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editorial

The Malaysian Institute of Management is proud to present the Jan-Jun 2011 edition of the Malaysian Management Review. This issue features four papers on general management and one on Islamic Finance. We have also revamped our editorial committee as part of our commitment to present you with the best in management thinking.

The Notes for Authors have also been updated, please browse through them to better understand our requirements for article submission for the upcoming issues.

In this edition, we are featuring:

**Affecting Eternity via Management by Connectivity: An Islamic View**
In view of a raised capitalist society the business attitude of maximising material gains has crossed the limits for greed indicative of an ethical crisis characterised by depleted managerial moral behavior. The study examines the role of business managers in a capitalist business world and suggests deontological measures gained through Divine Command Islamic perspectives (after having discussions with Islamic Scholars) on how to deal with ethical crises.

**Exploring Malaysian Corporate Leaders’ Views of an Effective Board**
This paper reports on the exploratory and qualitative study of the characteristics of an effective board by the Malaysian corporate leaders. The results are derived from semi structured interviews with 41 directors of top 100 Malaysian Public Listed Companies (PLCs). Four characteristics of an effective board perceived to be important and discovered in this study suggest that a board has; (1) the right memberships; (2) the right culture; (3) clear roles and responsibilities; and (4) the right structures.

**Moderating Effects of Age, Gender and Hierarchy Level of the Superior on The Relationship between Conflict Handling Styles and Satisfaction with Supervision**
This study aims to explore the moderating effect of a superior’s age, gender and hierarchy level on the relationship between conflict handling styles and satisfaction.

**Pricing on Islamic Banking Products**
In the past, banks have traditionally priced their products based upon either on the competition’s pricing or what the market would bear. This paper highlights the current pricing methods of Islamic Banking Products and provides a few examples of pricing mechanisms (for Islamic banking products).
The influence of Organisational Commitment on Organisational Readiness for Change in a provision of higher learning institution.

Many factors contribute to the effectiveness in implementing organisational change. However, change management is a painful process and many change efforts failed due to lack of commitment, management style and emotional distress of the employees. This study was intended to determine the influence of organisational commitment on organisational readiness for change in a higher learning institution. It is based on a conceptual framework that combined part of an adapted model from organisational development and change theory.

Here is to a productive 2011 for all our readers!

The Chief Editor
Moderating effects Of Age, gender And hierarchy level Of The Superior On The Relationship Between conflict handling Styles and Satisfaction with Supervision

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ABSTRACT
This study aims to explore the moderating effect of superior’s age, gender and hierarchy level on the relationship between conflict handling styles and satisfaction. 139 usable data were collected from major industries. Results revealed that subordinates were more satisfied with their superiors’ supervision through the exercise of integrating and to a lesser extent, compromising and obliging styles. In contrast, subordinates who perceived their superiors as primarily using avoiding style were found to be less satisfied. The age of the superior serves to only marginally moderate the relationship between compromising style in which older superior exercise of compromising style tend to lead to a higher level of satisfaction. Interaction effect of gender seemed to result in a less satisfied subordinate when they were supervised by female superior employing a compromising style although in general, such style should lead to a more satisfied subordinate. On the other hand, the effect of integrating style on satisfaction with supervision is magnified when this style is used by a female superior. Result also confirmed the moderating effect of hierarchy as its usually neutral effect on satisfaction with supervision by the exercise of obliging style was negated in the case of superior at higher hierarchy level.

Field of Keywords: Organisation Behavior, Managerial Supervision, Conflict Handling Styles, Satisfaction with Supervision, Demographic Variables, Moderation Effect

1. INTRODUCTION
Conflict is said to be at the heart of organisation’s problems. Thus, the study of conflict resolution is persistently relevant. In any organisational setting, managers should be