnover in the banking sector in Saudi Arabia. In addition, a series of hypotheses is developed based on the conceptual relationship. The objective of this paper is to develop a conceptual relationship between leadership behaviour, organisational commitment, and turnover of banking leadership. The authors developed the conceptual relationship among the three variables based on literature review. Analysing the elements of these three key variables will

enhance our understanding and adding new knowledge to leadership behaviour, organisational commitment and turnover literature. It is envisaged this insight will assist bank leaders to retain their employees in order to expand their work, increase their commitment to the organisation, and reduce turnover rates, which are concern.

Key words: transformational leadership, organisational commitment, turnover, banking sector, saudi arabia.

210	**EXAMINING THE RELATIONSHIP BETWEEN TEACHERS' DEMOGRAPHIC/CONTEXTUAL FACTORs AND STUDENTS' PERFORMANCE IN SECONDARY SCHOOLS OF SINDH, PAKISTAN** **Dhani Bux Jillani,** Sukkur IBA, PAKISTAN **Sadaf Shah Hussainy,** Sukkur IBA, PAKISTAN **Farhan Mehboob,** Sukkur IBA, PAKISTAN

There is a growing interest among educational practitioners to explore the learning dynamics among students' i.e what are the factors that can stimulate positive or negative influence on student performance. Pertaining to the aspects, the study aims to investigate the relationship between teachers' demographic/contextual variables and students' academic performance in three major subjects: Languages, Math and Science. The data was collected using the Teacher Background Questionnaire (TBQ) from 2414 teachers and through test booklets of 29598 students via stratified sampling technique. A pilot study was also conducted on the specified instrument of TBQ before taking it up for the full-fledged one. About 25 participants were selected from the proposed population for this purpose. The test retest reliability of the instrument over two period of time (after 8 days) was found to be $r = .76$. It suggests that our instrument was consistent enough for the subsequent study. The data is being analyzed using descriptive statistics and correlation matrix to examine the relationship between teacher's demographic/contextual variables and students' academic performance. The result indicates that teachers' rated perceived student performanceis positively related to student overall test score. Likewise, the result also depicts a positive association between teacher's satisfaction and students' language score in standardized achievement test. However, all other attributes representing teachers' demographic/contextual factors are found insignificant in determining any association with student performance. Moreover, the study extends the previous research on student achievement by examining the multiple dimensions within Pakistani context. We believe that the adopted measures studied in this perspective should be pursued strongly across Pakistan as this would not only guide educational leaders and teachers in teaching practices, but also provide them a customized support programs to increase the performance among student at the secondary level of education.

Key Words: demographic factors, contextual factors, student achievement, secondary education, student assessment

211   **EDUCATION IN WEST CENTRAL ASIA**
             Mah-E-Rukh Ahmed, Independent Researcher, UNITED KINGDOM

The aim of this article is to analyze the history and current situation of education in eight West Central Asian countries depends on indigenous cultures and languages, various colonial legacies and contemporary politics and events. The paper offers reflection on education systems of these countries in their cultural context, and included research studies, review of international articles, reports of multiple agencies operating in these countries, and strategic documents.

Afghanistan is almost unique in the world in having no significant colonial experience of occupation, though having been in effect occupied by 'the West' on a military basis for most of the current century so far. It is also extremely complex culturally, having many linguistic and tribal groups whose identities inevitably bear upon any attempt to operate a unified national education system.

Iran is clearly a separate case, since it is predominantly Persian in language and culture and borders on the Arab states to the west, including 'The Gulf' with which it has both positive and negative relationships. It is also a theocracy, which is rare in the modern world. Consequently its educational profile is very distinctive. Pakistan is the only country in the region with a strong Western colonial experience, including in education, having been within the British Empire as part of the so-called 'Indian Sub-Continent'. A good proportion of its elites have been educated in the UK, and there is a significant private sector as a result.

All the other '*Stans*' share the experience of having been part of the former Soviet Union for a considerable number of decades. From the early 1990s onwards they have all experienced the legacy of Soviet education, some of which has been positive, but are now developing their own educational profiles including a revival of indigenous cultures together with a growing connection with global trends and overseas experiences in higher education.

Although, West Central Asia is a region providing a rich resource for comparative educational study, however, the finding shows that the few of these countries, in this context, have little visibility in comparative and international education literature.

Key words: west central Asian countries; 'stan' clan; various colonial legacies; education systems; indigenous cultures and languages; and impact of politics.

212	**STUDENT CENTERED LEARNING IN USM: WHAT LECTURERS AND STUDENTS THINK OF THIS NEW APPROACH?**
	Siti Zuraidah Md Osman, Universiti Sains Malaysia, MALAYSIA
	Rozinah Jamaludin, Universiti Sains Malaysia, MALAYSIA
	Mohammad Iranmanesh, Universiti Sains Malaysia, MALAYSIA

Student-centered learning (SCL) is currently attracting a great deal of research attention internationally, driven by the growing concerns of educators of ideal teaching and learning methods. This study aims at investigating the lecturers and students' view of practicing SCL in the teaching process. Data was gathered through survey from 58 lecturers and 128 students of Universiti Sains Malaysia (USM). Results shows that lecturer and student perception about lecturer role were the highest mean ($\bar{x}$ = 4.05; 3.81) by doing their part effectively, used all SCL teaching methods such as lecture, lecture discussion, cooperative learning and others, except for on-line discussion. The student is more motivated and responsible in their learning, as peer learning and peer teaching are part of the teaching practice at USM. Student involvement in curriculum content, teaching method, evaluation method and able to give feedback on the quality of the education process had create a positive learning environment with access to facilities, interaction in the class without any problem to cover the content syllabus by having SCL guideline. Assessments given are based on the ability of the student that had led students to play their role in SCL effectively. However, the lecturers had not enough experience in implementing the SCL and need more training or workshop in SCL. These results have important implications for successful practicing of SCL in Malaysian universities, particularly USM for greater understanding on what we want student to learn and what they actually learn. The details of these implications are elaborated in this paper.

Keywords: student-centered learning, lecturer and student view, universiti sains malaysia

214	**EDUCATION A MEAN FOR SOLVING SOCIAL PROBLEMS: EXPERTS OPINION**
	Ibtasam Thakur, University of the Punjab, PAKISTAN

The purpose of this research article is to determine the role of education towards the solution of social problems. The study identifies problems underlying the current social chaos in Pakistan and the solution of these problems may depend on education which is a changing agent and panacea to reform the society. Keeping in view the current social chaos in Pakistan and in broad terms in Asia education is the only instrument which can defuse social disorder. Therefore, it is essential for Asian region to give education top priority to play its role in peace, prosperity and sustainability in the region. Thus, this paper is relevant to the conference subtheme Asia's role in Peace, Prosperity and Sustainability in the region. To find out the role of education in the elucidation of social problems i.e. Poverty, low quality education, gender discrimination, child abuse, militancy, religious intolerance the expert opinion was sought. Focus group discussion with the experts in the field of Economics,

Sociology, and Education were organized to seek their opinion about the role of education and strategies to solve social problems and for social change. Nine university teachers having the minimum experience of ten years in the relevant field were selected as participants' of the study. The findings of the study have far reaching implication for the progress, prosperity and peace in Pakistan and global peace. The study determined the role of education as agent of social change and suggested means to overcome social problems.

Keywords: social problems, education role, social change, peace in asia, global peace

215	**TEACHER EDUCATORS' TEACHING BELIEFS: PREDICTORS OF CLASSROOM PRACTICES AN EXAMPLE FROM PAKISTAN**
	Rafaqat Ali Akbar, University of Punjab, PAKISTAN

The study focused to find out the teacher educators' teaching beliefs and their practices in classroom. This study was based on the premise that individual teacher's beliefs are strong indicators of his/her classroom practices. The data was gathered on beliefs and practices of following instructional aspects of teacher educators: 1) Objectives of the Lesson; 2) Lesson Plan; 3) Orientation of the Lesson; 4) Teaching Approach; 5) Teaching Methods. Data were collected from 48 teacher educators from eight teacher education institutions in Pakistan .Mixed method approach was used to examine the beliefs and teaching practices of teacher educators and the data were collected through the questionnaire, and observation. Study revealed that majority of teacher educators strongly believed that preparation of lesson plan; writing objectives of the lesson and sharing these with students; orientating the students with lesson; for teaching are important for a teacher. While their classrooms practices on these beliefs are poor. So these beliefs were considered as poor predictors. While study revealed that teacher educators strongly believed that linking previous knowledge with current lesson, .activity based teaching, student centered teaching, and lecture method are important for effective learning. Thus these beliefs are considered strong predictor of class room practices.

Keywords: beliefs, teacher beliefs, teaching practices, predictors, teaching beliefs

217	**ASIA PACIFIC: AWAITING THE NEXT LEADER**
	Riant Nughoro, Senior Lecturer, University of Indonesia, INDONESIA

As Kishore Mahbubani (2010) noted that this decade and next will be the Asian decade. It is a premise that already happening today and will be the next 50. But, if we put Asia, in term of East, South, and Southern, plus Pacific Rim, it will be up to 100 years. Europe Union has lost her strength, as EU seems to be the next USSR, fragmented into divided countries. As crises in Greek, Portugal, Italia, Spain is hard to be solved effectively. The northern and some central Europe would be still EU, but not the other. EU's problem is not about debt or decreasing economic competitiveness. Their problem is leader and the leadership.

Europe has been led by country's class leader. Even it was spoken of "world class leader", the continent was and is led by leadership that focuses toward country rather than region. The talk is about their country's interest rather than the continent. Even, the very common language is spoken as superstructure of the hidden language. EU should be saved if she found the region's class leader and leadership. She will regain the European dignity. But, time is ticking up, and still she could not find one.

Asia Pacific is today world's hope regard to any crises that happen in many places in the world. It is now today's opportunity melting pot. The "senior" players are US, Japan, Canada, and Australia. The now leading players are China, India, Indonesia, South Korea, Taiwan, Malaysia, and Singapore. The companion of those countries had pledged the new promise for the region as well as the world. The region is enriching by abundant of hard working and smart human resources, natural resources, to financial resources. They have the biggest and greatest raw material, producers, and market in the world.

However, there is still an endangering issue: how to find and having the regional's class leader. Asia Pacific is now facing some critical conflict, from South China Seas, North Korea's nuclear crisis, to Japan's military awakening. The tensions have been resolved by regional's class leader of US, China, and Indonesia. Obama, Xi Jinping, and Yudhoyono.

The challenge is now, will Asia-Pacific find and having the regional's class leaders in each of their home countries? The answer is resting upon the leader and leadership's scholars and researchers in the region. The challenge then is: will the Asia Pacific scholars able to promote the finding of the need of the next Asia Pacific?

In my seminal research, I found that there are some key findings by some key scholars in regard to the leader and leadership's issue of the next Asia Pacific. However different, there are some key messages they have send to the communities:

1. That Asia Pacific need leaders that able to think again, think across, and thin ahead (Neo & Chen, 2008)
2. That Asia Pacific need leader that promoting hope to the community, and it has to be across border (Clinton, 2006: Obama, 2010; Yudhoyono, 2012)
3. The Asia Pacific need leader that promoting excellence public policy in their home countries as well as in the region (Nugroho, 2012).

In sum, there is a hope for the region the lead the world toward the next civilization. The task is not to replace the other region and to become "the only player in town", but to bring another "players", as such Africa, Central and South America, Middle East, East Europe, and, surely, EU, to be become the altogether strong players of the world; to bring the people and communities bring up their dignity to face the next decade of human civilization.

Keywords: asia pacific, next leader, asian century

226	**CONNECTED LEARNING: A SUCCESSFUL APPROACH TO IMPLEMENTING PERSONALISED LEARNING ENVIRONMENTS** **James Ballard,** Independent Researcher, AUSTRALIA

This paper will reflect on implementations of personalised learning environments in Western contexts to provide a critique that contributes to two key challenges for the realisation of the Asian Century. Firstly as national strategies for education shift towards increased economic growth learning providers must ensure values that underpin social cohesion and encourage learners to challenge established hegemonies are not compromised in the pursuit of purely technical skills. Secondly as consumer markets mature so will demand for education, the meeting of which requires a revision of curricula and assessment practices - the exponential rise of Asian students studying overseas in Western countries gives an early indication of this. In the knowledge based economy where education provides competitive advantage, reciprocal imbalances favouring the incumbent advanced economies present barriers to latecomers. The paper will describe a Western response to these challenges through a summary of two nationally funded e-learning innovation projects in the UK that provided approaches for others to follow which have been captured in an ownership matrix. The critique presented centres on ownership of learning from two different positions: first a Lyotardian and Foucauldian perspective of power that considers personalisation as another guise for individualisation; and second drawing on the humanist ideas of Said, Nussbaum, and Freire to suggest that personalised learning can be an emancipatory and liberating project. This paper contributes insights into implementing personalised learning technologies from high impact projects as well as a critique to guide future implementations attempting to meet growing learner expectations of digital technology.

Keywords: personalised learning, connected learning, personalised learning framework, transforming curriculum delivery, distributed learning environments

227	**LEADERSHIP FOR SCHOOL-BASED TEACHER PROFESSIONAL DEVELOPMENT: A STUDY OF PRESCHOOL IN HONG KONG** **Pan He,** Hong Kong Institute of Education, HONG KONG **Dora Ho,** Hong Kong Institute of Education, HONG KONG

Promoting teacher professional development is generally regarded as one of the core practices of principal leadership for building school capacity and promoting student learning. This study aimed to explore the practice of leadership in promoting teacher professional development through a case study of local preschools in Hong Kong. The research question guiding this study is "What is the leadership practice in promoting school-based teacher professional development in early childhood education in Hong Kong?". In this study, a case study method was used to achieve the research aim. The purposive sampling was employed for

selecting the case study school. 8 interviews were conducted from a local preschool where the leaders endeavored on promoting teachers' teaching skills in a school-based teacher professional development programme. The interview participants were the 4 positional leaders (i.e. the principal, vice principal, curriculum coordinator and resource coordinator) and 4 classroom teachers, each from 4 stages (i.e. stage 1: 2-3 years old class, stage 2: 3-4 years old class, stage 3: 4-5 years old class, and stage 4: 5-6 years old class). Emerging from the interview data, three main themes: direction setting, communication and collaboration were identified as the characteristics of leadership practices in the process of school-based teacher professional development. Teacher participation which was constrained by the hierarchical structure of the preschool setting was discussed. There are implications on developing a critical awareness of the constraints hindering the empowering nature of school-based teacher professional development within the hieratical school structure in a Chinese educational context.

Keywords: asia, early childhood education, leadership, professional development, school-based development

231	**ASIAN ENGINEERING STUDENTS' PERCEPTION ON LECTURE CAPTURE TECHNOLOGY**
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Lecture capture or lecture recording is a growing technology inclination within the higher education and has thus become a question of debate today. This paper reports empirical findings on students' perceptions towards lecture capture in different engineering disciplines in an Asian higher education institution. This exploratory study involved engineering undergraduate students from Year 1 to Year 4, all of whom are from Asian countries including Malaysia, Singapore, Indonesia, Sri Lanka, Korea, Pakistan, India, China and Iran using a questionnaire survey. Findings showed that students from all engineering disciplines (Chemical, Mechanical, Electrical and Computing Science as well as Mechatronics) except Civil Engineering consider lecture capture as a crucial learning resource which can improve their understanding to the course material. The survey showed that 84.2% of the responded students access the recorded lectures, with 54% of them accessing the lectures at a frequency of 1-2 times a week; mainly for the purpose of revision as well as re-visiting the lecture for better understanding. This study also showed that students will not be prompted to skip class nor do they believe that recorded lectures can replace the traditional live lectures. Thus, the nature of the live lecture is very important for students as they will continue to attend these live lectures when there are added values during the live classes. Finally, the majority of these Asian engineering students almost agree that the lecture capture increases their satisfaction towards the subject, their engineering discipline as well as the engineering program. (246 words)

Keywords: lecture capture, lecture recording, engineering discipline, engineering program, Asian higher education institution

232　　**EXPLORING THE PRODUCT INTEGRATION ON HOE MODEL THROUGH COOKING SHOWS IN PAKISTAN FEMALE INSIGHTS**
Kiran Siddique, SZABIST, PAKISTAN
Saima Hussain, SZABIST, PAKISTAN
Sara Arif, SZABIST, PAKISTAN

The purpose of this paper was to study the exploratory aspects of product integration on consumer's hierarchy of effects model through cooking shows. The main aim was to gather consumer insights on product placement in the cooking shows and brand custodians perception of following this marketing tactic in the competitive arena. This paper revealed the observations of viewers regarding the product integration tapping to various steps of hierarchy of effects model. The main method used for this study was exploratory in which we conducted in depth interviews with female respondents who watch cooking shows and were regular follower of it , equipped with knowledge about the show as well as belonging to educated background. Whereas the brand managers of various brands were interviewed to have handled brands for more than one year and have professional experience of doing product integration in shows.

The findings of our research revealed some of the moderating factors affecting perception of brands being placed or endorsed in shows were the product placements types, channel credibility, chef credibility, and brand switching whereas accumulated effects on HOE model were of awareness, knowledge, likeness, preference conviction and purchase.

The originality /value of the paper were the consumer insights that were revealed regarding this whole idea of product integration. It disclosed the various perceptions tapping to various stages of our model with the emergence of some new factors affecting their behavioral observation regarding the product placement

Definitions of key terms:
Product Placement: it is a form of non-conventional advertising used by companies to promote their brands through appearances in films, television shows, music videos or digital media.

Product Integration: It is a special type of product placement in which the advertised brand becomes the part of program s' plot line. The brand is interwoven within the script that it becomes the part of the show and product is showcased to a higher degree.

Hierarchy of Effects: It is a hierarchal response model of advertising based of three stages through which a buyer intends to get awareness, knowledge, liking, preference and intention to buy and purchase.

Cooking shows: Special kind of television show portraying how food preparation takes place in a kitchen studio set.

Saturation: It is the optimal point in qualitative research which shows a little need to collect more data as it will only help to confirm an emerging understanding or the same results as previous arrive. It just reveals the completion of study.

PSLM: Survey on household issues such as social, education, health, immunization, women's decision making and household consumption

237	**THE PARADIGM SHIFT: LEADERSHIP CHALLENGES IN THE PUBLIC SECTOR EDUCATIONAL INSTITUTIONS** **Zahida Mansoor,** FAST University, PAKISTAN

School heads as effective managers and leaders are vital to the successful implementation of educational reforms (Derek, 2009; Robinson, Lloyd & Rowe, 2008). In Pakistan, despite several educational reform initiatives at the government level, no major breakthrough in developing leadership and management capacity of heads to improve education outcomes is evident. The head teachers in the public sector schools have neither the management training nor experience of managing schools as envisaged by these reforms (Sarwar, 2006; Dilshad, 2010). The paper aims to explore challenges faced by the heads in managing the change in the public sector schools in Punjab. With the purpose of informing the design of professional development training programs; to prepare the school heads to rethink their role as head teachers' and define their ability to convert that new thinking into practical strategies for educational improvements in their schools thus providing an impetus for change. Data were collected from a sample of 125 school heads undergoing leadership and management training in Lahore. Reflections and interviews were recorded, transcribed, and analyzed with qualitative data analysis software Nvivo 10. Central themes, emerging from the focus group discussions were examined. The paper does not intend to present conclusive evidence to verify or refute theories, but rather to lead to an understanding of the leadership challenges, practices and responsibilities, unique to the public sector head teachers in the Punjab schools. The following conclusions reflect the findings emerging from the focus group discussions and review of literature, as documented in this study. The challenges confronting the educational leadership in the public sector schools include infrastructure and administrative issues; teacher recruitment issues; student enrollment issues; parental involvement and political pressure. The study revealed the need to sensitize heads to the potential leadership challenges and adopt an integrated approach towards processes that can support the impact of effective school leadership on student outcomes.

Keywords: school heads, leadership, reforms, challenges, professional development

240 **REFLECTIONS ON REPOSITIONING CYPRUS IN ASIAN CENTURY: LEADERSHIP AND LEARNING**
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Zehra Altinay, Ataturk Education Faculty, Near East University, NORTH CYPRUS

This study is about to examine reflections on repositioning Cyprus in Asian Century by underlying the leadership and learning. Cyprus is the third largest island in the Eastern Mediterranean Sea. Cyprus has a strategic role which bridges to connect Europe, Africa, Asia. In the study, documents and literature researches were analyzed to draw reflection on learning and leadership in Cyprus. Development, opportunities, research issues, leadership and learning, quality in higher education and e-learning practices become themes to examine repositioning Cyprus in Asian Century in relation to leadership and learning. Critical way of thinking and experiences supports to enhance reflection on the focus of the study. In conclusion, as Cyprus fosters multicultural societal values from coming its heritage by having strategic innovation capacity, there is an intensified need for leadership for continuous learning and development. In this respect, leadership has a great role to make repositioning based on digital age. It is essential to use e-learning practices in order to cross borders within multi cultural context. Cyprus can be centre of excellence in crises management which facilitate secured and innovative learning spectrum on an education island. Participative leadership facilitates opportunity for engaging the team for continuous development. In addition, Cyprus with its strategic location hosts students from more than 90 countries. It has potential to act as a global platform using independent research driven approach. This enables Cyprus to diffuse knowledge and development. International marketing in higher education at Asia-pacific region facilitates international integration and collaboration via networking.

Keywords: e-learning, higher education, leadership, learning, networking

242 **CONTEXTUAL LEADERSHIP - MOVING TOWARDS A NEW PARADIGM IN EDUCATIONAL LEADERSHIP**
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Rosna Awang Hashim, Universiti Utara Malaysia, MALAYSIA

Several studies have emphatically demonstrated that leadership is second only to teacher quality in important matters related to school quality, outstripping all other factors. Thus, interest in understanding educational leadership has increased tremendously in the recent years and its nature and characteristics are being studied extensively resulting in a rich body of literature. It has been studied on the basis of leadership style, behavior, competencies effectiveness, success and student achievement; each being deliberated to be universally generalizable. However, the

efficacy of borrowed leadership models and practices from altogether different context and their generalizability is questionable. Schools operate in different contexts and school leadership is highly dependent upon the specific context of the schools they work in. Schools differ is a variety of contextual ways – in terms of geography, political climate, organizational culture, beliefs and practices and demographics. Recently, there seems to be an interest on the subject of principal's practices based upon the school context. Qualitative studies carried out in several countries have demonstrated that the core practices of successful school leaders and their enactment is highly contextual and variable. There is no 'one size fits all' model for educational leaders to follow and become successful. As Leithwood suggests, all successful school leaders possess a repertoire of a set of five core practices. However, the way they enact these within their contextual environment determines their success. This paper attempts to peruse through the rich literature of educational leadership models at they exist today, critically examine their generalizability and subsequently explore various aspects of context-based leadership. The findings would be discussed in the light of the framework proposed by Kenneth Leithwood and the findings of International Successful School Principal Project (ISSPP. The findings will prove significant to the policymakers for the development of school leaders and to school leaders who could make use of the practices in their own contextual environment for becoming successful.

Keywords: contextual leadership, educational leadership, malaysian schools, leadership models, school principals

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| 243 | **THE RELATIONSHIP BETWEEN PRINCIPAL CHANGE LEADERSHIP COMPETENCIES AND TEACHER CHANGE BELIEFS** |

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Mohamad Sahari Nordin, Universiti Islam Antarabangsa MALAYSIA
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The purpose of the study was to ascertain whether Principal Change Leadership Competencies (PCLC) was significantly related to Teacher Change Beliefs (TCB). PCLC was operationalised using Principal Change Leadership Competencies Scale which consists of four domains: a) Goal Framing; b) Capacity Building; c) Defusing Resistance and Conflict; and d) Institutionalizing. TCB was measured using Teacher Change Beliefs Scale which consists of three domains: a) Discrepancy; b) Efficacy; and c) Principal Support. A total of 936 teachers from 47 High Performing School in Malaysia completed the survey. Structural Equation Modeling was applied to test the models. The result demonstrated that PCLC was significantly related to TCB (.81) whereby the hypothesized model was substantially significant with normed chi-square = 3.969, TFI = .960, CFI = .965, and RMSEA = .056. The study contributes to the field of change management that in adapting any form of

change, as PCLC operates as a significant predictor for TCB which closely links with the likelihood of teachers embracing change, school principals need to equip themselves with PCLC so to strengthen teachers' self-influences through the mechanism of personal agency – the belief system. By doing so, they can easier to get buy-in from teachers as it is the belief system which remains the central pivot for any significant and sustainable change. The study provides a timely finding which may alters the traditional conception of leadership in managing change and offers relevant parties a lens through which they could better understand, prepare for, or enhance schools' capacity for change.

Keywords: principal change leadership competencies, teacher change beliefs, school change, efficacy, principal support

245	**A DIGITAL MISSION-GAME-BASED LEARNING SYSTEM TO ENHANCE HARMONIOUS COLOR COMBINATION RULES** **Chien-Hui Chen (Louise Chen),** PerfectPairs Gaming Co., Ltd., TAIWAN

In Taiwan, digital learning has been developed a period of time. There is a great deal of research on disciplines mathematically, literally, and scientifically. Nevertheless, digital learning research on teaching skills such as arts education is also becoming significant in education advancement but still very undeveloped. By using a group of students in seventh grade as an example, this paper proposes an instruction called digital mission-game-based learning, which combines mission-based learning and digital game-based learning. This case also concludes an auxiliary studying system that defines an algorithm of how the system judges the mission automatically. The experiment shows that students who apply this system result in better learning efficiency than those who are taught by traditional teaching method.

This research is done to provide an alternative solution to issues regarding the design of Art education digital game-based system. Additionally, this research studies how to evaluate harmonious color in the system, which enhances students' learning efficiency and leads them to have more interests in harmonious color combination rules.

In summary, the main objectives of this paper are as follows:
1. To determine the teaching method called digital mission-game-based learning, which combines mission-based learning and digital game-based learning, as a computer auxiliary studying system.
2. To define algorithm of how the system judges the mission automatically using the concept of graph.
3. To apply experiments and analyze how the system improves students' educational outcomes.

Keywords: digital game-based learning, mission-based learning, graph, art education, harmonious color

| 246 | **DIGITAL VOLUNTEERISM AND SOCIAL MEDIA ACTIVISM AS INDUCERS OF SOCIAL COHESION**
Grace Baldoza, University of the Philippines Open University, PHILIPPINES |

Digital volunteerism and social media activism aim to effect social change and development through interactive communication and participation, from the online interface to the physical world. This study intends to discover the depth of social impact of these online tools to local Filipino beneficiaries, especially in times of disasters and crises, and to explore how effective these tools are in inducing social cohesion through online solidarity and purposeful collective action. A nonprobability quota sample of Filipino netizens, development workers, and local beneficiaries participated in this inquiry, with a representative population of 70 email survey participants and 14 key informants interview participants, to assess their knowledge, behavior and attitude. The results prove that digital volunteerism and social media activism generate collective action especially in times of disasters and crises, and provide tangible and intangible benefits to the individual and its society. Through the common good and social cohesion framework, the use and power of these online tools were recognized and more important functions of digital volunteerism and social activism in society were magnified, as these tools now play a key role in disaster communication, response, and aid. Understanding the functional contributions of these tools to local beneficiary communities equally benefits local development agencies, as well as their international counterparts, in building socially cohesive, empowered societies. All in all, this study upholds the value of the social media as a unifying learning channel with the common social good as the purposive goal, for the Philippines and its greater Asian social development milieu.

