

## Editor's Introduction

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Welcome to the third issue of the *Journal of Shinawatra University*, which marks the completion of the first year of publishing of this academic journal. We have, once again, attempted to provide rigorously argued and written papers from a variety of different academic disciplines but, like editors around the world, I can only work with the papers I receive. For readers who wish to see papers from other disciplines included, please do what you can to help produce papers in those disciplines. It is well known that we live in very difficult times – the economy has performed disastrously in the last half of the year as consumer confidence has plunged, investor confidence has followed suit and important industries such as tourism have (understandably) suffered significant losses. What will happen for the rest of this year and the years following remains unclear but it is difficult to see any good news in the foreseeable future. Let us follow the dictum of Gramsci and practice the (somewhat contradictory) approach of “pessimism of the intellect and optimism of the will.”

In this issue we welcome an invited paper and six peer reviewed papers, as well as three book reviews. In the invited paper, S.W.S.B. Dasanayaka, Gayan Wedawatta and G.D. Sardana explore the impact on Sri Lankan SMEs of the 2004 tsunami and how rehabilitation can continue to take place and resilience be built into future industrial systems. Among the peer reviewed papers, Manoj Joshi and Balvinder Shukla Singh provide a groundbreaking paper on innovation in Indian SMEs and how this might be fostered in the future. Venus Kansopn and Amporn Sa-ngiamvibool approach the issue of second language teaching and its relationship with the acquisition of personal moral values in terms of varying pedagogical methods. They adopt a pragmatic approach to the issue of language training based on careful observation and measurement of classroom techniques. Dhruva Kumar Gautam and Sajeeb Kumar Shrestha provide the first of two papers based on the situation in Nepal, further extending the geographical reach of the journal across Asia and beyond. Their paper concerns the service quality of academic programmes in their home country, particularly focused on the Kathmandu Valley which is the centre of economic and social development in that country.

Geeta Rana and Alok Goel have written a case study of the way in which talent can be grown and harnessed in the international human resources market. It is argued that talent is an increasingly important source of competitive advantage in globalizing industries and, therefore, its development is worthy of serious consideration. Finally, Manoj Kumar Chaudhary looks at the issue of faculty members' job satisfaction in private colleges in Nepal, which is the second of the papers from that country in this issue. Three book reviews and additional information complete this issue.

Speaking entirely as an individual, I wish you a better 2015 than we have suffered in 2014. “Pessimism of the intellect” means looking at things with honesty and seeing them genuinely as they are. “Optimism of the will” means we, human beings united together, can overcome that which faces us and make a better society for all in the future. Let us hope that in the next editor’s introduction, if we are spared, we will be facing a better situation one way or another.

**John Walsh, Editor**

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## Invited Paper

# Lessons from Natural Disasters, Tsunami-Affected Small and Medium-Sized Enterprises (SMEs) in Sri Lanka

*S. W. S. B. Dasanayaka, Gayan Wedawatta and G. D. Sardana*

### Abstract

*The main objective of this paper is to identify some of the key issues encountered by tsunami-affected small and medium-sized enterprises (SMEs) in the process of rehabilitation and re-establishment in Sri Lanka. The second objective is to assess how far these affected industries have received various benefits and supports from bodies such as government agencies, private sector firms, donors and NGOs to help them get back into business. The final objective is to recommend policies and strategies to develop the tsunami-affected SMEs in a self-sustaining manner and within a certain time period. The main database of firms for this research has been obtained from the Industrial Development Board, which conducted a survey covering 4,389 tsunami-affected micro- and SMEs. In addition to this, information from various state organizations and NGOs-based sources has been used. This paper identifies the main issues related to tsunami-affected SMEs ranging from basic infrastructure provision up to finance, marketing, machinery, technology, training, product identification and development and so forth. In fact, it is shown that there are no significant differences between issues faced by SMEs in general and tsunami-affected SMEs, apart of course from the effects of a sudden disaster (the tidal wave). Consequently, these issues can be generalized as issues relevant to SMEs in Sri Lanka as a whole. However, under the flood and rain of local and foreign assistance, there have been more pledges and promises than actual deliveries and, so, tsunami-affected SMEs have received comparatively little support and assistance in recovering and no records can be found as to where the colossal amount of foreign assistance received has actually gone. Finally, this paper recommends various types of business incubator centres and entrepreneurial enhancing skill programmes for the revamping of tsunami-affected SMEs in addition to the normal disaster risk management plan.*

*Keywords: entrepreneurship, rehabilitation, small and medium-sized enterprises (SMEs), tsunami, technological innovation.*

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## 1. Background

Sri Lanka was one of the main countries to be affected by the force of the tidal waves and flooding caused by the worst earthquake in the last 40 years. The tsunami tidal wave which struck Sri Lanka on 26<sup>th</sup> December 2004 devastated many of the enterprises of a thriving industrial sector and other commercial sectors along the coastal areas of the country.

The micro-, small and medium-sized enterprises (SMEs) sector plays an important role in the national economy through the generation of employment, contribution to the growth of national GDP, creation of innovations and stimulation of other economic activities in Sri Lanka. This sector is said to be the backbone of Sri Lanka as a developing nation. Consequently, the development of this sector is of paramount importance for Sri Lanka irrespective of the level of development of individual SMEs. This is even more important to Sri Lanka as a developing country, where poverty and unemployment are persistent problems.

## 2. Tsunami-Affected Enterprises in Sri Lanka

There were approximately 6,000 units involved in providing services and manufacturing products that were located in the coastal areas around the island as a whole which were affected by the tsunami disaster of 26<sup>th</sup> December, 2004. Presently, the government, non-governmental organizations (NGOs), private and other public sector organizations have been conducting multidisciplinary functions to rebuild the nation and usher in prosperity for everybody affected by the disaster. Those multidisciplinary functions mainly focus on the enhancement of social, educational and living standards, such as basic utilities, as well as information for the people who lived in the affected coastal areas. The affected areas are the Districts of Ampara, Batticaloa, Colombo, Galle, Gampaha, Hambantota, Jaffna, Kalutara, Matara, Mulative and Trincomalee. To extend the multidisciplinary functions focused on up to now, there is an urgent need to revamp the enterprises affected in the affected areas island-wide not only for enhancement of their living standards but also for regeneration of their income to contribute to the survival and growth of the nation as a whole.

