

## **Islamic Management Practice: Little Caliphs International Sdn Bhd**

Roziana Rozlan<sup>1</sup>, Nur Raihan Mohamed Nor<sup>2</sup>, Muhammad Razman Mohd Mahaiyudin<sup>3</sup>, Noor Hamisah Noh@Mat Noh<sup>4</sup>  
<sup>1,2,3,4</sup>Post Graduate Student of Sultan Azlan Shah University, Kuala Kangsar, Perak, Malaysia

---

**ABSTRACT:** *Little Caliphs International Sdn Bhd was founded by Hajjah Sabariah Faridah and her husband, Haji Roslan Nordin. It is a business of Islamic-English-Creative preschool program under the brand name of The Little Caliphs Program (TLCP). They have practised a principle of Islamic management in their organization. Besides, the TLCP was formulated through studies and hands-on involvement on children pre-school education via Al-Qur'an and As-Sunnah. "Little Caliphs Centre" or "Little Caliphs Kindergarten" is a kindergarten or child enrichment centre that is committed and authorized to use TLCP. Bearing the name and brand image of Little Caliphs (TM) signifies the centre's commitment and adherence to TLCP Quality Standards. A Little Caliphs Centre is an independently owned kindergarten or child enrichment centre, and not a branch or subsidiary of Little Caliphs International Sdn. Bhd. This paper will aim to explore and view the implementation of Islamic Management in Little Caliphs International Sdn Bhd's management.*

**KEYWORDS** –*The Little Caliphs Program, Islamic Management, Leadership, Responsibility*

---

### **I. INTRODUCTION**

Today, managing an organization is a challenging job. Management is dealt with human phenomenon which started when the first human being was created. It is an activity of conducting, supervising and converting disorganized physical and human resources into efficient and effectively outcome by setting the proper action in order to achieve the objective. The success of an individual, group, or organization mostly depends on the effectiveness of management.

Islamic management model is flexible enough to adapt according to the circumstances for maximum outcome of the organization. Islam created a unique management paradigm that nurtured civility, prosperity, diversity and happiness among people of different creeds and ethnic origins around the globe for more than 1000 years (Abbasi et al., 2010)[1]. Muslim managers should base the intention of doing management activities for the sake realizing Allah's pleasure and achieving the betterment in this world and hereafter. Hence, it should ensure that management activities are void of corruption, negative characteristics and unfairness either within the organization or within the society in order to achieve its main aim, which is al-Falah (success) (Mohd Affandi, 1992:56)[2].

In the Islamic management context, humankind as the implementer of Islamic management should implement a management activity according to the guidelines of sharia Islam by assuming the Al-Qur'an and the al-Sunnah as main references (Azrin Ibrahim, 2015)[3]. The bases for Islamic management are found in the ontological and epistemology source which are the Quran and Hadith (Branine & Pollard, 2010)[4]. The application of Islamic Management is not only focus on the specific working environment. Islamic Management is a holistic approach and universal means looking at the whole organization, system, people and culture. Holistic approach can bring better results for modern organizations to deal with complex issues in global environment (Abbasi, et al., 2010) [5]. The application of Islamic management practices by Muslim managers has become crucial in order to develop the Islamic management model in the future.

In spite of the limited studies conducted in the Islamic management, still a growing number of Muslim organizations claim that they practice Islamic management in their daily business process, especially in Malaysia (Mohamed, et al., 2014) [6].

### **II. CASE STUDY REVIEW**

This paper is prepared by compilation of literature review method with aim to explore and view the Islamic management practices in organization. Hence, Little Caliphs International Sdn Bhd. has been chosen as case study in this topic review.

## **2.1 Background of the Little Caliphs**

In January 2003, Hajjah Sabariah Faridah with her husband, Haji Roslan Nord in founded their own kindergarten named Little Caliphs Kindergarten. Due to the naming rules of Malaysia's Ministry of Education, the kindergarten was named Tadika Rama Rama Bistari which was popularly branded by a smiling butterfly logo. The founders has conduct a continuous research and development, courses attended, hands-on involvements, feedback from parents, students, and staff, visits to other kindergarten all over the world, which has resulted to the development of a new kindergarten program, which was named 'The Little Caliphs Program or shortly 'TLCP'. The Little Caliphs Program was marketed by ILM Marketing since 2003. Little Caliphs International Sdn Bhd was incorporated on 6th of January 2010, to mark the founders plan for marketing TLCP into the international arena.