Keywords: volunteerism, social media activism, disasters

| 255 | **TOURISTS, SUSTAINABILITY AND HAPPINESS IN ASIAN SOCIETY**
Paolo Corvo, University of Gastronomic Sciences Bra – Pollenzo (Cuneo), ITALY |

Sustainability and the pursuit of happiness are concepts frequently used in the academic community as well as in the ordinary language; it is objectively difficult to define these terms and their characteristics, as well as everything that is fashionable and trendy. Tourism applies both phenomena, as many accommodation facilities follow sustainable practices or are inspired by them; moreover, desire for wellbeing represents one of the most important needs of the contemporary postmodern society and it affects many tourists' choices. These features are not always well-balanced in tour operators travel and holiday offers and in the protagonists' experience. Moreover, the economic and global crisis,

started in 2008, is causing deep transformations in the consumers' habits and is posing a further element of complexity.

This paper deals with how sustainability, the pursuit of happiness and wellbeing influence tourists' choices and modify the ways of organization of the accommodation facilities, underlining on one side several uses of the sustainable tourism (in connection with tour operators, institutions, local population), and on the other side highlighting several uses that wellbeing has in the contemporary society, from the point of view of a consumerist society that reveals evident signs of difficulty and crisis, both at the economic and ethical and social level. These themes are treated with particular reference to situation of Asian society, that is characterized by deep changes in economic and cultural dimensions, with a new relevant role of the continent in the global context, between tradition and innovations.

Key Words: sustainability; happiness; wellness; local development; Asian society

256	**ANTECEDANTS OF DERAILED LEADERSHIP IN STATE OWNED CONSTRUCTION FIRMS OF PAKISTAN** **Areeb Masood,** National Defence University, PAKISTAN **Beena Khurshid,** National Defence University, PAKISTAN **Dr Munawwar Khokar,** National Defence University, PAKISTAN

Since 1947 Pakistan has been encountered with various economic and social issues. Despite abundance of natural and labor resources, Pakistan is still an under developed country with low performance and growth level in every sector of the economy. The main reason behind all economic and social issues is lack of effective leadership or presence of "Derailed leadership and inefficiencies of system".

Purpose – The primary objective of this study is to assess the issues of derailed leadership and its association with construction firms of Public sector. This study aims at consolidating a conceptual model that helps us highlight reasons and causes in phenomenon of leadership derailment as per context of public sector enterprises.

Methodology - This is case study type qualitative research by using published & un-published papers, journals, thesis, annual reports, interviewing technique, news and other library resources.

Findings – Study reveals that derailed leadership is root cause of mismanagement in the state owned construction firms which ultimately brings low growth and collapse of Macro-economic factors bringing a nationwide trend of dissonance and distress.

Practical Implications – This study will help industry understand different views of leadership derailment aiming at industrial chaos and financial loss. It'll bring vital suggestions for regulators / policy makers & legislators to devise modern policies rather infusing means which allow leadership go derailed.

Keywords: derailed leadership, construction industry, economy of pakistan, destructive goals.

258	**ROLE OF SECONDARY SCHOOL TEACHERS IN PROMOTING PEACE EDUCATION** **Parama Kundu**, University of Calcutta, INDIA **Sridipa Sinha**, University of Calcutta, INDIA

Peace education plays an important role in promoting the culture of peace, non-violence and tolerance by which human beings learns to live together with peace and harmony at individual level. Peace Education can help to a great extent to empower the children who are the future generation of the country. They should identify peace concepts in the curriculum. Teacher plays a vital role in sensitizing students about peace. The present study aims to find out the Role of Secondary School teachers in promoting Peace education.

Objectives of the Study:
- To find out the opinion of teachers on peace education
- To explore the attributes of teacher promoting peace education
- To explore the various teaching methods used by teachers in the classroom for promoting peace education

The study was conducted in the capital city of West Bengal situated in the eastern part of India. Data was collected from 200 students and 100 Secondary school teachers from 10 schools both Government aided Bengali medium Schools and English Medium Private Schools in Kolkata. All the schools were academically controlled by West Bengal Board of Secondary Education. 2 sets of questionnaire were constructed one for the teachers and the other for the students was developed by the researcher.

Data has been analyzed qualitatively. Through a healthy learning environment in school that encourages tolerance, gender equity, cooperative group work, broadening of social imagination and skills of resolving conflicts, a culture of peace may be developed among children.

259   **UNDERSTANDING MULTI-CULTURAL AWARENESS IN GLOBAL LEADERSHIP**

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The aim of this paper is to show the strong connection between understanding different cultures and effective leadership in a multi-cultural environment such as Malaysia. Malaysia is a multicultural and multiethnic society that hosts millions of international individuals from around the globe who work and live there. Malaysia's approach to managing diversity is to a great extent based on tolerance and appreciation of differences. This ability of adaptation and tolerance reflected in the political situation as represented by the government. The three major ethnic groups of Malays, Chinese, Indians, interact and work with other minorities from different cultural orientations. However, Malaysia's multicultural context faces several challenges that are likely to continue into the future. Based on this, Malaysia needs a new generation of leaders that can compete at the global level. It is necessary for global leaders to work with colleagues from different parts of the world; to be able to communicate in languages other than their own mother tongue; to observe and direct staff of various nationalities. To perform the aforementioned tasks, global leaders need to develop their competencies to the international level. The balanced relation between these microsystems is an important issue to be addressed. This paper reviews the literature on the multicultural awareness in leadership and identifies obstacles for developing an effective leadership in places with international individuals. It also identifies the number of competencies to eliminate obstacles related to understanding culture in multicultural places such as Malaysia. In today's globalized world understanding cultural diversities plays an important role in effective leadership. We have to look at the world beyond as a whole, which provides a more complex and dynamic environment for Malaysians. Cultural expectations constrain the role of leadership; therefore a new style of leadership is demanded for practical application in this environment. Reviewing literature on the importance of understanding culture and leadership reveals that there is an urgent need for the development of certain knowledge and skills to go beyond cultural differences and generate a universal pattern. Findings show that the effectiveness of the leader depends on his/her capability and competency to not only appreciate beliefs and values but also motivate others to build a team in the multicultural contexts of Malaysia. We need to expand our understanding of hidden dimensions of core values and practices at the global level.

Keywords: multicultural, leadership in malaysia, beliefs and values, cultural awareness, leadership within multiculturalism.

260   **PRINCIPALS' LEADERSHIP TOWARDS EFFECTIVE ACADEMIC ACHIEVEMENT OF STUDENTS' IN NIGERIAN SECONDARY SCHOOLS**
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Students' educational achievement is the level to which the set target or aims of a school program are accomplished. There are many setbacks in Nigerian schools today due to poor management. Good management of the school plays an important role in raising performance in Nigerian schools. This study examined leadership styles/types; gender, educational qualification and experience as a Principal do have influence in the school performance as well as students' academic achievements. In this research, the researcher utilized validated Leadership Behavior Descriptions for the Nigerian Principals Questionnaire by a panel of experts. One-way ANOVA used for the analysis. Stratified random sampling used, where 480 teachers and 60 principals participated. However, only 380 teachers and 57 principals responded. Findings revealed that majority of the secondary school principals served for more than five years as a head. The principal found practicing these four (4) combinations of leadership styles/types that yielded higher students' educational achievement in secondary schools in Nigeria. That is Autocratic Leadership Style combined with Transactional Leadership Type, Democratic Leadership Style combined with any one (1) of the three (3) Types namely: Instructional Leadership, Transformational leadership and Transactional Leadership. A significant relationship was found from principal's years of service (F = 5.207, p = 0.031; F = 9.713, p = 0.002) and principals' qualification (F = 7.607, p = 0.000). Gender has no significance. Therefore, the principals' leadership skills, qualification and years of experience positively determined the leadership effectiveness of the principal and school performance as well as students' educational achievement. In achieving good school performance and students' educational achievement, this requires the awareness of educational recruiters and policy makers in Nigeria to restore the glory of educational achievement. Hence, leadership skills, many years of experience, and educational qualification perceived as an asset to leadership effectiveness and students' educational achievement.

Keywords: principal's leadership, leadership skills, gender, experience, educational qualification, students' academic achievement, nigeria.

262   **A FRAMEWORK FOR UNDERSTANDING CHINESE LEADERSHIP: A CULTURAL APPROACH**
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Chinese culture is widely regarded as being dominated by Confucian thought, which is characterized as focusing on morality, relationalism and collectivism. Also, Chinese culture has been deemed to be very hierarchical and lacking a sufficient sense of autonomy. However, there has been a lack of attention paid to other diverse elements in Chinese culture and their relationships with Chinese leadership. This gap leads to the two research questions in this paper: What are the core elements of Chinese culture?   What are the relationships between these core elements and Chinese leadership?

Based on comprehensive review of Chinese leadership research and analysis on theoretical and empirical studies on Chinese culture and its relationship with Chinese leadership, this article concludes that Chinese culture is a mix of a significant amount of Confucius thought with other cultural elements including Daoism, Sun Zi thoughts, legalism, Paternalist thought, Buddhism, Western cultural values, socialist values, and free market values. The evolving perspective helps to understand Chinese culture and leadership in depth. This paper also suggests that culture has a significant influence on leadership practices through its influence on the values of the leaders. Therefore, the diverse elements in Chinese culture cause leaders to enact different leadership practice patterns. This article provides a holistic picture of Chinese culture and its relationship with Chinese leadership. It paves the way for future Chinese leadership studies and also implies a future research direction for Chinese leadership, which is to explore the exact degree and process of the influence of Chinese cultural elements on Chinese leadership practices.

Keywords: chinese leadership, chinese culture, cultural approch

264   **CURATORIAL INTELLIGENCE AS PROFESSIONAL CAPITAL IN THE AGE OF OPEN EDUCATIONAL RESOURCES: CASE STUDIES FROM THE MOUNT DRUITT UNIVERSITY HUB PROJECT**
Remy Low, University of Sydney, AUSTRALIA

From Google, blogs, Wikipedia and YouTube to Open Courseware, iTunesU and MOOCs, the landscape of information has changed significantly in the past decade and with it, the ability of those who seek answers to particular questions to access it. In such a situation, what is the role of teachers - from primary schools to universities - who have hitherto been conceived as those who "know" within institutions that have been the traditional monopolies on education? In this paper, I shall offer a theory of good teaching practice as "curatorial intelligence" - that is, one whose task is to create spaces in which content is arranged in such a way that

it can be explored, connected, reassembled and reapplied to other purposes; a form of teaching that functions more as a nodal point that filters, selects and arranges information for particular audiences than as a font of knowledge. However, far from engendering a situation where teachers' knowledge, pastoral power and guidance is dissipated, I argue that this conceptualisation of pedagogical practice is one that both reemphasises the importance of teachers within particular cultural contexts and is consistent with the traditional function of educational institutions in Asia-Pacific nations: to nurture citizens with certain capabilities and sensibilities. Drawing from case studies of how open educational resources have been deployed at the Mount Druitt University Hub project for widening participation in higher education amongst severely disadvantaged youth in western Sydney, I posit that curatorial intelligence is a key form of professional capital that will enhance pedagogical practice and reinforce the importance of teachers in an age where information is ubiquitous.

Keywords: education, higher education, teaching, pedagogy, digital, moocs, curation

265	**INSTRUCTIONAL LEADERSHIP AND TEACHER EFFICACY: FINDINGS FROM SECONDARY SCHOOLS IN THE STATE OF KEDAH, MALAYSIA** **Saw Lan Gu,** Institut Aminuddin Baki, MALAYSIA

Previous empirical studies linked teacher efficacy with quality of classroom instructions. Teacher efficacy to improve student learning has been the main concern of educationists, especially schools in Kedah as the state strives to raise the state's position to a higher ranking at the national level. This study examined how instructional leadership of principals could influence teachers' belief in their ability to perform daily routine in the areas of classroom management, student engagement and instructional strategies. It involved 340 teachers teaching in regular secondary schools (Male = 87; Female = 251) identified using stratified random sampling method from the eight different districts in the state of Kedah. The number of sample from each district was proportionate to the number of teachers in the district. Unit of analysis was individual teachers. Data were collected using two standardized instruments: 1) Instructional Leadership Behavior Instrument (Gu, 2014), and 2) Teacher Self Efficacy Scale (Tschannen-Moran & Hoy, 2001). The number of items in each of the instruments was 48 and 12 respectively. Both instruments were translated to Bahasa Malaysia using back translation method. Statistical analysis revealed that instruments have high validity with Cronbach alpha values for the overall instrument and each of the factors greater than .70. Analysis of data involved correlation analysis and stepwise multiple regression analysis. Findings of the study revealed that all factors of instructional leadership behavior showed significant relationship with teacher efficacy. Regression analysis suggested that some of the instructional leadership behavior factors, namely giving feedback, making suggestions, encouraging diverse teaching and learning approach, doing action research to inform decision

making and supporting collaboration effort were predictors of teacher efficacy. Among the instructional leadership factors, giving feedback was the most important predictor, explaining 36% of the variance in teacher efficacy. This study has produced an empirical framework that showed the relationship between instructional leadership behavior and teacher efficacy. School leaders who wish to improve their teachers' classroom instructions are encouraged to practice the following instructional leadership behaviors: giving feedback, making suggestions, encouraging diverse teaching and learning approach, doing action research to inform decision making, and supporting collaboration effort.

Keywords: instructional leadership, teacher efficacy, secondary schools

267	**HOW TO ENGAGE GENERATION Y TO BECOME 21ST CENTURY LEADERS** **Mr Jan Bartscht,** Leadapreneur, MALAYSIA

Purpose: The purpose of this paper is to show how education institutions can engage Generation Y, Z and beyond by implementing 5 design features drawn from complex systems science.

Method: This is a conceptual paper that uses principles from complex systems science to analyse the current education system and identify the root causes of its engagement problem.

Theoretical Contributions: The paper shows why young people are disengaging and identifies 3 design principles that can transform student engagement. This is believed to be the first paper that uses cybernetics to analyse the problem of youth disengagement and breaks new conceptual ground in how the law of variety can be used to understand the challenge young people face today.

Implications: This paper offers education institutions the opportunity to return to relevance by providing clear guidance on how they can change their education approach to re-engage young people.

Keywords: youth, engagement, cybernetics, leadership, relevance.

268	**SUSTAINABLE, SUPPLY CHAIN MODELS FOR ASIAN COMPANIES: LEADERSHIP STRATEGIES** **Kristina Malihi,** AUSTRALIA **Jason Connor,** AUSTRALIA

Purpose: The aim of this paper is to propose an approach for Asian companies and governments to evaluate supply chain (SC) environments and formulate leadership strategies to enhance performance, creating a competitive edge and developing a more sustainable product. Through these means we argue that

business leaders in the Asia-Pacific region should be able to further improve and contextualise their company's competitive advantage by policy and strategy that "pull" collective behaviour towards a better tomorrow and through the selection of smart and 'best fit' options (Badaracco and Rosenbaum, 2006).

Problem: When it comes to managing energy and cost efficiency, business leaders are facing the unique challenge of responding to the today's global greenhouse expectations within their extended supply chain whilst juggling the competing motives of their critical stakeholders (Wu, Ellram & Schuchard, 2014). There are also region specific considerations associated with dispersed cultures, complex and diverse market demand, inferior infrastructure and an already existing pollution problem. Due to the complexity of these issues and the potential difficulty in deriving a solution, there is a possibility that they will remain problems for the foreseeable future.

Noting research that identifies expenditure in Asian economies on supply chain (SC) activities equates to 12% of GDP, it follows that an efficient SC process integration is an important goal for both business and society. As, Asian businesses integrate into the global market, a strategic outlook is needed in SC's in order to produce a model that is collaborative and sustainable while enhancing responsiveness to customer needs and minimising expenditure. Asian managers seem to expect the two behaviour modes of stability and progressiveness to coexist as a unified construct in their conception of an excellent leader and believe that the main predictor of being socially and environmentally responsible is Strategic Thinking which in itself suggests the importance of strategic concerns in interacting with the environment (Taormina & Selvarajah, 2005).

The study will also show that it will be through strategic leadership that business can bridge these complexities and meet the global expectation to deliver SC's that are sustainable, innovative and responsible.

Method: The analysis will be conducted by aligning sustainable leadership principles into leadership strategy categories that will contribute towards building more sustainable SC models in Asia. The study also compiles' the data from a selection of sustainable leadership and SC integration research. Utilising a conceptual based method - accessing theory for sustainable SC integration and relating it with case studies of the leading Asian sustainable SC companies - we will aim to identify models that companies could apply as a driver for SC integration and company competitiveness. Moreover, on evaluating data from the 2016 Future Supply Chain research (Capgemini, 2008), we identify characteristics that future SCs should consider to improve and further develop as "we can't solve problems by using the same kind of thinking we used when we created them" (Albert Einstein).

Analysis: Reflective journals and case studies of Asian Leading companies were analysed for key content identified by the researchers as main categories that will be recommended for building a sustainable leadership SC model for the future.

Research Limitation: Further examination and testing of the proposed Asian company models across multiple contexts is necessary for the validity of the findings. There are also limited theoretical aspects available for deferent forms of integrated sustainable SC models and a systemic failing in integrating lean and green into the business system. While we viewed a few leading Asian companies in a number of Asian countries, future research is needed that could examine other companies in the Asia Pacific region using the similar case study approach. An overarching review of partnership needs to be considered with the view of analysing the relationship along the SC of customers, suppliers and logistic service providers and the social and political environment they operate in.

Result: In reviewing businesses operating in Asia, this paper aims to suggest strategies for Asian leaders to follow in order to become innovators in global collaborative SC models. A preliminary analysis through readings has highlighted a misconception in the sustainable supply chains in the retail-driven markets of Asia with the perception not always being achieved in reality. It is the leader's responsibility to deliver an objective and to develop sustainable and smarter SCs that benefit the business, the industry and society as a whole. We will also highlight the role of government in encouraging the development of sustainable SC capabilities through offering 'green' incentives and by promoting awareness and Corporate Social Responsibility.

Originality/Value: This is one of the few studies that provides comparisons in and highlights relationship between the theoretical aspect of leadership, sustainability, SC integration and the business models used in Asian companies. It also suggests future sustainable SC improvements by incorporating the theory aspects of "Honeybee sustainable leadership" (Kantabutra & Avery, 2013) and industry case study's (Toyota's Lean & Green Business System, BASF, UPS and Huawei). By understanding the needs, opportunities and challenges of the Asian sustainable SC leadership models, Asian countries and companies will be able to undertake a more effective transition towards a sustainable SC integration process. This study will also add value by increasing the public and government awareness in CSR and in responsible global citizenship (Forbes & McIntosh, 2011).

Implications: The framework provides a methodological roadmap to address the gap concerning the sustainability of current SC models within Asia and through this assessment, mitigate SC risk in a glocal context.

Keywords: sustainable, supply chain, leadership, green and collaborative

270	**GOVERNANCE MODEL OF FEDERAL TRAINING INSTITUTIONS OF PAKISTAN** **Madiha Farooqui,** Institute of Administrative Sciences, PAKISTAN **Zafar Iqbal Jadoon,** University of Central Punjab, PAKISTAN

The main purpose of this paper is to trace the governance framework of autonomous agencies and to theoretically identify the drivers that led to the evolution of these agencies over the time. Moreover the study identifies any pattern if found in evolution. This study explores the governance of public sector institutions of Pakistan focusing primarily on structural features of the federal training institutions. Autonomous bodies have become one of popular instruments for governing the state in 21st century. Hence we discuss three models of governance and autonomous bodies created in each model are also classified to identify the patterns of their emergence. The study is significant in the context of Pakistan because the preliminary data about the autonomous bodies in Pakistan and specifically their governance structure is not in a proper documented form. This paper will set as a base to establish sophisticated studies like addressing 'Why' questions of the research. The paper will be an attempt to organize the dispersed data on the profile information of the training institutions that help future researchers to use in their empirical studies and to match rhetoric with the realities. The policy domain selected for the study is training and all the federal training institutions are taken into account. This theoretical study is based on secondary sources of data and presents the formal (documented) structure and autonomy of the training institutions. Data are collected from the government reports and websites. The study is concluded with the reasons identified for the evolution of agencies over different time periods. The explanation for this evolution has been elucidated from the institutional theories of governance. The study in the end provides the recommendations for future research.

Keywords: agency, governance, pakistan, training institutions, autonomous bodies

271	**LEADERSHIP DEVELOPMENT IN THE NOT-FOR-PROFIT SECTOR: BUILDING ADAPTIVE CAPACITY** **Keith Thomas,** Victoria University, AUSTRALIA **Nathalie Wilhelm,** Victoria University, AUSTRALIA

Purpose: This paper outlines a case study of a leadership development program in a not-for-profit sector organisation. The focus of the program is practice oriented and on developing the team and facilitating collaborative relationships, both internally and externally.

Relevance: As the various Asian economies undergo institutional development, it is reasonable to ask what is leadership effectiveness in the Asian century and how do we develop staff to lead effectively in this new environment. Noting a common

emphasis on teamwork, but differing cultural stances on participation between Asian and Western national clusters (based on the GLOBE research), the not-for-profit (NFP) sector may offer a useful comparative framework to answer both questions.

Method: For this pilot case study, the participants were selected on the basis on their senior roles in the organisation and their demonstrated engagement and interaction in program activities. A mixed research methodology incorporating both surveys and interviews was used. Quantitative methods included a pre-and post high performance team (HPT) climate survey and a further survey that examined four group performance elements: leadership capacity, connection and commitment, opportunities for innovation and developing adaptive capacity. Qualitative methods include interviews with the CEO and participants, open-ended questions, as well as reflective observations during the program.

Knowledge contribution: Program design based on a group and organisational view of leadership activity, rather than on individual leader development, helps facilitate team development and outcomes linked to strategic objectives. This group and organisational wide approach reflects the reality that leadership 'effect' is the result of individuals interacting with wider organisational processes and context. Issues and strategies to enable this broader, system, view in terms of program design, implementation and evaluation are discussed.

Keywords: leadership development, systems, adaptive capacity, not-for-profit (nfp), new-public-sector-management (npm)

272	**SUCCESSION PLANNING IN FAMILY OWNED BUSINESSES: A COMPARATIVE STUDY OF VIETNAMESE AND AUSTRALIAN SMALL TO MEDIUM ENTERPRISES** **Keith Thomas,** Victoria University, AUSTRALIA **Gavin Nicholson,** Victoria University, AUSTRALIA **Joe Griffin,** Victoria University, AUSTRALIA

Family-owned small to medium enterprises (SME) in Australia are identified as a major contributor to the country's social and economic environment. Comprising 70% of small business and with a large and growing segment in this group composed of ethnic Asian migrants (Tung and Chung 2010), this category employs some 50% of the total workforce, The trend in family businesses and the contribution to economic growth and performance is replicated across the Asian region, with family owned business equating to 34% of the nominal gross domestic product (GDP). However, there are clouds on the horizon with the increasing age of business owners and imminent need for some form of ownership or management transfer given that studies show the consequence of poor succession planning is a reduction in company wealth.

Noting the contribution to job creation and economic growth by this segment, as literature has suggested, there is a pressing need for new studies to enhance the understanding of and knowledge about the strategic development of family firms, their leadership, management and ownership practices and their linkage to governance, change management practices and succession planning and management (SPM). The focus of this paper is on succession planning and its management in Asian family owned SME, an aspect that has been identified as an important problem in the field of business governance. This paper will discuss trends in succession planning and related implications for Vietnamese small businesses in Australia, and illustrate convergent and divergent trends in comparative terms between local Vietnamese and Australian SME.

Succession planning is a process of management ownership and leadership transition from incumbent to successor with all respective events, developments and actions between both parties (Miller et al 2003). Another feature in succession concerns the transfer of physical capital (equipment, land and cash) and human capital that includes individual knowledge, capabilities and physical appearance (Steier 2001). Physical and human capital variously contributes elements of value that together comprise the accumulated assets contained within a firm. Implicit in these descriptions of succession planning and management is the idea of grooming family leaders so that the firm's tacit knowledge can be transferred and developed (Chirico and Nordquist 2010). What is less evident, assuming an objective of ensuring growth and prosperity of a business, is the need for transparency in the process as this reduces ambiguity, which can spur conflict within the family (Brun de Pontet et al 2007). Another important factor is the matter of consensus. Where the owner's wishes matter most, consensus provides family members with a shared sense of identify and mission that transcends their individual interested in the business (Gupta et al 2009) and so reduces the risk of conflict and mis-understanding.

In addition to these physical and human capital (individualistic) considerations in SPM, is the less understood matter of social capital and social networks that highlight the important role of relationships in family business and the powerful affect these relationships can have on both individual and business-wide behaviour and so too on SPM. Yet, somewhat paradoxically, there is limited research on these social and associated contextual factors that includes the family, industry and business-based relationships. Rather, the focus in succession appears so far to be more on individuals. This is the primary purpose of this paper: to bridge a gap in research and knowledge in the way relationships, personal and social dynamics and the overall context surrounding family businesses influence SPM.

Keywords: succession planning, continuity, leadership transition, family-owned-businesses, small to medium enterprises (sme)

275 **A COMMUNITY CONTROLLED LEADERSHIP MODEL: AN EXEMPLAR FOR FUTURE PRACTICE**

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Keith Thomas, Victoria University, AUSTRALIA

Purpose: This paper presents an Indigenous (Aboriginal) community controlled leadership model. Highlighting the model's focus on harnessing meaningful and empowering relations in a complex environment, this paper explores its utility as a possible exemplar for future practice in Asian business.

Relevance: With Asian economies set to play a more dominant role than they have in recent history, it is reasonable to ask what is leadership effectiveness in the Asian century. Local systems, as distinct to transparent rules based systems of western industrialised countries, are essentially based on relationships, family control and ongoing close connections with creditors, suppliers and major customers. The Aboriginal community controlled model uses a 'three C's' approach – Community controlled, Community initiated and Community based – as the cornerstone to organisational practice and governance. This model of leadership practice, unaccommodated by dominant western leadership governance structures, is able to successfully sustain their locally operated and owned community controlled organisations. Its success also demonstrates that an evolving western influence should be cognisant and embracing of local cultural leadership practice for optimum outcomes and engagement.

Method: This is a conceptual paper based on interviews with senior management and secondary data using cultural and experiential information drawn from interviews with Aboriginal organisational leaders and elders who have successfully implemented the community-controlled governance structure.

Knowledge Contributions: Guided by the Globe Leadership and Organisational Behaviour Effectiveness (GLOBE) 61-nations study, which examines what facilitates and inhibits effective leadership GLOBE results, leadership in the Asian Century may be more straightforward than many anticipate (Ashkanasy 2002). Noting a consistent picture on what attributes comprise leadership effectiveness – charismatic, autonomous, team-oriented, humane and self-protection, but differing cultural stances on participation, this paper links the GLOBE study to Aboriginal culture and community controlled practice.

