



HISTORY AND GROWTH OF ISLAMIC MANAGEMENT THOUGHT

By

Prof. Dr. Khaliq Ahmad*

International Institute of Islamic Thought and Civilization (ISTAC)

International Islamic University Malaysia (IIUM), Kuala Lumpur Campus

Abstract:

Literature on Islamic management thought is not in abundance. There is need to develop background knowledge development through producing literature and its review on Islamic management theories and practices. Contrary to this conventional management literature has documented plenty of books, research articles, conference proceedings and other forms of intellectual output. Muslim academics and scholars need to understand the historical patterns of thought that have occurred in a domain to contribute to contemporary management thought and practice. The review of Islamic management literature especially from Journals represents a useful tool for promoting scientific knowledge forward. Muslim management experts and researchers, indeed, need to understand the past, to conduct research in the present, and thus, to impact the future. Kudos to those for playing a key role in aiding managerial research from an Islamic perspective. Beside efforts undertaken elsewhere in West and middle Eastern countries on development of Islamic management thought in the form of development of literature through conferences, seminars and proceedings published, we look eagerly in the East. To the best of my knowledge and belief Malaysia stands a fair chance to be a case in point to emulate her Islamic management contributions in theory and practices. This is an area of work that has not been observed in our survey of literature and, therefore, should have high research significance, is captured in this paper.

Keywords:

Islamic management thought, Management literature review, Conventional management theories, Islamic management practices.

* Corresponding author <khaliqahmad@iium.edu.my>

INTRODUCTION

The history of management knowledge is more than century old. The emergence of industrialisation in West paves the way for development of management thought. In the beginning, theories such as the *Scientific Management* by F.W.Taylor after he focussed on Motion, Fatigue and Time studies of workers gave initial insight into the organisational productivity in United States. This was followed by Henri Fayol in France and Max Webber in Germany as they provided *Administrative Management* process and *Bureaucratic Approach* focuses on their theories respectively, were the initial management thought. Hawthorne experiment and introduction of human behaviours to work as team added value followed by studies on the contemporary issues as and when they emerged.

Thus, a review of management literatures is a must read by all organisational researchers and management faculties to abreast changes in emerging management thoughts. A good literature review helps in identifying gaps in the existing research and helps in generating new ideas for future management research. Many articles review covers some of the latest frameworks and trends in the conventional management literature review including some of the emerging areas of research across domains which also encompasses Islamic management thought. This paper has an objective of reviewing number of works based on bibliographic analysis technique and share the knowledge, which makes is more interesting to reading pleasure for identifying historical perspective of growth in conventional *vis a vis* Islamic management thought.

By convention a review of management literature is a multi-disciplinary series approach presenting unique and ground-breaking literature searches and examinations of new and emerging trends in research areas across the management discipline and beyond¹. Examining broad disciplinary areas including new research developments in fields including Marketing, Operations Management, Finance, International Business, and HRM, as well as more focussed studies on the big data and gamification in management literature. Such a series also explores practical research guidance with titles examining methodologies for conducting literature reviews in management domain.

This is supported by a highly reputable management experts from across the globe, the series will be an essential research resource to access and interpret cutting-edge global developments from across the conventional as well Islamic management discipline and thoughts.

This paper has therefore adopted a comparative approach with conventional management and is shedding some lights on the history and growth of Islamic management thought to help fellow academics and practitioners to pay heed to fill in this gap. The whole focus on the article is to assemble some of the previous works and share with readers, academics and students alike to benefit from the work done and carry forward the journey to the next generation of researchers, scholars and contribute and enrich management knowledge and thought from the civilizational perspective.

LITERATURE REVIEW ON EMERGING ISSUES IN CONVENTIONAL MANAGEMENT THOUGHT

To overcome and solve the problems of all the research community, in this study, the authors offer everyone to focus on the Planning, Operationalizing, Writing, Embedding, and Reflecting (POWER) framework of conducting literature review. The framework guides the scholarly community on how to create and evaluate literature review of contemporary management papers to overcome the merit dilemma on the contribution made by reviewers of papers. With the sole focus toward review of literature, authors were pleased to present “Review of Management Literature (RoML)”. This study answered the present tensions accruing in the existing literature as well as present strategies on bridging the gaps. The work of authors included in this study belong to emerging research areas such as marketing, human resources, international businesses, supply chain management, artificial neural network, luxury consumption, financial technology (FinTech), mergers and acquisition, social media platforms like Instagram, Facebook and Tweets presented a cultural diversity of modern time, services, sustainability, quality, entrepreneurial ecosystem, and dividend payment decisions. This work is going to be useful to scholars in exploring future research areas across business management disciplines².