### **Vision**

The Little Caliphs Program™ becomes the world most preferred kindergarten program.

### **Mission**

- The Curriculum Mission
  1. Our mission is to instill the LOVE of Islam and knowledge to young children
  2. To give young learners a wonderful and effective learning experiences using best practices in early childhood education.
- The Business Mission
  1. To provide aspiring entrepreneurs with a credible investment and business opportunity in Islamic-English-Creative pre-school education service provision.

## **III. APPLICATION OF ISLAMIC MANAGEMENT PRINCIPLES**

The presence of Little Caliphs International Sdn Bhd has promoted a spiritual of Islamic values. All of their business activities are aligned with morality and core values which are outlined in Al-Qur'an. The Little Caliphs Program (TLCP) has a set of proven creative methodologies for teaching the children the meaningful foundation of Islam, learning and living skills in an integrative manner.

### **3.1 Da'wah**

Da'wah is Arabic word which means to invite or summon someone. In Islam, da'wah is an invitation to the way of Allah. The da'wah should be propagated wisely through a systematic approach or proper management. The Prophet's da'wah shows all of us how was da'wah being implemented through a good act of management. Relatively, the implementation of da'wah in this modern era should be managed well in order to ensure that the society accept da'wah thus, the negative image of Islam today could be eliminated (Abdul Ghafar and Jaffary, 2009)[7]. The da'wah is consisting of knowledge, acting upon it, calling to it and being patient with the hardship encountered due to it. In order to ensure that the criteria of knowledge organisation are met, there are four aspects that should be taken into consideration by managers (Zand, 1981: 6-7)[8] :

1. Finding and disseminating knowledge that already exists in the organization
2. Acquiring and creating new knowledge
3. Converting knowledge to profitable products and services
4. Managing people who work with knowledge

Little Caliphs International Sdn Bhd via its TLCP comes with business start-up and operation package for Muslim entrepreneurs to open and operate their own Islamic-English-Creative kindergarten or child enrichment centre. The program offered to all Muslim who loves Islam, business and children, as a mean for propagating Islam and generating halal profit. The selections of the entrepreneurs are based on the specific criteria due to density of Islamic content and Intellectual Property content in TLCP. They emphasize on Muslim who (1) practicing a regular in performing 5-solat and (2) reading Al-Qur'an, (3) respecting and observing Islamic sharia and (4) having good understanding of Islamic aqeedah. Every entrepreneurs that been selected to run the TLCP will be having a series of trainings on teaching content and methodologies to equip teachers with effective teaching skills. TLCP methodology sources of knowledge:

1. Sourcing contents from Al-Quran, Hadith and authentic Islamic books
2. Guided by Tarbiyatul-Awlad (Educating children in the light of Islam)
3. Pre-School Curriculum of Malaysian Ministry of Education are from Al-Qur'an, Hadith and authentic Islamic books.

### 3.2 Leadership (*Al-Qiyadah*)

Leadership is the ability of a person to lead a group of people to achieve and defined objectives. The idea and concept of Islamic leadership is not similar to the conventional leadership. Al-Qur'an is the primary source of leadership and success principles. It is the last and complete guidance, teaches towards success and leadership principles which guide life towards success and highest attainment. Prophet Muhammad S.A.W is the greatest leader and a role model to all humanity in leading people to the eternal betterment of here and hereafter.

Efficient managers have good efficient effect on others because with a balanced mixture of beliefs and positive attitudes present good behaviours with good activities makes the commitment to costumers or clients, organizations, the person, the individual and work groups and doing affairs for reaching final goal which is the nearness to God (Masoud & Shima, 2014) [9]. In ensuring the realisation of this leadership concept abides by Islamic principles, it must constantly centre on certain Islamically outlined objectives and purpose. Islam places utmost importance on these objectives because they symbolise the extent of effectiveness of the leadership, whether at a high level or otherwise (Ezad Ezraai, et al., 2012) [10].