### 3. Research Issues and Objectives

The tsunami tidal wave on 24<sup>th</sup> December 2004 totally affected the enterprises located in the coastal areas island-wide, while destroying the infrastructure, utilities, fixed assets, killing and injuring their skilled employees and crippling their income. A huge amount of tools, equipment and machinery were destroyed beyond repair. Even now, most entrepreneurs are spending miserable lives with the knowledge of all they have lost and have to depend on government subsidies almost entirely. Their principal request is to rehabilitate and re-establish their enterprises immediately. Consequently, there is a need to relieve the damage and to revamp the affected micro- and SMEs as soon as possible, as well as the smaller number of large companies. This research study examined the ways and means to address these issues with effective national cooperation and solidarity.

The following issues prompted the research study and survey:

- Knowing the extent of the damage caused was essential to planning the revamping of affected enterprises;
- No proper records were available on the damaged industries;
- It was necessary to know which different industries existed in these areas, what product sectors they operated in and their employment levels;
- There is a real need to strengthen entrepreneurial and technological capability levels;
- There is a need to rebuild infrastructure and utilities so as to be able to re-establish and relocate enterprises.

To address the above research issues, this study was designed to evaluate the damage caused by the tsunami and the concomitant requirements to rehabilitate and re-establish the tsunami-affected SMEs in Sri Lanka. In particular, a sample of 4,389 SMEs was obtained for the survey, which was conducted with the following objectives:

- To identify key issues in the tsunami-affected SMEs in Sri Lanka which are currently in the process of rehabilitation or re-establishment;

To assess how far these affected industries are receiving various benefits and supports from various bodies such as government agencies, private sector firms, donors and NGOs with a view to getting them back in business;

- To recommend policies and strategies to develop these firms so that they can form a self-sustaining industrial sector within a short period.

#### 4. Situation Analysis

There are various organizations involved in revamping the tsunami-affected micro- and SMEs in Sri Lanka. They include the United Nations Development Programme (UNDP), Technonet Asia, The Federation of Chambers of Commerce and Industry of Sri Lanka (FCCISL), Japan International Cooperation Agency (JICA), the Industrial Development Board of Ceylon (IDB) and the Ministry of Rural Industries and Self-Employment Promotion, who are all among the key players in the present context.

As a short-term plan, the IDB under the Ministry of Rural Industries and Self-Employment Promotion launched its rehabilitation and re-establishment programme for tsunami-affected firms in Sri Lanka by providing capital goods like tools, equipment, machinery and some raw materials at an average rate of 15,000 rupees (approximately US\$115) for each affected micro-enterprise, which represented a total of 3,000 units island-wide. In addition to that, they have provided counseling and consulting services, business management & entrepreneurship development facilities, technical training and skill development facilities and appropriate technology to restart those enterprises. Furthermore, the IDB signed several agreements, including memoranda of agreement (MoA) and memoranda of understanding (MoU) with the UNDP, Technonet Asia and JICA to be able to proceed in the same way in order to revamp the remaining SMEs, especially by providing tools, equipment and machinery worth from 15,000 to 50,000 rupees (approximately US\$115-384) to each one and with other facilities focusing on business development services and capacity-building and other services.

At the present time, some of the main programmes conducted to support the rehabilitation and re-establishment of tsunami-affected micro- and SMEs in Sri Lanka are as follows:

- Micro-Enterprise Development (MED) Project initiated by UNDP/IDB;
- Compressed earth brick-making enterprises for tsunami-affected areas project initiated by UNDP/IDB and community based organisations;
- UNDP Fast Track Programme for tsunami-affected industries initiated by the UNDP/Technonet Asia/IDB;
- Back to Business Programme for tsunami-affected enterprises initiated by FCCISL;

- The Project for the Rehabilitation and Re-establishment of Tsunami Affected Micro Industries in Sri Lanka initiated by JICA/IDB;
- Credit Facility under Tsunami Special Emergency Credit Programme initiated by the National Development Trust Fund (NDTF) and the Susahana Loan Scheme initiated through public and private banks.

## **5. Enterprise Survey and Limitations**

The survey of the tsunami-affected enterprises conducted by the IDB covered a total of 4,389 enterprises during the period from 11<sup>th</sup>–24<sup>th</sup> January, 2005 in the districts of Ampara, Batticaloa, Colombo, Galle, Gampaha, Hambantota, Jaffna, Kalutara, Matara, Mullativu and Trincomalee. The survey identified the affected areas, affected entrepreneurs and their enterprises and the extent of the damage caused, as well as what would be required to support the rehabilitation and re-establishment of the affected enterprises and businesses.

The objectives for conducting the questionnaire survey of the enterprises affected by the tsunami tidal wave disaster were as follows:

- To estimate the damage caused;
- To provide proper technology, training, skills development and assistance to those affected;
- To relocate enterprises;
- To re-establish enterprises;
- To ensure the proper distribution of the funds and materials for the rehabilitation and re-establishment programme;
- To ensure that relief measures were properly directed to the affected enterprises by identifying their needs and requirements.

The survey was limited to the enterprises engaged in the manufacturing of products and provision of services in the coastal areas affected by the tsunami, in accordance with the information collected and analysed through discussions and interviews with the industrialists and entrepreneurs in the rehabilitation camps, as well as neighbours and the independent observations made of enterprises visited during the survey process. A questionnaire for the survey was designed so as to be able to collect information and estimate damage and requirement in order to revamp the affected enterprises. The questionnaire contains six areas covering issues from the general situation to specific

requirements of individual enterprises. The areas are:

- Basic information;
- Details of enterprise;
- Gross investment and credit facility;
- Assessment of damage;
- Re-starting the enterprise and its minimum requirements;
- Services to be re-established in parallel with enterprise rehabilitation.