Key Words: collaboration, leadership, globe, community control, indigenous

| 276 | **LEADERSHIP IN CHINA: THE POLITICAL LOGIC OF XI JINPING** |
| | **John Kane,** Griffith University, AUSTRALIA |

It is generally accepted that to study leadership in the 'Asian century' it is essential to consider China's leadership. And indeed Xi Jinping, General Secretary of the Communist Party of China, has embarked on a hugely ambitious leadership project: his program of reform aims at a re-founding (following Mao and Deng) of modern China, setting it on a sustainable path to civilizational greatness. The reform trajectory is in two different directions, toward economic liberalization on the one hand and toward more authoritarian social controls on the other. Critics have argued that this political strategy is contradictory, or even that Xi has no real strategy. I argue to the contrary that, taking the problem of maintaining order and stability as fundamental, Xi's strategy is understandable in terms of the political theory of Thomas Hobbes, and tends toward what I call 'authoritarian liberalism.' I outline the severe challenges that contemporary China presents to Xi before relating the essentials of Hobbes's political theory, including the limit that theory reaches in the realm of foreign policy. I then show how Xi's strategy closely mirrors the Hobbesian political imperatives of securing internal order through an unchallenged central authority capable of delivering justice and the necessary conditions for individual well-being, but I note that this strategy runs into a difficult and dangerous conundrum when it encounters the phenomenon of Chinese nationalism.

Keywords: leadership, china, authoritarian liberalism

| 277 | **DESTINATION CHOICE IN ASIAN CONTEXTS: THE CASE OF MAINLAND CHINESE LEARNERS IN SINGAPORE** |
| | **Matthew Thurston,** James Cook University, SINGAPORE |

The last ten years has brought a huge increase in student mobility, and Asian education hubs such as Malaysia and Singapore are drawing in ever increasing numbers of international students (UNESCO, 2013). Understanding the reasons why international students select these hubs for their overseas study will enable decision makers to informatively guide the further development of their institutions (Bhandari, Belyavina, & Gutierrez, 2011).

This study investigated the factors influencing the decision of mainland Chinese learners to study in Singapore. To investigate these factors, a quantitative questionnaire based on the Push-Pull model was used (Mazzarol, Soutar, Smart, & Choo, 2001; McMahon, 1992). This type of questionnaire is the standard for destination choice research (Bodycott, 2009), but in this case qualitative questions were added, and the questionnaire was also followed up by a short semi-structured interview. As the study discovered new factors which have not been

raised by previous research, the paper ends with the proposal of a new cycle for destination choice research based on the methods used in this study, moving away from the existing, western orientated, "one size fits all" models, and towards a more localised and contextual approach. By carrying out studies using the proposed research cycle, Asian education hubs will be able to understand the reasons behind student destination choice in their particular context, maintaining and further developing their leadership roles as Global Education Hubs as Asian Higher Education continues its rise to prominence in the Asian century.

Keywords: destination choice, Chinese students, Asian Higher Education, Asian students, internationalization

281	**PERSON-ORGANISATION FIT MODEL: VIRTUAL WORKPLACE IN ENTREPRENEURIAL ORGANISATIONS FOR HIGHLY-SKILLED EXPATRIATES** **Vilmante Kumpikaite-Valiuniene,** Kaunas University of Technology, Lithuania **Kestutis Duoba,** Kaunas University of Technology, Lithuania **Jurga Duobiene,** Kaunas University of Technology, Lithuania **Ineta Zickute,** Kaunas University of Technology, Lithuania

The purpose of the paper is to research virtual workplaces and entrepreneurial organisations in Lithuania according to conceptual model of the synthesis of expatriates' mobility and entrepreneurial organisations using virtual workplaces. To reach the aim scientific literature analysis, logical analysis, and statistical data analysis of empirical study were used.

Proposed model could help solving problem how virtual workplace can contribute in fostering the cooperation between expatriates and entrepreneurial organisations in the age of countries without boarders and free movement of people. This model could be used in different regions as well as in Asia, where there are high emigration rates. Empirical results of Lithuania showed that virtual workplace's variables by the level of virtuality desirability can be listed following: ICT usage, inter-organisational contacts, intra-organisational contacts, knowledge intensity and location. Correlation analysis showed that virtual workplace has strong linkage with organisation and entrepreneurial organisation. In the case of organisation's dimension, job complexity, cost-saving, networking, innovations were evaluated the highest and decision making style – the lowest.

Received results could be implemented practically. Provided framework of virtuality specifics can help companies to use virtual workplaces effectively and solve the problem of how to attract and keep the necessary qualified and entrepreneurial employees.

Keywords: mobility, migration, expatriates, virtual workplace, entrepreneurial organisation.

284   **THE MYTHS AND REALITIES OF DOING BUSINESS IN ASIA**
           Jackie Yepez, Victoria University, AUSTRALIA
           Keith Thomas, Victoria University, AUSTRALIA

Background: With globalization and particularly with advances in technology, doing business in different countries, and therefore different cultures, has in some ways become much simpler. It is possible to conceive of one possible common guideline to achieve the same outcomes regardless of the culture and /or locality – a Universalist perspective. Conversely, there is an argument in favour of the diversity and regionalization practices – a Relativist perspective. The question is which view is more useful in a globalized world in order to do business in Asia? This paper will explore some related myths and realities. These observations are based on personal reflections and findings from a recent study tour of the Pearl River Delta Region, incorporating Hong Kong, Macau, Guangzhou, and Shenzhen.

Purpose: This paper will critically examine some cultural, structural and to a lesser degree technical strategies that may be crucial to success when it comes to business.

Relevance: Cultural and national influences on local business practice are of central importance in the emerging Asian Century. It is something that can either ease or complicate, even stall, the process of doing business depending on how well people can understand the difference between cultures and consequently adapt to them (Schneider & Barsoux, 2003). Exploring national culture and having a better understanding of cultural and local business practices will help business leaders prepare for the future. However, defining what makes national culture and subsequent business practices different between even similar countries and/ or regions can vary from one place to another. The need is for a third way, a constructivist approach to inter-cultural communications (Evanoff, 2004). Drawing on theory informing organisational development (OD) strategies, it is argued that for business practices to be effective the process must consider the interdependencies that exist among the various sub-systems of wider organisation strategy. These are described in terms of behavioural (attitude and values), structural (structures and design) and technical (production methods) strategic components. The argument is that we need to evolve away from a dichotomous view of the world and specific interventions to a more integrated or systematic approach to doing business.

Method: This paper outlines lessons from the field in a study tour by post-graduate MBA students in 2013, intended to develop students' awareness of the business and socio-cultural environment in Asia. Its focus was on constructed knowledge through experience and critical reflection. Drawing on insights gleaned during this study tour, using semi structure interviews taken over the course of the different meetings with around 20 experienced expatriates such as the Director of Advance,

a government agency set up to facilitate business development in HK, a Senior Investment Manager for an Investment House (Tree Line), an investment broker working for Morgan Stanley, the then Consul General (Australia) and expatriate marketing consultant and coach. Other sources of data was gathered from formal meetings with around 10 local business leaders and attendance at a business forum "Access China Forum" held by AustCham, Hong Kong. The tour participants – all, kept a journal, completed a psychological capabilities and related personal instruments, as well as a cultural competencies questionnaire. A final report presented an analysis of the collected data, personal reflection and general insights.

Implications (theoretical, practical, social): Findings from the study tour suggest limitations to both assuming one possible way to achieve the desired outcome regardless of the culture and /or locality (Universalist) and the view that argues in favour of a diversity and regionalized approach to practice (Relativist). Noting some practical shortcomings, we identify and explore some myths and realities of doing business in Asia. These are discussed in three broad themes: behavioural (social and cultural), structural (structure and design) and to a lesser degree technical (such as production strategies). An illustrative (structural) myth relates to technology being the great enabler to closing deals over distance versus the reality of needing to accurately identify differences in preferences by locality and develop an expertise to lobby at the various levels of government. A behavioural myth about Australian expatriate expertise that might be described uncritically as direct, goal oriented and valuing mateship. The reality was a more common, but privately held perception that many were rude, casual in their work attitudes and faux friendship could end up in backstabbing behaviour. While inevitably individuals bring their norms to any cross-cultural encounter, the task is to critically examine cultural perceptions and develop (construct) new norms that can guide relationships. There are also necessary structural strategies to consider in order to facilitate better business outcomes. One example is the use of intercultural negotiators with an understanding of local codes of conduct when preparing for and leading business/negotiations.

Knowledge Contributions Originality/value): Fundamentally, an essential element of trusting relationships and friendship networks was a novel lesson for people unfamiliar with working in Asian context. Equally, while we must take the time to understand Asia and local practices, we cannot forget that Asia is not static, nor is it homogenous. On the contrary, the evidence suggests the opposite and its dynamism is affecting all other countries around the world. Consequently, much like the immigrant's experience, one needs to open oneself to different cultural behaviours and associated personalities, but with the added caveat that increasing numbers of people in a globalised world now share a wider worldview than might have been conceived of in a perhaps out-of-date dichotomous view of the world. More generally for education and development purposes, the paper identifies

some challenges expatriates have to face when moving to Asia and the need to become a Global Leader able to navigate leadership of teams in a complex environment.

Key words: myths, realities, constructivist, culture, universalist

285	**ISSUES AND CHALLENGES AFFECTING VILLAGE DEVELOPMENT AND SECURITY COMMITTEE ORGANIZATION FOR RURAL COMMUNITY DEVELOPMENT IN MALAYSIA** **Abu Daud Silong,** University Putra Malaysia, MALAYSIA **Ani Ahmad,** University Putra Malaysia, MALAYSIA **Turiman Suandi,** University Putra Malaysia, MALAYSIA

In Malaysia, Village Development and Security Committee or locally known as Jawatankuasa Kemajuan dan Keselamatan Kampung (JKKK) is a community based organization which is important for development and administration function at village level. This organization is comprised of at least ten to fifteen members with the village head as chairman. They are considered as village leadership in this country. This organization is the main governing institution at the rural level. VDSC acts as a liaison group between the villagers and the government, linking the village with government agencies responsible for developmental program. It is used as a means by government to send it messages and policies across the rural population. Besides that, VDSC is also responsible to lead and allocate village resources in order to ensure development of the village community. Since the establishment of this organization in 1962, very little is known about the important role of this community based organization for village development in this country.

Therefore, this study is conducted to explore what is the role of this organization in village development, and what are issues and challenges that affect their effectiveness. Thrusting upon the qualitative paradigm, semi structured interviews were conducted which generated two main themes; role in village administration which covers the role to ensure welfare, safety and unity of the villages and roles in village development such as monitoring and evaluation of development projects. This finding also identified issues and challenges affecting this organization such as no financial resources, lack of training and development and leaders have high level of commitment despite the voluntary base organization. In addition, participants suggested three main proposals to strengthen this organization based on their practical experiences such as course improvement for JKKK leader, permanent designation for chairmen post and established special allocation for the institution. In reviving the role of JKKK organization for village development through a collective effort from all stakeholders concern, these findings could

therefore be used as a guideline towards improving their mode of operation and building their capacities to ensure positively impact the development of rural communities in the future.

Keywords: community based organization, village development and security committee (vdsc) rural community development, rural development

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287	**PROJECT/PROBLEM-BASED ACTIVE LEARNING FOSTERED BY EPORTFOLIO** **Tosh Yamamoto,** Kansai University, JAPAN **Maki Okunuki,** Kansai University, JAPAN **Chiaki Iwasaki,** Kansai University, JAPAN **Masanori Tagami,** Kansai University, JAPAN

This paper presentation is to share with the audience our experience as well as the findings in the course of implementing active learning in the higher education and tracking and assessing students' learning processes and results through the project/problem-based learning in the team.

The target Audience for this paper presentation is educators and teaching staff in the higher education, who are seriously thinking of implementing the active learning approach in the social constructive way and of making use of e-Portfolio to assess students' learning processes.

The main objective is to share with the audience the basic concept of active learning approach and how such learning strategies in the classroom will be best implemented and assessed in terms of the e-Portfolio for the project/problem-based learning. In the paper presentation, it is also demonstrated how the active learning enhanced with educational collaborative ICT tools can be interactively made use of in the students' daily learning.

Keywords: active learning, project-based learning, problem-based learning, assessment in learning, eportfolio, learning process

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288	**TRANSFORMING PRACTICE THROUGH AN UNDERSTANDING OF SOCIO -CULTURAL CONDITIONS IN THE CLASSROOM** **Alison Abraham**, Victoria University, AUSTRALIA

Much of the debate on the teaching and learning of English and academic writing occurs largely from Eurocentric or Western perspectives on local contexts. This paper explores the role of the local ESL teacher in transforming the way English for Academic purposes is taught and learnt, particularly in higher education settings in Malaysia. In order to challenge Western notions, ESL teachers need to know

their local contexts and students well enough in order to explain the complexities that arise within an education system that is continually shaped by historical and socio-political shifts in the country. The purpose of this paper is to inform ESL and academic writing teacher-researchers that it is possible to transform practice by paying close attention to the complexities of socio-cultural conditions. Using action research methodology, the case study presented here illuminates and exemplifies the recognition and explicit inclusion of socio-cultural conditions within academic literacies in a tertiary English Language class for engineering, computing and business discipline students in a Malaysian university. Three narratives are critically selected via the Critical Incidents Technique and examined from a pool of qualitative data which comprised student letters, student interviews and teacher diaries. Green's typology of operational, cultural and critical dimensions of literacy events is used to analyse how socio-cultural conditions within and beyond the classroom can affect the kinds of literacy which are identified by the teacher and used to improve student engagement and performance in the language besides enhancing the quality of teaching and learning academic writing. Findings reveal the need for greater leadership support for grass root level decision-making by the ESL teacher and a deeper understanding of the use of mediation as a tool to maximize social interaction. Even traditionally used teaching materials for language teaching can be brought into connection with broader genres and conceptual ideas by focusing on social interaction in classes. An extensive use of the English language through social interaction with explicit attention to social and cultural ESL contexts proves to be a highly significant means to aid the rapid development of students' English language learning, so that students can be better prepared to meet global challenges.

Keywords: socio-cultural, action research, academic literacies, esl, academic writing

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289 **ACTIVE LEARNING ACROSS THE BORDER OF CLASSROOM, INVOLVING ALL STAKEHOLDERS IN THE UNIVERSITY – ADVANCED COMMUNICATION THROUGH TRUST AND CONSENSUS BUILDING**
Tosh Yamamoto, Kansai University, JAPAN
Maki Okunuki, Kansai University, JAPAN
Chiaki Iwasaki, Kansai University, JAPAN
Masanori Tagami, Kansai University, JAPAN

This paper presentation demonstrates a sample project-based learning activities by various stakeholders in the MOOC project team. The MOOC team had a mission to develop the learning contents for the pre-university program targeting at the strata of low achievers in the K-12 education before entering the university. The pre-university program consisted of English, Math, and Language Expression.

Through the process of developing the contents for the pre-university program, the project members consisting of undergraduate and graduate students, the office staff, and the faculty members worked in team to tackle with identified obstacles to accomplish the mission.

The mission included: (i) the contents design model involving various stakeholders on campus through consensus building and project management, (ii) a low-cost or frugal development model for rich media contents, say, using iPad and iPhone, (iii) the smooth deployment and operation, (iv) meticulous care in the learning process to the mastery.

The obstacles in the process of development were defined through consensus building in team and their corresponding optimal solutions were sought out through team discussion.

The entire process of the active learning activities will be elaborated in the presentation.

Keywords: project-based learning, team-based learning, mooc, stakeholders, communication, trust building, consensus building

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293   **HIGHEST HUMAN VALUES: HIERARCHY PROBLEM**
Petr Simrnov, St-Petersburg State University, RUSSIAN FEDERATION
Phillip Simrnov, St-Petersburg State University, RUSSIAN FEDERATION

Human person and his rights became the highest values of the current Western (market) civilization (that is reflected in the preamble of UN charter) since the time of French revolution. However, the long-term viability of western civilization is doubtful. It allows to a person to self-realize himself through such values as wealth and economy that require material resources. Thus, long-term existence of this civilization requires unlimited resources and this is impossible.

There is a problem arising – we need to find the highest human value that could underlie the basis of modern society. There is a list of such values: human, mankind, society, person, nature, thinking spirit (God). Most of these values are being understood intuitively. Thinking spirit can be defined as noosphere (Vernadsky V., Pierre Teilhard de Chardin) and metaphorically it can be described (using Pierre Teilhard de Chardin's words) as "harmonized community of consciousness that is equivalent to some kind of superconsciousness".

Brief overview of logical consequences that happen due to choice of one or another value – leads to the conclusion that basis of values structure of modern society must be thinking spirit. Logically, the choice of any other value will cause unacceptable consequences. Acceptance of human person as the highest value is

called in question above. The choice of society as the highest value leads to the arising of such society that is understood as totalitarian. If we consider nature as the highest value then it demands elimination of the mankind in its current state. Acknowledging mankind (as biological specie) as the highest value will make us return in the stone age when humans were a part of nature and did not cause any serious damage. The choice of God as the highest value demands to dispose of all interreligious conflicts. At the current situation in the world – it does not seem to be realistic.

The only logical choice would be to accept the thinking spirit as the highest value since it does not lead to unacceptable or unfeasible consequences. The preservance of intelligent life on the Earth requires the dignifying preservance of all values mentioned above, harmonizing of relations between person and society and between society and nature as well. The UN charter should proclaim the include thinking spirit as the highest human value and all other values should be considered as instrumental to it.

Keywords: values, civilization, hierarchy, human person

294	**PROBLEMATISING THE PRE-ISLAMIC PAST OF ASIAN MUSLIM COUNTRIES: THE SPECIFIC CASE OF PAKISTAN'S PRE AND EARLY ISLAMIC PAST**
	Hasan Ali, Habib University, PAKISTAN

The main objective of this paper is to analyse the pre and especially early Islamic history of Pakistan, or rather the lack of it, as found in the state's version of history envisaged for the country. This view of history has been responsible for the alienation of younger generations from the realities of multi-religious landscapes that dominated the country in early medieval times. It has, in addition, been responsible for deepening communal and sectarian divisions in the country, and has led to the destruction of built heritage, amongst other problems. The paper will examine the discourse of state historians, and highlight that in light of alternate facts on the ground, which seem to have been consciously left out of the narrative. In this, the paper complements existing work like that of Rosser and K.K. Aziz, but with a greater emphasis on historical events on the ground in the early Islamic era for its evidence.

After independence from Colonial rule or constriction due to it, most Muslim countries in Asia and the Middle East went on to write text book histories for the new states encompassed from their territories. These can be are roughly divided into two categories. The first are the Arab countries ruled under Colonial mandates, and Iran and Turkey which were never fully colonised. The states included here-in had an easy transition in terms of state history, as their pre-Islamic pasts were easily absorbed into their contemporary national identities. The

Arab states have no obvious detachment from their pre-Islamic heritage, and Turkey and Iran successfully absorbed their pre-Islamic heritage into their Muslim identities due to their vision of nationhood.

The second category is primarily comprised of countries that took shape out of the India Sub-continent and East Asia, of which Pakistan is an example. Due to the ideology of an Islamic nation on which it is based, something that can be seen as a contradiction in terms, the Pakistani state went on to implement its own version of state history, based primarily on Indian Muslim nationalism from the late eighteenth and nineteenth centuries. This view of history was necessarily an exclusivist and reformist notion of Muslim identity, one that need to define Indian Muslims as a different polity, with no room for religious diversity both within and outside of Islam. In this, a homogenous notion of nationhood was the desired objective, and to achieve it two problems had to be dealt with. One was Pakistan's rich pre-Islamic past, and the other a clear point of departure from it. Seeing itself as the successor state to a thousand years of Muslim rule in the Sub-continent, which was usurped from it by British annexation, to favour the Hindu majority, the Pakistani state embarked on its project. The state's text book history uses the Umayyad conquest of the Indus valley only as a watershed event, extolling the virtues of the Arab conquest, and attributing its success to the corruption of the Hindu system. Then it simply glances over the subsequent three century long Arab period, in which after the Umayyads, the 'Abbasids, and then the Saffarids and Isma'ilis ruled in succession, often in conjunction with local non-Muslim rulers. It subsequently starts its narrative of Islamic Empire in India with the Ghaznawid invasions of 997. Seeing Mahmud of Ghazna as a principle Islamising figure, who laid the foundations of an unbroken Muslim Empire in India that lasted until 1857, the discourse ensures that the state successfully views itself as the successor to that Empire, something that has also resulted in its various geo-political and militaristic involvements in the region.

Keywords: post colonial, state history, pre and early Islamic

296   **USING *HOLISTIC SUSTAINABILITY* TO PRESERVE CULTURAL IDENTITY IN THE GLOBAL ECONOMIC AND SOCIAL ENVIRONMENT OF THE UNITED ARAB EMIRATES**

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The United Arab Emirates (UAE), with its harsh desert environment and few natural resources, was considered one of the poorest countries in the world in the mid-1900s. Yet after independence in 1971, utilizing revenues from newly found oil reserves, a modernization plan catalyzed rapid development. In recent years, holistic sustainability, encompassing cultural, economic, social, and environmental dimensions, has become the new model for continued economic and political stability in a troubled region.

Fifty Emirati elders (recalling life before nationalization) were interviewed using the semi-structured multi-layered ethnographic technique to examine life before nationalization and to gain insight into the attitudes and beliefs of the elders. The study found that the lives of the elders differed in important ways from the descriptions of some foreign observers at that time, most of whom predicted that the country would end up in disarray if left to manage on its own.

The findings of the study revealed that the elders maximized the benefits of the meagre resources, greatly respected knowledge and education, depended on the contributions of women in society, and regulated themselves according to a well-developed set of social norms using their own tribal judicial system. These attributes and others revealed in the study exemplified holistic sustainability, and are currently being re-emphasized by the leadership of the UAE to maintain cultural uniqueness yet thrive in the global social and economic environment. Findings suggest that promoting holistic sustainability may help reverse the recent negative effects of rapid economic development facing Emirati society, especially youth.

Keywords: holistic sustainability, identity, cultural preservation

297   **ACHIEVING THE ASIAN CENTURY THROUGH THE HARMONIZATION OF HIGHER EDUCATION IN SOUTH EAST ASIA: A COMPARATIVE ANALYSIS OF POLICY AND PROCESS IN THAILAND AND VIETNAM**

Stephen Wanger, Oklahoma State University, UNITED STATES
Korn Sornlertlumvanich, Prince of Songkla University, THAILAND
Ky Le, Dong Nai University, VIETNAM

The foci of this research study are (1) an assessment of the status of efforts to harmonize the higher education systems in Thailand and Vietnam with those of other ASEAN member nations, and (2) an analysis of the implications of these efforts for educational leaders. The thematic emphasis is on ELLTA's sub-theme of "Learning/Education/Schooling," with particular emphasis on "Learning beyond Boundaries—Pretext and Context." The research study was conducted using qualitative methodologies and data sources that included document analysis, interviews, and focus groups. For document analysis the researchers analyzed governmental and para-governmental (e.g., ASEAN, AUN, AEC) documents. For interviews and focus groups the study employed criterion sampling; only key national leaders with critical knowledge of harmonization initiatives were selected. To date, 31 individuals have participated in the study. The researchers used a standardized interview protocol for all sessions and audio-taped each interview and focus group. The audiotapes were transcribed and coded for emerging themes. The researchers observed multiple steps for coding, including the identification of preliminary codes by all researchers, the selection of a single list of codes agreed upon by the research team, and the coding of all transcripts by two researchers. Two research questions guided the study: (1) What is the background and current status of efforts in Thailand and Vietnam to harmonize higher education with ASEAN, and (2) What are the implications of these efforts for Thai and Vietnamese educational leaders?

The study produced multiple key findings. First, in both Thailand and Vietnam minimal cooperation exists with other ASEAN universities; institutional administrators prefer to collaborate with Western universities. Second, barriers to the regional harmonization of higher education include: limited national and institutional funds, the lack of a common language, the absence of a unified vision for the region, divergent political regimes, and national economies at varying levels of development. Third, although initial steps have been taken to promote student and faculty mobility, achieving a common regional quality framework is proving to be a challenge. Fourth, Vietnamese universities are applying the assurance criteria of the Asia-Pacific Quality Network (APQN), but large universities with numerous academic programs are finding the application to be expensive. Fifth, in Thailand the primary drivers for harmonization are individual universities rather than the national government. Sixth, the role of the Thai government is perceived to be the development of a framework for harmonization through the establishment of quality standards.

These findings reveal significant implications for Thailand, Vietnam, and the ASEAN region. First, to unify vision and to counter the concept that harmonization is solely the initiative of individual nations and universities, researchers should work to develop educational theories that emphasize the strengths and traditions of South East Asia. Second, while maintaining collaboration with Western universities, ASEAN universities should emphasize vital, reciprocal relationships (including joint degree programs, collaborative research, and staff exchange) with universities from ASEAN member nations. Third, national and institutional policy makers should increase funding for these relationships. And fourth, degree recognition efforts at all levels (institutional, national, and regional) should be expedited.

Keywords: higher education, asean, harmonization

298	**A STUDY ON THE SOCIO-EMOTIONAL HEALTH OF PRE-TEENS IN THE STATE OF KERALA** **Babu Mathew,** CARSEL, INDIA

The study was conducted among 5000 pre-teens across the state of Kerala in India (Age Group 9-13). The methodology employed was a self assessment questionnaire which included 35 statements on the social and emotional interactions of the children in various domains, which included among others; academic environment, home interactions, peer interactions, social interactions etc. Two of the statements had typical yes/no answers and the rest of the statements typically had choice like never/once in a while/most of the time/always. The children could rate each statement. They were given 20 minutes to complete the exercise The form also asked for the socio economic status of their parents (educational background of the parents, their occupation, type of house in which they lived, the status of the parent-like living with both parents/single/ divorcee/with grandparents/relatives etc).

The study was conducted in 42 state run schools across the state of kerala and took us a time span of about 8 months to complete. We collected the data directly from the children with no intermediaries in between.

The study was prompted for the reason that many pre-teens had emotional disconnect with parents and peers and were turning aggressive and abusive.The interactions with these troubled children led us to the root of the issue, which was something like this- They had parents who would not listen to their problems, and the parents were not very encouraging about keeping alive good friendships. The academic stress on the one side and emotional neglect at home led to the children getting more stressed. They were never emotionally validated. The parents and school authorities are of the belief that only teenagers have such issues and the pre-teens will normally tide over these situations naturally.Many children also had abusive parents.

The findings that emerge from the study are many- among the findings which really attracted our attention were:

The society has a general feeling that pre-teens are not really stressed The peer interactions are being denied by parents and this is a matter of serious concern. Healthy friendships are not being promoted by the parents The home environment is really suffocating and children find it very difficult to communicate with their parents as they are not willing to listen to them. Parents are really not willing to accept children as individuals and hence their decision making capacities suffer and this leads to real stress. Classroom validation from peers and teachers are not really forthcoming and this causes lots of stress among pre-teens.(more than 70% of the children we studied had this problem.This further leads to the development of Social disconnect among children.

