



Harvard Business School Alumni Club of Malaysia

NEWSLETTER

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6th Gold Medal Award Winner

Jasmina Sim Abdullah

This year's Gold Medal Award winner goes to Business graduate Jasmina Sim Abdullah. The award was presented by the Honourable Chief Secretary to the Government, Tan Sri Dato Sallehuddin Mohamed on April 13, 1988 at the Shangri-La Hotel, Kuala Lumpur.

Jasmina has been receiving awards since she was 9 years old when she was placed second in the Inter-class Elocution contest. She was nominated top performing student in class in 1970 at Chung Hwa Primary School and again in 1974 at the Kuching Town Government Secondary School. In 1987 she won the SEARCA Gold Medal for the best performing student in the Faculty of Economics and Management at University Pertanian.

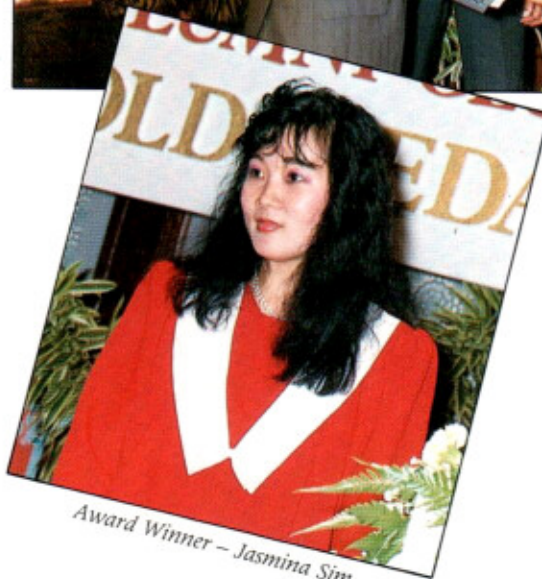
Jasmina is also an accomplished writer taking part in English Essay Writing Competition and serving on the editorial board for school magazines and newsletters. She was a school prefect, general secretary of University Pertanian Cultural Club, Committee member of the Lady Students Club and represented the Faculty of Economics and Management in the Inter-Varsity Management Games in 1980. She speaks and writes in 3 languages and is today a tutor in University Pertanian Malaysia.

Only 26 years old, Jasmina is married to UPM lecturer Mustafa Kamal Muhamed Shariff and they have a 2 year old son.

The objectives of this award are to encourage students in higher educational institutes and young executives to pursue an MBA programme or to improve their knowledge of business administration. The award carries a gold medal, a certificate and a cash prize of \$1,000.00.



Jasmina receiving her award from Tan Sri Dato Sallehuddin Mohamed. In the centre is HBSAC President, YB Gen. (R) Tan Sri Dato Zain Hashim.



Award Winner - Jasmina Sim

SUCCESSFUL RECIPIENTS

- 1988 - Puan Jasmina Sim Abdullah - Universiti Pertanian.
- 1987 - Mr. Khoo Thien Long - Universiti Malaya.
- 1986 - Ms Ng Hwei Chan - Universiti Pertanian.

- 1985 - Encik Zolkafli Hussein - Universiti Pertanian
- 1984 - Mr. Lim Loong Seng - Universiti Pertanian.
- 1983 - Mr. Ying Soo Wai - Universiti Malaya.

Public Service Management — *a new image*



Excerpts from speech by the Honourable Chief Secretary to the Government

*Tan Sri Dato Sallehuddin Mohamed
delivering his keynote address.*

I have always been reminded that we are creatures of habits. We tend to get caught and trapped within the habits of our repeated cycle of thoughts and actions. I have also at the same time become more and more aware that we are also creatures of images and impressions. Most of us slot various organisations and human beings that we come into contact with into character types.

Public Sector Image

The public sector has always been perceived as big, sluggish and slow both in action and changes. One of my early efforts when I assumed duty as Chief Secretary to the Government was to initiate a programme to remove these negative perceptions and

image of the public sector. This is certainly a tall order. Recognition as high achievers, pro-active and excellent organisations are earned through time, sweat and brain. The urgency to improve the delivery systems from the centre right down to the peripherals was certainly recognised. The public sector is the means by which the

government in power seeks to implement programmes and policies endorsed by the electorates and hence necessitates the constant improvement of its image as an efficient and effective government arm.

