



CORPORATE MANAGEMENT STYLES

Case Study of
Malaysian
Companies

NORSAIDATUL AKMAR MAZELAN

PELANDUK

CORPORATE MANAGEMENT STYLES

Case Study of
Malaysian
Companies

NORSAIDATUL AKMAR MAZELAN



PUSTAKA PERDANA



1002402

Contents

Preface

Acknowledgements

List of Figures

List of Tables

Abbreviations

Biodata

Map: Malaysia in Southeast Asia

Chapter 1	Introduction To The Research	1
Chapter 2	Literature Review	19
Chapter 3	Research Methodology	85
Chapter 4	Discussion Of Interview Results	111
Chapter 5	The Questionnaire Design And Survey Results	157
Chapter 6	Classification Of Corporate Management Styles	217
Chapter 7	Corporate Management Styles	261
Chapter 8	Discussion Of Results And Findings	283
Chapter 9	Conclusion	315
	Glossary	339
	Bibliography	341
	Index	371

Preface

The South East Asia crises last year was a lesson that need to be learned with a good understanding of corporate governance and more often than not the company's corporate management styles. Therefore, why is corporate management styles important. Corporate management styles is crucial for the understanding of corporate governance, and it is also important as it is understanding the basic principle of strategic management about planning, control in their own environment. It is this part of the strategic management that will highlight the interesting combination of styles that could exist due to the different interest, infrastructure, leadership and values that are being employed into the organisational system of the company.

As such, most companies will have their own style of corporate management. The environment and their planning and control mode will have an impact on the way they do things daily, monthly and yearly. Their annual reports may not have captured these styles, but the adoption of styles that may not be applicable in a certain business may have create a negative impact that may not be promising enough for the future. Learning the styles that suited most for different types of organisation would then be important and fruitful for any party that are related or affected by it.

The intention of this research is to provide the knowledge of corporate management styles that have been research around the world and its importance to the society at large. The research that is being conducted in Malaysia will definitely benefit researchers, businessmen, investors, government and corporate managers.

To the individual researcher, understanding the corporate management styles of Malaysian companies will highlight the variables of influence and also priority with respect to making decision and ac-

tions. Advance and extended research on similar field would be encouraged as the development of this topic would be further enhance with more insight and comprehensive.

For the normal businessmen, understanding the seven corporate management styles will highlight the different culture and working environment that they will be facing in their business meeting, joint venture and partnership program and also associates and affiliated activities. Such knowledge will definitely improve their relationship and their decision making with respect to locals and also international counterparts.

For the investors, learning the corporate management styles will give them an idea and preparation about the spirit and the working culture, as to the drive and motivation that need to be known about the company. Innovation and creativity can be identified from their decision-making styles.

As for the government agencies, corporate management styles of companies may be of a concern to them. This is because more than not, companies are being stereotyped in a behaviour that may have not been true. In other words, stereotyping the corporate management styles of companies is dangerous and pointless. Therefore, it is important to acknowledge the different corporate management styles and be notified about it.

For corporate managers, they have to recognise what corporate management styles suits with their organisation. Knowing the elements of corporate management styles that can draw changes to the company should be fully understood and managed. Corporate managers should learn to adapt for the type of styles that best fist their organisation. If they move from one office to another, they should be able to experience different styles and probably adopt on that can reflect their organisations well.

The three variables that was well argued and taken into consideration in this research has brought some insight on the Malaysian environment and also their planning and control behaviour.

I will recommend that all readers read this book to enrich their knowledge about strategic management and also the organisation

behaviour of organisations. One added value that could be explored following from this research is the extension of these variables to another industry. My suggestions would be the information age industry relating to information technology, multimedia and related fields, as these are the coming new Age industries of the future. Knowledge on the corporate management styles of these companies could be of much benefit for Malaysia that is rising into the information age.

*Dr. Norsaidatul Akmar Mazelan
Head of MSC Central Incubator
Multimedia Development Corporation*