The study hints at creating more awareness among teachers and parents about the critical issues faced by pre-teens. Most of the teachers and parents are unaware of the fact that pre-teen is the age when children begin to express their identity and also need emotional validation. Pre-teens need to be introduced to socio-emotional learning and they should be given more awareness as to how to perceive, understand and manage their emotions and to empathize with peers and connect to social issues.

Keywords: socio-emotional, pre-teens, emotional validation, social disconnect, peer interactions

299	**GLOBAL DISCOURSES AND POWER/KNOWLEDGE: THEORETICAL REFLECTIONS ON FUTURES OF HIGHER EDUCATION IN THE ASIAN CENTURY** **Lennie R.C. Geerlings,** James Cook University, Singapore **Anita Lundberg,** James Cook University, Singapore

This anthropological-philosophical paper re-reads a selection of critical interdisciplinary theories in an attempt to open a space for cross-cultural dialogues as we enter the Asian century. Theories of globalization (Appadurai, 1996), deterritorialization (Deleuze & Guattari, 1977, 1988, 1994), power/knowledge (Foucault, 1980, 1984, 1997, 2001) and postcolonialism (Said, 1985, 1995), help the authors think through contemporary processes of global higher education. Together, they provide a nuanced mapping of the cultural effects of globalization and indicate that students, lecturers, and others 'on the ground' have the ability to re-imagine and influence these globalization processes in higher education. This is not to deny that the power effects of global discourses restrict the imaginaries and territories of globalization, and lead to specific enactments of globalization in higher education in ways that prioritize western understandings. The paper argues that it is important to explore the hegemonic discursive formations of globalization

in order to uncover processes of 'othering' and the subjugation of knowledges – processes reminiscent of Orientalism (Said, 1995). In this regard, a postcolonial perspective can help by opening up scenarios for the future of higher education in the Asian Century. The Asian Century could become a time in which Asian (and 'other' western) knowledges and expertise are empowered, in which difference is embraced, and in which higher education is re-imagined.

Keywords: globalization of education, social imaginary, deterritorialization, power/knowledge, postcolonialism

301	**The Philosophical Foundations of Learning and Leadership in Asia** **Zaheer-ud-Din Asif,** IBA Karachi, Pakistan

In 1956 Kenneth Boulding suggested a way of arranging empirical fields in a hierarchy of increasing complexity of organization – ranging from static structures, to cells, to plants and on to animals, humans, social organizations and finally transcendental systems (ultimate and absolute and the inescapable unknowns). Interestingly, disciplines of study can also be arranged according to the hardness of facts they deal with. Mathematics and logic are usually considered to be the hardest of all sciences and can be regarded as the bedrock of all other disciplines. Physics comes next, and then chemistry, biology, psychology, social sciences including economics, and sociology, then politics, law, ethics, philosophy and religion. Looked at this way philosophy seems to be sitting at the top of this discipline pyramid. However, it can also be argued that all knowledge begins with philosophy. I will take this position and look at the role of Asian and Eastern Philosophers in laying down the foundations of modern active and learning societies. My methodology consists of conducting a comparative analysis of various modern and ancient philosophers and tracking their influence across regions and eras and documenting their impact on the evolution of human thought and contemporary societies. I will attempt to draw connections between these philosophies and their links to the development of today's sciences and consequently current hard and soft technologies. While hard technologies may include digital and information technologies, soft technologies may include areas such as education, learning, strategic management and leadership studies. My data includes both primary works as well as commentaries on these works by major philosophers. I will also draw upon a broad range of contemporary literature on education, management and leadership. From this analysis I will show how the phenomenon of 'waves of influence' is active and underlies the evolution of modern world and the explosion of disciplines into sub disciplines and sub-sub disciplines, and subsequently their interaction with and among each other, giving rise to the present complex, dynamic, and fast changing world. I will then highlight how this spatio-temporal analysis of philosophy provides and novel lens for viewing and understanding emergent themes of learning and leadership. I will also discuss the implications of this perspective in designing contextual practices

and development of relevant and focused theories. I will conclude by calling for a rejuvenation of scholarly interest in Eastern Philosophies and connecting them to the modern digital age, thereby utilizing a new perspective for developing relevant and practice theories for learning and leadership.

Keywords: comparative analysis, contextualism, design science, digital age, eastern philosophies, education, leadership, learning, spatio-temporal analysis, social media, strategic management, waves of influence

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302   **EFFECT OF SUPERVISORY STYLES ON TALENT DEVELOPMENT AMONG JUNIOR PHYSICIANS IN MALAYSIA GOVERNMENT HOSPITALS**
Anusuiya Subramaniam, Asia Pacific University of Technology & Innovation (APU), MALAYSIA
Abu Daud Silong, Universiti Putra Malaysia, MALAYSIA
Jegak Uli, Universiti Putra Malaysia, MALAYSIA
Ismi Arif Ismail, Universiti Putra Malaysia, MALAYSIA

Effective talent development requires strong supervision. Even though talent development is being supported in practitioner publications, it is uncertain to what extent these views are important in a healthcare environment. Prior scholars have incorporated traditional training, education and development' and contemporary human resource development (HRD) processes, including coaching and mentoring as part of their organizational development intervention strategies. Nevertheless, the impact of supervisory styles (coaching and mentoring supervision) on talent development in the healthcare environment, especially among government hospital junior physicians is still unexplained in literature. Thus, this study analyses to what extent supervisory styles can enhance the level of talent development among junior physicians in Malaysia government hospitals. A survey questionnaire was administered to the individual junior physicians who are undergoing housemanship training at government hospitals in Klang Valley, Malaysia. Out of 450 distributed questionnaires, 355 were completed and had usable responses. The results of this study were derived using SPSS 20.0 and SEM using AMOS 20.0. The results of this study indicate that coaching supervision as well as mentoring supervision has a positive relationship with talent development. Furthermore, it was found that the influence of coaching supervision on junior physicians is major compared to the influence of mentoring supervision on talent development. Theoretically, this study contributes to the body of knowledge in the field of HRD, since no empirical research has integrated the concepts of supervisory styles and talent development. Practically, the findings of this study will help supervisors of junior physicians and healthcare administrators to understand how coaching and mentoring supervision can affect junior physicians' performance.

Keywords: coaching supervision, mentoring supervision, talent development, junior physicians, malaysia.

304	**LEAN LEADERSHIP MODEL FOR LEADER STANDARD WORK IN ASIA** **Chin Yit Ooi,** Asia e University, MALAYSIA **Joseph Chin Yew Chee**

This paper discusses Lean Leadership Model and making it as Leader Standard Work process for developing skills and give greater importance and impact by equipping people to apply lean thinking on their own in any situation. The proposed Lean Leadership Model DETSIP (Direction Setting, Eliminate Waste, Transparent Decision Making, Systematic Problem Solving, Inspect and Adapt in Cadence, Pulsing) could help leaders in standardizing and ordering the thinking process to produce more repeatable results. While these are very basic to the traditional management guide books, this model advocates a continuous and consistent manner to impact the leaders organization is a more impactful and positive manner. Direction Setting recommends that leaders must reinforce the Unified Vision of the organization and use it to drive decision making, when faced with a choice between two options, choose the one the moves the organization closer to Unified Vision. Eliminate Waste is looking for and pointing out abnormalities in the system, leaders should use these issues as opportunities to improve the system and grow the organization's problem solving skill through mentoring. Transparent Decision Making is leaders must insist on visible decision making, they need to refuse to let decisions be made until the limits and tradeoff between them are made visible to all, this insures that decisions are being made using data, with the whole system in mind, and avoiding local optimization. Systematic Problem Solving involves growing the organization's problem solving skill requires using coaching questions, training in the standard improvement process, gradually increasing the size and complexity of problems being solved and practicing daily. Inspect and Adapt in Cadence is finding a few minutes every day to slow down and reflect on how you did at executing your standard work. Pulsing is fundamentally going to the ground to check the health of the organization, it can also be putting information radiators to indicate if there is a problem showing up in the near future. This paper shares the key learnings found from coaching and leadership. Hopefully it would be beneficial for everyone walking down the same road.

Keywords: lean, leadership, standard, work, process

305	**STUDENT LEARNING AND LEADERSHIP IN ASIA: EXPLORATION OF STUDENT REFLECTIONS ON ASIA-RELEVANT CAPABILITIES.** **Keith Thomas,** Victoria University, AUSTRALIA **Elisabeth Wilson-Evered,** Victoria University, AUSTRALIA **Romana Garma**, Victoria University, AUSTRALIA

Purpose: This paper presents findings from a study-tour on completion of a 'Global Leadership' postgraduate unit of study in an Australian University.   The aim is to

identify and evaluate graduate student capabilities for working in diverse Chinese business contexts.

Relevance: To develop 'global competencies," managers must be aware of what is acceptable in their new environments (Aycan & Kanungo, 1994; House, Wright & Aditya, 1997). Australia has identified the crucial importance of cross-cultural exchange and developing new national capabilities and the Australia in the Asian Century White Paper (October 2012) highlighted the need for Australians to build 'Asia-relevant' capabilities—both broad-based and specialised. One key goal identified was the need for Australians to become "Asia-literate and Asia capable." Universities in general and postgraduate business schools in particular have an imperative to invest in in the development of students to engage effectively in Asia.

Method: Participants were postgraduate students on a two-week immersion study tour of Asia. Students completed pre and post measures of cultural capability, psychological capital and authentic leadership. In addition each kept reflective learning journals on their experiences from observations and conversations at events, social meeting and formal meetings arranged to expose them to different aspects of Asian business context.

Knowledge Contributions: Preliminary analysis identifies Asia-relevant capabilities at several levels of functioning: individual, social, knowledge, as well as community and organisational levels. Important at the individual level were adaptability, flexibility, resilience, creative and design thinking, authentic leadership and confidence. At the social level, competencies include awareness of the networks, skills in communication and negotiation, and creating and nurturing professional relationships. At the knowledge level salient capacities include understanding of the culture and history and current issues of the nation, but not skill in the language.

Keywords: Asia-relevant' capabilities, postgraduate schools, relationships, leadership, resilience

309	**PAREMIA EQUIVALENCE AND ITS EXPRESSIVENESS IN DIFFERENT-TYPE LANGUAGES** **Meruyert Ibrayeva,** Nazarbayev University, KAZAKHSTAN

Proverbs are essential ways, that contain all folk wisdom and show the beauty of the language and our life, which enriches the spirit of the language. This paper will discuss common and specific features of equivalent proverbs in Kazakh, English, Russian and Uighur languages. Why these languages? In globalized world there is a big trend of immigration in every country and Kazakhstan is no exception. A lot of English and Uighur immigrants live in

Kazakhstan nowadays. Furthermore, Kazakhstan was part of Soviet Union within 70 years and gained its independence only in 1991 and it's out of question that there are many Russians and Kazakh who speak Russian in our country. The scientific works of Mati Kuusi, G. Permykov, E. Kokare, N. Pazyak, A. V. Kunin, A. Kaidar, N. Issanbat, A. Nurmakhanov have been the methodological basis of the research of proverbs. The research was implemented in comparative analysis.

This paper will contribute both theoretically and practically. Equivalent proverbs conclusion can be used theoretically in further research on lingua-culture, linguistics, literature and folklore. Additionally most students, immigrants and guests can practically use the proverbs to enrich their speech. Comparative study of Kazakh, English, Russian and Uighur proverbs and sayings have convinced us that Kazakh, Russian and Uighur proverbs, which are partially or totally similar by their lexical composition and grammatical structure coincide by their functionally semantic and affectively expressive features. But English utterances differ in their grammatical structures, though their semantic content mostly has common features with these languages.

Keywords: paremia, expressiveness, equivalent

310	**THE PECULIARITIES OF THE WORKS OF RELIGIOUS AND ENLIGHTENING POETS IN KAZAKH LITERATURE** **Zhanar Abdigapbarova,** Nazarbayev University, KAZAKHSTAN **Gultas Kurmanbay,** Nazarbayev University, KAZAKHSTAN

If we have a glimpse on Kazakh history, we see that there have been various situations and historical events in order to be established as a nation, and it is also important to be spiritually wealthy in order to consolidate the independence and to review its current state. Therefore it is present generation's duty to preserve and spread the nation's spiritual wealth that has been amassed through centuries. The peak of the religious and enlightening flow in Kazakh literature is the beginning of the 20th century, because that stage was the most difficult stage for Kazakh society. Since Kazakhstan was the part of Russian empire at that time, there was the danger of losing its identity, religion and language. Religious and enlightening poets appeared on literary stage due to the political and social crisis in the society of that period.

The vivid examples of those enlightening poets in Kazakh literature are Shadi Zhangiruly and Mashhur Zhussip Kopeiuly. We are going to define in this research article that the issues of islamic religion in the works of these two poets also had an important role in the development literature. By comparing the periods when poets lived and the thematic ideological peculiarities of their works we set a goal to outline the educational moral of their works for young generation and find out common spirit peculiar for both poets.

Apart from these we discuss the idea of teaching the works of religious and enlightening poets in higher educational institutions in present.

Key words: Kazakh history, religious, enlightening, poets.

317	**RELATIONAL LEADERSHIP IN A GLOBAL MULTI-STAKEHOLDER GROUP: AN ETHNOGRAPHIC STUDY WITHIN THE ISO 26000 WORKING GROUP ON SOCIAL RESPONSIBILITY** **Yassir Yaghfouri,** American University of the Middle East, KUWAIT **Ashly Pinnington,** British University in Dubai, UAE

This article explores processes of leadership within a global multi-stakeholder group. A model of relational leadership within a global multi-stakeholder group is presented. I used grounded theory to develop a model of relational leadership within a global multi-stakeholder group. Bourdieu's relational sociology has been used as a framework for this research. This study uses grounded theory methodology to examine the context, form and dynamics of relational leadership, and consequently develop an explanatory account of its construction and deconstruction. Data was collected through participant observation using diaries for every ISO 26000 meeting attended. Findings show a significant relationship. There is though a significant limitation of this study which is the difficulty of applying or generalizing it to other settings and circumstances.

Keywords: leadership, stakeholder groups, consensus

318	**K-SAM GRADUATES FOR THE 21ST CENTURY** **Sunil Nawaratne,** Ministry of Higher Education, SRI LANKA **Gominda Ponnamperuma,** University of Colombo, SRI LANKA **Vishaka Nanayakkara,** University of Moratuwa, SRI LANKA

The two most highlighted graduate attributes today are "what the graduates know" and "what they can do". However, the 21st century organizations are looking for two more graduate profile characteristics: how do they behave and think (attitudes, values, professionalism and vision for life etc.) and how do they perceive the world (mindset and paradigms). Mindset and paradigms, which will be discussed in detail in the paper, are not equal to attitudes.

According to Outcome-Based Education principles, we should define Program Learning Outcomes or Intended Learning Outcomes. Those Programme Learning Outcomes or Intended Learning Outcomes can be summarized into four areas as K-SAM: K – Knowledge (theoretical and practical), S – Skills (communication, teamwork, leadership, problem solving, etc.), A – Attitudes, Values, Professionalism and Vision for Life and M – Mindset and Paradigms (how do they

perceive the world or lenses through which they view the world, which is directly linked with lifelong learning). This paper explains the new K-SAM model as a simple framework to produce the expected 21st century graduate (K-SAM graduate) from any degree program. The proposed framework is a universal model illustrated using Sri Lankan experiences as examples. This model defines the "Total Graduate Profile" and provides a novel approach to assure the total quality of the graduates linking with curriculum, teaching and learning, assessment, evaluation and continuous improvement.

Keywords: Mindset and Paradigm, Programme Learning Outcomes and Intended Learning Outcomes, K-SAM Graduate, Outcome Based Education, Lifelong Learning

319	**WHAT THEY LEARN IN/FOR INTERNET CAFES: TO RETHINKING ABOUT THE "OPENNESS" OF THE OPEN SOCIETY** **Tomohisa Hirata**, Kyoto University, JAPAN

The aim of this paper is 1) to clarify the learning which is practiced in internet cafes in Bangkok, Metro Manila, and Singapore, and which is needed to run or work at them, and 2) to propose guiding principles for providing the learning environments to people who don't have or have difficulty in maintaining their own Internet access (devices) on the basis of some cases of fieldworks conducted by the author.

More concretely, by defining the internet cafe as a store which offers personal computers and Internet access at a relatively low cost to anyone, firstly the author unravels that internet cafes in the above cities and country play a role of an Internet infrastructure for not only young people or children but also relatively poor people, and of making those "technological have-nots" to be "technological haves" according to the mapping surveys on internet cafes that figure out the disparities in the distribution of them in each area.

Secondly, the author shows some cases of the learning in/for internet cafes based on the field surveys: A) a case of a girl who doesn't have a computer in her home and has no choice but to do homework in an internet cafe (in Bangkok); B) a case of a shop assistant of an internet cafe in a nightlife spot who offers some services (translating e-mails or letters written in Thai language to English, resizing and uploading pictures to SNS, and etc.) to customers (in Bangkok); C) some cases of shop owners of the internet cafe who started their business with the money they earned by working abroad (in Metro Manila); D) a case of a Filipina woman, working as an domestic helper, who learned how to use a computer (in Singapore). Through these case studies, the author explains their socio-economic backgrounds which generate their learning in/for internet cafes, and at the same time, which restrict their learning to the learning only in/for internet cafes.

Finally, by considering (a summary of) a speech of a Minister of State for Trade & Industry and Manpower at the 1st Foreign Domestic Workers Day held at Singapore in 2010, in which it is referred that a Filipina domestic worker who submitted a business plan to set up an internet cafe in her hometown and received the best student award in the small business enterprise course at a job-training center, the author rethinks about the "openness" of the open society to propose guiding principles for providing the learning environments with the Internet to people as a conclusion.

Keywords: internet café, migration, openness, comparative sociology, cultural anthropology

322 | **CONSTRUCTION OF THE SCHOOL-BASED CURRICULUM LEADERSHIP — A NATIONAL PROJECT IN CHINA MAINLAND**
Na Lucy Wei, National Center for School Curriculum and Textbook Development, Ministry of Education of China, CHINA

The Children's entry ratio to primary school reached 99.9% in China mainland (national statistics, 2012), with the ratio over 99.0% since Year 1999 and the compulsory education realized to be free of charge in Year 2008. Based on the fact that every child has the opportunity to go to school, the quality of education has been advocated nationally (MOE documents). Statistics showed that students' performance was related to the condition of the schools in which they studied (SAAE statistics, 2008, 2009, 2010 and 2011). Therefore, the on-going national project, Construction of the School-Based Curriculum Leadership has been carried out since Year 2012 by National Center for School Curriculum and Textbook Development, Ministry of Education of China and 6 regions at the county level joined the project as the first group.

With the continuous supervision or instruction of particularly invited educational experts, especially the SWOT training in November 2013, the 2-day activity on construction of school-based curriculum leadership reporting given by 30 headmasters from kindergartens, primary schools and middle schools was carried out in Nan'an district, Chongqing located in southwest of China, in July 2014. Based on the analysis of the reports by headmasters, it could be seen that headmasters or teachers have abundant experience on teaching, but lack of educational theory. Many schools need to be provided with more knowledge to further understand their school running believes and to link the believes with their practice better. Some schools showed strong research ability on integrating and exploring textbooks, assessing students' performance, etc., through their school projects, while some were still at the level to survey the teachers' attitude and interest to the project and what they should and want to do, rather than going further. It also could be found that the curriculum leadership is related to the schools' economical situation.

Construction of school-based curriculum leadership needs schoolmasters' and teachers' motivation to and efforts on individuals' professional development and team spirits to make progress together. Regionally, it needs the help with the aspects of professional leadership. Nationally, it is also necessary to supply with the professional help and policy guarantee. No matter at which level, financial support plays an important role.

The coming year, 2015, will be the last year of the first period of the project, Construction of School-Based Curriculum Leadership. More findings are expected to be shared.

Keywords: school-based, curriculum leadership, project

323	**THE ROLE OF XINJIANG IN ASIAN POLITICS OF 21ST CENTURY** **Kusum Saba,** National University of Modern Languages, PAKISTAN

The economic axis of gravity has moved from the West to Asia over the last decade, particularly following the financial crisis of 2008 when people started to recognize the importance of Asia as the world's engine of growth. The present paper aims to describe the geostrategic position of China in Asian leadership in 21st century through its sixth total landmass and biggest province i.e., Xinjiang. Through Xinjiang China has a good opportunity to develop the financial markets in Asia. For China, Xinjiang forms a gate way to Central Asia and constitutes a center in Asia to enter in European and Muslim world. Through Silk Routs, it connects the three continents of world. It is located at the junction of the world's most important regions i.e., South Asia, Central Asia and the adjacent Western Asia and Europe. This geostrategic place of China (if used with the collaboration of three continents) paved the way for the service of the nations in cultural spheres. These cultural relations can lessen tensions in political and economic fields. It implies the qualitative and quantitative methods by using the balance of power theory.

Becquelin's Xinjiang in Nineties, and both Gladney & Bovington's Inner Asia are valuable works. And present mostly scholarship on this topic deals with China's leadership role in 21st century and its relationship with regional parts, so there is a gap of literature on China's role using Xinjiang as the central point of Asia. My humble effort is to fill this gap in scholarship.

Keywords: asia, china, xinjiang, silk routs, theory.

336	**SCHOOL ADMINISTRATORS AND QUALITY SECONDARY SCHOOL EDUCATION IN NIGERIA**

Isa Yuguda Kotirde, UTHM, MALAYSIA
Jailani MD Yunos, UTHM, MALAYSIA
Suleiman Anaf Yahya, UTHM, MALAYSIA

The school administration and quality of secondary education in Nigeria, the administrator find it not easy to carry out their administrative services accurately and diligently as prescribed by the process of achieving the laid down goals. The main aim of this study is to highlights administrative roles of secondary school principals for quality and efficiency. The purpose aims at reviewing the issue of administrators for quality of Secondary school education in Nigeria. Data was obtained from literature review, interviews, government agencies and documents. The data was analysed descriptively and using basic means aimed at giving a clear and detailed overview of issues. Based on the findings it can be concluded that the administrators of secondary school for quality education is becoming a serious problem that is yet to be properly addressed in Nigerian Secondary School. The roles of the administrators in meeting these inverse issues were also examined as the chief executive who manages the school finance and who can use his ingenuity to utilizes the little resources which is available to complement government's efforts, provision and maintenance of physical facilities, administrators are curriculum monitors and instructional supervisors do consider himself as a good model to be emulated with an element of dynamisms that can observed drastically motivator and quick change facilitator. Effective instructional delivery and maintenance of standards in the school system are enhanced through regular checking both internal and external supervision of the school and must be fully concerned with the physical environment and other facilities around the school corners for quality education.. However, as the chief administrator he will maintain the roles of discipline both academic and non-academic staffs

Key words: administrator, quality education, secondary school and nigeria

337	**E-LEARNING, V-LEARNING, M-LEARNING, D-LEARNING, O-LEARNING, P-LEARNING, U-LEARNING, F(LIPPED)-LEARNING: WHAT ARE THE IMPLICATIONS FOR LEARNING THEORIES, LEARNERS AND PEDAGOGY?**

Wan Ng, University of New South Wales, AUSTRALIA

The penetration of technology, particularly mobile technology, into our everyday lives is evident everywhere we look. A World Bank report indicated that there were more than 6 billion mobile phone subscriptions worldwide in 2011 (World Bank, 2012) while the International Telecommunication Union reported the subscription figure to be around 6.8 billion for 2012 (ITU, 2013). Kelly and Minges (2012, p. 8) in the World Bank report declared that this global pace of growth in

mobile phone uptake is "unmatched in the history of technology", with the addition that the developing countries are now more mobile than the developed world. For users in both developed and developing countries, there is now an almost limitless pool of mobile applications (apps) that users could access. Kelly and Minges (2012) further added that we are now seeing only the beginning of the growth curve in mobile technology. The prediction is that with mobile devices becoming more powerful and affordable, the 'apps' economy will continue to grow and there will be an 18-fold increase in mobile data traffic between 2011 and 2016 (Cisco, 2012). While mobile devices are creating unprecedented opportunities for employment, education, and entertainment in developing countries, they are also making a great impact in developed countries, in particular through smartphones and tablets. The ITU (2014) reported that in developed countries mobile-broadband penetration (wireless Internet access through a mobile device) will reach 84% (of their populations) by the end of 2014.

In the 2010s, our lives are comprehensively integrated into the digital world. Patrik Cerwall (2012), Head of Strategic Marketing and Intelligence at Ericsson stated that as the connected and networked society is taking shape, mobility is becoming an integral part of our everyday lives and future. The mobile devices that students possess enable them to engage in mobile learning (m-learning) that is ubiquitous (u-learning) or pervasive (p-learning). They are able to access learning materials and interact with other learners online (o-learning) from a distance (d-learning) in classrooms that are virtual (v-learning) or flipped (fl-learning). While this paper does not attempt to tease out the differences (some of them subtle) between the different terms, it argues that we need to look at e-learning, the encompassing term for learning with digital technologies, and review the way students make use of and learn with digital technologies in the 21st century, including long-established learning theories. These in turn will have implications on pedagogy. The discussion in the paper will centre on a recent Smart Science Initiative funded by the Australian Government.

Keywords: e-learning, v-learning, m-learning, o-learning, d-learning, p-learning, u-learning, f-learning, learning theories, pedagogy

338 | **THE EFFECTIVENESS OF JAPAN GRASSROOTS ASSISTANCE PROGRAMME IN EMPOWERING WOMEN IN THEIR SOCIAL AND ECONOMIC LIFE: A QUALITATIVE STUDY IN TURKEY**
Senem Elcin Berber, Hacettepe University, TURKEY

To ensure sustainability and sustainable development requires providing equaliy for all aspects of the society. In this sense, providing gender equality should be a must for each development initiative. Equality between women and men leads to poverty reduction and economic growth for every person.

According to UN Women, women represent two thirds of the poor in Asia. Economic insecurity is part of a cycle of disadvantage for women, often caused by discrimination in employment and education. Poverty magnifies this disadvantage by leading to poor health outcomes, limited decision-making power and few opportunities for women to pull themselves out of poverty in Asia. This situation is same in Turkey, as well.

The Government of Japan aims to meet basic needs of disadvantaged people in the community within the scope of "Grant Assistance for Grassroots Projects" (GGP) programme in Turkey since 2000. In this framework, the Japan Government provided maintenance and equipment support to municipalities and NGOs in order to increase women's participation in social and economic life.

The aim of study is to determine in what extent women's basic traning needs that are essential for their fully participation in socio – economic life, will be met within the scope of GGP Program and relevant Turkish legislation. In 2010, field visits were paid and semi structured interview form was carried out to 38 women living in Adıyaman and Ankara Province. In depth interviews were conducted a total of 4 representatives of relevant municipalities and NGOs.

As one of findings of the study, it can be concluded that women have liabilities as household traditional role, saving responsibilities and household work play a significant role in daily responsibilities of women. In the research, care responsibilities have been regard as impediment for individual development.