Stimulating Changes

Since we have a workforce of more than 800,000, let me focus only on the managerial and administrative cadre, in particular the administrative and diplomatic service. This service is made up of almost 2,700 officers. Requirements for entry are an Honours Degree from a recognized University and a Diploma in Public Administration from INTAN. Currently the ADS has 31 PhDs, 92 MBAs and 434 Masters in Public Administration.

We have embarked on a massive training programme over the last 10 years and we have developed sufficient talent that can now provide the necessary energy to push the administrative machinery to greater heights. I also believe that knowledge and paper qualifications are insufficient to guarantee excellent performance and administrative transformation. They must be preceded by psychological and attitudinal changes on the part of administrative leadership. One should be able to utilize modern methods of management and shift resources from lower priority to more productive and higher priority areas of operation.

New Strategies At ADS

- Creating an awareness among the civil servants regarding the general need for productivity improvement as well as the confirmation of existing program towards enhancing productivity.
- Training at all levels especially at the higher managerial level.
- Monitoring and reporting on the success or failures of the programs.
- Implementing new projects on a pilot basis before extending it nationwide.

The introduction of the new productivity measurement program in 1986 marks the beginning of a new era in upgrading public service performance. It stresses the need for management to review and understand what business they are in, what it wants to achieve within a certain period of time and how to do it. The program involves phased implementation and has created awareness among civil servants that service delivery must be timely and meets the needs of target group.

Corporate Values

In the public service, we have the slogan 'Clean, Efficient and Trustworthy'. The Administrative and Diplomatic officers have identified their work values as **integrity, quality, customer orientation, humanism, intellectualism, professionalism and style (IQ Chips)**. Towards this end, our focus now is on attitude building training sessions.

Leadership

We need leaders who are strategic planners who have a vision and a clear set of goals. We need leaders who are dynamic, creative, innovative, far sighted and have macro-orientation officers who think in terms of the nation. We need leaders who are willing to take risks and become managerial entrepreneurs, those who are able to use their ingenuity and creativity to shift resources around from unproductive areas. We need leaders who can apply strategic planning and management in an ever-changing environment.

My vision is to have a motivated and fully inspired civil service that is open to new ideas and experience, achievement orientated, internalizes positive values and attitudes as work norms and operates within a service culture that strives for excellence.

Dilemma Of Civil Service

One must appreciate the fact that civil servants operate under certain constraints. We face multiple clients, multiple demands and multiple objectives. Managers cannot hire and fire employees. Reasons are not allocated on the basis of the agency's performance but allocated based on national priorities.

Civil servants operate within a 'glass bowl' with spectators, the tax payers, watching from outside. While innovativeness and creativity is encouraged, costly failures are never tolerated. We are also faced with the current effort to cut down cost which in itself constrains creativity.

Upgrading Its Image

I have always impressed on departments dealing with the public to identify continuously ways and means of improving the quality of their services to the public. I believe that an effective and efficient delivery system at the counter can create a

general feeling of confidence in the government machinery. All the changes that have been introduced from attitudinal and systems change to office automation must now be reflected in the work of the average clerk who mans the counter.

The quality of work and the abilities of the total system to deliver the services and product to the changing demands of the various constituent groups have been stimulating.

Challenge For Tomorrow

The challenge today and in the future is how to sustain the existing trend towards higher performance. For the public sector to improve, it must be dynamic and continuously revitalised from within and without.

As change involves the heart, the mind and the work systems, the three must be merged together. The process of modernizing the public service and upgrading its image focus on individual, groups, administrative heads and new techniques of organizing, planning and working. By such process, we develop a work culture that is supportive of self-appraisal and change. This is most critical in bureaucratic organisations that has a tendency to be insular and to freeze themselves to change. This is not an impossible mission.





