



MALAYSIAN INSTITUTE OF MANAGEMENT

HONORARY FELLOWS

Royal Professor Ungku Abdul Aziz Ungku Abdul Hamid Dato' Seri Anwar Ibrahim
Tun Dr Mahathir Mohamad Tun Abdullah Ahmad Badawi
DYMM Sultan Azlan Shah Dato' Sri Mohd Najib Tun Abdul Razak

COURT OF EMERITUS FELLOWS

President

Tun Haji Mohammed Hanif Omar

Vice-President

Tan Sri Osman S. Cassim

Members

Datuk Dr. Paddy Bowie
Tunku Tan Sri Dato' Seri Ahmad Tunku Yahaya
Tan Sri Dato' Azman Hashim
Ir. George Lee Yau Lung
Dr. Tarcisius Chin Nyet Leong
Robert Kuok Hock Nien
Pehin Sri (Dr) Haji Abdul Taib Mahmud
Prof. Liew Shou Kong
Tan Sri Tengku Razaleigh Tengku M Hamzah
Chief Justice (Rtd.) Yong Pung How
Prof. Tan Sri Dato' Dr. Mohd Rashdan Haji Baba
Tan Sri Kamarul Ariffin Mohamed Yassin
Tan Sri Dato' Sri (Dr) Sallehuddin Mohamed
Tan Sri Wan Azmi Wan Hamzah
Tan Sri Kishu Tirathrai
Tan Sri Dato' (Dr) Abdul Aziz Abdul Rahman

Tan Sri Dato' (Dr) RV Navaratnam
Niels John Madsen R, R1
Datuk Haji Mohd Saufi Haji Abdullah
Tun Dr. Ahmad Sarji Abdul Hamid
Tun Musa Hitam
Tan Sri Dato' Sri (Dr) Teh Hong Piow
Tan Sri Dato' Dr. Lin See Yan
Gen (Rtd.) Tan Sri Dato' Seri Mohd Zahidi Haji Zainuddin
Tunku Tan Sri Imran Almarhum Tuanku Ja'afar
Tan Sri Dato' Dr. Mohamed Munir Abdul Majid
Dato' Ng Tieh Chuan
Tan Sri Dato' Sri Mohd Hassan Marican
Tan Sri Dato' Sri Tay Ah Lek
Datuk Seri Haji Mohamed Iqbal Rawther
Tan Sri Datuk Yong Poh Kon
Prof. Dato' Wira Dr. Haji Khairil Annas Jusoh

Note: Names of Honorary Fellows and Members of the Court of Emeritus Fellows are compiled by date of admission

GENERAL COUNCIL

Datuk Seri Haji Mohamed Iqbal bin Kuppa Pitchai Rawther (Chairman)
Dato' Ng Tieh Chuan (Vice Chairman)

Representing Court of Emeritus Fellows

Datuk Seri Haji Mohamed Iqbal Rawther
Dato' Ng Tieh Chuan
Niels John Madsen R, R1
Tan Sri Dato' (Dr) RV Navaratnam

Representing Fellows

Prof. Dr. Khaliq Ahmad Mohd. Israil

Representing Associate Fellows

Jamel Rajah Abdullah

Representing Members

Dato' Jackson Tan Han Kook
Tuan Haji Zulkifly Baharom
Rita Krishnan

Representing Associates Members

David Foo Kar Ching
Mah Kong Howe

Representing Group Members

Dato' Dr Basant Singh Sidhu
Joseph Rocky Gomez

CONTENTS

Editorial	iii
A Survey of Operations Management Practices in Islamic Banks of Bangladesh <i>Rafikul Islam and Md. Tareq Bin Hossain</i>	1
Charismatic Leadership - Is it Different from Transformational Leadership? <i>Lailawati Mohd Salleh</i>	21
Methods For Investigating Brand Image Dimensionality: Comparative Techniques to Study and Improve The Brand Personality <i>Dr. Makarand Upadhyaya</i>	31
Responsiveness of CSR in Addressing Negative Externalities - A Case Study of the Hotel Industry in Malaysia <i>David Tan Hor, Leonie, Rachel Tan Su-Ping, Siah Chun Sim, Shaun Kyle, Rajesvare Rada</i>	45
Online Shoppers' First Time Experience in an Online Shopping Environment: A Malaysian Perspective <i>Logama Doraisamy, Jamil Bojei and Nagarajah Lee</i>	55
Servant Leadership from the Muslim Perspective <i>Khaliq Ahmad and Mohd Ali Bahari Abdul Kadir</i>	77
Notes for Authors (Last updated December 2012)	91