Table 1  
*Affected Enterprises by Size and Location*

<b>Province</b>	<b>District</b>	<b>Micro</b>	<b>Small</b>	<b>Medium</b>	<b>Large</b>	<b>Total</b>
<b>Western</b>	Colombo	149	182	2	6	339
	Kalutara	90	197	11	4	302
	Gampaha	6	15	2	4	27
<b>Eastern</b>	Ampara	422	121	3	3	549
	Batticaloa	191	112	0	0	303
	Trincomalee	145	131	5	4	285
<b>Southern</b>	Galle	537	347	21	24	929
	Matara	516	328	12	5	861
	Hambantota	321	178	13	2	514
<b>Northern</b>	Jaffna	40	32	4	0	76
	Mulative	176	27	1	0	204
<b>Total</b>		2,593	1,670	74	52	4,389

*Source:* Compiled by Authors from Various Sources

The data collected from the questionnaire survey was stratified according to suitable enterprise classification, location and size of enterprise. There are different criteria used in different organizations to classify the size of an enterprise in Sri Lanka. Having considered various classifications adopted by different organizations, the officials of the IDB agreed to classify the size of the enterprises based on total investment according to the schedule in Table 2 below.

Table 2  
*Size of Enterprise*

Size of Enterprise	Total Investment (Rupees) <sup>1</sup>
<b>Micro</b>	Less than 100,000
<b>Small</b>	From 100,000 to 4,000,000
<b>Medium</b>	From 4,000,000 to 10,000,000
<b>Large</b>	More than 10,000,000

*Source:* Compiled by Authors from Various Sources

The situation in the various districts prior to the arrival of the tsunami is depicted in Table 3 below.

It is evident that the largest districts in this context are in Galle and Matara. However, all the number of enterprises in the capital city of Colombo is less than the two leading districts, they appear to be better resourced based on the total level of investment and credit obtained. It is clear that there is considerable variability between the different districts.

In terms of the type of activity undertaken, most employment is provided by the textiles and apparel sector and the coir based products sector. These sectors also have the largest number of firms overall. However, in terms of investment and credit, these are dwarfed by the fabricated metal products and trading, business and services sectors (see Table 4 below).

Table 3  
*Previous Industry Situation (Pre-Tsunami disaster) by District*

District	No. of Firms	Male	Female	Total Employees	Total Investment (Rs.)	Total Credit Facility Obtained (Rs.)
<b>Ampara</b>	549	967	436	1,4003	132,368,575	933,241
<b>Batticaloa</b>	303	398	291	689	35,824,000	256,500
<b>Colombo</b>	339	783	132	915	251,106,600	209,284,550
<b>Galle</b>	929	1,846	3,025	4,871	106,280,958	143,055,940
<b>Gampaha</b>	27	351	523	874	97,260,012	8,700,000
<b>Hambantota</b>	514	645	915	1,550	241,207,160	51,718,947
<b>Jaffna</b>	76	231	62	293	47,001,650	527,500
<b>Kalutara</b>	302	705	266	971	262,023,810	18,252,300
<b>Matara</b>	861	1,448	1,813	3,261	355,305,860	28,754,350
<b>Mulative</b>	204	260	189	449	19,309,500	30,000
<b>Trincomalee</b>	285	694	253	947	664,049,760	39,676,400
<b>Total</b>	<b>4,389</b>	<b>8,328</b>	<b>7,905</b>	<b>16,233</b>	<b>3,168,266,507</b>	<b>501,189,728</b>

*Source:* Compiled by Authors from Various Sources

Further details of the geographical impact of the disaster are provided in Table 5

<sup>1</sup> Approximately 131 rupees = 1US\$.

below. This shows the differential level of impact in the different districts involved. In some, Batticaloa and Colombo, there were no fatalities recorded by the firms interviewed but in Galle alone there were 44 people lost and another 38 in Matara. Table 3 above has shown that there is a slight majority of male employees overall but it is notable here that more than twice as many women as men are recorded as dead or missing.

Table 4  
*Previous Industry Situation (Pre-Tsunami disaster) by Product Sub-Sector*

<b>Product Subsector</b>	<b>No. of Firms</b>	<b>Male</b>	<b>Female</b>	<b>Total Employees</b>	<b>Total Investment (Rs.)</b>	<b>Total Credit Facility Obtained (Rs.)</b>
<b>Food, Beverages and Tobacco Products</b>	544	1,695	747	2,442	654,798,300	108,686,740
<b>Textiles and Apparel</b>	962	898	3,049	3,947	350,541,745	45,846,171
<b>Leather Products</b>	72	238	104	342	88,200,532	20,692,000
<b>Wood and Wooden Products</b>	502	1,693	88	1,781	384,358,150	222,456,900
<b>Coir Based Products</b>	921	311	2,705	3,016	111,518,098	2,425,980
<b>Chemical Based Products and Pharmaceuticals</b>	21	74	41	115	26,599,000	1,621,000
<b>Rubber and Plastic Products</b>	24	177	161	338	23,550,000	6,968,600
<b>Non-Metallic Mineral Products</b>	128	284	68	352	66,814,250	4,488,000
<b>Fabricated Metal Products</b>	319	1,181	63	1,244	897,133,748	65,372,600
<b>Agriculture and Ornamental Fisheries</b>	47	149	10	159	28,410,000	429,500
<b>Paper and Paper Products</b>	17	59	33	92	13,350,500	250,000
<b>Handicrafts</b>	106	62	192	854	17,182,004	807,723
<b>Gems and Jewellery</b>	164	169	4	173	29,902,500	1,602,450
<b>Trading, Business and Services</b>	528	1,282	626	1,908	447,870,030	17,215,264
<b>Manufactured Products Not Elsewhere Specified</b>	34	56	14	70	27,977,650	2,326,800
<b>Total</b>	<b>4,389</b>	<b>8,328</b>	<b>7,905</b>	<b>16,233</b>	<b>3,168,206,507</b>	<b>501,189,728</b>

*Source:* Compiled by Authors from Various Sources

Table 5  
*Tsunami Affected Employees by District*

District	No. of Firms	Male Emp. Dead or Missing	Female Emp. Dead or Missing	Total	Male Emp. Injured	Female Emp. Injured	Total
<b>Ampara</b>	549	6	4	10	8	14	22
<b>Batticaloa</b>	303	0	0	0	0	0	0
<b>Colombo</b>	339	0	0	0	1	4	5
<b>Galle</b>	929	9	35	44	13	15	28
<b>Gampaha</b>	27	0	1	1	0	0	0
<b>Hambantota</b>	514	7	20	27	5	14	19
<b>Jaffna</b>	76	1	3	4	5	1	6
<b>Kalutara</b>	302	0	1	1	0	3	3
<b>Matara</b>	861	8	30	38	1	8	9
<b>Mulative</b>	204	10	7	17	12	10	22
<b>Trincomalee</b>	285	9	13	22	15	11	26
<b>Total</b>	<b>4,389</b>	<b>50</b>	<b>114</b>	<b>164</b>	<b>60</b>	<b>80</b>	<b>140</b>

*Source: Compiled by Authors from Various Sources*

There is also some variations in the number of casualties based on firm activity since the numbers of firms in different categories varies considerably and there is some clustering of firms in some areas where they have better access to supplies and raw materials and also to nearby markets. In terms of the overall losses caused by the tsunami, firms tended to declare the most badly-affected area to be in tools, equipment and machinery, although there were also significant losses in raw materials and semi-finished and finished goods. Geographical factors are also important here too.