The aim of another review was to reflect the current state of Financial Technology (FinTech) research along with its journey of development. Further, a conceptual framework showing the interaction of independent, mediating, and moderating variables with dependent variables (acceptance of FinTech products and services) along with propositions was prepared to facilitate the future researchers. This systematic literature review consisted of 110 articles from 78 journals indexed in two academic databases (Scopus and/or Web of Science), extracting facts and figures about FinTech during 2016–2021. Authors findings contribute to the literature by exemplifying that FinTech is a mixed set of threats and opportunities in modern day management practices. In the review only 18 articles that belong to years 2016–2017 but 54 articles were considered from 2020–2021, the increasing number of FinTech articles in high-ranking journals indicate the speedily growing popularity of FinTech. Similarly, secondary data-based articles are dominating the primary data-based ones. Further, regression analysis and PLS-SEM are the most popular statistical techniques among the authors of FinTech articles. To the best of knowledge of the authors, this is a unique study in which the latest FinTech research findings are skimmed³.

Entrepreneurial ecosystems have become policy strategies to stimulate entrepreneurial activities, yet the current understanding underlying value creation and the factors influencing this value-capturing mechanism remains limited. In this work, authors systematically review literature related to the entrepreneurial ecosystem, and they seek to provide a greater understanding of the value creation process within an ecosystem. The findings from their content analysis shed light on the multifaceted structures and drivers of the value creation process. The study contributed to studies and theory development in the field of entrepreneurial ecosystem literature and further advances potential future research agenda⁴.

Instagram is a social media platform that has quickly evolved from a photo-sharing application to a successful marketing tool. It holds various business opportunities, and its rapid growth helps showcase the business offerings. Its innovative use of adverts entices clients, and its visual nature complements the social media marketing strategy. Thus, looking at the dynamic nature and growth of the platform, this study outlined the past research trends in the literature of Instagram marketing as the primary objective. This structured review undertakes the study of 76 articles based on defined inclusion and exclusion criteria and analysed the literature in different contexts. This study included the hybrid review (narrative and framework-based), and findings from the literature highlight a significant influence of Instagram marketing on users. During the brief description of the literature in a different context, the numerous research gaps are outlined with future research directions based on the study framework. Lastly, it also presented a broader overview of the managerial and theoretical implications based on the literature of Instagram marketing.

Islamic Management Thought and Review of Existing Literature

The approach to study management and leadership of organizations is not a new in Western management schools but in Eastern especially Muslim countries which lacked early industrialization, is an emerging discipline which deals with the corporate governance and management of organizations from the perspective of the knowledge acquired through varieties of sources and results in applications compatible with the Islamic rituals, beliefs and practices that exists in communities due to shared values and compliance of Asian and especially Muslim countries is a matter of discussion. It is an unfortunate that we Muslim academics in specializing in Islamic management, accounting, marketing, HRM and relevant areas did not pay the heed to the emerging areas and challenges to offer an Islamic response to the business and management problem solving. The following paragraphs have been written to shed some light on the issue.

Rationale

Beside huge population close to approximately two billion Muslims globally and demand for management knowledge of handling varieties of organizations' problem from Islamic perspective that leads us to be apologetic due to an understanding that there exists no academic institutions in our part of the world unlike INSEAD (Association loi de 1901) of France and International Institute for Management Development (IMD), Switzerland and Harvard in Boston, in USA, and elsewhere to learn how to do business in the emerging Muslim markets seeking the halal products, shariah compliant health care, cosmetic industry, textiles, Islamic educational needs of lower as well as higher levels with some exceptions in development of Islamic banking and finance.

