The historical role of a business school varies from preparing managers to be more intellectual and scientific in the execution of their jobs and management responsibilities. With mechanisms, processes and regulations in place to control and direct corporations, this approach is still used today to ensure the decision-making process and policies made are aligned with the interests of the businesses and stakeholders.

While business is more commonly linked with stakeholders' interests, asset growth, profit maximisation and ensuring the returns of investments, Prof Dr Arfah Salleh, president and chief executive officer of Putra Business School, believes that the human aspect of it has long been left out and forgotten.

"Corporate scandals such as Enron and World Com as well as the 2008 financial crisis are the result of the failures of corporate governance that has long been used to govern corporations," says Prof Arfah.

"The weaknesses of this approach is its focus on the corporations instead of the behaviour of the humans within the corporations. While the companies may rank high on the corporate governance index, the ends justify the means for them to get there.

After all, incidents of corporate misdeeds from the last decade were committed only by MBA holders from Ivy League business schools. This revelation suggests that business schools are not exhibiting positive effects on student values and attitudes.

"Business education focuses too much on achieving business targets and other measurable objectives but disregards beliefs and morals. We need human values in our human leaders to be able to make decisions that can positively impact the world," says Prof Arfah.

However, the business sector does not have to be at odds with the human conscience. Prof Dr Arfah Salleh, president and chief executive officer of Putra Business School, believes that the human aspect of it has long been left out and forgotten.

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As a business education provider, Putra Business School ensures that it champions human governance and nurtures human leaders through its business programmes.

"It is ideally led by ABEST21 (The Alliance on Business Education and Scholarship for Tomorrow, a 21st Century Organisation).

Being human again

Human governance does not stop short at business and corporations. The application of human governance beyond business and management so that it is practised by policymakers, government agencies and other institutions creates the potential for a community and nation of morality, integrity and accountability.

"The fundamentals of human governance are not limited to a specific subject and transcend all boundaries. Having a conscience enables us to tell right from wrong, thus, human governance is vital in personal development towards becoming a better human," says Prof Arfah.

"Scientists are asking, 'What does it mean to be human?' and exploring the idea of the conscience."

Members of the public who are interested to learn more about Putra Business School and its philosophy on human governance can attend a preview course on July 28.

For more information, visit www.putrabusinessschool.edu.my

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**Living purposefully**

PUTRA Business School adopts the mangroves as its mascot. Although a peculiar choice at first thought, the mangroves, in fact, represent the philosophy of the business school.

"When the tide is high or low and whether the waves are strong or calm, the mangroves stand tall and, most importantly, they stand together to weather whatever elements thrown at them and are never found alone," explains Prof Dr Arfah Salleh, president and chief executive officer at Putra Business School.

The mangroves show that togetherness is better and offers resilience even in harsh conditions.

"That is the spirit of our business school - to nurture resilient human leaders who are good-hearted people in the harsh reality of the world," says Prof Arfah.

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**Balancing theory and practice**

THE Putra Business School’s Master of Business Administration (MBA) is the programme of choice for students who are keen to equip themselves with the ability to effectively and efficiently manage people and ideas, and to think strategically to move their organisations forward.

While the MBA in Putra Business School appeals to those interested in entry-level management roles, Putra Business School also has a home-grown programme that focuses on practising management and leadership skills, catering to the needs of top management.

The Practising Leader Master of Business Administration (PLMA) is a whole-person curriculum based on the practising leadership philosophy. The PLMA was created in response to a call for a fundamental reconsideration of the entire premise of an MBA.

Each course will have two components: an academic and an experienced senior executive from the industry.

Putra Business School’s aspiration is for every PLMA graduate to exemplify the following traits:

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**Integrated**

PLMA graduates are whole beings who bring the entirety of their selves to any situation. They demonstrate the ability to balance deep thought, keen observation, childlike wonder, healthy doubt and purposeful passion.

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**Resourceful**

PLMA graduates are creative thinkers who continue to grow and expand their knowledge base. They have the ability to find knowledge resources beyond the norm to continuously challenge, inspire and empower themselves.

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**Communal-minded**

PLMA graduates leverage their impact by building inclusive communities. They believe that their interconnectedness gives rise to a collective wisdom where the whole is greater than the sum of its parts.

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**Integrative**

PLMA graduates exemplify honesty and integrity in their very being. They model the ability to hold themselves accountable to the same standards they hold others to meet and be able to identify and accept inconsistencies in their own thinking.

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**A heart of service**

PLMA graduates build organisations that exist to nurture its ecosystem. They have the desire to generously share their knowledge, experience, ideas and questioning with the sincere intent to benefit the greater good.

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**Intellectual integrity**

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The mangrove is a grouping of over eighty specialized plant species that survives as "botanical amphibians". It is a complex coastal ecosystem. It acts as a sediment-carrier, land-builder and defender of numerous life forms-begets the mangrove a fascinating look in the bio politics of selfhood.

Did you know that just one hectare of mangrove is capable of neutralizing 17 metric tonnes of carbon per year?

In the 2005 tsunami in Asia, there were no deaths in the areas which had mangrove forests, compared to those areas without, which suffered massive casualties.

Putra Business School is the Home of Human Governance. We prepare leaders to be resilient, to care about human well-being and to withstand even the harshest of circumstances, not unlike the homegrown, earthy and visceral mangrove we see locally.

1. DOCTOR OF PHILOSOPHY (PhD)
   www.putrabusinessschool.edu.my/phd-program

2. MASTER OF BUSINESS ADMINISTRATION (MBA)
   www.putrabusinessschool.edu.my/mba

3. PRACTISING LEADER
   MASTER OF BUSINESS ADMINISTRATION (PLMBA)
   www.plmba.com

4. MASTER OF SCIENCE (MSc)
   www.putrabusinessschool.edu.my/msc

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