From one General to another "Thank you"

"Singapore and Malaysia: Managing A Close Relationship"

**Excerpts of Speech
by Brig. Gen. Lee Hsien Loong
Minister for Trade
& Industry and
Second Minister for Defence
– Singapore**

The Case of Singapore & Malaysia

The time is now right for a discussion of relations between Malaysia and Singapore. Ministers have exchanged visits on both sides. The mood among the people of both countries is warm and positive, especially in Johore, the state with the most intimate links with Singapore. The personal interest of the two Prime Ministers have given a fresh impetus to negotiations on the sale of water and gas to Singapore, and brought these negotiations to a successful conclusion.

I personally believe that this trend towards better ties can be the beginning of a permanent deepening and broadening of our partnership based on rational assessments by both countries.

In business school, students learn to analyse cases, identify the interests of the players, spot potential areas for joint gains, and work out deals which cater to the concerns of all the participants and hence have better chances of success. Tonight, let me analyse together with you a case more complex, more real, and more significant to us than any Harvard Business School case study – the case of Singapore and Malaysia. With your permission, I shall present it from Singapore's point of view.

From One Society to Two Nations

Singapore and Malaysia are not just two sovereign and independent countries who happen to be close neighbours. Their security and economies are closely interdependent, and they are linked by uniquely intimate social, cultural and historical bonds.

Originally one Malayan society, the two countries have taken very different social and political paths in their internal developments.

But our two societies, and especially Singapore, are now in transition. There are worries whether the new generation can maintain and build on the constructive relationship of the last two decades.

Avoiding Spillovers

In nation building, we face mirror images of similar problems, but we have chosen very different solutions to them. This makes our relationship a complicated one to manage.

Issues of purely domestic significance to each country can easily be misinterpreted in the other country. In the course of grass-roots politicking in Malaysia, from time to time some politicians make fierce statements about "external powers". Some Malaysian newspapers and columnists have occasionally taken uncompromising stands on bilateral issues. If the Singaporean public thought these represented official Malaysian government policy, the Singapore government could not afford to take the relaxed approach it does to bilateral relations.

Similarly, it may well happen that Singaporean speeches or events are misunderstood by Malaysia as being directed against it. For example, Singapore treated the visit of President Herzog of Israel in 1986 as a purely formal courtesy to the non-executive head-of-state of a country with which we have had diplomatic relations since 1969.

Unfortunately we were mistaken. The visit took place at a sensitive time for Malaysia, when the issue of Zionism was being publicly discussed. As our Prime Minister has said, if we had realised this earlier, we would have postponed the visit quietly. But once the visit had been announced, the government could not cancel it without calling into question its own credibility and seriousness of purpose.

The clearest example of Singaporean debate arousing sensitivities in Malaysia was the issue of Malays in the SAF. I only want to mention it as an example of why we should do our best to avoid spillovers from one country to another.

The discussion was not directed against Malaysia. It was simply the Singaporean way of resolving Singapore's own problems. But unfortunately the debate got reported in Malaysia, whereupon it caused understandable unhappiness and concern.

The Benefits of Cooperation

It is not possible to avoid all such issues between two close neighbours like Malaysia and Singapore. But such controversies should be treated as differences between intimate friends. They should not jeopardise fundamentals.

Fortunately, controversies are outnumbered by the positive developments and actions which strengthen ties. The friendliness which better characterises our relations is an important factor in attracting foreign investments to both sides of the Causeway.

Economic links between Singapore and Malaysia, are growing. The volume of bilateral trade reached \$518 bn last year, one seventh of Singapore's total external trade, and one quarter of Malaysia's. The balance of trade was in Malaysia's favour by nearly \$51 bn.

Our officials cooperate quietly but effectively on many bilateral matters. Through the Malaysia-Singapore Tourism Council, we are pooling resources to market both countries as one combined tourist destination in major markets like the US and Scandinavia. Singapore's Central Narcotics Bureau and Malaysia's Cawangan Anti-Dadah work closely together, exchanging drug intelligence continuously, and holding regular bilateral meetings twice a year.

Brig. Gen Lee "The time is now right"



As members of ASEAN, our interests run parallel on many issues, ranging from Cambodia to multilateral trade negotiations.

Most recently and of the greatest long term significance, the two Prime Ministers signed the Memorandum of Understanding on the sale of water and gas to Singapore. This agreement will remain in force for many decades to come. It is valuable both intrinsically as a deal worth billions of dollars, and also as a symbol of our willingness to become more dependent on each other for markets and key resources.