Little Caliphs International Sdn Bhd have shown a good reputation as a founder of Islamic-English-Creative pre-school education services in Malaysia since 2003. The organization has stated clearly on their belief and philosophy of the *TLCP*. The belief and philosophy of their program are:

1. Believing that the benchmark of education is the content and method of Rasulullah S.A.W as applied by his noble companions, and there should be continuous improvement of this humble curriculum towards following the method.
2. Believing that education is to prepare the children towards fulfilling the duties as the slave of Allah, Caliph of Allah, and Ummat of Prophet Muhammad S.A.W.
3. Believing that knowledge and sciences are indeed signs of the Greatness of Allah, The Creator - as such, knowledge and sciences should be imparted to the children in a manner that strengthens their Tawhid and belief in Islam.
4. Believing that there is a gold mine in every child, when polished and educated in the light of Al-Quran and As-Sunnah, the child will be able to live his full potential towards successful life in this world and hereafter.
5. Believing that a child's brain development occurs as a result of the interplay between nature (genes) and nurture (the environment); the architecture and size of the child's brain is a result of the interaction with adults in his environment and everything experienced in the external environment.
6. Believing that the early years are instrumental in building a child's healthy self-esteem and positive self-concept as a result of the acquired perceptions, beliefs and feelings.

From the above listed belief and philosophy of the Little Caliphs International Sdn Bhd, they have played an essential role in Islamic leadership by strictly based on Al-Qur'an and As-Sunnah in managing their organization.

### 3.3 Responsibility (*Mas'uliyah*)

The meaning of responsibility considered as a "duty to deal with something so that it is your fault if something goes wrong" (Oxford Dictionary, 2007) [11]. Responsibility is the force that binds action demanded by the leadership position. A Muslim manager has the sense of duty and calls the duty in his field (Rezaeian, 2010) [12]. Leaders should know their responsibilities, their targets, what they needed to do to get which rewards and what the consequences would be if they made mistakes (DeKrey et al., 2007) noted by Abbasi et al., (2010).

The Little Caliphs has perform their responsibility by ensure the entrepreneurs activities and performance are comply with the organization objective that have been set. Regard to responsibilities, the organization has set up a Quality Audit team to ensure and assist their entrepreneurs in handling their brand name as an Islamic-English-Creative pre-school education in a manner way. They really accentuate the quality of their program by screening the right person to operate Little Caliphs Kindergarten. In order to maintaining the quality, they have scheduled the proper related training for entrepreneur and teacher to attend. Towards a special trait of the first generation of Muslim in obeying Allah and following the Sunnah of Prophet Muhammad S.A.W, the encourage following core values to be instilled to all Little Caliphs operators, staff, teachers, student and parent.

1. The understanding of the Shahada
2. The learning and love of the 5-times SOLAT and other obligations as the slave of Allah
3. The love for seeking knowledge and remembering Allah
4. The good manners as a Caliphs of Allah and the love to his Muslim brothers and sisters
5. The sincerity for Allah, and the belief of Allah's rewards in this world and thereafter
6. The duty to propagate the teaching of Islam.

### 3.4 Sharing / Consultation (*Al-Shura*)

*Al-Shura* is the way in building a solid relationship within the organization and also with community. It is one of the important principles in Islamic management. Abdul Khader (2014) [13] has stressed that Al-Qur'an has stated that the believers who will be rewarded in the hereafter are those who conduct their affairs with consultation (*Al-Shura*). *Shura* is aimed at building a consensus that will benefit the community or the business that has to make the decision. In case no consensus is reached, voting is resorted to (Jabnoun, 1994) [14].

To ensure the new entrepreneur clear about the *TLCP*, the Little Caliphs International Sdn Bhd has organized a 'kinderpreneurship' seminar. Once the entrepreneur has attended the seminar, they will proceed with a process of *taaruf* as a one of the step towards the entrepreneur to become licensee of *TLCP* which is done by the Little Caliphs business consultant. It is to assist the entrepreneur with level of confident and motivate them to be more active specifically in *TLCP* and generally in kindergarten activity. They are also introducing joint-partnership of parents and teachers approaches in promoting each child's growth and development. Parent involvement indicates that parents and teachers can create viable partnerships by engaging in joint learning activities, supporting each other in their respective roles, carrying out classroom and school improvement activities, conducting collaborative curriculum projects in the classroom, participating together in various decision-making activities, and being advocates for children (Swick, 1991) [15]. It is to create a sense of mutuality so that their efforts are meaningful to all those involved.