Western and including European Union (EU) countries and economies train their corporate executives to look after their corporate affairs carefully to dominate spheres of economic growth, trade etc. in ever increasing competition. Hence the same should be done by Muslim managers in otherwise OIC countries is a matter of concern to be addressed. This topic will dwell some lights on this scenario in my discussion to help in enhancing the 'history of Islamic management thought for future growth' of the Islamic management knowledge.

Significance of the study

- It is important to understand how to do business in the Western countries, as it is conducted in a very different manner than it is in many Muslim countries. Today the multinational corporations (MNCs) operating in Muslim Countries (MC) are headed by managers who may have little understanding about shariah compliance and Islamic management and business practices.
- Many so called “global managers” are unfamiliar with Islamic perspective of management requirements and techniques, leaving big MNCs frequently with no choice but to import foreign talent with no or very little Islamic orientation. Hence there is a need for shariah compliance training.
- The large global population (approx. 2.0 out of globally more than 7.0 billion) live around in Muslim markets, creates a huge potential market and a critical part of the world economy, needs a commercial solution.
- Therefore, as Americans, Chinese, EU and CIS countries experts go to INSEAD (Association loi de 1901) of France and International Institute for Management Development (IMD), Switzerland, to learn how to do business in the GCC, other European Union (EU) countries, and Far East, the same should be done by managers in the Muslim countries.

Therefore, an Islamic approach of management is being an emerging discipline needs our attention which is often referred to as Islamic management knowledge and practices must deal with the management of organizations through ‘*Aqli* and *Naqli*’ perspectives of the revealed knowledge and other Islamic sources of knowledge respectively. This will result in applications of management thought that is compatible with the Islamic beliefs and *shariah* practices.

The Islamic Approach to Management: A Brief Survey of Literature

The glory of the civilizations nurtured by the rapid spread of Islam, during the period following the 6th century A.D. in Asia and Europe, gives some food for thought on whether the social, economic, political, and military organizations in Muslim societies that time used the increasing understanding of the Islamic concepts, derived from an active study of the *Quran*, *alhadith*, *turath*, *fiqh*, and *tasawwuf*, to apply such understanding to effective management of organizations. A thriving civilization must have a solid foundation of paradigms governing effective management of organizations; otherwise, it simply would not work. Just as the momentum of the growth of Islam was impeded and Muslims lost their pre-eminence as torchbearers of global culture and civilization, these encompassing to the principles of effective management of organizations too seem to have gone into obscurity. Much of the period of the gradual erosion of Islam as the driving force has been replaced by the European and later, in general, the Western paradigms of management of organizations. Only recently do we find some evidence of a resurgence of interest in Islamic perspectives to various disciplines of knowledge⁵. Islamic perspectives to management studies are one of these fields of enquiry in an academia in the pursuit of Islamization of management knowledge.

A review of exiting literature on the subject indicates that it is a neglected and relatively unexplored area for research work. It is noted that the decade of 1980s is the starting point of works in the area of Islamic perspectives to management studies except for a very few studies reported in the 1970s. Not many works are reported during the decade

of 1980s too. Among them were the works of authors such as Shirazi's⁶ article on the management and leadership in the life of the Prophet (saw) and Ezzati's⁷ work on the concept of leadership in Islam. The appearance of works in the 1980s is significant from the point of view of its timing. The decade of 1980s, preceded by a long period of nearly two decades of increasing migration of Muslim scholars to study in the Western universities, saw significant progress in the Islamization of knowledge movement around the world. There were conferences and seminars organized on the Islamization of economics, banking and finance, management and business administration subjects, and occasionally one observes some articles and papers appearing in journals related to these issues by subject matter experts. Another observation the author can make is that the attempt to Islamize banking, finance, economics, and management studies is a part of a trend that is observed elsewhere in area of business studies. The 1980s is also the decade in which initial scepticism begins to appear with Western especially relevance of American perspectives to management studies. This is also the time when Americans themselves start taking a critical look at their own perspectives. Possibly this is catalysed by the stiff competition posed by the Japanese and eventually Koreans and Chinese manufacturers to the US firms. Americans started taking an interest and a whole genre of studies later to be termed as "Japanese management, Korean and Chinese" styles or concepts appeared in mainstream discussions. The author, Kazmi *et.al* touched upon this point in the previously published book and articles considering it to be a positive trend. On the other hand, as mentioned earlier elsewhere, there is increasing awareness in non-Western cultures of their own heritage. Finding that American management perspectives are not invincible in terms of their practical applicability and are liable to fail or to address inadequately the issues in managing financial and human resources, scholars in Chinese-Confucianism and Indian-Hindu cultures, for instance, too started a search for knowledge and wisdom in their own backyard. Chinese mind the Buddhist, Taoism, and Confucian sources while Indians are involved in searching for management perspectives drawn from the Hindu psycho-philosophical thoughts away from Anglo-Saxon cultures.