Keywords: feminization of poverty, patriarchy, vocational training, grassroots development assistance

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339	**GENDER – WATER NEXUS IN RURAL AZERBAIJAN : FINDINGS OF A FIELD RESEARCH IN GOYCHAY AND AGDASH RAYONS** **Senem Elcin Berber,** Hacettepe University, TURKEY **Anar Valiyev,** Baku State University, Azerbaijan

Azerbaijan Human Development Report in 2007 emphasized that patriarchal dominance in Azerbaijan has widened the gap between men and women, chiefly by limiting women's public participation, restricting their personal freedom and rights, and emphasizing their procreative function.

Gender development in Azerbaijan exhibits the beginnings of transition from feminized perceptions on the equality of the sexes to the understanding of gender equality as part and parcel of human rights. The right to water and sanitation services and the right to participate in local decision – making are some of important areas to empower women in the country.

International organizations and projects draw attention to gender equality in water and sanitation services in line with national development plans. As one of these initiatives, ADB financed Water Supply and Sanitation Program aims at improving public health and environment by promoting the quality, reliability, and sustainability of water supply and sanitation services in the selected secondary towns.

The objective of the research is to determine female community members' needs and specify safeguard measures to provide equal utilization of natural resources between women and men in rural Azerbaijan. Within the scope of the research, socio - economic surveys conducted to a total of 507 community members in 2010 and semi - structured interviews were conducted to 202 women in Agdash and Goychay Rayons in 2011.

Keywords: democratic governance, patriarchy, gender, environmental feminism

341	**CONSIGNED TO VICTIMHOOD: NARRATIVES OF RESISTANCE FROM CHILDREN OF ABERLOUR ORPHANAGE** **David Divine,** Durham University, UNITED KINGDOM

Exploring meta narratives, their underlying assumptions and claims to universality, can unintentionally give the impression that such dominant modes of thinking and behaviour in societies, precludes spaces for alternatives within such regions. The paper presented outlines research on adults reflecting upon their childhoods spent largely in an orphanage in Scotland and highlights key elements which influenced their adult life course. The research found that children, young people and adults, can re-invent themselves, transform their circumstances of origin by self-learning, taking on the responsibility of initiating change and assuming leadership and direction of their own lives with the support of caring adults and peers. Such contesting of the meta narrative of eternal victimhood as a result of one's childhood origins of being cared for by the State in residential care as opposed to the birth family, contradicts the accepted negative predictions of policy makers, academics and legislators in terms of educational, emotional, mental health well-being and criminal justice outcomes (Zachari, 2010; Kendrick, 2012). The research focuses on one such residential facility, a 'total institution' according to Goffman (1961), an orphanage which was established in 1875 and closed in 1967. During its 92-year period of operation, 6,000 children and young people passed through its corridors (Abrams, 1998). There is a gap in the literature about what happened in such institutions and how the experience of living in them, influenced the lives of residents after discharge. Using concepts employed by Finch (2007) of 'family-like,' 'displaying families', and resulting relationships, combined with theoretical insights of Lorde (1979) on belonging, awareness of self, identifying what one has in common with specific others and acting on that recognition, levels of understanding were created which triggered the potential for

residents of the orphanage to think about -and see themselves-differently to that depicted in the meta narrative. This paper aims to fill this gap and provides insights for policy and practice with regards to such children in the future care of the State. Semi structured in-depth interviews took place with 22 former child residents of the orphanage, ages ranging from 58-82, and nine former staff members and service providers to the orphanage. Employing the use of (Auto) biographical, ethnographic and case study approaches, combined with visual methodology, a picture emerges of negotiated lives which 'transcended predictions of failure' (Dominelli, 2011).

What can we learn from each other about how such transformation takes place and how can we use such knowledge to prepare the children and young people of tomorrow to assume their rightful place in society as educated, confident, proficient contributors as well as consumers?

Keywords: meta-narratives, victimhood, agency, resistance, subversion, transformation, potential realized

342	**CREATING THE SEAMLESS SCREEN STORY** **Colin Schumacher,** MMO, AUSTRALIA

Advanced techniques in screen production and screen literacy. This workshop/paper introduces the conference to the pedagogies of his recent doctoral research in advanced techniques in screen literacy, screen subtext and screen production that screen directors employ to direct the audience's gaze on screen.

With emergent screen technologies - mobile phones with evolving video capability, there exists an increasing volume of screen consumption by primary and secondary school students, however a paucity of understanding and criticism of advanced screen literacy and screen sub-text. "It is estimated that by the end of high school, the average student will have spent 15,000 hours watching TV and only 11,000 hours in the classroom" (Davison, 2010).

This paper is an illuminating study of professional screen directing skills and techniques for elevating the quality of screen (film and television) viewing and making in K-12 screen consumption and projects. Along with many other educators, the author considers that the 21st school /university should incorporate advanced studies in professional screen literacy and screen subtext. Reference will be made to his recent doctoral research and will present some of his pedagogies of advanced directing techniques used by professional screen directors to position and flow the audience inside the screen narrative. Reference will also be made to cognitivists such as Robert Solso and the saccadic and foveal behaviours of the eye, and the eye's responses to film images. These techniques deserve to be shared with the consumers - teachers and students, who are swiftly becoming creators using evolving mobile screen technologies.

Colin will draw on his many years of television industry writing and directing experience plus teaching in Thailand, Singapore and Malaysia and Australia, including the BA Television Production degree at Charles Sturt University with particular reference to frame content and frame manipulation. Plus his teaching work Rajabhat University, Thailand.

Colin will be screening, discussing and analysing examples of advanced screen techniques and pedagogies used to direct the audience's gaze on screen in order to elevate the participants' understanding of screen literacy. He has trialled this workshop content with over five hundred Visual Arts, Drama, Dance and English teachers who present screen studies to stages 4,5 and 6 secondary students and now forms part of his doctoral study. He will discuss his pedagogies of Creating the Seamless Screen Story for application in the contemporary classroom. His text book of the same name will be published in 2015.
Colin Schumacher. Thailand/Australia. e:colin@colinschumacher.com

The Creating the Seamless Screen Story and all the Making Meaning OnScreen workshops are endorsed by the Australiand Institute of Teachers.
Connections being made with:
1. Professional screen directors' techniques and skills
2. Emergent screen technologies
3. Doctoral research in contemporary screen literacy and screen subtext
4. Hybridised classrooms and teaching resources
5. Position and flow of the director/audience relationship inside the screen narrative.

Keywords: film, literacy, seamless, narrative

| 346 | **TRANSFORMATION OF LEISURE: AN ANALYSIS OF MASS MEDIA PRESENTATIONS OF PRE/ AND POST COLONIAL AFRICAN SOCIETIES - LESSONS FOR ASIA?**
Aretha Asakitikpi, Monash South Africa, SOUTH AFRICA |

Leisure is an integral part of many African societies and a major aspect of this definition is food. In pre-colonial societies food did not only serve a biological function but it was also a means of intense social interaction based on a preconceived notion of labour. The close affinity of food with leisure and labour has, however, undergone significant transformation in post-colonial African urban societies in consonance with the socio-cultural changes that were initiated during the colonial administration on the continent. This paper considers the consequences of transformations of food related leisure activities in African urban societies where the result of leisure is a reward from the labour of its preparation. Food related leisure activities are often triggered off by major milestones in life that call for celebration such as birth, material and social advancement, marriage and

even death. To better understand the transforming relationship between food, leisure and labour, the study obtained data from two major mass media forms (namely ethnographic reports from autobiographies and anthropological accounts; and the upcoming African home video depictions) to analyse leisure transformations in African societies. Ethnographic reports were gleaned to reconstruct the worldviews associated with pre-colonial definitions of leisure and labour through food production and consumption against the backdrop of present day depictions of this relationship as shown in African films. A qualitative analysis of the data was done in relation to: the production and preparation of food (labour), the context within which the food is shared and eaten (leisure) and the social and symbolic interpretations of the individuals involved. The data obtained is discussed within the framework of social and economic development theories. The qualitative analysis of the mass media representations indicate that transformations exist in relation to the ideology behind food preparation as the food producers now have limited connection with the leisure activity while the representation of the food consumed and the method of consumption is more diverse thus redefining the reason behind the leisure activity. The paper draws salient lessons to be learnt from the study in relation to labour, leisure and development. It notes in its discussion of transformations that in many African societies, consumers of leisure no longer feel the need to include physical activities in their definition of leisure as this is interpreted as removing the essence of leisure. While labour is defined in relation to personal gains and development as against the pre-colonial concept of communal labour for social development. This has resulted in more urban Africans aspiring to become consumers of leisure rather than producer of leisure hinged on some form of labour. It is hoped that through this paper discussions in relation to cultural attitudes of labour and leisure as practiced in Asia can be made.

Keywords: leisure, african socieities, mass media, labour

348	**THE SPIRITUAL DIMENSION TO ORGANIZATIONAL COMMITMENT AND WELLBEING: SOME FINDINGS FROM USM** **James Campbell**, Deakin University, AUSTRALIA **Yen Siew Hwa,** Universiti Sains Malaysia, MALAYSIA

The leadership role that educational institutions play in society requires commitment by staff to the institution, its values and objectives. Without commitment it is hard to envisage how any organization committed to leading or advancing knowledge can truly achieve its goals. Problems of institutions 'leading' in their society and achieving desired social and educational goals are thus deeply informed by the problem of commitment. What is commitment and what influences commitment in educational organizations? Spirituality in work occurs or manifests when people work with a committed attitude; they find a kind of meaning and purpose, a kind of fulfillment which means the workplace can be a

place where people can express their whole or entire selves. Spirituality in this discourse deals with issues such as finding meaning in work, honesty, trust, shared vision, integrity, interconnectedness with other employees and the organization. This study examines the extent of non tangible forms of spirituality at workplace on organizational commitment. This study involved the academic staff from three campuses of Universiti Sains Malaysia (USM) which are the Main Campus, Engineering Campus and Health Campus. A sample of 376 respondents was gathered amongst the academic staff from these three campuses. The sample size was chosen based on the population size at a precision level of 5% and confidence interval (CI) of 95% which is about 350. The random stratification of academic staff was selected based on the number of academic staff in each school whereby further sampling within the schools was considered based on rank such as professor and associate professors; senior lecturers and lecturers classifications. Methods used include factor analysis and multiple regression analysis. Factor analysis was used to reduce large numbers of explanatory variables for commitment and workplace spirituality. Organizational commitment was measured based on a modified version of an instrument previously developed and validated by Rego et al. (2007).

Spirituality as a workplace dimension was measured by 18 items five-likert scales based on various sources which include Rego and Cunha (2008) and Milliman et al. (2003). We obtained three factors that explained organizational commitment: affective commitment, continuance commitment and normative commitment. This study found that affective and normative commitments are positively influenced by workplace spirituality which are explained by three factors: alignment between organizational and individual values; sense of contribution to community; and opportunity for inner life. We find that one of the central ways in which staff is bound to the organization is because their work recognises and has a spiritual dimension. Recognising the spiritual dimension to work and furthermore understanding that this dimension has a link to staff commitment is of significance in debates over organizational leadership, the securing of organizational objectives and the wellbeing of organizational culture.

Understanding the spiritual dimension to work is a beginning to understanding and engaging the deep issue of reintegrating and reenergising the soul back into work. Stemming from our findings and supported from a broad literature around the issue of meaning in work we find that the problem of spirituality and deep meaning in the workplace is a critical issue for organizational achievement. We conclude by suggesting that discussions of leadership and learning in organizations must contend with and engage the issue of spirituality and meaning for staff.

Keywords: spirituality, commitment, university, leadership, academic staff

350 **WEBOMETRICS RANKING IN THE CONTEXT OF ACCESSIBILITY OF HIGHER EDUCATION**

Margarita Bershadskaya, Research University-Higher School of Economics, RUSSIAN FEDERATION

Yulia Voznesenskaya, Modern University for the Humanities, RUSSIAN FEDERATION

Olga Karpenko, Modern University for the Humanities, RUSSIAN FEDERATION

The problem of access to education is particularly relevant for developing countries, especially for Asia with a growing population and increasing demand for higher education. In this context it is important to analyze the results of Webometrics ranking of world universities – the only one of the global rankings stimulating the development of not only the elite but also of mass higher education.

In publications devoted to the analysis of Webometrics the problems of mass higher education are not considered. The purpose of this study is a comparative assessment of the development of mass higher education in the regions and countries on the basis of the results of Webometrics.

Main tasks: assessment of the scale of higher education in the regions and individual countries; assessment of the quality of mass higher education; study of the growth of the network activity of Russian universities (2007-2014). The methodology is based on the comparison of the number of universities in the country/region included in several thousands of best universities in the world (6 indicators: N2000, N3000, N4000, N5000, N10000, N20000). Evaluation of the quality of mass higher education is made on a conditional parameter - the share of ranked universities in the country/region included in top 5000 (N5000) in the total number of ranked universities among 20000 (N20000). Growth of network activity of Russian universities is estimated by indicators N3000, N5000, N20000. Originality of research: new aspects of leadership of countries and regions in the Webometrics ranking, their quantitative expression. Among new facts – the leadership of China by the conditional indicator of quality of mass higher education.

Keywords: accessibility, Webometrics, mass higher education, network activity, world rankings.

| 352 | **(INTER)NATIONAL CHURCH NETWORKING FOR THE YOUTH: LESSONS FROM HUNGARY?** |
| | **Éva Szontágh,** Hungarian Academy of Sciences Centre for Social Sciences, HUNGARY |

My research focuses on exploring cross-border networking activity of the Reformed Church in Hungary. Present paper analyzes "international" youth cooperation in the Hungarian-speaking community by identifying both formal and informal platforms, harmonic and dissonant elements of this process. In my study I use both primary and secondary data sources. In the first phase regulations, declarations, program guides and websites have been examined. In the second prong of the research three semi-structured expert interviews, one phone interview and one written report have been analyzed. Furthermore, participating observation has been used as a complementary method.

According to my findings, creating cross-border Reformed youth networks is a product of an intentional, innovative, time- and energy-consuming fourteen-year process led by the Youth Office of the Reformed Church in Hungary. At the beginning, an occasional, sometimes conflict-ridden communication and non-representative presence could be observed. As a result of the above process a multi-level cooperation, representative presence and a balanced partnership has been emerged. The symbol of systematic and institutionalized relations might be the Carpathian Basin Youth Consultation Forum, composed of eighty-six youth leaders from Hungary and four neighboring countries.

The Hungarian case study may highlight some parallel Asian network phenomena as well. As a brief outlook, one remarkable Taiwanese initiative has been referred. In conclusion: analyzing of such specific innovative - nationality- and church-based - international youth networks can provide theorists, policy makers and experts with a good practice for creating and operating networks of all types.

Keywords: innovative youth networks, church, international cooperation

359	**THE 7 HATS OF EXECUTIVE COACHING**
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	Alan Tea, Caliper Human Strategies Singapore Pte Ltd, SINGAPORE

Executive coaching is a powerful enabling tool for development and performance. It has gained much acceptance in organizations as a means to motivate, develop and retain promising executives. Even with the growing popularity of executive coaching, it is surprising to note that there is still no clear notion on what constitute executive coaching practices as reflected in the diverse perspectives in the coaching field. One possible reason for the lack of clarity and consensus in the definition of executive coaching could be due to the diverse educational background among

executive coaches and the training they received. As a result, executive coaches tend to use tools and processes they are most familiar with, within their specialized field.

In this paper, the authors hope to provide some clarity in the practice of executive coaching by identifying the different hats that executive coaches may have to wear in the course of their coaching assignments. Specifically, there are seven hats, namely, Counselor, Assessor, Learning Consultant, Idea-Bouncer, Purpose Finder, Experience Processor, and, Reality Checker.

Executive coaches will have to wear different hats at different stages of the coaching process. Sometime, coachees may dictate that their coaches wear different hats so as to meet their needs and address the issues they are facing. The seven hats provide a framework for executive coaches to structure their coaching sessions and program. They also provide valuable suggestions to executive coaches in evaluating their relative strengths and weaknesses and developing their coaching skills.

Keywords: executive coaching, leadership, hrm, hrd, od,

360	**DEVELOPING STANDARD FOR CHANGES AND INNOVATIONS IN THE EDUCATIONAL MANAGEMENT OF SECONDARY SCHOOLS IN MALAYSIA** **Jamelaa Bibi Abdullah,** Institut Aminuddin Baki, MALAYSIA **Jainabee Md Kassim,** Institut Aminuddin Baki, MALAYSIA

Standard for changes and innovations could be used as a guideline for principals to make changes and innovations in their respective schools. Such a Standard could also be used by the Ministry of Education as a tool to assess the level of changes and innovations achieved by a particular school. Thus, a study was conducted in 2010-2012, with the purpose of developing constructs of standard for changes and innovations in educational management of secondary schools in Malaysia. The study highlighted ten constructs as a result of benchmarking done in London, United Kingdom, namely i) Hiring and Firing, ii) Developing Staff, iii) Developing Students, iv) Clarity, v) Consistency, vi) Transparency, vii) Trust, viii) Momentum, ix) Outward face and x) Leadership (Communication, Performance, Actions, Courage and Humility). Five additional constructs were selected from Malaysian models of changes and innovations as found in literature, namely i) Awareness, ii) Knowledge, iii) Leadership (Self Quality, Transformation & Autonomous), iv) Relationship (Communication, Interpersonal & Collaboration) and v) Enforcement. The research design involved three phases: Phase 1: Preparing draft; Phase 2: Judgments and Phase 3: Data analysis. In data analysis phase, a survey was conducted using questionnaires formed from the Delphi research and distributed to 650 respondents. The results of factor analysis subsequently confirmed that from 15 proposed constructs in the early stage of research, only six are accepted to be

constructs of standard for changes and innovations in educational management of secondary schools in Malaysia. Six related models are i) Leadership (Communication, Performance, Concern, and Courage), ii) Learning Climate (Professional Development, Student Development, and Job Clarity), iii) School Improvement (Consistency &Transparency), iv) Autonomy, v) Momentum and vi) Appointment of Staff. It is hoped that the proposed construct of standard for changes and innovations based on the findings of this study will guide secondary schools in Malaysia in the process of making changes and innovations, and subsequently transforming them from good to great schools.

Keywords: standard,changes and innovations, secondary schools, principals, educational management

363	**INFORMATION AND COMMUNICATION RESOURCES IN THE FIELD OF LEGAL EDUCATION AND UPBRINGING: FROM THE EXPERIENCE OF THE UNESCO CHAIR IN INFORMATION TECHNOLOGIES AND LAW OF THE NATIONAL CENTER OF LEGAL INFORMATION OF THE REPUBLIC OF BELARUS** **Viktar Sharshun,** Deputy Director of the National Center of Legal Information of the Republic of Belarus, BELARUS

The National Center of Legal Information of the Republic of Belarus (NCLI) plays a very important role in the process of problem solving in legal education and upbringing, as well as in the formation of the legal culture in the Republic of Belarus.

UNESCO and NCLI signed the Agreement on establishment of the UNESCO Chair in information technologies and law of the National Center of Legal Information of the Republic of Belarus as of 29 April 2003. The Chair performs scientific and research activities in the field of legal informatization and other areas of application of information technologies in the legal sphere. The Chair participates in the creation and development of different types of information and legal resources.

The information and legal resources, containing standard legal information, are information and search systems (ISS) "STANDARD" and "STANDARD-ONLINE". The information and legal resources, containing news and legal background information, as well as providing the official publication of legal acts, include national legal Internet portal of the Republic of Belarus and the site of the UNESCO Chairs in Belarus. The portal, which is the main resource of the state in the Internet in the field of law and legal informatization, was established in accordance with the Presidential Decree as of 16 December 2002 № 609. The specialized resources, directed on formation of the legal culture of different categories of citizens, provision of help in the legal matters solution are Children's legal site (CLS) and website "Legal forum of Belarus".

CLS was created by NCLI in 2008 on the initiative of the Administration of the President of the Republic of Belarus. The main aim of its creation is a formation of adapted information environment making possible for children to get, distantly with the help of interactive tools, necessary systematized knowledge about legitimate behavior, to form a positive attitude to law as a regulator of social relations, and on the basic of game-like situations to form practical skills of solving of conflict situations with the help of legal measures.

The need to provide a platform for interactive communication on legal matters related to law enforcement, clarifying legislation implementation, led to the development in the NCLI of the website "Legal Forum of Belarus". The functioning of the site was directed on the improvement of the legal culture of its users and visitors, wide discussion of law enforcement practices on valid acts of legislation as well as on projects of legal acts, depositing the information and knowledge on the matters of law and legal informatization, promotion of legal knowledge and the development of legal culture of citizens, increase of the prestige of the legal profession profile, promotion of professional growth of young lawyers. As considering it as an important part of its activities coinciding with the UNESCO Program "Memory of the World", the Chair is actively involved in developing a number of history-oriented legal projects. The first such project "Constitutional Law of Belarus" was implemented with the support of UNESCO in 2009. The projects "Criminal law of Belarus" and "Economic law of Belarus" were implemented in 2011-2012. Currently the Center runs the work on creation of the project "Legal acts of the Byelorussian Soviet Socialist Republic".

Keywords: information and communication resources, legal education, information technology, republic of Belarus

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373	**NEW KNOWLEDGE CREATION AND CRISIS MANAGEMENT TEAM`S PERFORMANCE** **Usman Mir,** Virtual University of Pakistan, PAKISTAN **Dr. Rasheed Kosar,** UMT, PAKISTAN

Crisis is a change, resulted in an urgent problem that must be addressed immediately. As crisis are unique event, so crisis management team requires high level of creativity and needs to generate novel solution in order to cater crisis situations. Crisis management is relatively new and less explored field of study. Few attempts have been made to study how crisis management team's performance can be improved. Current study used the knowledge management lens and proposed a model for improving CMT`s performance. "Knowledge creation" concept of Nonaka and "Double loop learning" concept of Argyris have been used to develop the model. This conceptual paper will not only enrich the literature of crisis management but will also extend the applicability of knowledge management in other areas of management.

Keywords: team performance, knowledge creation, crisis management

| 378 | **RETHINKING EDUCATION – EMERGING ROLES FOR TEACHERS**
 Fatima Dar, VM Institute for Education, PAKISTAN |

Teachers play a significant and crucial role in human development. They are the overt as well as covert forces behind academic as well as behaviour development of students at every level of learning. In Pakistan, however, the role of a classroom teacher is reduced to a resilient force that mechanically fulfils lesson objectives and helps students obtain steady grades. The stated function indisputably generates academic success for students and aids cognitive development; however, it fails to ensure the systematic growth of affective attitudes among students. The result is the mass production of individuals who are cognitively smart but behaviourally challenging.

The paper will share the findings of a case study to emphasize the role of a teacher as a key determinant in nurturing key empathetic and pro-social skills among students. The study will refer to strategies which can be used by teachers to achieve better cognitive and affective learning outcomes for students. The paper will build the case for a shift in curricular vision, culture, methods of instruction and assessments for a comprehensive cognitive-affective focus. Moreover, it will call for adherence to more empathetic and compassionate teacher roles in classrooms so that students can be equipped with sound academic and affective skills for a more positive assimilation in society at large.

Keywords: teacher role, lessons, empathy, pro-social skills, curricular vision, strategies

| 379 | **PERSONAL MORAL PHILOSOPHY OF UNDERGRADUATES TOWARDS ACADEMIC DISHONESTY:**
 Dr. Jamilah Othman, Universiti Putra Malaysia, MALAYSIA
 Chan Ling Meng, Universiti Tunku Abdul Rahman, MALAYSIA
 Dr. Zoharah Omar, Universiti Putra Malaysia, MALAYSIA
 Dr. Jeffrey Lawrence D'Silva, Universiti Putra Malaysia, MALAYSIA |

Purpose: The study attempted to investigate the personal moral philosophy of undergraduates in Malaysia and the relationship with academic cheating behavior. Through the review of past studies, personal moral philosophy can consider as one of the crucial mechanism in explaining the reasons undergraduates engage in such immoral act, even though they have been educated on the importance of academic integrity and the consequences of academic cheating behavior.

Research Methodology: A self-administrated survey instrument was used to assess the level of idealism, relativism and academic cheating behavior from 620 volunteer undergraduates, located in six different universities. The data was further analysis by using descriptive analysis and one way ANOVA.

Findings: The findings showed that majority of undergraduates have higher relativism (M = 4.79) compare to idealism score (M = 4.59), and relatively low score in academic cheating behavior (M = 2.11). Besides that, it also showed that majority of undergraduates are situationist (n = 263), which indicated that they tended to reject moral rules and review the circumstances of a given situation to determine the appropriate action. Furthermore, it showed that that there are significant differences between the situationist undergraduates and subjectivist undergraduates (p = .023), situationist undergraduates with exceptionist undergraduates (p = .001) in their mean of academic cheating behaviour. However, there were no differences between the situationist undergraduates with subjectivist (p = .38).

Implications: The findings indicate the different moral characteristics of undergraduates implied different ways of perceived academic cheating behaviour. Hence, it is crucial for us to develop their moral characteristics, start from their education journey, in order to curb the phenomenon of unethical practices in the future workplace.

Keywords: idealism, relativism, academic dishonesty, personal moral philosophy, undergraduates

| 380 | **TRANSFORMING THE CONSCIOUSNESS OF FUTURE TEACHERS THROUGH STORIES**
Kashi Raj Pandey, Curtin University, AUSTRALIA
Peter Taylor, Curtin University, AUSTRALIA |

Stories bring us 'to the edge of our understanding' as something new is exposed, requiring us to reflect on and respond to our moral values and to understand that what we value has much to do with our cultural upbringings and orientations. They arouse our imagination about how deeply and securely any issues are settled in human memory. In this context, the learning activities will offer participants the opportunity to develop new understandings and visions about their place in the world from within their own cultural contexts while bringing multiple realities from learners' real-life experiences to education.

The purpose of this study is to develop a transformative model of teaching 'critical literacy' in Nepal that empowers learners to explore their personal values and societal standpoints. Primarily, this inquiry will contribute to the researcher's personal and professional growth while it will offer students the opportunity to develop new understandings and visions about their place in the world from within their own cultural contexts.

Keywords: cultural contexts, education, real life experiences, stories, transformation

| 381 | **DEVELOPING EFFECTIVE GLOBAL LEADERSHIP**
Maryam Hassanzadeh, Universiti Putra Malaysia, MALAYSIA
Abu Daud Silong, Universiti Putra Malaysia, MALAYSIA |

The main purpose of this paper is to answer the question: how can we develop an effective global leadership? It is based on a research conducted using a qualitative method involving in-depth interviews of selected participants who have the experiences in the field of leadership in a selected university. The interviews were then transcribed verbatim, coded and analyzed. Going to the future Malaysia will intensify its efforts to become a developed nation by 2020. Transforming the nation from middle to higher income will require leaders who are robust enough to face diverse and complex environment. With rapid globalization, there is recognition for more global leadership development. Global leadership is defined as a leader who operates on a global stage with a global mindset in a complex and diverse environment. Currently, there was a shortage of global leaders. Organizations accept this situation and need to improve in developing global leaders. As organizations' operations expand across the world, the demand for global leaders is increasing. However, many organizations are struggling with critical shortage of effective global leaders. They need the right opportunity to develop their knowledge, skills, abilities and other personality characteristics (KSAOs) to perform effectively as leaders at the global stage. There were various approaches in developing competencies for global leaders. Much emphasis was given to experience-based and action learning such as international assignments, working with multicultural teams and first hand global leadership experience. Based on the findings recommendations are made for developing effective global leadership.