To Singapore, there is no question that taking our relations with Malaysia as a whole, the pluses far outweigh the minuses. Ours is not a zero-sum game, but a game of synergy, in which by cooperating both sides can win.

Transition to a New Generation

Now the relationship has to be perpetuated into the next generation. Older Malaysian and Singaporean leaders grew up and were educated in one milieu, as part of one colonial territory.

Having gone through many crises together, including the trauma of Separation, these men knew one another and had reached an accommodation with one another. Each had taken the measure of the other. Miscalculations were unlikely, and the relationship had become more steady and predictable.

The new leaders on both sides will be different. We grew up in dissimilar environments, on opposite sides of the Causeway. There are differences of political exposure, and also of style and tone. We have not yet developed the same close relationship which our predecessors enjoyed. Will we know how to work together, as we must?

This gap is real, but it can and must be overcome by effort on both sides. Over time, as the new leaders work together on bilateral issues, and meet one another both socially and on official business, each can fathom and grasp the other's thinking, perspectives, and preoccupations. Eventually we can develop rapport and mutual understanding, although we will take more time than the older ones needed to get our measure of each other.

Security is Indivisible

It is better for all ASEAN countries that Singapore be well defended. Otherwise Malaysia would have a weak and vulnerable neighbour on its southern flank, and Indonesia would perceive a gap in its northern approaches. In the same way, Singapore is reassured that Malaysia to its north has a credible defence capability. As ASEAN has recognised, regional resilience depends on national resilience.

Imperatives Do Not Change

On the Singapore side, the new style of the younger leaders should not be misinterpreted as a change in policy. Singapore's leaders, whether young or old, confront the same realities, and are governed by the same imperatives.

The rational course for both Malaysia and Singapore is to cooperate and work together for mutual benefit. The relationship must be based on mutual respect, reciprocity, equality, and interdependence. This is most clearly seen in the two ministries for which I have responsibility: defence and economics.

The security of Malaysia and Singapore is indivisible.

That is why we value the Five Power Defence Arrangements (FPDA) and the Integrated Air Defence System (IADS). These arrangements with third countries serve an operational purpose and act as real deterrent. They add to the security of Malay

sia and Singapore. Singapore will continue to back FPDA, and is willing to commit more manpower and equipment to FPDA. We see this as one way for the SAF to contribute to regional stability.

Economic Interactions

Singapore believes that Malaysia's economic development is in Singapore's interest, not at its expense.

When Malaysia exports more to Singapore, it also imports more from Singapore. When Malaysia prospers, more Malaysian tourists come to Singapore, to shop and to take joy rides on the MRT, and Singapore also enjoys a mini-boom.

Singapore's economic upgrading will generate spin-offs for Malaysia. As our economy restructures, more industries will move to Malaysia. Singapore can provide support services to businesses which are located nearby, particularly in Johore, and make Malaysia a more attractive investment location.

Singapore also hopes to enjoy spin-offs as the Malaysian economy upgrades. Singapore and Malaysia have become major producers in world electronics markets. In ten years, our trade in electronic products has expanded more than 7 times. Last year it reached S\$4.8 bn, more than one quarter of our bilateral trade. So far this year, Singapore's imports of electrical products from Malaysia have

gone up another 50%.

In terms of tourism, as Singaporeans become more affluent, we travel abroad more and more. There is every reason for a large proportion of these outgoing tourists to go to Malaysia for their holidays.

We are glad that the Johore state government shares our view of the benefits of economic cooperation with Singapore.

Nevertheless, it is best that Malaysia sets the pace for economic cooperation. Singapore will support these efforts, but it will not push too hard. It does not want to be misunderstood as harbouring ulterior purposes or reaping hidden profits, nor does it want to risk a long term strategic relationship for the sake of temporary tactical gains.

Singapore also recognises that sometimes Malaysia has other considerations which are not easily quantified. We respect these priorities. For example in the Johore river development, as a matter of principle Johore did not wish to sell the land needed for the Lingui dam and reservoir to Singapore. Fortunately a formula was found that accommodated all parties: Singapore would construct the dam and pay compensation for the use of the land, but the dam and land would still be owned by the Johore state government.

