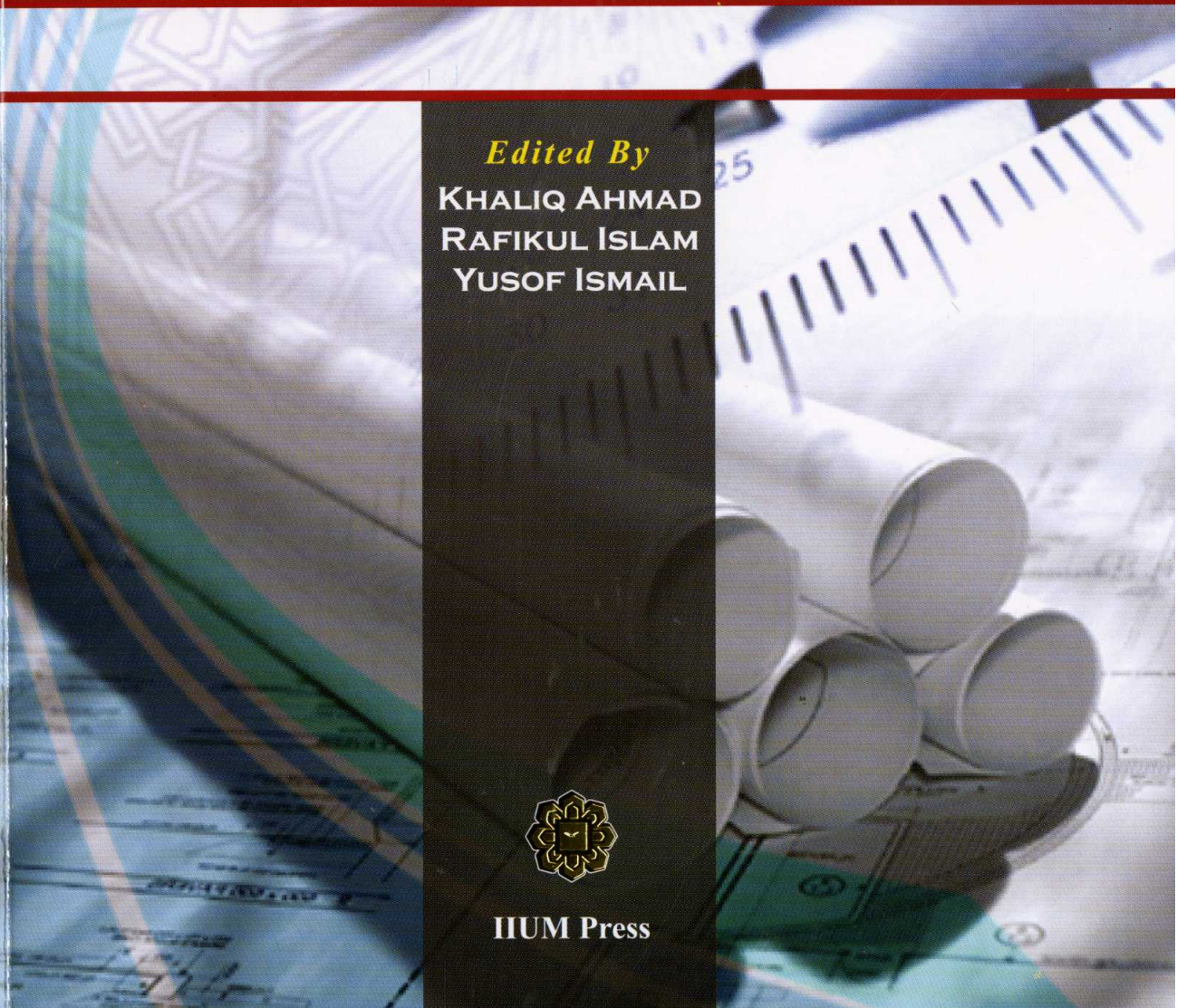




# ISSUES IN ISLAMIC MANAGEMENT

## *Theories and Practices*



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## CHAPTER 34

### **MANAGING FROM ISLAMIC PERSPECTIVES: SOME PRELIMINARY FINDINGS FROM MALAYSIAN MUSLIM- MANAGED ORGANIZATIONS**

Azhar Kazmi  
Khaliq Ahmad

#### **1. Introduction**

The idea for this work originally goes back a few years to a critical comment made by an acquaintance with whom I was conversing on the developments in the area of management from Islamic perspectives. He asked, rather raised, a pointed question: do we have an example of an organization in reality that is run according to Islamic principles? I did not have an answer to that question then; I believe that I do not have a satisfactory answer to that question even now. This research work is an outcome of the frustration of not being able to find a satisfactory answer to that well-meaning question. Over the years, that frustration has been channeled into investigating and researching into whatever little material is available in the area of management from Islamic perspectives.

I define the Islamic approach to management as an emerging discipline - often referred to as Islamic management - which deals with the management of organizations from the perspective of the knowledge acquired from the revealed and other Islamic sources of knowledge and results in applications compatible with the Islamic beliefs and practices (Kazmi, 2005). In contrast, conventional management is the compendium of the concepts, theory, principles, and applications of management studies that we find in the literature in the discipline of management. Conventional management has developed mainly during the past about one century. Mainly the American and European scholars are credited with developing the conventional approach though contributions have been coming in lately from Australian and Asian sources too.

#### **2. Review of literature**

Islamic perspectives to management studies are an emerging field of enquiry in academia. A review of exiting literature on the subject indicates that it is a neglected and relatively unexplored area for research work (Kazmi, 2003).