Keywords: developing global leadership, effective global leadership, global leadership,   global leadership in malaysia, global leaders

| 382 | **GLOBAL LEADERSHIP COMPETENCIES**
Maryam Hassanzadeh, Universiti Putra Malaysia, MALAYSIA
Abu Daud Silong, Universiti Putra Malaysia, MALAYSIA
Azizan Asmuni, Universiti Putra Malaysia, MALAYSIA
Nor Wahiza Abd Wahat, Universiti Putra Malaysia, MALAYSIA |

This paper explores the conceptualization of global leadership and identification of global leadership competencies. It attempts to answer what are the competencies for global leadership? Terrel and Rosenbusch (2013) indicated that global leaders require a unique set of global leadership competencies to effectively fulfil their roles. They further identified seven competencies for global leaders that include: (1) culture awareness and sensitivity, (2) global mindset or perspectives, (3) learning from experiences, (4) developing and maintaining relationships, (5) communication, (6) traits or attitudes, and (7) knowledge and skills. Other authors such as Tubbs and Schultz (2006), Perwitt et al. (2011), Rhinesmith (1996), Caliguiri

(2006) and Ket de Vries (2005) also have discussed on the importance to describe and identify global leadership competencies. Many organizations do not even have a set of global leadership competencies. Most have only competencies related to domestic leaders. But with rapid globalization, there is recognition for the need of more global leaders. This research examined global leadership competencies. The study employed the qualitative methodology through the in-depth interviews. The interviews were conducted with past and present top leaders of a local research university. The data from the interviews were then transcribed verbatim, coded, analysed, interpreted and discussed accordingly. For the purpose of this paper initial findings related to global leadership competencies will be shared. Based on the findings recommendations will be made for improving global leadership competencies.

Keywords: global leadership, global leadership competencies, leadership, global mind-set, university leadership

387	**THE LEADERSHIP SKILL OF STUDENT ASPIRATION IN 21ST CENTURY SKILLS AMONG SECONDARY STUDENTS AT JOHOR BAHRU** **Intan Bidayu Bte Mohd Rafi,** Universiti Teknologi Malaysia, MALAYSIA **Aziz Bin Nordin,** Universiti Teknologi Malaysia, MALAYSIA

The rapid changes in worldwide demands students to equip themselves with skills that can create high quality human capital. Most of the countries in the world have included in their curriculum a new set of skills that suitable with 21st century specifically in Malaysia. In Malaysia, the Malaysia Education Blueprint has emphasize on student aspiration as a guideline that students would need to thrive in tomorrow's economy and globalised world. This paper will discuss the leadership skill based on Students Aspiration in 21st century skills. The purpose of this study was to examine the leadership skills of secondary students and examine differences by gender on nine distinct scales. The Student Leadership Inventory defined these nine scales. A total of 217 respondents were chosen to participate in the study from a population of form 2 students at school in Johor Bahru, Malaysia. Result reported moderate levels of leadership skills on all nine scales and no significance differences by gender were found. Overall, it would seem that secondary students as early age of 14 years old intact with some leadership skills. Stake holder might use this baseline skill level when designing leadership development opportunities for students.

Keywords: 21st century skills; malaysia education blueprint; student aspiration; leadership skills; johor bahru

388   **LONG-TERM AND SHORT-TERM CULTURAL FACTORS AFFECTING EDUCATION AND THE PRESENT ECONOMIC SITUATION IN ASIA AND EUROPE**
Sølve Sandaker, County Governor of Oslo and Akershus, NORWAY

Background: In the present economic crisis situation in large parts of Europe, the education system in many countries is only to a limited extent contributing to the welfare of the country in which it is a part.

In Asia the development of Chinese economy has slowed down the last two years, giving more uncertain prospects also for other countries in this region. Malaysian economy has largely had a rather stable growth over long time.

Ideas, explanations and sources: In what way can the situation for development and industry be traced back to other than specific economically related circumstances, such as the cultural situation and the content of education, the degree of unity fostered and felt within local communities and the sense of solidarity and of morality in the specific nation and in larger regional areas.

The norms and values, the social embeddedness of economy, are probably crucial to understand both how the present situation has occurred and in what way it best can be approached.

For this purpose we will try to examine and compare some writers and the interpretation of their writings concerning long-term and short-term cultural and educational challenges related to the present economic situation, among others Rousseau, Kant, von Kleist, Durkheim, Weil and Foucault.

Knowledge contribution and rationale: The full paper will be carried out for the purpose of this presentation. The contribution will be of a qualitative kind, proposing some connections that might be followed up by further investigations. The selection of focus is due to the great possibilities and general underrepresentation of cultural factors when discussing economy and society. The literature list will later be enlarged with contributions concerning cultural and economic factors, and the relevance for Malaysia and Asia. Literature (selection)

Key words: cultural factors long-term and short-term education Asia Europe

389	**Contemporary Malay Working Women Breaking Barrier and Enhancing Social Support Network and Well-Being**
	Aqeel Khan, Universiti Teknologi Malaysia, MALAYSIA
	Roslee Ahmad Universiti Teknologi Malaysia, MALAYSIA
	Mohamed Sharif Mustaffa Universiti Teknologi Malaysia, MALAYSIA
	Abdul Rahim Hamdan Universiti Teknologi Malaysia, MALAYSIA

Psychological well-being is one the important indicator of mental health. Psychological wel- being questionnaire (Ryff and Keyes (1995), social support network questionnaire (Zimet, Dahlem, Zimet & Farley, 1988) and demographic questionnaire were administered on younger Malays working women (N=100). This study investigated the role of education, religiosity, social support and well-being among contemporary Malay working women. Hypotheses of the study included: As the level of education and religiosity increases psychological well-being also increases. Social support network, education and religiosity will significantly predict the psychological well-being of Malay working women. Findings suggested Malay working women were experiencing psychological well-being as level of education and religiosity increases. Results declared that education, religiosity and social support are better predictors of psychological well-being among Malays working women. Findings discussed in terms of highlithing Malays working women breaking their barriers in this contemorary Malaysian society.

Keywords: well-being, malays women, social support

390	**SELF CONFIDENCE AND SELF DOUBT AND THEIR EFFECTS ON LEADERSHIP ATTRIBUTES AND WORK VALUES OF MALAYSIAN YOUTHS IN UNIVERSITIES AND SCHOOLS**
	Jamaliah Abdul Hamid, Universiti Putra Malaysia, MALAYSIA
	Jeffrey D'Silva Lawrence Universiti Putra Malaysia, MALAYSIA

The social contexts of youths in different education systems contain some differences. Youths in colleges and universities in Malaysia come from a mix of youths who have had temporary employment experience or no employment experience. The exposure to different role models and work settings may foster different levels of self confidence amongst undergraduates, which in turn may influence the development of their Leadership Attributes and Work Values. Both leadership and work values are important assets that employers demand from job applicants, yet there is a dearth of study on how previous employment experience may shape the formation of leadership attributes amongst young teenage workers and how their work values may differ as a result of the confidence they obtained through their employment experience. This study reports the effect of previous

employment experience on the self confidence level of young undergraduates in Malaysian universities, and how that level of confidence affects their leadership and work values.

Keywords: self-confidence, leadership attributes, work values, undergraduates

391	**EVALUATING THE ROLE OF TRANSFORMATIONAL LEADERSHIP STYLE WITH TECHNOLOGY ADOPTION? EVIDENCE FROM BRUNEIAN TECHNICAL & VOCATIONAL ESTABLISHMENTS (TVE)** **Afzaal H. Seyal,** Institute of Technology Brunei, BRUNEI

This pioneering study discusses the thirty Bruneian technical & vocational institutions administrators' leadership style and their adoption of Information and Communication Technologies (ICT). The study uses a survey approach further indicate that majority of the TV school leaders have transformational leaders style and their leadership style is related with the various uses of ICT. However, the use of technology across the curriculum is still at infancy stage. The study has found some major bottlenecks for the lack of practice. The computer expertise variable has an impact on the overall ICT usage along with leadership style. The statistical significance test ANOVA and post-hoc comparison has noticed a difference in mean of novice classification and of advanced level of computer expertise. Based upon the analysis some recommendations are made for the relevant authorities.

Keywords: information and communication technology (ict), technology leadership, tve institutions, leadership style, brunei darussalam

392	**MANAGING INSTRUCTION TO REFORM INDONESIAN SCHOOLS: LOCAL PERCEPTIONS AND PRACTICES OF LEADERSHIP** **Umiati Jawas,** INDONESIA

School reform has been implementing in Indonesia schools since 2003 to improve education quality. However, an examination of the Indonesian profile of various indexes on its students' performance indicates a steady substandard performance. Lack of management efficiency at local school levels and the poor direction provided to the teaching staff are identified as the problematic conditions indicating shortcomings particularly in terms of leading, teaching, and learning. This study done in 2011 sought to explore and examine local perceptions and practices of how principals as school leaders manage instruction as a part of their school reform programs.

The study was designed is an exploratory sequential mixed-methods. The initial in-depth interviews revealed five main practices of managing instruction. Some of the identified practices were local practices influenced by either Indonesian socio-

economic, cultural or educational values, or the combination of such values. When further investigated in the quantitative phase, some of the identified practices were perceived differently by principals and teachers. Although there was a significant awareness of the importance of the practices, it did not necessarily lead to increased frequency of these practices and the subsequent perceptions of their influence on instructional improvements.

The findings suggest that the perceptions and practices performed by principals have a significant influence on teachers. They imply that principals have the capacity to create changes in their schools. This capacity when used to introduce new directions and targets of reform as alternatives to current conditions and outcomes, can be a very effective medium for the change process to take place.

Keywords: school reform, managing instruction, leadership, perceptions, practices

| 395 | **RELATIONSHIP BETWEEN SCHOOL CLIMATE, JOB SATISFACTION AND JOB PERFORMANCE OF SECONDARY SCHOOL TEACHERS IN PUNJAB**
Muhammad Saeed, University of the Punjab, PAKISTAN
Abdul Waheed, University of the Punjab, PAKISTAN |

The present study investigated the relationship between school climate, job satisfaction and job performance of secondary school teachers in Lahore.The main objective was to find out the relationship between school climate and job satisfaction and the relationship between job satisfaction and job performance of secondary school teachers. The study was co-relational in nature. Data was collected from 250 male secondary school teachers drawn at random from 30 government schools of Lahore. A self-designed questionnaire was used a tool for data collection, the instrument contained 94 closed-ended (at 5-point scale) and 2 open ended questions. It was validated through experts' opinion. One Way ANOVA was applied to determine the relationship between school climate, job satisfaction and job performance. It was found that there was a significant difference between school climate and job performance but there was no significant difference between job satisfaction and job performance of secondary school teachers in Lahore.

Keywords: school climate, job satisfaction, job performance

397	**TEACHERS' AND STUDENTS' PERCEPTIONS OF THE COMMUNICATIVE LANGUAGE TEACHING METHODOLOGY IN THE CALL ENVIRONMENT: A CASE STUDY**
	Zahida Mansoor, National University of Computer and Emerging Sciences, PAKISTAN
	Summaira Sarfraz, National University of Computer and Emerging Sciences, PAKISTAN

With the increase in the promotion of communicative language teaching approach in the English language classroom, the importance of designing relevant activities and their execution in the communicative environment remain a challenge for the English language teachers of the non native speakers of English language. The aim of the study is to assess the teachers' and students' perceptions of the communicative language teaching methodology in the Computer Assisted Language Learning environment to ensure the effectiveness in the language learning. The subjects of the study were fifty students registered in the first semester English Language course of the Computer Science Degree Program at FAST National University of Computer and Emerging Sciences. The data was collected from the communicative language activities and a questionnaire survey administered to the participants at the end of the semester for recording their perceptions. The results indicate that the overall perceptions of the teachers and students show positive attitude towards the communicative language teaching approach. However, some variation in their perceptions regarding the appropriateness of the activities was also reported. Analysis of the variation can serve as a basis for the development of English language content suitable for specific learners' needs.

Keywords: call, communicative language teaching, perceptions, communicative activities

398	**COALBED METHANE GENERATION THROUGH MICROBIAL CONSORTIUM**
	Mehar Ali Kazi, University of Sindh, Jamshoro, PAKISTAN
	Pir Roshan Shah Rashdi, PAKISTAN
	Syed Farman Ali Shah, PAKISTAN

The sustainable development of any country is linked, in so many ways, to the strength and growth of the power/ energy sector of the country. Pakistan has large and extensive reservoirs of coal (source of energy) most of which still remain 'unexploited'- waiting for their proper utilization to give better results towards the social and economic development. The purpose of this paper is to share about an innovative method of methane gas generation from coal and discuss its implications for sustainable development in Pakistan. The most dominant method of power generation from coal in Pakistan is based on thermogenic principles. In

thermogenic method, coal is burned and produces steam which, in turn, is converted into power/ energy generation. This is an expensive method, especially due to its negative environmental hazards, whereas, 'Biogenic Method' is a safe and clean technology for producing natural gas by applying bacterial consortium. The Biogenic Method is executed underground and, therefore, its environmental disturbances are very limited. The Biogenic Method, if applied on a large scale, can immensely help the under-developed areas of Pakistan with huge reservoirs. The implementation of this methodology has the potential to unleash the untapped reservoirs of coals in Pakistan, which will contribute to the agenda of sustainable development in the country. The proposal has its implications for STI policy in Pakistan. Given that the technology is developed, new programmes will be initiated in the science and technology domain in the Pakistan.

Keywords: methane, coal, sustainability

400	**SHORT TERM EFFECT OF NEUROFEEDBACK TREATMENT: A CASE STUDY IN MILD AUTISM SPECTRUM DISORDER** **Wong Siao Yen,** Happy Land Special Edu Centre, MALAYSIA **Yeo Kee Jiar,** UTM, MALAYSIA

Autism is a global issue that has been highly studied and researched, however until today there is no known best method to improve both their social and engagement abilities. Since Autism is not a disease, thus no single treatment will work the best. The best treatment will always be the one that is able to meet all the areas of need for the individual. This paper aims at identifying the outcome of Neurofeedback Therapy on a 9-year-old child, Richard who has been diagnosed as mild autism spectrum disorder (ASD) by psychologist. He displayed a number of spectrum disorders including repetitive movement, language delay, poor socialization, poor eye contact, high activity level, poor toilet training and he exhibited impulsivity and high activity level. He has been 'rejected' by many educational centres and just when the family was about to give up hope, her mother identify neurofeedback as one of the last resorts to improve his condition. After 16 sessions, Richard has been noted with several positive changes in most of the diagnostic dimensions defining autism in DSM-IV including speech ability. Neurofeedback has been proven as 'no-risk' treatment, played an important role in helping children with ASD to improve in speech impairment, this is significant as speech ability is always a challenging area for the child and the family.

Keywords: neurofeedback, mild autism spectrum disorder, therapy, autism, treatment

401	**A PROPOSAL FOR SELF – ORGANIZING PROFESSIONAL DEVELOPMENT OF TEACHERS: EVIDENCES FROM A PRIVATE SCHOOL IN PAKISTAN** **Amin Uddin,** Engro Fertilizers Ltd., PAKISTAN

There are various models of teachers' professional development. Among most of the models external control and monitoring seems to the most dominant thread. Monitoring and evaluation are considered as tools of management to demine both the learning and performance of teachers in private context of schooling in Pakistan. The trust deficit between school leadership and teachers put the teachers in to a defensive mode due to which the environment of learning and sharing weakens. We tied a new model of professional development of teachers based on self-organizing principles to a greater extent. The key characteristics of the model were: teachers initiated learning agenda; absence of reporting to senior management, no official discussions and no write ups. Teachers are informed of weak areas in general and requested to make pairs and visit classes and provide feedback to each other only.

Initially a peer coaching system which was monitored by the school management were designed and implemented. The management monitored the process through written reports of the teachers. On the basis of data, the external monitoring aspects such as submission of reports were removed. Under modified design, the teachers were allowed to visit any teachers' class and were allowed not to submit their experience in writing.

This has paid off incredibly as many teachers started visiting each other's classes and positive indicators were observed. The outcomes of this new learning model were that teachers started to work on their weaknesses, sense of fear was reduced, social relations were improved, teachers started to take initiatives and a culture of learning established itself. The findings of this study has implications for how professional development of teachers in conceptualized dominantly in private school sector in Pakistan.

Keywords: private school, Pakistan, organizing professional development for teachers

402	**MOTIVATION ORIENTATION AND LEARNING STRATEGIES AMONG ACCOUNTING STUDENTS AND EDUCATION STUDENTS : A CASE STUDY IN HIGHER EDUCATION INSTITUTION** **Suhaida Abdul Kadir,** Universiti Putra Malaysia, MALAYSIA **Rosmila Senik,** Universiti Putra Malaysia, MALAYSIA **Rosnani Jusoh,** Universiti Putra Malaysia, MALAYSIA

Learning motivation determine students' motivated behavior in encouraging student to choose learning task, high engagement in learning, and be persistence in

completing their study. Accounting field is known as dried and very technical in nature whereas education field is more toward humanistic education. The purpose of this study is to explore motivation orientation and learning strategies among students in accounting field as well as education field. A questionnaire, translated from Motivated Strategies for Learning Questionnaire (Pintrich & DeGroot, 1990) is used to obtained data from 166 students from one public university. Finding of the study shows that education students have higher motivation orientation compare with accounting students. The findings also show that students from education field score higher in various learning strategy, compared to accounting students. The results of the study suggest that education students are more motivated in their study and willing to use various learning strategy. Lecturers need to be more aware their students motivation orientation and guide them in using study skills.

Keywords: accounting student, motivation, learning strategy

403	**THE NEED AND PROSPECTS OF ONLINE EDUCATION IN PAKISTAN** **Kashif Siddiqui,** Electronic Education Learn (eeLearn), PAKISTAN

The following write up, aims to create awareness among the stake holders of education that the time has come to take serious interest in promoting Online Education /Distance learning in Pakistan, which is still a very much an unexplored area in Pakistan. A critical analysis is done on the current need and future prospects of online education in the context of higher education in Pakistan. The paper highlights the new dimensions and emerging opportunity areas that are there to tap for the entrepreneurs, educationists, social scientists and students. I have been associated with the educational system of Pakistan for the last 20 years. In early 90s I started my career as a teacher and gradually progressed to different educational management level positions. Currently I am associated with MS Online Education (Pvt.) Ltd. The organization aims to provide access of local students to the Online and On-campus courses offered by different UK, USA and German Universities.

Currently around 1.5 million students are enrolled in different universities in Pakistan. The majority of these enrollments are in on-campus courses. In addition, a good number of students every year get themselves enrolled in on-campus courses of foreign universities. In this scenario the introduction of Online education in Pakistan would have multiple benefits for all the stake holders; the introduction would open new doors for the Pakistani students, it would be an opportunity for the international universities to make inroads in the Pakistani market, local universities would be compelled to raise educational standards and provide quality services to students, new jobs would be created for the educated class of Pakistan and above all it would promote the higher education in Pakistan.

However, all this would depend on two major factors: the cost of the courses offered and the national and international accreditation of the degrees which are offered. For this efforts should be made to convince the international universities to come up with special discounted packages for the Pakistani market and at the same time the Pakistan Government should play its role in promoting this new medium of education in Pakistan.

Keywords: e-learning, online education, Pakistan

404	**HAS LEADERSHIP PLAY IMPORTANT ROLE IN LEADING COMMITMENT TO CHANGE? (STUDIES CONDUCTED IN VARIOUS STATE-OWNED COMPANIES IN INDONESIA)** **Wustari L.H. Mangundjaya,** Faculty of Psychology, Universitas Indonesia, INDONESIA

Change cannot be avoided for every organization. In this regard, in order to survive, every organization needs to change, and the change program should be successful, as there were many change programs that were not successful. Previous researches and experts have mentioned that leader has played and important role in the success of organizational change, but still organizational change programwas not achieved effectively. This paper is to identify the role of change leadership in leading Commitment to Change. The study was conducted in 3 types state owned companies: one telecommunication company (N=267), two construction companies (N=186), and two financial instutions (N=539), which have conducted changes in their companies. Data were collected using convenience sampling with 5 questionnaires, namely: Change Leadership, Commitment to Change, Organizational Trust, Job Satisfaction, and Psychological Empowerment. Data were analysed using multiple regression, SEM and descriptive analysis. The results showed that there are various results about the role of change leadership in commitment to change. Furthermore, results also showed that leader should be able to develop employee's trust to the organization; as well as psychological empowerment and job satisfaction in order to achieve high employee's commitment to change, as those three variables are mediators between change leadership and commitment to change. The implications of this study can contribute to organizational change management, in which leader as a change agent should be able to develop the three variables before, during and after organizational change in order to develop employee's commitment to change.

Keywords: organizational change, change leadership, commitment to change, psychological empowerment, organizational trust, and job satisfaction.

405	**CONCEPT OF LEADERSHIP CAPABILITY OF TEAM LEADERS IN CONSTRUCTION INDUSTRY**

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Wilfredo Herrera Libunao, Universiti Teknologi Malaysia, MALAYSIA

This research was conducted to identify the concept of leadership capability for Malaysia construction industry team leaders. Developments in the construction industry such as the growing volume of activity, rising number of active stakeholders, technology advancement, global competition, and demand for fast-track completion, have created many distinct challenges. This is in line with one of the mandates of Malaysia's Construction Industry Development Board (CIDB) is to serve as a gateway for Construction Industry Players to get involved in the international construction marketplace, with the aim of enabling them to earn leadership positions in overseas ventures; as well as maintaining an open exchange of information with construction leaders worldwide. This however, calls for a better understanding of leadership and leadership skills required in the national and international construction industry. Construction industry in Malaysia must unleash its potential as a source of wealth creation and provide opportunity for the betterment of quality of life. In ensuring the quality of workmanship at construction sites, supervisory skills of site supervisors need to be enhanced. Undoubtedly, the role of research in determining the specific leadership skills and the needed core capabilities cannot be over-emphasized. This study used qualitative approach which is in-depth interview was selected and purposeful sampling was employed in selecting 15 research participants involving team leaders and Human Resource Manager. The data was analyzed using content and thematic analyses. This study found that the respondents understood what leadership is and the elements necessary to an effective leadership. The results of this study indicate that they had a basic knowledge of leadership and they had to enhance themselves with the elements in the concept to enable them to become better and more competitive leaders.

406	**AN EMPIRICAL STUDY ON THE EFFECTIVE UTILIZATION OF TACIT KNOWLEDGE**

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Purpose: To identify the facilitators of leadership enriched culture for effective utilization of tacit knowledge to attain high firm performance.
Methodology: This paper moves towards an understanding of the overall facilitators of leadership enriched culture. We begin with the knowledge literature. We then explore the importance of leadership enriched culture, techniques of tacit

knowledge. Finally, we engage an integrated model to explore the task driven factors that can be followed by a leader for effective utilization of tacit knowledge techniques.

Theoretical contributions: Tacit knowledge has tremendous value when made available to the right people at the right time. A precondition to activate tacit knowledge is to make sure that the leader is able to identify the relevant tacit knowledge in the organization.

Implications: This paper, addresses about an ideal corporate culture where the leader adopts the best HR practices, Infrastructure and Organizational climate for effective utilization of TK techniques which leads to sustained Organizational Performance.

Keywords: leadership, corporate culture, tacit knowledge, techniques, performance

407	THE IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM) IMPACTING EMPLOYEE'S PERFORMANCE THROUGH PERCEIVED ORGANISATIONAL LEARNING IN THE MAN POWER AGENCIES OF INTERNATIONAL AIRLINE AT CHENNAI INTERNATIONAL AIRPORT, TAMIL NADU, INDIA - AN EMPIRICAL STUDY **Colin Crispin Chellaiah,** VIT Business School, VIT University, INDIA **A. Vasumathi,** VIT Business School, VIT University, INDIA

In the present competitive environment of any business, the management expects excellent performance from all their employees. In the same way, employees' learn policies from management, motivation guidance from the superior to perform different tasks in the organization. The researcher has chosen one of the leading man power agencies in India, managing eight international airlines. A prolonged attrition has been observed in the company. Once the employees can perform better in different organizational commitments and tasks, which may leads to low attrition rate in the organization. The study has been undertaken to analyze if the impact of SHRM through organizational learning to boost the employee's performance and to bring the organization to its forefront. This study is conducted for 100 customer service agents of a Manpower agency at Chennai International airport by distributing well-structured questionnaire. The linkage between the organizational learning and the employee's outcome would be interpreted by employing statistical tools. Speculating the results of the findings would trace out the various ways to perform better in the organization and also recommend suggestions for the organizations to actively manage the human resources. The researchers found that the company treats the employees differently based upon the gender, age, designation and working experience. Using multiple regression analysis, it is found that the age and designation are the important variable in

predicting the response towards the company provides good support tools and equipment to carry out their accomplishment.

Keywords: shrm, impact, job satisfaction, performance, organizational commitment and learning.

414	**ACCOUNTABILITY OF CORRUPTION FREE SCHOOL LEADERSHIP ROLE ON STUDENTS AND CONSEQUENCES FOR SOCIAL SYSTEM** **Awwalu Muhammad Inuwa,** University Sains Malaysia, MALAYSIA **Najeemah Binti Mohammad Yusof,** University Sains Malaysia, MALAYSIA

School leadership roles has long being challenged with issues of accountability, as it is accorded all values for human social re-creation (skills, knowledge, attitudes) into society and sectors of social systems. The paper highlights on the consequences of positive and productive school leadership accountability as it affects students' character. This equally captures the fact that unproductive school leadership role that is corrupt will affects students negatively. But the challenges are complex expectations of larger community on school leadership roles to be positively productive to students. Expectations on school leadership accountability can be either objective or subjective. Despite the above contradicting positions, the paper argued that school leadership roles that are free from corruption will go a long way to create positive teaching and learning environments. This will lead to productive attributes of students' character which consequently will be required by sectors and subsectors of society (social system). Therefore, attitudes of teachers and school leaders should be free from all forms of corrupt practices (passive & active), because students learn all nature of lessons (direct/indirect/planed/unplanned) from all socio-academic and non-academic interaction. Whatever students learn in schools has boomerang effects on social system, either to be productive, honest, functional, dedicating, fraudulent, invitational, and objective. These attribute will later manifest in the respective graduates life's and places of work (sectors/subsectors of social system). This paper further discusses why social systems (institutions/sectors) and individual families in society attach all faults or praises of productive and unproductive graduates to school leadership accountability.