When it comes to losses and damage by sector, there are variations based on the number of firms involved and their location, as well as the nature of the business activities involved, since some sectors require more and more expensive tools and equipment than others and some have greater requirements for keeping stock that might include finished or semi-finished goods (see Table 7 below).

Table 6  
Total Damages and Losses by Tsunami-Affected Firms by District

District	Tools, Equipment and Machinery	Raw Materials	Semi-Finished and Finished Goods	Vehicles	Other
<b>Ampara</b>	28,696,600	16,058,150	17,549,500	2,197,000	140,000
<b>Batticaloa</b>	15,691,500	4,551,200	1,332,200	124,000	364,000
<b>Colombo</b>	28,841,750	18,349,750	12,137,000	3,414,000	1,700,000
<b>Galle</b>	217,182,080	143,290,008	93,160,355	29,477,080	21,221,700
<b>Gampaha</b>	2,964,000	3,137,950	1,009,150	2,860,000	239,500
<b>Hambantota</b>	55,291,660	45,765,150	17,190,150	7,288,000	4,143,300
<b>Jaffna</b>	10,028,100	11,567,500	6,105,000	3,309,000	1,004,950
<b>Kalutara</b>	28,815,100	37,801,800	17,776,750	10,785,500	4,793,000
<b>Matara</b>	105,897,550	58,449,235	27,222,870	8,132,000	1,603,600
<b>Mulative</b>	10,214,500	3,413,500	2,244,000	1,509,500	1,117,000
<b>Trincomalee</b>	61,906,500	45,192,500	144,460,900	3,002,000	358,000
<b>Total</b>	<b>565,529,340</b>	<b>387,576,743</b>	<b>340,187,875</b>	<b>72,098,080</b>	<b>36,685,050</b>

Source: Compiled by Authors from Various Sources

Table 7  
Total Damage and Loss by Tsunami-Affected industries by Product Sub-Sector

Product Subsector	Tools, Equipment and Machinery	Raw Materials	Semi-Finished and Finished Goods	Vehicles	Other
<b>Food, Beverages and Tobacco Products</b>	115,587,550	58,257,350	31,823,970	14,553,000	6,320,950
<b>Textiles and Apparel</b>	73,176,950	62,928,138	42,621,975	9,110,000	3,676,000
<b>Leather Products</b>	13,824,200	7,390,500	17,799,800	575,000	6,088,200
<b>Wood and Wooden Products</b>	55,138,750	79,295,900	23,722,650	10,054,500	1,813,000
<b>Coir Based Products</b>	15,276,730	10,432,725	2,877,080	463,580	877,600
<b>Chemical Based Products and Pharmaceuticals</b>	1,889,000	4,820,000	7,097,000	1,510,000	825,000
<b>Rubber and Plastic Products</b>	5,417,000	2,691,500	3,030,000	50,000	5,000
<b>Non-Metallic Mineral Products</b>	8,621,000	4,942,200	3,858,800	4,357,000	240,000
<b>Fabricated Metal Products</b>	111,065,710	71,520,800	164,646,950	18,244,500	7,522,500
<b>Agriculture and Ornamental Fisheries</b>	16,634,500	889,000	1,936,500	1,225,000	170,000
<b>Paper and Paper Products</b>	1,267,500	2,876,500	2,530,500	125,000	150,000
<b>Handicrafts</b>	6,191,650	2,737,050	13,140,150	4,189,000	168,800

Table 7 (Continued)

Product Subsector	Tools, Equipment and Machinery	Raw Materials	Semi-Finished and Finished Goods	Vehicles	Other
Gems and Jewellery	10,002,500	4,002,000	1,657,000	135,000	270,000
Trading, Business and Services	129,480,550	72,621,680	22,252,600	7,484,500	8,537,000
Manufactured Products Not Elsewhere Specified	1,955,750	2,171,400	1,192,900	22,000	21,000
<b>Total</b>	<b>565,529,340</b>	<b>387,576,743</b>	<b>340,187,875</b>	<b>72,098,080</b>	<b>36,685,050</b>

Source: Compiled by Authors from Various Sources

The next table (Table 8 below) deals with the total area of land affected by the tsunami as reported by the firms included in this sample. Again, it is evident that there is considerable variation from one district to another and this again shows how quite small differences can have quite significant impacts on results when it comes to disasters.

Table 8

*Total Area of Damage of Tsunami-Affected Firms by District*

District	Industrial/Building Area (Sq. Ft.)	Land Area (Sq. Ft.)
Ampara	549,281	10,800
Batticaloa	118,622	0
Colombo	68,104	19,294
Galle	617,887	42,865
Gampaha	924	0
Hambantota	254,459	94,820
Jaffna	34,612	0
Kalutara	2,619,259	5,842
Matara	472,457	1,588
Mulative	290,965	0
Trincomalee	287,949	143,372
<b>Total</b>	<b>5,314,519</b>	<b>318,581</b>

Source: Compiled by Authors from Various Sources

Naturally, there are similar variations in amount of building and land area affected based on the activities undertaken, since these require different configurations of space when it comes to production and other operations. This may be seen in Table 9 below.

Some activities, of course, do not require much or sometimes any land, while the intensity of activities may have a strong impact on the amount of space required. The gems and jewellery sector, for example, requires very little space

for storage or equipment because of the precision nature of the work involved. By contrast, food, beverages and tobacco products require considerable amounts of land for various agricultural processes and for processing.

