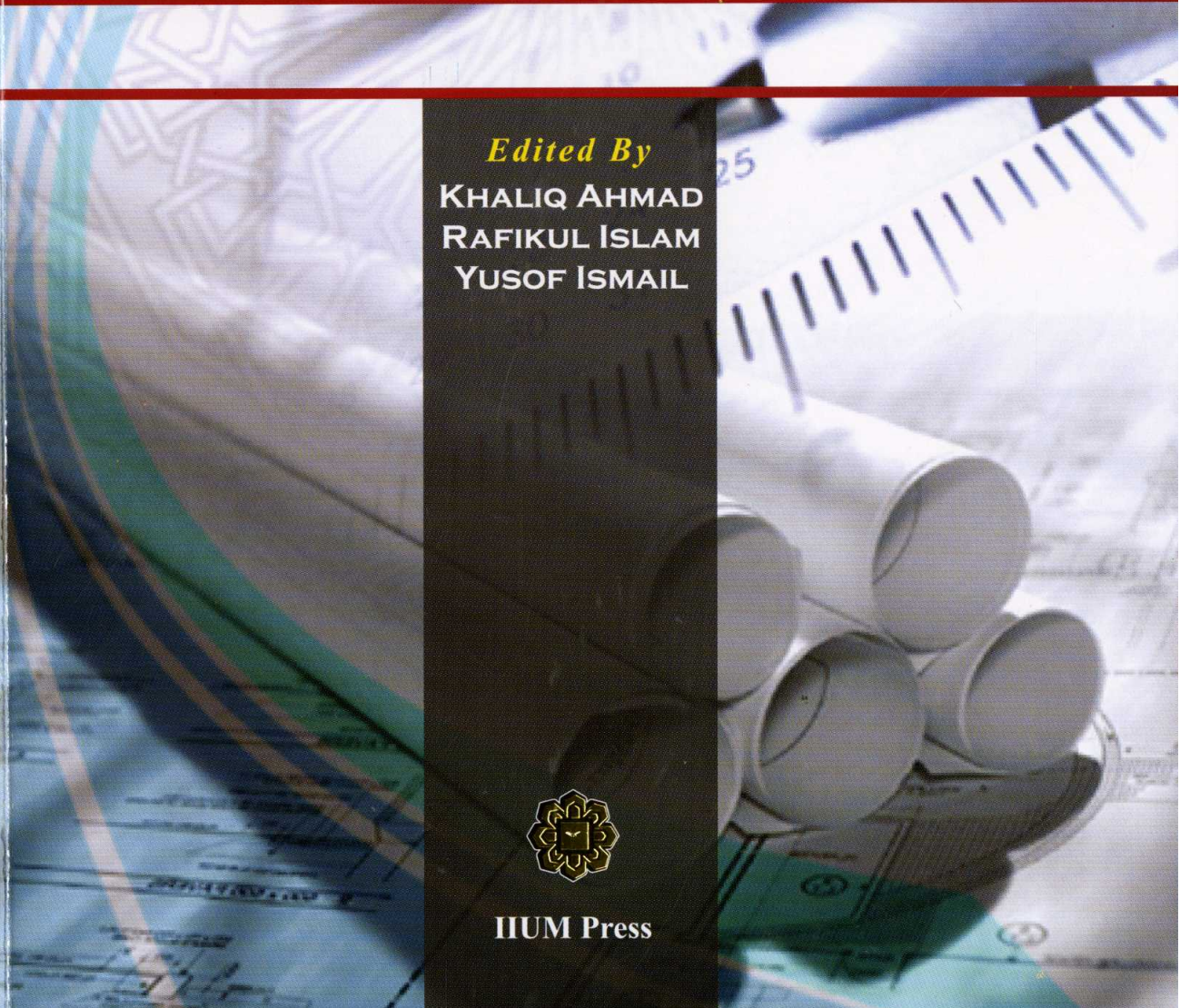


ISSUES IN ISLAMIC MANAGEMENT
Theories and Practices



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CHAPTER 36

A CASE STUDY ON PUSAT PENDIDIKAN SRI-SMI BHD (MUSLEH)

Ridhwan Fontaine

1. Introduction

Since the 1980s, a growing number of Muslim scholars have looked at the principles of management in light of the Qur'an and Sunnah. This field has become known as 'Management from an Islamic Perspective' (MIP). Many works in this field has enabled scholars to understand the theoretical foundation of MIP. However, there are very few case studies to help students reflect on what Muslim managers should or should not do. Many practitioners are indeed skeptical arguing that MIP is founded on grounds that are noble and idealistic but not practical "in real life". This case is about a real Malaysian organization, Pusat Pendidikan SRJ-SMI Bhd (MUSLEH) and that is run in accordance with the Qur'an and Sunnah. The aim is to help students and practitioners reflect about the challenges of this Islamically managed organization.

2. A Dilemma

Muhammad Arif was troubled. As a management consultant, he always hated advising clients on mergers and acquisitions because the success rate of mergers and acquisitions has traditionally been quite low. Yet, he needed to give Ustaz Amin a report by tomorrow with his recommendations. He was still hesitating about his final conclusions. While driving home, he reviewed the facts of the case.

Throughout the Muslim world, the 1970s was a decade of a growing awareness that Muslims wanted to return to their Islamic roots. By the 1980s, a number of Muslim professionals in Malaysia - engineers, management consultants and entrepreneurs - were reflecting upon what they could contribute to Malaysian society. A pressing problem was that many of these professionals had young children and they wanted more from the Islamic education that was then available in Malaysia. They decided to start a primary school to educate their own children. After some detailed planning, premises were rented and the first pupils were the children of the founders. In the early days, the idea of 'going public' had not been discussed.

However, these children seemed to learn more than in normal schools and the word spread throughout the Muslim community. This might due to the fact that the average class size