Singapore needs sand for construction projects, and landfill for reclamation works. If Johore is willing to sell more to Singapore,

we can save on transportation costs, and share the savings with Johore. The potential benefits to both countries are considerable.

No Alternative to Interdependence

Malaysia and Singapore have agreed on a ferry service for Singapore motorists going to Desaru, and are now studying a second link to supplement the existing Causeway. A second link and ferry will mean an easier flow of visitors in both directions, more trade and more tourism. It will be a powerful signal to investors that both countries are set on long term cooperation.

I have offered the arguments why Singapore and Malaysia should work together for our common benefit. Good relations between countries, like friendship between individuals, must be nurtured and developed day by day. Otherwise rapport may be lost, even when neither side really wants to quarrel with the other.

Our two countries are like two households who happen to be neighbours. Cooperation between us is invariably more rewarding than contention. Singapore and Malaysia are fated to live side by side for all time. Therefore let us both work together, with sincerity, understanding, and conviction, to build confidence, harmony, and cooperation with each other.



Corporate/MIS Seminar

In conjunction with the distinguished tutelage by four leading Harvard Business School Professors for the 5th Senior Management Development Programme, the Harvard Business School Alumni Club took advantage of this golden opportunity and organised a one-day Management Seminar for the benefits of busy Senior Managers.

Corporate Finance/MIS

The oneday seminar focussed on Corporate Finance by Professor Samuel Hayes and Management Information System by Professor Warren McFarlan.

Professor Samuel Hayes dealt with the current changes in the financial markets; the move towards principal oriented transactions and their implications on the general competitive environment; and capital availability.

Professor Warren McFarlan shared his expertise on information technology and its state of the art and its implications on general management.

Participants Response

The seminar was held at the Putra World Trade Centre on Wednesday, 10th August, a refreshing mid-week break for all participants.

It was well subscribed, attended by 85 candidates who found the session beneficial, thought provoking and inspiring.



Welcome To The Club



Dato' Ng Cheng Kuai

Ordinary Member

Dato' Ng Cheng Kuai
Deputy Minister
Ministry of National and Rural
Development Malaysia
AMP 102 - Spring 1988

Associate Members

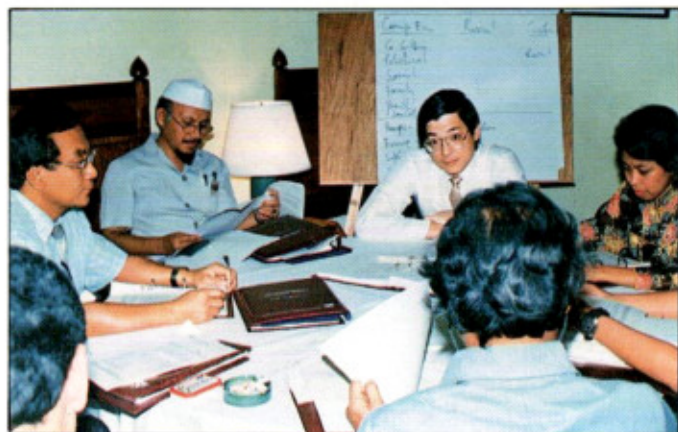
Chan Chat-Lai
Director of Customer Service
Malaysia Airlines
SMDP 1986

Kuan Beng Teik
General Manager
Felda - Johore Bulkiers Sdn Bhd
SMDP 1986

Mizanur Rahman Bin Ghani
Manager, Corporate Strategy
ICI (Malaysia) Bhd
SMDP 1986

5th Senior Management Development Programme

July 31st – August 13th 1988



... case study syndicate.



... General session.



Arrival of the Chief Minister of Malacca,
Datuk Seri Abdul Rahim bin Datuk Tamby Chik.



... food, glorious food.

COMING ATTRACTIONS

EVENT	DATE	VENUE
HBS Golf Championship	29th September 1988	Subang Golf Club
Manager of the Year Award	21st October 1988	Kelab Darul Ehsan
Symposium on Wages Study	2nd November 1988	Pan Pacific Hotel
AGM	22nd November 1988	Pan Pacific Hotel