Table 9

*Total Area of Damage of Tsunami-Affected Firms by Product Sub-Sector*

<b>Product Subsector</b>	<b>Industrial/Building Area (Sq. Ft.)</b>	<b>Land Area (Sq. Ft.)</b>
<b>Food, Beverages and Tobacco Products</b>	1,010,444	143,224
<b>Textiles and Apparel</b>	472,437	15,752
<b>Leather Products</b>	235,396	0
<b>Wood and Wooden Products</b>	410,348	18,916
<b>Coir Based Products</b>	197,224	61,760
<b>Chemical Based Products and Pharmaceuticals</b>	7,155	400
<b>Rubber and Plastic Products</b>	15,416	0
<b>Non-Metallic Mineral Products</b>	1,281,545	33,040
<b>Fabricated Metal Products</b>	391,621	3,224
<b>Agriculture and Ornamental Fisheries</b>	38,405	1,088
<b>Paper and Paper Products</b>	6,070	0
<b>Handicrafts</b>	77,701	24,000
<b>Gems and Jewellery</b>	48,171	0
<b>Trading, Business and Services</b>	313,832	17,177
<b>Manufactured Products Not Elsewhere Specified</b>	808,748	0
<b>Total</b>	<b>5,134,519</b>	<b>318,581</b>

*Source:* Compiled by Authors from Various Sources

These results provide a baseline of information concerning which types of business have been affected by the tsunami and what kinds of impacts they have faced. Since each firm is different, then the assistance that each will require will also be different and so there will need to be some sensitivity in the field and flexibility as to what is provided.

## 6. Methodology Implemented

This research study is based on the questionnaire survey described previously. The sampling method was designed to identify the damage suffered by and the requirements of tsunami-affected enterprises in order to assist their recovery, rehabilitation and re-establishment. As a result, the following activities were conducted to assist the research:

- Search of existing literature and websites to obtain secondary data and information;
- Visits took place to affected firms and other institutions;
- Interviews and discussions were held with relevant stakeholders involved with the rehabilitation and re-establishment work necessitated by the disaster;
- Participation in meetings and seminars conducted for the rehabilitation work also took place.

This methodology was designed to maximize interaction with relevant stakeholders and to triangulate the data obtained for a greater level of confidence in the results.

## 7. Analysis of Findings

As a result of the research, the following key issues and survey findings were obtained. The first was an estimate of the costs of rehabilitation and the purposes of the funds required.

Since the disaster affected different regions to different degrees and there is a connection between location and type of industry, then it is clear that there will be different requirements from each district. The largest amount of funds is required for tools, equipment and machinery, followed by working capital and infrastructure. The district most affected was Galle, which had heavy losses both to infrastructure and to tools, equipment and machinery. The next most affected district is Trincomalee, which has a very strong need for working capital. As Table 11 below shows, the greatest need for working capital is in the fabricated metal parts sector.

Based on the findings of the affected enterprise survey, there are various implications that can be drawn:

There is a great need for technology, training & skill development;

- There is also a need for tools, equipment & machinery;
- Businesses are also badly affected by the damage to utilities and infrastructure;
- Both fixed capital and working capital are in short supply and firms need help in this regard;
- There is a need for community development in coastal areas;

Table 10  
*Minimum Requirements to Rehabilitate & Re-establish Industries by District (Rs.)*

District	Infrastructure	Tools, Equipment and Machinery	Working Capital	Consultancy	Others	Total
<b>Ampara</b>	10,804,000	18,109,800	3,287,600	210,000	0	32,411,400
<b>Batticaloa</b>	2,095,500	9,545,000	1,805,500	67,500	40,000	13,553,500
<b>Colombo</b>	10,574,250	17,735,500	12,774,050	120,000	302,500	41,506,300
<b>Galle</b>	19,900,783	198,275,683	82,995,913	4,483,000	6,193,500	490,955,929
<b>Gampaha</b>	72,000	2,133,000	1,815,300	0	500	4,020,800
<b>Hambantota</b>	16,529,500	42,277,110	15,611,000	503,800	1,619,900	76,541,310
<b>Jaffna</b>	8,748,000	9,465,800	19,114,000	50,000	818,500	38,196,300
<b>Kalutara</b>	28,537,640	25,229,840	14,717,040	871,190	731,340	70,087,050
<b>Matara</b>	27,512,700	76,614,700	27,293,850	416,700	1,798,200	133,636,150
<b>Mulative</b>	3,406,000	9,629,000	2,440,500	110,000	1,264,500	16,850,000
<b>Trincomalee</b>	16,511,700	45,155,000	180,576,500	60,000	936,000	243,239,200
<b>Total</b>	<b>323,799,123</b>	<b>454,170,433</b>	<b>362,431,253</b>	<b>6,892,190</b>	<b>13,704,940</b>	<b>1,160,997,939</b>

*Source:* Compiled by Authors from Various Sources

Table 11

*Minimum Requirements to Rehabilitate & Re-establish Enterprises by Product Sub Sector (Rs.)*

<b>Product Subsector</b>	<b>Infrastructure</b>	<b>Tools, Equipment and Machinery</b>	<b>Working Capital</b>	<b>Consultancy</b>	<b>Others</b>	<b>Total</b>
<b>Food, Beverages and Tobacco Products</b>	99,064,667	97,478,717	37,510,267	1,713,000	2,033,500	237,800,151
<b>Textiles and Apparel</b>	56,973,366	52,662,766	26,140,916	462,700	1,678,200	137,917,948
<b>Leather Products</b>	11,203,200	29,621,150	13,861,950	444,750	154,900	55,285,950
<b>Wood and Wooden Products</b>	32,069,400	45,645,400	23,067,500	464,900	1,105,900	102,353,100
<b>Coir Based Products</b>	8,344,940	10,753,440	6,952,240	392,740	143,840	26,587,200
<b>Chemical Based Products and Pharmaceuticals</b>	8,322,500	4,102,000	4,619,600	170,000	20,000	17,059,100
<b>Rubber and Plastic Products</b>	1,886,000	8,180,000	1,589,000	58,000	5,000	11,718,000
<b>Non Metallic Mineral Products<sup>1</sup></b>	7,534,500	7,605,500	4,319,500	235,500	2,092,000	21,787,000
<b>Fabricated Metal Products</b>	34,205,700	85,859,110	186,402,000	1,038,500	2,104,500	309,609,810
<b>Agriculture and Ornamental Fishery</b>	2,140,000	6,369,500	1,684,500	35,000	0	10,229,000
<b>Paper and Paper Products</b>	1,475,000	1,640,000	1,395,000	55,000	0	4,565,000
<b>Handicrafts</b>	2,495,100	5,036,100	1,936,100	24,100	159,100	9,650,500
<b>Gems and Jewellery</b>	2,034,000	6,835,000	1,485,000	0	25,000	10,379,000
<b>Trading, Business and Services</b>	55,525,750	91,230,250	50,126,180	1,782,000	4,182,000	202,846,180
<b>Manufactured Products Not Elsewhere Specified</b>	525,000	1,326,500	1,341,500	16,000	1,000	3,210,000
<b>Total</b>	<b>323,799,123</b>	<b>454,170,433</b>	<b>362,431,253</b>	<b>6,892,190</b>	<b>13,704,940</b>	<b>1,160,997,939</b>