## IV. THE CHALLENGES IN THE IMPLEMENTATION OF ISLAMIC MANAGEMENT PRINCIPLES

A study conducted by Mohamed Sulaiman, et al. (2014) found that, most of the problems or challenges faced by managers are related to the degree of understanding on the Islamic management concepts and practices. Mohamed Sulaiman, et al. (2014) observed that family and educational background also play important role in shaping understanding on Islamic management and its practices. Abdul Khader (2014) has concluded that many people are not aware about Islamic Management including management experts are not well acquainted about it or intentionally avoiding the managerial concepts of Islam. He also stated that most of the people in the society do not know that excellent principles and guidelines of management can be traced in the holy Qur'an and the life of prophet.

## V. CONCLUSION

The Islamic management principle could give a huge impact to the betterment to the organization, leader, managers and employees for the life in this world and hereafter. It is able to adapt according to the circumstances for optimum achievement of organizations and their people. Jabnoun (1994), supported that the leader is considered as a role model to others by practising an Islamic principle in conducting an organization which could later transform into cultural norms of a given society. From this study, we can conclude that the Little Caliphs International Sdn Bhd is concerned in Islamic management perspective. They have practised it in both internal (human resources and program) and external (community) element. This article could motivate other manager and leader to implement the Islamic management into their organization management system. It is recommended for every Muslim leader to apply and implements the Islamic management system. Future researcher may study the challenges and effectiveness of this system in early education industries.

## REFERENCES

- [1] Abbasi, A. S., Rehman, K., and Abbasi, S. H. (2010), Welfare and Protection Model for Organizational Management: The Islamic perspective. *African Journal of Business Management* Vol. 4(5), 739-747
- [2] Mohd. Affandi Hassan (1992), *The Tawhidic Approach in Management and Public Administration: Concepts, Principles and an Alternative Model*. Kuala Lumpur: National Institute of Public Administration (INTAN).
- [3] Azrin Ibrahim (2015), Accountability (Hisbah) in Islamic Management: The Philosophy and Ethics behind its Implementation. *International Journal of Humanities and Social Science* Vol. 5(8), 184-190
- [4] Branine, M. & Pollard, D. (2010) Human Resource Management with Islamic Management Principles: Dialectic for a Reverse Diffusion in Management. *Personnel Review*. 39(6), pp. 712-727.
- [5] Abbasi, A. S., Rehman, K. U., and Bibi, A. (2010), Islamic management model, *African Journal of Business Management* Vol. 4(9), 1873-1882
- [6] Mohamed, S., Nur Arfifah, A. S., and Abdul, K. O. (2014), The Understanding of Islamic Management Practices among Muslim Managers in Malaysia, *Asian Social Science*, Vol. 10, No. 1, 189-199
- [7] Abdul Ghafar, H.D., and Jaffary, A. (2009), Knowledge management and its impact on Islamic Da'wah: A Historical perspective, *Journal of Islamic and Arabic Education* 1(2), 61-68
- [8] Zand, D.E., (1981), *Information, organization, and power: Effective management in the knowledge society*, New York: McGraw-Hill Book Company
- [9] Masoud, P.T., Shima, K.M. (2014), Investigating the role of Islamic management in organizations: (review article), *Indian Journal of Fundamental and Applied Life Sciences*, Vol. 4, 306-312
- [10] Ezad, A. J., Wan, K. M., Noor, I. Y., Hamzaini, A. H., Wan Mohtar W. Y., Nur Riza, M. S., Zinatul A. Z., Wan Mohd H. W. H., Mohamad, A. H., Adlin, M., Mahayodin @ Mahyudin O., and Nur Hafizah, A. S. (2012), The Basis of Leadership in Islam, *Advances in Natural and Applied Sciences* 6(8), 1399-1404
- [11] Oxford Student's Dictionary, 2007. Oxford University Press, United Kingdom.
- [12] Rezaeian., (2010). Principles of Management .Tehran· SAMT publications.
- [13] Abdul Khader, M. (2014), A comparative study between Islamic management and conventional management with special reference to HRM, *Proceeding of the Social Sciences Research ICSSR 9-10 June 2014*, Kota Kinabalu, Sabah, Malaysia, 112-122
- [14] Jabnoun, N. (1994). *Islam and Management*. Kuala Lumpur, Malaysia: Institut Kajian Dasar.
- [15] Swick, K.J. (1991), *Teacher-parent partnership to enhance school success in early childhood education*. Washington, DC: National Education Association
- [16] The Little Caliphs Program. Retrieved November 4, 2016, from <http://www.littlecaliphs.com.my>