MALAYSIAN MANAGEMENT REVIEW

is published twice a year by the Malaysian Institute of Management (Institut Pengurusan Malaysia)

CHIEF EXECUTIVE OFFICER

Dr. Nazily Mohd Noor

EDITOR-IN-CHIEF

Prof. Dr. Khaliq Ahmad Mohd. Israil, FMIM

ASSOCIATE EDITORS

Dr. Lailawati Mohd Salleh

Prof. Dr. Rafikul Islam

EDITOR

George Bohlender

PRODUCTION ASSISTANT

Rozaidi Haji Baharudin

Barry Mark Westerhout

CONTRIBUTORS

Manuscripts and editorial correspondence relating to the regular issue of the journal should be addressed to The Chief Editor, Malaysian Management Review at the Head Office address.

Authors automatically agree to indemnify MIM against any loss, costs, expenses (including legal fees), damages and liabilities that might arise from their own incapacity, negligence, breach of contract or other civil misdeeds.

ADVERTISEMENTS

For details, please contact MIM Customer Service at the Head Office.

SUBSCRIPTIONS

The journal is available online to all group and individual members of the Malaysian Institute of Management. A subscription for four issues (two years) is RM58.00 (Peninsular Malaysia) and RM65.00 (Sabah, Sarawak, Brunei & Singapore). Prices include postage. For other countries, please write in to the Head Office or send an e-mail to respubl@mim.org.my.

The views expressed in the articles are those of the authors and do not necessarily reflect the views of the Institute.

Copyright © 2013 Malaysian Institute of Management.

All rights reserved. No part of this publication may be reproduced in any form without prior written permission from the publisher.

HEAD OFFICE

Malaysian Institute of Management
Jaya 33, Level 11, Tower 1, 3 Jalan Semangat,
46100 Petaling Jaya, Selangor Darul Ehsan,
MALAYSIA

Tel: +603-7711 2888 Fax: +603-7711 2940

E-mail: enquiries@mim.org.my Website: www.mim.org.my

Editorial

Past and Future Issues of MMR

The MMR has seen a slowdown in article contributions. The Editorial Committee is now restructuring the journal concept and would like to encourage article contributions from researchers, practitioners and scholars.

Beginning 2013, MMR will be published biannually in June and December. Two new sections will be added: *Speeches from Malaysian Leaders* and *Management Practices*. The Editorial Committee welcomes the contribution of research and thoughts on Malaysian management practices and leadership from academics and practitioners. Your insightful views and suggestions are invaluable to addressing Malaysia's human capital development needs and helping Malaysia move forward.

All academic articles will be double-blind reviewed, and practice articles be reviewed by the Editorial Committee for inclusion in the *Management Practices* section.

Editor-In-Chief

Responsiveness of CSR in Addressing Negative Externalities - A Case Study of the Hotel Industry in Malaysia

by
David Tan Hor
&
Leonie
&
Rachel Tan Su-Ping
&
Siah Chun Sim
&
Shaun Kyle
&
Rajesvare Rada

BERJAYA University College of Hospitality, Malaysia

ABSTRACT

Corporate Social Responsibility (CSR) rests on the fundamental pillars of both economic growth and quality of life as engines for “sustainable” development. An often-overlooked area of CSR is its application in the hospitality industry. Companies often create and capture social values that can be adopted as CSR strategies. CSR strategies are defined here as any “responsible” activities that allow a firm to achieve a sustainable competitive advantage, regardless of their motive. The purpose of this paper is to identify the relevance of CSR activities undertaken by hotel businesses in relation to the negative outputs of their economic function in the industry. The study uses primary data obtained from a panel discussion by industry professionals on corporate social responsibility activities practiced by their respective hotels, organised by the students of BERJAYA University College of Hospitality in July 2012. Secondary data, that of research conducted on corporate social responsibility, is also used to compare activities and to identify their relevance to the cause of sustainability. The findings show that the sustainability cycle would be complete if CSR activities and the existence of externalities show a positive relationship. In-depth research was conducted on CSR practices that are mixed in terms of relevance to the purpose of sustainability. General relevant practices include “going green” through recycling and energy saving. Non-relevant practices include the employment of disabled people, and donations to