*Source:* Compiled by Authors from Various Sources

- There is also a need to ensure the proper distribution of funds and materials to the affected firms.

Consequently, there is a need to establish national solidarity based on the above multidisciplinary functions which should be fulfilled in order to assist and grant immediate relief to industries in all affected areas island-wide in the relocation of their businesses and industries.

## **8. Model and Plan of Recovery, Rehabilitation and Re-Establishment of Tsunami-Affected SMEs in Sri Lanka**

The Model and Plan of Recovery, Rehabilitation and Re-establishment of Tsunami affected SMEs in Sri Lanka (Figure 1) indicates the necessity of integrating the national development programmes and other multidisciplinary functions in order to recover, rehabilitate and re-establish tsunami-affected firms in Sri Lanka. In addition to the above basic aspects, the following key functions should also be taken in to account:

- Establishment of an apex body to oversee the task force that will help to rebuild the SMEs;
- Establishment of coordinating committees in each divisional secretariat region to assist and implement rehabilitation and re-establishment programmes as required;
- Make the stakeholders and beneficiaries aware of the steps that are being taken towards rehabilitation and offer them proper guidance and consultancy.

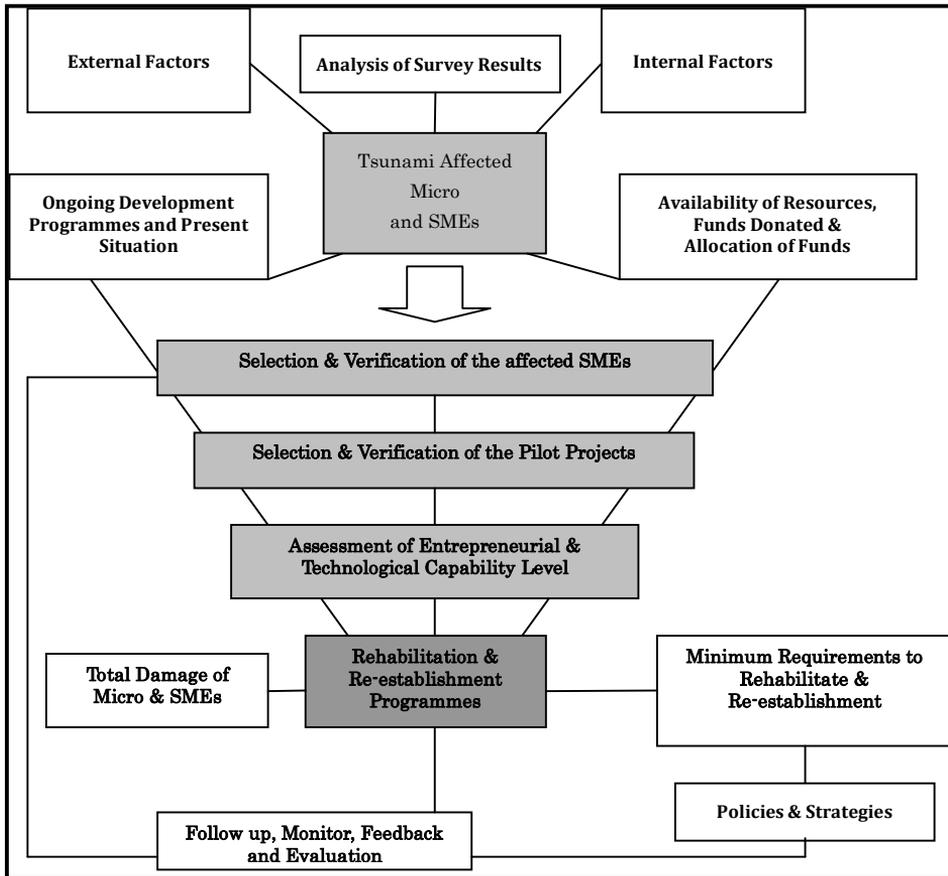


Figure 1 Model and Plan of Recovery, Rehabilitation and Re-Establishment of Tsunami-Affected SMEs in Sri Lanka

It is important that these activities take place in a spirit of transparency and accountability, to make sure that the funds that have been provided are used properly and that all grants can be properly checked and progress monitored.

## 9. Policies and Strategies

Recognizing that the rehabilitation and re-establishment of tsunami-affected SMEs is a complex process, the government has acted as an initiator, promoter and supporter of the processes involved. It has attempted to place these efforts in the context of economic redevelopment of affected areas as a whole. In doing so, it has been hampered by the lack of a pre-disaster phase in which relevant agencies might have focused on anticipating the events that might occur and, hence, develop a structured response and a model framework for recovery. There is, in other words, a need for advisory and capacity building support on policy design.

The policy aims to achieve the following key objectives: identification and classification of industry sub sectors; utilization of technological & investment facility; skills, practices and infrastructure; SME-large enterprise partnership, creating new SMEs; SMEs support including clusters. The policy has placed special focus on entrepreneurial and enterprise development as the prominent services domain.

## **9.1 Strategy**

One of the primary challenges of revamping micro & SMEs is the lack of assets and materials with which to work. The projects that are being conducted should be done so through a holistic, integrated approach to address immediate needs, as well as short and medium-term needs in a way that is sustainable. These policies should be integrated with plans that will be enacted to achieve goals over the longer term as well.