415	**RESPONSES OF AN AUTISTIC CHILD TO A CULTURAL GAME: A CASE STUDY** **Azimah Abdullah,** University Sains Malaysia, MALAYSIA **Aswati Hamzah,** University Sains Malaysia, MALAYSIA

A qualitative case study was conducted to investigate the effect of an innovative cultural game on an autistic child. The cultural game was adapted from Galah Panjang (Long Pole), a traditional Malay game, as an approach for autistic children

to engage in play. It aimed to capitalize on the educational elements that are contained in the cultural game from educational psychology perspectives. Details about the innovative cultural game are discussed in this paper. In addition, an analysis was done on the game as a therapeutic tool and a catalyst to observe cognitive and social responses in the autistic child. The researcher tested the game in a pilot study. The observation technique was used to investigate the cognitive and social responses of the child during play. Results showed that the game triggered elements of cognitive and social responses during the play.

Keywords: game, cultural, autistic children, cognitive, social.

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417   **COGNITIVE DIAGNOSTIC ASSESSMENT (CDA) FOR LEARNING: ROLES AND SIGNIFICANCE**
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TAN Phei Ling, University Sains Malaysia, MALAYSIA
LIM Chap Sam, University Sains Malaysia, MALAYSIA

This paper discusses the roles and significance of cognitive diagnostic assessment (CDA) in education. CDA is an alternative assessment that aims to provide fine-grained analysis of learners' skill mastery profiles (Jang, 2009) and students' cognitive knowledge state. Literature search shows the most commonly used models of CDA in recent studies are Rule Space Model; DINA Model; Attribute Hierarchy Model and Fusion Model. CDA is most commonly studied in the learning of English language (critical reading, comprehension) and mathematics (algebra, numbers). In addition, this paper will give a brief description of the historical development of CDA. Specific discussion will focus on two CDA studies in mathematics learning to highlight the roles and significance of CDA in mathematics teaching and learning.

Keywords: CDA, learning, education

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419   **NANOTECHNOLOGY: ANOTHER WAY TO ADDRESS EDUCATION FOR SUSTAINABLE DEVELOPMENT**
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Sustainable Development and Education for Sustainable Development are among the most important agendas of the 21st century. In fact sustaining the development of a country in a sustainable manner has been put forward as one of the top priority agendas of the nation. In managing progress of a country, current students who will be required to make informed decisions in the near future should be taught sustainable ways of performing tasks. In other words practices in sustainable development should be imparted from the time children are in school.

Nanotechnology is recognized as one of the modern technologies in science that manipulates materials in the scale of nano. In the nanoscale, materials behave differently as compared to materials in the micro and macro scales. Therefore, nanotechnology has a huge potential to create a spark and contribute not only to the development of the economy and the environment but also in the sustainable development of the country and region as a whole. Nanotechnology can and is being implemented in various areas including energy, water, minerals and others to support sustainable development. In this paper, the integration of nanoscience and nanotechnology at the school level will be discussed. This integration provides a context to discuss sustainable development and education for sustainable development in schools.

Keywords: nanotechnology, education, sustainable development

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TEACHING STYLE OF TEACHER EDUCATOR IN MALAYSIA
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Prof Madya Dr Abdul Rahim bin Hamdan, Universiti Teknologi Malaysia, MALAYSIA

The study aimed to explore the profile of teaching styles of lecturers in teacher training in Malaysia. This study employed a survey method using questionnaire to collect data from 472 lecturers of Institut Pendidikan Guru Malaysia. The instrument used was a set of questionnaire modified from the Grasha Teaching Style. The data was analyzed using descriptive and inferential statistics. The result showed that lecturers used all five teaching styles in the Grasha model. The three teaching styles frequently used were the facilitator style, the personal model and the expert style while delegator being the least used style. The MANOVA analysis showed there were significant differences in teaching style based on lecturer's gender and teaching area in IPG.

Keyword: teaching style, facilitator, personal model, expert

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INTEGRATING MEDIATED LEARNING EXPERIENCE (MLE) AND CREATIVE PEDAGOGY APPROACH: A FUTURE FORM OF PEDAGOGY FOR VALUES-BASED EDUCATION IN ASIA
Aswati Hamzah, University Sains Malaysia, MALAYSIA
Teo Lai Yong, University Sains Malaysia, MALAYSIA

Regardless of cultural and geographical context, education of all forms in general share a common mission and vision of nurturing and developing good virtues among humankind. Values-based education provides a specific platform for the establishment of good values and morals for human beings worldwide. Good values and moral human beings become the ultimate outcome aimed for in the

education of all nations and countries. In Asia, values and the Asian culture is synonymous. It is in the centuries old tradition of Asian cultures to emphasize values in everyday living. However, values education in Asia seems to have lost its "Asian-ism" with globalisation that has resulted in, not only a world without boundaries digitally, but also has affected the learning environment of schools in Asia. Applying a critical lens centering on values-based education is relevant to understand the global phenomena of decaying values among adolescents in school. In Asia, values-based education is taught through specific subject matter and across disciplines. In Malaysia specifically, values-based education is directly taught in Islamic Studies and Moral Education. Currently there exists a gap between the importance of values taught in the classroom and the pedagogy practices of the teachers in teaching values to the students. Students do not seem to understand the importance and the meaning of values. The "changing" values taught in the classroom add to this concern. Thus, this gap opens a space to take a closer look at the existing pedagogical practices of values-based education, and to suggest an alternative for values education classes in Asia, specifically in Malaysia. In "stabilizing" the values taught in schools, scholars have suggested using Islamic universal values as the base for teaching values-based education. An integration of Feuerstein's theory of Mediated Learning Experience (MLE) and creative pedagogy approach is proposed to provide a nurturing environment for these students. MLE advocates mediation where learning needs to be intentional to be effective. Creative pedagogy approach underpins teaching and learning which promote the philosophy of educating the "the head", "the heart" and "the hands" (3H), each of which is related to moral development. With this integration, it is hoped that there would emerge a nurturing and motivating learning environment for these students.

Keywords: values education, Mediated Learning Experience (MLE), creative pedagogy approach

422	**MODIFIED IMPACT FACTOR (MIF) IN HEALTH SCIENCES** **Muhammad Iftikhar &Tan Tek Song,**

Despite much opposition, journal impact factor is still the gold standard in the field of biometrics. Its opposition is mainly because of inter and intra disciplinary discrepancies. The issues of comparison of the impact factors (IF) of different disciplines are just like the comparison of oranges to apples. Journal Modified Impact Factor (MIF) at discipline, branch and specialty levels have been introduced without jeopardizing the existing concept of Journal Impact Factor (JIF/IF) by Thomson and Reuters. Color coding has been used to sub-classify e.g., disciplines, branches and specialties. In this method, the Highest ISI Journal Impact Factor (JIF) was taken as a reference point and considered as 100% for that particular field or group. MIF of other groups was calculated accordingly to remove those discrepancies by normalization. This new method will help universities, academicians, researchers as well as post-graduate students to identify their proper

place values at the specialty level in the era of advancing biometrics in general & journal reputation, in particular.

Keywords- biometric; impact factor; citation index; normalized impact factor; Journal Citation Report

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423	**DEVELOPING THE WRITING TOOL WEBQLM TO SUPPORT COLLABORATIVE WRITING IN THE ESL CLASSROOM**
	Tan Ooi Leng Choo, University Sains Malaysia, MALAYSIA
	Tan Kok Eng, University Sains Malaysia, MALAYSIA

Many web-based learning resources and tools have been developed to support effective learning in the ESL classroom. These web-learning tools are reported to have the potential to support a learning environment which allows students to explore knowledge beyond the classroom boundaries, thus, giving them the opportunity to improve the four language skills. To be effective, web-based tools should be developed with sound pedagogical principles. This paper reports the process in the development of WebQLM, a web-based learning module with authentic tasks for writing. WebQLM is designed based on an integrated instructional design model which combines ADDIE Instructional Design Model and Keller ARCS Motivational Design Model. The aim of developing WebQLM is to promote collaborative writing and enhance students' writing performance in the teaching and learning of argumentative writing. This paper also reports on the evaluation of WebQLM by a small group of Lower Six Arts stream students from a high school in Penang.

Keywords: WebQLM, collaborative writing, ESL classroom

424	**DEVELOPING WEB-BASED LESSONS TO TEACH WRITING IN THE ESL CONTEXT**
	Kok-Eng Tan, University Sains Malaysia, MALAYSIA

With the prevalence of ICT in everyday lives and the awareness of its importance in teaching and learning, some teachers in Malaysia do make use of Internet resources and even conduct lessons in a webbed environment. For English teachers, wholesale adoption of online materials and lessons may be problematic given the language proficiency and needs of our L2 learners. Thus our teachers have to use their local wisdom to develop effective teaching tools that are sensitive to the local context, local examination requirements and student needs. This paper introduces two online writing tools for use in web-based lessons. These tools have been separately developed by two practising English teachers based on sound pedagogical principles. The first tool known as Narrative Writing II is accessible via Facebook and is suitable for a small group of students at Form 4 (Year 10) level.

The second tool known as WebQLM contains four units to teach argumentative writing and is for whole class use at Form 6 (Year 12) level. Each tool is also investigated in a study with specific research questions. While this paper does not cover in-depth the research involving the tools, it presents some highlights of the development and interesting results of the investigation of each tool. The paper ends with a brief comparison of the two tools and their accompanying studies as well as some lessons learned in the area of ICT integration for the teaching and learning of writing among ESL learners.

Keywords: ESL, web-based writing, teaching writing

| 425 | **TEACHING READING THROUGH FACEBOOK**
Sheela Nadarajan, University Sains Malaysia, MALAYSIA
Muhamad Kamarul Kabilan, Universiti Sains Malaysia, MALAYSIA |

The success or failure of pupils in school in all subjects depends on their ability to read and understand. Much research have shown that the skill acquired in reading could promote the acquisition of other language skills like listening, speaking and writing. Within the Malaysian context, reading is an activity that is fast losing appeal as other forms of media gain popularity especially the web 2.0 technologies. Bearing this in mind the researcher experimented the use of Facebook to teach reading comprehension. The main objective of this study was to investigate students' ability in reading online and choosing a suitable reading comprehension passage for discussion via FB. Different topics relevant to the syllabus were given to each group of 3 students. The task was to read and understand articles relevant to the topics given via online and choose a comprehension article to post on the dates given. This project created a reason for students to read. At the same time, they monitored their comprehension , reviewed content of the article chosen and related what they had learned to what they already knew. Using a qualitative approach, data obtained showed that the students exhibited positive reading habits and engaged in learner centered activities. The main findings from this study showed that the use of facebook could inculcate collaboration and cooperation among group members where they discussed sentence accuracy and choice of words to use especially when replying to their friends. This study provided students with a lot of language practice which developed their reading ability. New media technologies in education offer the opportunity to practise English even outside the classroom, promote intensive reading, giving students the confidence and motivation to continue their reading.

Keywords: E-learning, teaching reading, facebook

426   **THE PATTERNS OF TRADE IN MALAYSIA TOWARDS THE WORLD MARKET**
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Razali Shahul Hameed, University College of Technology Sarawak, MALAYSIA

This study analyzes and examines how Malaysia's economic structure and trade patterns in terms of its Revealed Comparative Advantage and its trade shares have changed during the period of study between 1980 till 2009. The paper shows that whilst the structural transformation of the Malaysian economy over the last 50 years has been spectacular, more recently it is being moderately if not severely, affected by the global economic condition. Often dubbed "lucky country" because of its wealth of mineral resources and fertile soils, Malaysia did not rest on her laurels but took decisive steps to progress from an economy dependent on agriculture and primary commodities to a manufacturing based, export driven economy spurred on by high technology, knowledge based and capital intensive industries. However her strong dependency on exports especially to the US market will very likely affect her economy looking at the recent global financial crisis that started there. Malaysia's target to become one of the world's high income countries has brought her to focus more on the high technology intensive products in terms of increasing her export share to the world market's while low technology product are still the highest contributor her share of exports according to Malaysia's factor intensity analysis in this paper. This paper recommends that Malaysia should also focus on the primary or low technology intensive products since she has a dependable advantage in this type of production.

Keywords: patterns of trade, Malaysia, world market

427   **ELEMENTS OF CREATIVITY AND INNOVATION IN SCIENCE TEACHING AMONG PRIMARY SCHOOL TEACHERS IN 21ST CENTURY**
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Hashimah Mohd Yunus, University Sains Malaysia, MALAYSIA
Nurul Izzah Laisa Abu Hassan, University Sains Malaysia, MALAYSIA

Malaysia's education goal is to produce human capitals that are creative, innovative and highly skilled. To that end, each teacher who has been appointed should have the knowledge and pedagogical practices of quality to keep pace with the demands of globalization in the 21st century. Thus, the purpose of this study was to identify the level of knowledge and practice of teachers about creative and innovative teaching in Primary Science subjects. It also seeks to identify the relationship between knowledge and creative teaching practices. A total of 678 primary school science teachers from Peninsular Malaysia were involved in this research. Data were collected using a questionnaire developed by the researchers based on the Directed Creative Process Model which has 24 items and a high validity of 0.944 and 0.941 for the domain of knowledge and practice respectively.

Overall, the results show that 7.5% of the Malaysian primary school science teachers had a low level of knowledge, 69.1% had a moderate level of knowledge and 23.4% had a high level of knowledge with creative and innovative elements in teaching science. In terms of creative and innovative practices, 13.9% had a low level practice, 68.4% had a moderate level of practice and 17.8% had high levels. However, the study showed a strong significant relationship between knowledge and practice of science teachers for teaching creatively and innovatively with r = 0.664. It is hoped that these findings will contribute to the improvement of primary science teaching by integrating more elements of creative and innovative in teachers' practices in the future.

Keywords: Creativity, Innovation, Science, Primary School, 21st Century

428 **INQUIRY PATTERNS AMONG PRIVATE PRESCHOOL TEACHERS IN PENANG**
Nooraida Yakob, University Sains Malaysia, MALAYSIA
Hashimah Mohd Yunus, University Sains Malaysia, MALAYSIA
Teh Kai Li, University Sains Malaysia, MALAYSIA

The Inquiry-based approach is a method of teaching that would enable children to construct meanings based on their own understanding. This study aims to identify the patterns of inquiry-based approach and the preferred inquiry-based characteristics that teacher's practice. A total of 50 private pre-school teachers in Penang were involved in this study. Data was collected using a questionnaire adapted from Cavas et al. (2013) and Race (2001). The questionnaire consisted of four constructs with 30 items, namely Limited Inquiry (7 items), Structured Inquiry (7 items), Guided Inquiry (8 items) and Open Inquiry (8 items). All constructs have high reliability, ranging from 0.861 to 0.907. Quantitative data was analyzed using the descriptive analysis: mean and percentage. The findings illustrated that pre-school teachers have implemented Limited and Structured Inquiry into their teaching. In terms of inquiry characteristics, the findings showed that for Limited Inquiry, 70.6% of the teachers preferred to use books that were provided by the administrators as their main reference, with the reasoning that children learn better using books and 80.9% teachers preferred to do drill practice since children learn well using drilling practice. As for Structured Inquiry, however, 80.6% of the teachers liked to give instructions to preschoolers to carry out observations, investigations and find information in order to make a conclusion. The findings revealed that teachers in private preschools provided limited opportunities to children to explore in their learning process and teachers were still the main figure in the classroom to disseminate knowledge. A further study is needed to clarify reasons on why this situation is still happening in the 21st century.

Key words: limited inquiry, structured inquiry, preschool teachers

429	**TEACHER'S TEACHING AND LEARNING PRACTICES FOR EARLY CHILDHOOD EDUCATION IN THE 21st CENTURY** **Noor Miza binti Abdul Rahman,** University Sains Malaysia, MALAYSIA **Anna Christina binti Abdullah,** University Sains Malaysia, MALAYSIA

Children are an important national asset. The quality of these assets must be safeguarded in their various developmental domains. All educators involved need to utilise appropriate practices in the process of educating children. Therefore, educators play a key role in creating a learning and teaching environment that encourages mastery of competencies in self-management and information gathering, and the building of resiliency among children. What is the prerequisite educational culture that should be embraced by educators? What are the appropriate learning processes that children need to navigate through? This article will attempt to address these questions as well as propose some of the necessary 21ˢᵗ century skills that could be incorporated in early childhood education. Application of student-centred teaching and learning that is collaborative and authentic, the use of information and communication technology, project-based learning and discovery through inquiry are pedagogies consistent with the development of 21ˢᵗ century skills. Learning experiences for the 21ˢᵗ century must be authentic to enable children to face the challenges posed by globalization without neglecting moral values and humanitarian concerns. These elements must be nurtured in early childhood education as the foundation for later identity formation within the landscape of high-tech life. Education reform to meet 21ˢᵗ century needs require the extensive involvement of all parties.

Keywords: 21ˢᵗ Century skills, early childhood education

430	**DIMENSIONS IN AN ISLAMIC COUNSELING MODEL** **Nik Rosila Nik Yaacob,** University Sains Malaysia, MALAYSIA **Abdul Ghani Kanesan,** University Sains Malaysia, MALAYSIA **Najeemah Md. Yusof,** University Sains Malaysia, MALAYSIA **Abdul Rashid Mohamad,** University Sains Malaysia, MALAYSIA

Religion and spirituality are often part of the client's problem. They can also be part of the client's solution. The role of religion and spirituality should not be underestimated as both can be utilized as therapeutic tools in the counseling practice. The purpose of this paper is to discuss the dimensions in an Islamic counseling model. What follows in this paper concerning dimensions in Islamic counseling is based on the worldview of Islam and derived from scholarly and original sources of knowledge in Islam to verify and elucidate some of the relevant matters. The four dimensions are aqidah, syariah, akhlak, and philosophy.

In addition, the paper will also discuss the concept of mental health from a religious-cultural conception that plays an important role in developing a well-balanced personality.

Keywords: islamic counseling, dimensions, well-balanced personality

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432	**PROJECT APPROACH FACILITATES MORAL CHARACTER DEVELOPMENT** **Ng Sook Gun**, University Sains Malaysia, MALAYSIA **Anna Christina Abdullah**, University Sains Malaysia, MALAYSIA

Project work, which involves children in on-going investigations of events and phenomena around them, is usually undertaken by a whole class or small groups of children within a class. By providing children with opportunities to interact with people and environment, project which acts as a collaborative activity enhances the character development of children. This paper aims to investigate the effect of incorporating the integrated moral character development construct with the Project Approach among preschool children who are new to project work. A class of 21 six-year-old children in a Malaysia National Preschool was chosen to carry out their first project of studying the house components. Video-recorded conversations and teacher's reflective writings were collected during the project. The data were analysed and interpreted following hermeneutics analysis method. It was found that the children whilst pursuing their shared goals they showed confidence and commitment in making their project a success. As the teacher continually look for methods to help the children in solving conflicts and achieving goals, the children unconsciously involve themselves in a unity of knowing, affection and action which facilitate moral character development in real and authentic learning environment through Project Approach.

Keywords: project approach, moral education, integrated moral character development, hermeneutics analysis, preschool children

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433	**MOVING BEYOND THE STRESS THRESHOLD: THE COPING STRATEGIES OF HIGH-PERFORMING ESL READERS** **Mohamad Fadhili Yahaya,** University Sains Malaysia, MALAYSIA **Abdul Rashid Mohamed,** University Sains Malaysia, MALAYSIA **Shaik Abdul Malik Mohamed Ismail,** University Sains Malaysia, MALAYSIA **Yusof Ede Petras,** University Sains Malaysia, MALAYSIA

While reading, readers would encounter different types and levels of texts. At a certain time, readers would be able to pick texts that suit not only their interest but also their level of difficulty. At other times, the texts they selected and read are texts of greater demand and higher levels of difficulty which sometimes even

beyond their threshold levels. This paper is focused on the reading and coping activities and strategies applied by high-performing ESL readers while reading texts of greater difficulty, and how these enable them to work beyond their stress threshold. The analysis involved fifty-seven high-performing ESL readers selected from a population of third semester diploma students. Based on the readers' feedbacks, reading the questions prior to reading the texts was found to be the most preferred reading activity of the fourteen reading activities identified. The reading activities were then classified into three reading strategies, with problem-solving and global reading strategies being the two most favoured reading strategies. The readers have also named fourteen coping activities used, with repeated reading being the most popular. The coping activities, were, then, categorized into five coping strategies, of which the self-control coping strategy was found to be the most widely used coping strategy. The study also found that different strategies worked well at different stress levels. For this reason, it is important that policy makers and educators work on ensuring that students would be exposed to the different reading and coping activities and strategies, so that they have the knowledge, skills and liberty to use the different strategies. This would enable students to move beyond their threshold, thus making them far more equipped to cope with any future demands.

Keywords: ESL readers, Asian century, coping strategies

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434   **EMPOWERING TEACHERS IN THE PROCESS OF PROVIDING QUALITY EDUCATION TO YOUNG CHILDREN WITH SPECIAL NEEDS: THE CASE OF AUTISM SPECTRUM DISORDERS (ASD)**
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Lee Lay Wah, University Sains Malaysia, MALAYSIA
Aznan Che Ahmad, University Sains Malaysia, MALAYSIA

In the light of Education for All, young children with special needs have the right to receive quality education in mainstream schools. We are now moving to an era of inclusive education in which social integration and equality of rights are strongly advocated to children with congenital disabilities, such as Autism Spectrum Disorders (ASD). However, many children with ASD are rejected from opportunities to receive mainstream education due to their behavioral characteristics, such as inability to pay attention, maintain interest and engage with others during classroom activities. Therefore, one way to actualize inclusive education for these children is to identify ways to help them to cope with challenges in schools. As equally importantly, there is an urgent need now to ensure that teachers are ready and equipped with the knowledge and skills to teach these children. This paper will present the development of a teacher-to-teacher training module which aims to empower teachers in the process of providing quality education to young children with Autism Spectrum Disorders. The development of the module considers the teachers' understandings of the

behavioral characteristics of children with ASD and strategies to encourage these children to participate in social communication. Research and implementation recommendations are put forward to encourage sustainable development and application of this module.

Keywords: empowering teachers, quality education, autism spectrum disorders (ASD)

435	**THE SIGNALING POWER OF THE INVESTMENT BANKS' REPUTATION ON THE PERFORMANCE OF IPOS ON BURSA MALAYSIA** **Yong Tong Lin,** PhD Candidate, University of Malaya, MALAYSIA **Dr. Rubi Ahmad,** Associate Professor, Faculty of Business and Accountancy, University of Malaya, MALAYSIA

This study examines the extent to which the reputation of the Investment Banks (IBs) affects the short and the long term performance of the Initial Public Offers (IPOs) in Malaysia. The methodologies involve in this study include devising modified methods in measuring the longer term performance from the offer prices, breaking down the reputation of the IBs into separate High & Low dummies and analyzing the data in accordance to the three separate boards of listing over the short and the long terms. As a consequence, the results of the statistical analyses are enhanced when compared to the results obtained through the conventional methodologies. The descriptive statistics of the data collected from Bursa Malaysia between 2002 and 2008 confirm that larger companies have the tendency to engage the services of the high reputation IBs that support the Mutual Choice Model. The smaller IPOs however, conform to the universal phenomenon of high Initial Returns but long term underperformance. The regression results of this study confirm that the reputation of IBs have significant influence over the performance of IPOs. However, the positive impact of the high reputation IBs is restricted to the Second Board IPOs over the short and medium terms and the negative influence of the low reputation IBs is confined to the MESDAQ companies over the medium and the long terms.

Keywords: IPO, investment bank reputation, performance.

436	**SPECIAL EDUCATION IN DEVELOPING COUNTRIES: MALAYSIA AND SAUDI ARABIA AS CASE STUDIES** **Lay Wah Lee,** Universiti Sains Malaysia, MALAYSIA **Ahmed A. Altamimi,** King Saud University, SAUDI ARABIA

In comparison with Western/developed countries, special education is considered a relatively new educational development in transitioning and developing countries such as Malaysia and Saudi Arabia. This paper traces the development of special education provisions in both Malaysia and Saudi Arabia from the perspective of policy, leadership, governance and provisions.The growth of special

education in these two countries will be contrasted with the trajectory already taken by developed countries in order to highlight issues that are similar and those that are unique for developing countries. From this comparison, it is hoped that future trends in the development of special education can be distilled and discussed.

Keywords: special education, developing countries, Malaysia, Saudi Arabia, case study

437	**THE EFFECT OF COMMUNICATIVE TASKS AND SPEAKING PROFICIENCY ON THE CHOICE OF COMMUNICATION STRATEGIES**

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Speaking proficiency is vital in day to day communication. Consequently, this paper highlights the main concepts regarding communicative tasks and speaking proficiency and their effect on the choice of communication strategies. The paper also presents past and current studies related to this topic, especially the factors affecting the choice of communication strategies among the level of high, intermediate and low proficiency and their choices of strategies to solve their language problems in particular when they encounter communication breakdown Furthermore, this paper explains how certain communicative tasks as a factor affects the choice of communication strategies. Finally, this paper provides some insights into students' selection of communication strategies to solve problems encountered during their communication process.

Keywords: communication strategies, speaking proficiency level, communicative tasks

438	**ROLE OF GOVERNMENT FOR THE DEVELOPMENT OF RURAL MALAY FAMILY-BASED HERBAL ENTREPRENEURSHIP IN MALAYSIA**

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Azimi Hamzah, Universiti Putra Malaysia, MALAYSIA
Bahaman Abu Samah, Universiti Putra Malaysia, MALAYSIA
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Rural entrepreneurship development brings about changes in the life of rural communities globally. Most of the developing and developed countries have changed their economic growth, quality of life and job creations capacity through entrepreneurship. Previous studies found that inadequate support from the government may lead to many potential rural entrepreneurs having to face problems in being successful in their endeavors. The purpose of this study is to

investigate government support provided to rural Malay herbal entrepreneurs. This is a qualitative exploratory research using the phenomenological method as it is able to provide an in-depth explanation on the issues regarding rural herbal entrepreneurship development. This study was conducted in MAHA (Malaysia Agriculture, Horticulture and Agro-tourism), Serdang, Selangor, with eight rural Malay herbal entrepreneurs from five states of Peninsular Malaysia namely Kelantan, Kedah, Pahang, Perlis and Terengganu. The results showed that the government's full support in the monitoring system is the major factor influencing rural Malay herbal entrepreneurship development. On the other hand, failure issues were explored and the most crucial factors are the lack of government's support in terms of finance, technical knowledge, human capital and its current herbal policy.

Keywords: herbal policy, rural entrepreneurship, qualitative phenomenological method, and government support

440	**A STRATEGIC HUMAN RESOURCE MANAGEMENT FRAMEWORK FOR LEARNING ORGANIZATIONS IN THE ASIAN CENTURY** **Mohd Fairuz Abd Rahim,** Multimedia University, MALAYSIA **Yin Teng Chew,** Monash University, MALAYSIA **Pervaiz K. Ahmed,** Monash University, MALAYSIA

Globalization and intense competition in the business environment forces many firms to reassess their competitive strategy to proactively create, renew and sustain their competitive advantages. Traditional organizations are now replaced by learning organizations that are skilled at creating, acquiring, and transferring knowledge and are able to continuously learn and transform by facilitating the learning of all its members. Many organizations still lack the human resource management system to support a learning organization culture that can help them to achieve competitive advantage by capitalizing the knowledge within their human capital, and translating the knowledge into greater organizational performance.