Islamic perspectives to management studies could, therefore, be seen as a part of a worldwide trend of the beginnings of the disenchantment with the purely Western perspectives and going back to their roots such as Osmanli History of Turks, Islamic revivalism in Malay world and deep-rooted Islamic values in MENA region. This might not be aimed at a complete rejection of the Western perspectives but could be a search for workable, effective, and feasible adaptation of these perspectives to the unique contexts in developing Muslim societies. The 1990s saw increasing appearances of the reported works. The publication, in 1995, of the *Islamic Principles of Business Organisation and Management* edited by F. R. Faridi⁸ is the reported proceedings of a Conference published in India on the subject. This follows a seminar on contemporary business toward the development of Islamic Business Management held in September 1987 in Malaysia proceedings of which are also available. The conferences of the Association of Muslim Social Scientists (AMSS) also feature occasionally a contribution in the area. For instance, AMSS Seminar on Organizational Behaviour in 1988 is a precursor to several others. *The American Journal of Islamic Social Sciences* (AMJSS) that started appearing in 1984, later—in the 1990s—carried papers and research notes on the subject of Islamic perspectives to management issues more frequently. Islamic economics, banking, and finance started dominating the literature rather more aggressively. The decade of early 2000 is disappointing compared to the 1990s as the works are less frequently reported exception to Islamic banking and

finance due to the emerging alternative to conventional banking and finance system based on the *ribawi* system which Muslims usually patronised. But some of the papers published and research at the Ph.D. level appeared to be focusing increasingly on the hard issues in management. This is a welcome development and could be a sign of early maturity at research level. A fine attempt is the work of Khalifa⁹ that is pioneering in nature and could be characterized as first-of-a-kind where the subject of management is treated from the perspective of fundamentals of Islamic revealed knowledge rather than taking conventional management studies as the starting point. On the nature of issues dealt with in the publications of management area during the two decades, 1980–2000, the subjects of ethics and values, organizational behaviour, and human resource management dominate the scene. The hard issues are dealt with; for instance, by Ali's¹⁰ work on the foundation for communication in the Quran and Sunnah and Al-Junaid and Anwar's¹¹ exploration into the behavioural science foundations for organization development. Earlier, Rahman and Al-Buraey¹² made a significant contribution by their work on organizational controls and performance evaluation. Later works show a movement toward the quantitative aspects of management an example of which could be the work of Abul Hasan Muhamad Sadeq and the author of this article,¹³ which is in the area of contemporary interest of quality management and leadership from Islamic perspectives. As one can observe, the emphasis during the two decades 1980s–2000s is overwhelming on the soft side of management studies with lesser contribution coming to the hard issues. It could be understandable as the contemplation on soft issues leads naturally to their application around hard issues in managing an organisation. Some other works, like those of Naim Nusair,¹⁴ Ibn Umer Mohd Sharfuddin,¹⁵ and Fayaz Ahmad,¹⁶ concentrate on an informed criticism of the contemporary theories. Here a sensible approach of relating the differences to the context is ascribed as reasons for the theories being not relevant to the context prevailing in Muslim countries. One notices a similarity here of the approach that scholars in developing countries are adopting to identify those existing theories, or parts of them, that are not relevant to the context; in fact, this trend is seen in some of the works of the Western scholars too where, for instance, in the subjects of international management and business, they have attempted to describe the differing contexts and exhorted Anglo–Saxon managers to be sensitive to conditions prevailing in developing countries when they work there. A meaningful genre of work is exemplified by the work of Muzaffar A. Shaikh¹⁷ in which he made a comparison of the ethics of decision-making in the Islamic and Western environments.