The strategy focuses on the following areas:

- Immediate relief for entrepreneurs and industrialists affected by the tsunami;
- Capitalize on the opportunity to strengthen the capacity and skills of entrepreneurs and industrialists;
- Initiate incubator process and centralize incubator office set up;
- Common technical and product set up and requirements;
- Promotion initiative, information and database, consultant networking;
- Disaster management & mitigation.

While the first task of these projects is rehabilitation re-establishment of firms through replacing damaged or lost equipment, tools and machinery, the disaster may also be viewed as an opportunity to pursue thoroughgoing industrial development activities. For example, by the end of the project, up to one thousand entrepreneurs will be trained, counseled and prepared for better operational management and marketing abilities. This should enhance the income of the entrepreneurs and the families of employees affected by the tsunami disaster.

## **10. The Proposed National Enterprise Development Policy for the Tsunami-Affected Micro and SMEs in Sri Lanka**

The government of Sri Lanka should identify the micro and SME sector and relevant enterprise development service sector as an essential component in national economic development and be committed to providing essential facilities and support on both a quantitative and a qualitative level.

essential facility and support to Tsunami affected micro, small and medium enterprises both in enterprise development service providers and public industrial sector, through a network of state and private industrial organizations. The relevant ministries are responsible for establishment and enactment of essential and relevant legislation and also for providing technical and managerial guidelines for rehabilitation and re-establishment of affected enterprises in compliance with accepted industrial and environmental standards.

The proposed policy for the enterprise development services; shall

- Be within the overall economic policy;
- Cover all industry-related enterprises in both state and private sectors; (including organizations to be established for public enterprise development services);
- Have sound legislative support to monitor and regulate the activities pertaining to rehabilitation and re-establishment of Tsunami affected enterprises;
- Encourage achievement and maintenance of industrial & environmental standards, accepted nationally and internationally;
- Provide a framework for equitable, sustainable, cost effective, accessible, reliable and valid enterprise development, rehabilitation and re-establishment support for the Tsunami affected Micro & SMEs;
- Promote entrepreneurial & technological skills & development and training facility.

## **11. Conclusion and Recommendation**

In accordance with the issues addressed and the above survey findings the following long-term solutions can be recommended:

- Setting up of Incubation Centres and Industrial Parks/Estates;
- Transfer Appropriate Technology & Technology Upgrading;
- Providing Industrial Management & Entrepreneurship Development Facility;
- Conducting Technical Training & Skill Development Programmes;
- Providing Market Development & Market Linking Facility to gain the lost markets;
- Providing Counseling & Consultancy Services to enhance mentality of the victimized industrialists by the unexpected incident;
- Procurement of Tools, Equipment and Machinery in order to distribute capital goods among the affected industries.

In addition to the above, Project Implementation, Performance Monitoring and Follow up Activities will be carried out for a two year period.

The survey study recommends the following policies to be planned and strategies to be implemented in the context of recovery, rehabilitation and re-establishment of Tsunami affected SMEs Sri Lanka:

- Identify and recommend Tsunami affected sectors and sub sectors with potential for value addition, employment creation, and export for promotion and support;
- Establish a revolving loan fund;
- Strengthen the public sector performance and governance by enhancing their capability levels;
- Imposing a buffer Zone with the development of infrastructure and utility for SMEs;
- Establish a Task Force to Rehabilitation and reconstruction of Tsunami affected SMEs in Sri Lanka;
- Be aware of and strengthen of public sector about disaster management and its issues.

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# Exploring Firm Characteristics and Innovative Practices in Entrepreneurial Firms

*Manoj Joshi and Balvinder Shukla*

## Abstract

*Rogers (1983) defines innovation as an idea, practice or object that is perceived as new by individuals or units that adopt it. Innovation can be seen as “something that is new or improved and that which creates value.” For an entrepreneurial firm, defined by Miller (1983) as “... one that engages in product, market innovation, undertakes risky ventures, and is first to come up with proactive innovations, beating competitors to the punch,” innovation is considered integral to its survival. These entrepreneurial firms can be small and medium enterprises (SMEs). This study attempts to explore the characteristics and the innovative practices of those entrepreneurial firms and helps to confirm that SMEs are also entrepreneurial and innovative.*

*Keywords: entrepreneurial firm, innovation, incremental innovation, radical innovation, SMEs*

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## 1. Understanding Innovation & Entrepreneurial Firms

Various definitions have emerged from different perspectives in reviewing the still somewhat limited literature in innovation. Damanpour (1991) defines innovation as “... the adoption of an internally generated or purchased device, system, policy, program, process, product, or service that is new to the adopting organization.” Rogers (1983) defines innovation as an idea, practice, or object that is perceived as new by individuals or units that adopt it. Thompson (1969) defines innovation as “the ability to provide products and services differentiated from the competition and made profitable by their value to their customer.” Other definitions of the concept relate to something that is new or improved and that which creates value.” It can be seen, therefore, that innovation implies ‘newness’ or ‘being different from the rest’ and implies something that has not been done or created before. These innovations can arise in the form of product innovation, process innovation or service innovation.

# **Cultivating Virtue in the EFL Classroom through the Grammar Translation Method (GTM) and the Direct Method (DM)**

*Venus Kansopon and Amporn Sa-ngiamwibool*

## **Abstract**

*ESL/EFL teachers can enhance language learning as well as cultivate virtues in the classroom. This study explores how the Grammar Translation Method (GTM) and the Direct Method (DM) could help achieve three specific purposes: 1) cultivate moral virtue in students through the process of language learning; 2) promote English language learning skills and 3) determine the effectiveness of instructions on enhancing language learning and simultaneously cultivating virtues in the ESL/EFL classroom. This was a mixed-method study. The subjects were 16 students in grades 5 and 6 at Darunsikkhalai School (DSIL), Bangkok. There were three instruments for data elicitation (including GTM, DM and integrated instructions) which were as follows: pretests and posttests on language learning and virtues, interviews and observation. The qualitative data analysis process drew upon all instruments to formulate the findings and conclusions of the study. The results revealed that the integration of GTM and DM is an appropriate and effective approach for cultivating virtues and teaching English language to young students. It helped enhance language learning and simultaneously cultivated virtues in the EFL classroom at DSIL.*

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## **1. Rationale for the Study**

Traditionally, a typical English classroom in the Thai context is based on using the Grammar Translation Method (GTM), in which communication in the second language (L2) is not the main focus. The teaching is not effective in terms of communicating in L2. Consequently, attempts have been initiated to promote more effective communication in L2 in innovative classrooms. Comparative studies of the two approaches in the Thai context have been limited in scope. Consequently, this study is needed as it should yield insightful contributions to the teaching of English for communication in L2.