The theoretical underpinnings of this paper are the resource-based view (RBV) and knowledge-based view of (KBV) theories of the firm, which assert that organizations can achieve sustainable competitive advantage by continuously developing existing and creating new resources and capabilities from their employees, including the knowledge embedded in them. As to date, empirical evidences that include both conceptual advancement and practical business solutions are still scarce. The few recent studies linking learning and organizational performance have reported generally positive, but somewhat mixed result. Based on the review of the literature, this paper aims to propose a framework that integrates human resource management, learning organization, intellectual capital, and organizational performance.

This paper contributes to the existing body of knowledge by addressing the gaps in the literature, particularly on the role of human resource management in developing learning organizations, and mediating effects of learning organization and intellectual capital in the proposed framework. This paper also provides practical contributions by setting a benchmark for guiding organizations to systematically implement organizational learning initiatives and to justify the investments that are made to build a learning organization culture.

Keywords: human resource management, learning organization, intellectual capital, organizational performance, asian century

442	**LEADERSHIP STYLES AND ORGANIZATIONAL COMMITMENT: A STUDY OF A TOP PRIVATE UNIVERSITY IN MALAYSIA** **Mohd Fairuz Abd Rahim,** Multimedia University, MALAYSIA **Arnifa Asmawi,** Multimedia University, MALAYSIA **Muhammad Nizam Zainuddin,** Multimedia University, MALAYSIA

The higher education industry in Malaysia is becoming increasingly dynamic with public and private higher education institutions (HEIs) alike are tasked with developing the human capital that would help transform the country's production-based economy into a knowledge-based economy. In order to achieve the above aspiration, HEIs need to galvanize and mobilize its workforce to obtain the required organizational commitment and consequently led to higher staffs' involvement to ensure the success of strategic and transformational plans.

Organizational commitment is essentially the pyschological ties that bind employees with the organization. It plays a very critical role in predicting workplace behaviours such as job satisfaction, motivation and performance. Studies show that high organizational commitment leads to reduced work stress, lower employee turnover and also increased employee loyalty. Employess with strong psychological attachment with organization will likely remain and continue serving the organization. However, there is a need to understand the impact of leadership styles towards subordinates' organizational commitment in the context of HEIs.

This paper aims to investigate the relationship between leadership styles and organizational commitment among employees in a top private university. This research utilised a quantitative approach by distributing survey questionnaires to academics and non-academics in a top private university in Malaysia. The questionnaire was developed using existing scales from the literature that have been validated and proven to have good psychometric properties. 130 completed responses were analysed using the Statistical Package for Social Sciences (SPSS) software. It was found that participative leadership style has significant positive relationship with normative commitment, whereas supportive leadership was found to have positive significant relationship with affective commitment. This

paper contributes to the existing body of knowledge by showing the importance of leadership styles in improving the organizational commitment of employees. The findings also provide practical contributions by being a source of reference to the management team and the human resource department of HEIs.

Keywords: leadership styles, organizational commitment, higher education, private university, malaysia.

443	THE RELATIONSHIP BETWEEN HEADMASTERS' PRACTICES OF EMPOWERMENT AND TEACHER' ORGANIZATIONAL COMMITMENT **Nor Shahida bt Sulaiman,** Universiti Sains Malaysia, MALAYSIA **Rabiatul-Adawiah bt Ahmad Rashid,** Universiti Sains Malaysia, MALAYSIA

This study aimed at investigating the relationship between the practices of headmaster's empowerment to teachers' organizational commitment. The study was conducted in six government aided schools. This study used quantitative research methods entirely. Feedback for this study were obtained from a questionnaire by a sample of 226 teachers. Researchers have used descriptive statistics and Pearson correlation analysis to analyze the findings. Results of the analysis showed that the mean score for the level of commitment to the organization based on affective dimensions of teachers is at the middle level. The analysis also showed that there is a significant relationship between the practice of teacher empowerment and affective commitment of teachers. Besides, findings also indicated that there is a relatively weak relationship between the practice of teacher empowerment and affective commitment of teachers. Finally, this study also included some of the proposed recommendations to the leadership of the school and the research will be to enhance and expand the practice of teacher empowerment in order to influence the organizational commitment of teachers, especially in terms of the affective dimension.

Keywords: headmasters, empowerment, teacher organization

444	PHYSICS TEACHERS' INSTRUCTIONAL PRACTICES: A CASE STUDY ON TWO SUBURBAN SCHOOLS **Salmiza Salleh**, Universiti Sains Malaysia, MALAYSIA **Chong Poh Teng,** Universiti Sains Malaysia, MALAYSIA

Instructional practices are teaching methods that guide interaction in the classroom. Effective instructional practices are important to efficiently move students forward in their learning. The main purpose of this case study was to identify science teachers' instructional practices, specifically pertaining to the Physics teacher's performance in the classroom. The study involved two Physics teachers from two suburban secondary schools in one of the states in Peninsular Malaysia. The main methods of data collection were through classroom

observations and simple interviews with the respondents. The findings of the study showed that the teachers were still using 'traditional' teaching methods during their lessons. The Physics teachers have often treated themselves as a tool to deliver the course, which is very much teacher-centric. Although the teachers seem to understand the concept of quality and innovative teaching, to a certain extent, they have not been implementing these standards in their classroom. Time limitation has been highlighted as the main factor for their difficulties in practising and implementing alternative teaching strategies. This suggests the need for further investigation by the relevant authorities on the constraints faced by the teachers and also the need for further professional development to assist teachers in improving their instructional practices.

Keywords: instructional practices; science education; physics teachers, physics teaching, schools

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445 **ENVIRONMENTAL MANAGEMENT AND GREEN TECHNOLOGY IN MALAYSIA: CURRENT SITUATION, FUTURE PROSPECTS AND CHALLENGES**
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Rahmat Aidil Djubairi, University College of Technology Sarawak, MALAYSIA
Ahmad Othman, University College of Technology Sarawak, MALAYSIA

Malaysia has achieved rapid growth in industrialisation and urbanisation. However to a certain extent it is said to be at the expense of its natural environment. Increasing public awareness of environmental management coupled with stern environmental policies has exerted pressure on businesses to be more environmentally responsible. Success of Malaysian economic growth (particularly in Sabah and Sarawak) is not without negative consequences on its natural environment. The negative impacts of such a policy are becoming increasingly visible as evidenced in the natural environment deterioration observable in many places across the country.

In light of this, the paper discusses four main issues. First, it looks at the current state of environmental pollution in Malaysia (particularly in Sabah and Sarawak). Second, it deals with some available approaches that businesses can adopt to be more environmentally responsible. Third, is looking at the advancement of green technology, its understanding and to what extent it has been implemented. Lastly, on the future prospects and challenges of environmental management in the country.

Keywords: EM, green technology, Malaysia

| 446 | THE CONCEPTUAL LEARNING AND ITS EFFECT ON STUDENTS' ACHIEVEMENT: INSIGHT FROM PUBLIC AND PRIVATE SCHOOLS IN PAKISTAN
Lubna Khalid, SZABIST, PAKISTAN |

The aim of this study was to analyze causes of varied effects on students achievement due to their conceptual learning in the classrooms; conceptual learning is a catalyst for challenging students to think and organize information in logical mental structures. Further the study had investigated the students performance in two core subjects and how did they demonstrate their capacities for conceptual learning and its effects on their achievement.

The main objectives of this study is to find out that :

1. Does conceptual learning has a long term impact on the performance of the students
2. Does teachers training and teachers' education reflect through the achievement of students.
3. Difference in performance & achievement of Public schools students and Private school students due to effective leadership

Keywords: conceptual learning, achievement, classrooms, core subjects, students

| 447 | **INTEGRATION OF IPADS IN EDUCATION – A LITERATURE REVIEW**
Wong Shu Ling, Universiti Sains Malaysia, MALAYSIA
Wong Sing Ie, Universiti Sains Malaysia, MALAYSIA
Termit Kaur Ranjit Singh, Universiti Sains Malaysia, MALAYSIA |

iPads may now be considered commonly-used tablet PCs in the 21st century. It has been widely utilised in the educational field. Many researchers have studied the impact of using iPads in the classroom. This review summarizes the relevance of the integration of iPads in education. Specifically,it focuses on the studiesthat have touched upon the benefits of integrating iPads in classrooms, including positive effects on students' achievement, the learning environment and teacher professional development. The paper concludes with the findings that integration of iPads in classrooms does have a positive impact on teaching and learning in the 21st century. The review provides a foundation and direction for future research on the integration of iPads in the Malaysian teaching and learning context.

Keywords: ipads, integration of ipads, benefits, positive effects, students' achievement, teacher professional development

448	**THE EFFECTIVENESS A WEB-BASED TEACHING-LEARNING RESOURCE IN ENHANCINGYEAR SIX STUDENTS' SCIENCE UNDERSTANDING: A STUDY ON THE TOPIC OF ECLIPSES** **Sathiya Bharathi Murti,** Universiti Sains Malaysia, MALAYSIA **Termit Kaur Ranjit Singh,** Universiti Sains Malaysia, MALAYSIA

This study was carried out to investigate the effects of using a web-based teaching-learning resource with selected websites among Year Six pupils in learning Science. The pupils' perceptions about the web-based teaching and learning resource was determined. The design of the study was a quasi experimental design and the researcher used two intact classes as the sample. Several data collection techniques were used namely pre and post tests, pre and post guided interviews and drawings, semi-structured questions and an online questionnaire. The findings revealed that the pupils had several misconceptions, and could not differentiate certain concepts in Science. The online questionnaire and the semi-structured questions revealed that most of the pupils gave positive feedback on using the web-based teaching and learning resource within which were placed selected websites.

Keywords: web-based teaching and learning, teachers' perception, teaching learning resources

449	**FACULTY PERCEPTION OF ICT INTEGRATION IN A PRIVATE UNIVERSITY IN MALAYSIA** **D.Loga Vijaindran,** Universiti Sains Malaysia, MALAYSIA **Termit Kaur Ranjit Singh,** Universiti Sains Malaysia, MALAYSIA

Information and Communication Technology (ICT)plays a vital role in education in both schools and higher learning institutions. This study has been conducted to measure lecturers' perception of the ICT approach in one of the leading private universities in the northern region of Malaysia. This studyidentifies the attributes that influence attitudes in using ICT in the teaching approachin higher learning institutions. Descriptive analysis focusing on cross tabulation was used to analyze the data to display the connections between the lecturers' demographic attributes and their perception of ICT as well as to identify the pattern of usage of ICT in their teaching and learning process. This study also discusses the ways to enhance educators' knowledge in ICT.

Keywords: ICT, higher learning institutions, teaching and learning

453	**THE INTEGRATION OF NEW MEDIA IN MALAYSIAN SCHOOLS: HOW DOES THE POLICY COMPARES TO THE ACTUAL PRACTICE?** **Nurzali Ismail,** Universiti Sains Malaysia, MALAYSIA

Beyond policy, this paper investigates the actual practice related to the integration of new media in Malaysian schools. Despite continuous government effort to integrate new media in Malaysian schools, the use of digital technologies for teaching and learning in the classroom remains limited. This study suggests, that apart from the issue related to the state of technological infrastructure, other related factors including school's leadership and policy and teachers' attitudes and knowledge of new media can also influence the integration of digital technologies into the classroom. For this reason, it is important for schools in Malaysia to develop a comprehensive policy of new media in order to ensure that the technological infrastructure is carefully managed and maintained. Schools also should provide teachers with continuous professional development opportunities in order to ensure that their knowledge and skills of new media remain relevant in the constantly changing digital environment.

Keywords: new media; teaching and learning; educational policy

454	**LEADERSHIP FOR INNOVATION IN SCIENCE TEACHING AND LEARNING: EXPERIENCES FROM THE MOBILE SCIENCE LAB PROGRAM** **Maznah Ali**, Universiti Sains Malaysia, MALAYSIA **Nooraida Yaakob,** Universiti Sains Malaysia, MALAYSIA **Abdul Rashid Mohamed,** Universiti Sains Malaysia, MALAYSIA **Mohd Ali Samsudin,** Universiti Sains Malaysia, MALAYSIA

Effective leadership and strategic innovations are essential to ensure innovative ideas are embedded and utilised to enhance productivity and support student learning. To make this happen it takes leadership, innovation and commitment to on-going professional development. Great leaders help develop a shared vision, understand everyone's needs and ensure that everyone has a voice. Thus, the reform should not happen from a top-down approach that ignores the importance of understanding the input given by science teachers as they are the ones who will be the key players in implementing the innovation in science teaching and learning. This kind of leadership approach emphasizes the elements within the community as authentic resources for innovation in science teaching and learning. Science leaders must cultivate a leadership network consisting of the district officer, principals, and science teachers to implement science education reform at all levels of the school system. The Mobile Science Lab program is designed to

ensure that the community acts as the co-educator for the reform. Although the Mobile Science Lab program originated from university academicians, the program provides the opportunity for the academicians and science teachers to learn from each other so that innovation takes place in science teaching and learning.

Keywords: leadership, innovation, mobile science lab

455	**EMERGING TEACHING AND LEARNING TECHNIQUES: A VIDEO- BASED ACTIVITIES TO ENHANCE LISTENING AND SPEAKING SKILLS AMONG ESL TEACHER TRAINEES OF TEACHER EDUCATION INSTITUTES.** **Dayang Maheran Ahmed,** Universiti Sains Malaysia, MALAYSIA **Siti Nur Yusof,** Universiti Sains Malaysia, MALAYSIA

Teacher trainees of ESL in most Asian countries use English as second language. The training of listening and speaking skills for the trainees are generally on approximating their speech as closely as possible to a native speaker (NS) model. Based on a comprehensive training module, the ESL teacher trainees are trained to teach listening and speaking skills effectively to the pupils. But then, less focus is given on enhancing their own listening and speaking skills.

Therefore, we will present a meaningful video-based listening and speaking activities that simultaneously enhance the ESL teacher trainees' listening and speaking skills as well as to encourage and promote English speaking skills among them. Basically, three main activities based on video viewing that effectively carried out with the trainees will be presented. Among them is using question prompts to elicit critical oral responses based on selected movies and video clips. These video-based activities are found practical to be shared with other Asian teacher training institutions as the facilitators believe that most of the Asian countries shared the similar vision and mission in training and grooming the ESL teacher trainees.

Keywords: teaching techniques, video based activities, listening and speaking skills

458	**THE TEACHER AS QUESTIONER IN SOCRATIC QUESTIONING** **Dr. Husniah Sahamid,** Universiti Sains Malaysia, MALAYSIA

To survive and adapt to the complexities and demands of a challenging world, students now need to be equipped with critical thinking skills. The traditional method of teaching has to make way to more effective methods that take into account these new "complexities" and challenges. The teacher's practice of 'Intellectual traits' when conducting Socratic questioning allows for students to develop critical thinking: the student is engaged in dialogue and is required to

think, express and justify his own ideas and thoughts, thus pushing the student beyond mere recall of information. In this session, the researcher shares with the audience some adaptations made to a teaching strategy focusing on the teacher's role when employing Socratic Questioning.

Keywords: teacher questioning, Socratic questioning, critical thinking.

459	**A COMPARATIVE STUDY ON THE INNOVATIVE NARRATIVE WRITING PLATFORM IN URBAN AND SUB-URBAN SECONDARY SCHOOLS**

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Nagaletchimee Annamalai, Universiti Sains Malaysia, MALAYSIA
Tan Kok Eng, Universiti Sains Malaysia, MALAYSIA

The study investigated the use of the innovative platform in two schools: an urban and a sub-urban school in the northern region of Malaysia. Twelve students and two teachers were involved in this study. The study explored four aspects of writing; content, organization, language and vocabulary. The investigation was largely guided by the online interaction archives and the students' experiences while engaged in the platform. The online interactions archives were categorised based on the Community of Inquiry model (CoI) suggested by Garrison, Anderson and Archer (2000). Interviews were conducted to examine the participants' experience while they were engaged in the online narrative writing platform. Findings revealed that the quality of the essays improved in certain aspects for students in the urban school. However, there were no improvements in quality of students' essays when the platform was used in the sub-urban school. Interview data has led the researchers to categorize the ideas into several emerging themes. Based on these findings, implications were drawn for online instruction and students' preparation when they are engaged in online writing.

Keywords: innovative narrative writing, secondary schools, comparative study

460	**RURAL SCHOOL TEACHERS AND ICT: A NEEDS ANALYSIS**

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Mohd Ismail Abd Aziz, Universiti Sains Malaysia, MALAYSIA
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A questionnaire survey was conducted among forty-three teachers who taught various subjects in a rural national primary school in Kedah right after the commencement of the Knowledge Transfer Program (Rollout-3). The purpose of the survey was to conduct a needs analysis to obtain information on the existing Information Communication Technology (ICT) skills possessed by the teachers before the team conducted the knowledge transfer training for the project. The results revealed that in general, the teachers are knowledgeable about ICT, but

they lack ICT skills, which in turn contributes towards their difficulties in delivering lessons using ICT tools. They also had no or little experience in handling or maintaining computer facilities that had been provided for their school by the Northern Corridor Implementation Authority (NCIA) in 2009. As such, they were unable to optimize the use of the facilities provided in the computer lab which is called the cITaKU lab. This paper focuses on the findings of the needs analysis, which found that teachers need various ICT training to assist them in developing their ICT skills (either online or offline) as well as to build up their confidence in using ICT. The findings from the needs analysis served as a platform to get insights on the type of training needed by the teachers and also on how the KTP team could go about preparing and delivering the necessary training for them. The analysis led to the development of nine modules for this project that will be implemented in stages during the implementation of the project.

Keywords: needs analysis, information and communication technology (ict), rural primary school, training teachers, citaku lab

461	**THE EFFECTS OF A SOCIAL SUPPORT STRATEGY ON ACADEMIC PERFORMANCE AND COPING ABILITIES AMONG UNDERGRADUATE STUDENTS IN THAILAND** **Linatda Kuncharin,** Universiti Sains Malaysia, MALAYSIA **Abdul Rashid Bin Mohamad,** Universiti Sains Malaysia, MALAYSIA

The purpose of this research is to evaluate the effectiveness of a social support strategy among Thai Undergraduate students in Nakhon Si Thammarat in Thailand. This research instrument used in this study was the Social Support Strategy Scale (Sullivan, 2010) which contains 14 statements. A total of 200 respondents (100 males and 100 females) made up of undergraduate students from two different schools (Science and Management) had been randomly chosen as the study sample. A pilot study was conducted to validate the translated version (Thai Language) of the instrument. The reliability coefficient (Cronbach Alpha) of the translated Social Support Strategy Scale (Sullivan, 2010), was 0.98. The findings showed that 84.65% of the female students and 81.93% of male students agreed that the Social Support Strategy helped them to cope with academic performance problems. The results from the qualitative analysis also suggest that social support strategy was effective for the Thai male and female undergraduate students in helping them to cope with their academic problems.

Keywords: Social Support Strategy, Academic Performance, Undergraduate Students, Thailand

| 462 | **PERCEIVED CHALLENGES TO EFFECTIVE ICT INTEGRATION IN TEACHER EDUCATION IN SOUTH-EASTERN NIGERIA**
Bede Blaise Chukwunyere Onwuagboke, Universiti Sains Malaysia, MALAYSIA
Termit Kaur Ranjit Singh, Universiti Sains Malaysia, MALAYSIA
Joy Ngozika Onwuagboke, AlvanIkoku Federal College of Education Owerri, NIGERIA |

With the acceptance of information and communications technology as a veritable tool for educational advancement in the 21st century, this paper examines the challenges of integrating ICT in teacher education programs in south-eastern Nigerian. The study was a descriptive survey conducted in teacher educational institutions in south-eastern Nigeria. Data was collected using a set of researcher made instruments from second year pre-service teachers in universities and colleges of education. IBM SPSS software version 22 was employed to analyze the data using frequency counts, simple percentages and mean scores. The findings show that only a few resources are available in these institutions. The available ICT resources were found inadequate with numerous challenges facing the integration of ICT in teacher education ranging from lack of adequate training of teacher educators, epileptic power supply to high cost of ICT resources. The paper concludes that he numerous obstacles to effective ICT integration in teacher education needs urgent attention if the gains of ICT in education must be reaped in our teacher educational programs.

Keywords: challenges; ICT integration; teacher education; South-eastern Nigeria

| 463 | **IS 'RESILIENCE 4 U' MEANT FOR CAREGIVERS OF DEMENTIA PATIENTS**
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Shahabuddin Hashim, Universiti Sains Malaysia, MALAYSIA |

As life span increases, society is facing an aging population and one of the major aging problems is dementia. Caregivers of dementia patients are usually family members who juggle work, family commitments and caring for the patients. The caregivers are at risk of depression, suicide and abusing their patients. As resilience has a positive relationship with surviving life crises, enhancing resilience will provide them with skills to cope and decrease depression. The theory of resiliency describes one's ability to bounce back from adversities, learn from experience and grow stronger. A training module (Resilience 4 U) was developed to promote caregivers' comprehension about the concept of resilience , and to enhance their resiliency and mental well being. A pilot study was conducted to test the knowledge and need of resilience training for caregivers of dementia patients. The research design was a case study on caregivers of dementia patients. After the pre-training interview and completion of questionnaires (RS-14), the participants partook in a mini Resilience 4 U training for one hour. After the training, the participants completed a reflection form regarding resilience enhancing activities.

This pilot case study has provided some insights into the need for resilience training. There are interest and potential benefits from resilience training for caregivers of dementia patients. The participants have learned some skills to enhance resilience and to discern characteristics of resilience. The Resilience 4 U training module was found to be beneficial to caregivers of dementia patients. Future studies can include a larger sample size using the complete program, and researchers can adapt and extend the training to other groups.

Keywords: resilience training, caregiver role strain

| 464 | **LEARNER-CENTERED INSTRUCTION: SQU EXPERIENCE**
Salma Al-Humaidi, Sultan Qaboos University, Sultanate of OMAN |

Sultan Qaboos University (SQU) in Oman implemented a project for adopting a learner-centered methodology in the EFL teacher preparation program at the College of Education. The learning materials package used in the project was developed as a result of the collaboration of two parties: Sultan Qaboos University and the American Partnership Initiative represented by Seward Incorporated. In the package, two independent variables have been examined, namely the principles of the learner-centered approach and the e-learning Moodle platform. The effectiveness of this project on the prospective teachers and their school students was investigated. Preliminary indicators and views of the participants (both faculty and students) showed that the project is effective and successful for the following reasons: (1) involving students in active learning processes and tasks; (2) minimizing the use of lectures as the principle mode of instruction, (3) giving students increased ownership of their learning, (4) fostering team work and cooperative learning, and (5) manipulating technology and e-learning efficiently. Overall, the project revealed evidence that supports the use of learner-centred methodology, however, some problematic aspects were also found.

Keywords: learner-centered instruction, active learning, learning materials, teachers preparation

| 465 | **SCHOOL CULTURE, LEADERSHIP AND TRUST : A COMPARATIVE STUDY IN MALAYSIAN, KAZAKHSTAN AND SOUTH AFRICAN SCHOOLS**
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The aim of this research was to explore the relationship between school culture, instructional leadership and trust among teachers in Malaysia, Kazakhstan and South Africa, and to compare the results amongst these countries. A total of 422 teachers were selected conveniently for the study. 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 all 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 is uni-dimensional instrument. Statistics used in the study were mean, standard deviation, t-test, anova and multiple regressions. The alpha Cronbach reliabilities test for the three instruments were between .870 and .978. Generally, school culture was found significantly correlated to instructional leadership and trust in all these countries. However, there were some similarities and differences in school culture dimensions that were correlated to instructional leadership and trust among the countries. The study also found no significance difference in mean scores of all school culture's and instructional leadership's dimensions between Malaysia and Kazakhstan, but there was significance difference between Malaysia and South Africa, and between Kazakhstan and South Africa. It was also found that there was no significant difference in mean scores of trust between Malaysia and South Africa, but there were significant difference between Malaysia and Kazakhstan, and between South Africa and Kazakhstan.

Keywords: school culture, leadership, trust

466	**HOW CAN KOTTER'S (1996) MODEL OF ORGANISATIONAL CHANGE SUPPORT FACULTY DEVELOPMENT IN EASTERN EUROPE?** **Dr Anne-Marie Reid,** Senior Lecturer, TEMPUS MUMEENA Coordinator, UNITED KINGDOM

Background: A medical schools partnership, funded through TEMPUS, aimed to establish faculty development units In Eastern European partner countries to support modernisation of undergraduate medical curricula. The lead medical university in Georgia undertook initial needs analysis, highlighting a comparatively hierarchical management culture, despite democratic change in the post-Soviet era. Previous curricular reform attempts had floundered.

Summary of work done: Adopting a model of organisational change management (Kotter's, 1995), the project team worked with Georgian faculty to foster conditions conducive to successful reform. This model and philosophical underpinnings were presented to senior management, regulators, faculty, administrators and students representatives. A Faculty Development strategy was jointly developed and communicated widely with stakeholders, encompassing the 'shared vision' described by Kotter (1996).

Summary of results: Organisational barriers to change included bureaucratic processes at Academic Council level which created delays in approving reforms and acceptance of the faculty development strategy. 'Quick wins' were achieved in

the creation of a faculty development unit through refurbishment of existing space. The strategy has now been accepted and a programme of faculty development training incorporating new teaching methodologies has been implemented.

Conclusions: Sustainable faculty development must take account of organisational culture within wider political structures, aiming to empower those at the centre. Funded projects often gain advantage through short-term reform which is lost when the funding runs out. Initial investment in developing a shared vision and sensitivity to local context and culture allows 'quick wins' which brings collaborative advantage for further gains.

Take home message: Utilisation of the Kotter (1996) model provides a framework for stimulating organisational change within a distributed leadership model which supports sustainable faculty development.

Keywords: curriculum change; faculty development; kotter model; leadership; post-soviet context

467   **LISTENING – AN ALMOST FORGOTTEN SKILL**
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This paper gives an overview on how the approaches to teaching listening have evolved over the years. Many studies confirm that listening has been neglected and poorly taught at the school level, mainly because it was a skill that was not tested like the reading and writing skills. Even in modern methods of second language teaching, listening skill is given less emphasis by many teachers in one way or another. However, recently there has been an increased focus and emphasis, particularly on ESL listening strategies and teaching methods since the realization that the ability to listen contributes to the understanding and the ability to communicate in the language. As a result, the needs for English improvement have gained a sudden surge in the Asian regent. Without listening, other skills like speaking, reading, and writing will be impeded. Second language learning cannot exist without this main skill because almost half of human communication time is purely dedicated to listening. In this vein, listening in a second language is seen as a complex and active process. Learners require the skill to catch what speakers say and it is not easy, as speech is always speedy. Effective listening lessons that are geared towards this direction are believed to improve learners' listening skills and thus nurture their sensitivity towards the target language. Hence, this review offers a 'one stop' to Asian language teachers on what theories and recent practices could offer to formulate engaging listening lessons which can be advantageous to ESL learners.

Keywords: listening instruction, English as second language (ESL), process, strategies, Asian Century

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