Doctorate dissertations are reported during the decades of 1980s as well as the 1990s. While there are very few doctoral researches works that could be considered as directly related to Islamic perspectives to management studies such as that of Sharafeldin¹⁸ on Islamic perspectives to human resource management, there are works that explore managerial issues in Muslim countries and organizations. An example of the former is the study on marketing strategies in Egypt by Mohammed¹⁹ while the latter is illustrated by a study such as the one by Abdul Rahman²⁰ of the accounting practices in Malaysian Islamic organizations. There are other works by Fontaine et.al.²¹ in areas such as strategic management from Islamic Perspective and Islamic economics and Islamic banking that are of indirect or peripheral significance to Islamic perspectives to management studies. Besides the lack of interest in management area, Islamic economics was somehow still in radar. But the real progresses were made in Islamic banking and finance due to a simple reason that it was not mere an academic and sometimes futile arguments among the scholars rather real translation of knowledge in

establishing Islamic banking and finance industry globally. Political will supported by regulatory authorities such as central banks of the countries originally in Muslim later among some non-Muslim nations paved the way for the socio-economic development on national front. Malaysia was no exception to this.

The decade 2010 and prior to Pandemic (Covid-19) was rather very successful. Many articles, books and conference proceedings emerged solely because of the commitments shown by IIUM researchers in area of Islamic marketing²², operation management, human resource management. Therefore, the cases studied and being included here are from Malaysian perspective is another landmark development²³. Management from Islamic perspectives visualizes a scenario where organizations would excel at anything that they do. Ideally, in a world where Allah's commands form the bedrock for managerial practices what should result are Muslim organizations that would become the benchmark for others. In this sense, it is apposite to think of best practices that Muslim organizations can offer as normative benchmarks and to my belief Malaysia stands a fair chance to be a case in point to emulate her practices. This is an area of work that has not been documented in many authors and researchers survey of management from Islamic perspectives and, therefore, should have high research significance.

In Malaysian context the academics from Malaysian institutions of higher learning especially by IIUM and the professional organisation such as WAIM (World Academy of Islamic Management) has made a good progress²⁴. Huge achievements on the record and their activities in the form of membership drive, organising conferences, and regular biannual publications are the important ones²⁵. Many more developments are underway post covid-19 during 2020- 2022 will be a significant contribution by WAIM²⁶. This is similar thought development, if not the truly same level as Academy of Management in the West, but its contribution in organising successfully periodical international conferences on Islamic management is noteworthy. The quality of papers speaks in volume when these are published in SCOPUS and WoS indexed journals globally.

The present JIMS (Journal of Islamic Management Studies) is again an excellent achievement in the development and growth of Islamic management thought. The Journal of Islamic Management Studies (e-ISSN: 2600-7126) is a scholarly refereed journal sponsored by the World Academy of Islamic Management (WAIM) and published bi-annually (February and July). So far four volumes (Vol.1, Vol.2, Vol.3, Vol.4 (issue1 & 2) and Vol.5 issue1 have been published and Vol.5 issue 2 is under print²⁷. The journal provides a scholarly platform for academicians and management professionals who are interested in the research and discussion of current issues and future challenges impacting the field of management from an Islamic perspective. It aims at promoting and disseminating relevant high-quality research in Islamic management and other related fields. as well as establishing a credible record of publishing high-quality empirical research findings and conceptual papers from researchers and practitioners located in different parts of the world.

CONCLUSION

Given the time and space Islamic perspective of management thought needs to evolve concurrently with the emerging issues to keep abreast of technological advancement and its extensive uses in the field of organizational management in Malaysia and elsewhere. Social media dictates the term for right or wrong reasons and extensive use of the technology in today's financial management (FinTech) and case studies to record and document good organizational practices is way to go to keep track of growth and development in Islamic management thoughts. However, the Islamic management perspectives courses for undergraduate and graduate programs and training modules to train the corporate executives is an area of concern and needs to be looked at for the future sustainability of Islamic management theory and practice.

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