# Service Quality of a Nepalese Academic Programme

*Dhruba Kumar Gautam and Sajeeb Kumar Shrestha*

## Abstract

*This study tries to assess the impact of service quality and customer satisfaction with service quality dimensions in the BBA programme of Shanker Dev Campus, which is a leading management college in Nepal. The institute has conducted a survey and obtained a sample of 106 currently enrolled BBA students. Descriptive statistics, correlations and regression analysis have been used to measure the relationships among service quality dimensions, overall service quality and student satisfaction constructs. It was found that students were satisfied pursuing the BBA programme at Shanker Dev Campus. The college should focus more on reliability, responsiveness and empathy dimensions to enhance service quality. Service quality was judged satisfactory by the students of Shanker Dev Campus in the sample.*

*Keywords: BBA, SERVQUAL, service quality, student satisfaction*

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## 1. Introduction

The service quality concept is large and varied. It has been argued that service quality is perceived by consumers in terms of what service firms should offer in relation to their expectations. Service quality is viewed as the discrepancy between consumers' perceptions and expectations. In the contemporary business environment, service quality is the key for marketing planning to win the competition and to adapt to environmental uncertainties (Asubonteng, McCleary & Swan, 1996). This study has focused on the importance of service quality provided by academic institutions. Several models were developed to define the service quality concept and factors that justify the customers' perceptions of service quality (Mangold & Emim, 1991). It has been depicted as being comprised of a complex bundle of explicit and implicit attributes. The relative importance of different attributes is likely to differ from service to service and from person to person (Cronin & Taylor, 1994; Parasuraman, Zeuthaml & Barry, 1994) which is particularly relevant to the educational sector.

## Looking Beyond Milestones: The New Talent Supermarket

*Geeta Rana and Alok Goel*

### Abstract

*Perhaps the greatest human resource (HR) challenges today are the retention and attraction of talent and the creation of a high performance learning organization. The demand for the right kind of talent is as strong as ever, which makes it imperative for organizations to develop a strategic employee value proposition in order to create the proper balance between employee preferences and employer needs. Bhushan Power and Steel (BPS) focuses on leadership driving a career management matrix (organizational capability development and talent management), which is a pull versus push process and recognises that people need to be inspired to engage in the development journey. Development and the filling up of key positions in any organization are managed by meticulously planning career paths of available people. This case highlights career mapping practices at BPS, the largest manufacturer of auto-grade steel in India. At the company, career mapping practices are focused on competencies, knowledge and learning, which facilitates the best in individual, machine, technology and networking management.*

*Keywords: career, career mapping, leadership, succession planning, talent retention*

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**Disclaimer:** *This case has been written solely as the basis for class discussion, for educational and development purposes and is not intended to illustrate either effective or ineffective handling of an administrative situation or to represent successful or unsuccessful managerial decision making or endorse the views of management. The authors may have disguised or camouflaged some of the names, events, financial and other recognisable information to protect the identity of individuals and confidentiality. The case is developed with the help of primary and secondary sources.*

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<sup>2</sup> This is a revised version of a paper presented and published at ICMC2013, organized by Birla Institute of Management Technology, Greater Noida, on December 5-6<sup>th</sup>, 2013 at BIMTECH Campus.

## **Faculty Perceptions of Job Satisfaction: The Case of Nepalese Colleges**

*Manoj Kumar Chaudhary*

### **Abstract**

*It is evident that in every type of organization success depends to some extent on satisfied and competent employees. However, it is believed that context seems to be a key factor determining overall employee competencies and satisfaction. The purpose of this paper is to study the job satisfaction of faculty members who are teaching in private colleges offering BBA programmes in Kathmandu. For this, 11 of 21 colleges were selected and 107 questionnaires were received, all of which have been used in the analysis reported here. The findings case reveal that job satisfaction levels of Nepalese teachers working in private college is below the adequate level and it is also noticed that people are dissatisfied with current college policies and programmes. The pertinence of faculty perception of job satisfaction is that it is key to the promotion of teaching and research quality. Consequently, the study arrives at the conclusion that the knowledge obtained from this study would be a useful addition to academic literature and to future researchers in developing a teaching and learning environment. Finally, this study was limited to exploring the perception of faculty members without taking into account other factors which may be important.*

*Keywords: job satisfaction, Nepal, private colleges, teaching*

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### **1. Introduction**

Job satisfaction means an individual's feelings and attitudes towards a job. It is the result of an employee's perception of how well her job has provided those things which are relevant to the career on a long-term basis, in addition to the benefits obtained from short-term effects. Job satisfaction makes reference to the desires, expectations, beliefs and values of individuals and the extent to which their desires are met and other necessities are provided at the workplace (Luthans, 1995). In addition, job satisfaction represents various elements of peoples' attitudes, which are important characteristics of their ability to be effective in their positions. Among the various factors involved, satisfaction can be affected by the nature of the job itself, pay, promotion, supervision, learning culture, autonomy and working conditions (Klassen & Chiu, 2010).

## **Book Reviews**

### **Buddhism in a Dark Age: Cambodian Monks under Pol Pot**

*Harris, Ian*

Chiang Mai: Silkworm Books, 2013

ISBN: 9-786162-150692.

Xii + 242 pp.

During the period of the Khmer Rouge government (1975-9), the number of Cambodian monks declined by 60,000 to just over 2,000, which is little more than one per wat. It was widely assumed that this was additional evidence, if any more were needed, of the relentless and systematic scouring of the country by the Communists. More careful historical analysis, by Ian Harris in this book and elsewhere, reveals that the sweeping assumption should be modified. While some monks were certainly killed – and sometimes in bizarre fashions considered necessary to overcome the putative supernatural powers of the victims – but many more were encouraged or obliged to disrobe and many had to marry, meaning it was very difficult to become reordained once conditions for religion improved. Overall, Harris concludes, monks were treated no worse than any other profession: when there was resistance to their rule, the revolutionaries felt they had to make an example of one leader to encourage the others to behave. In many case, monks and former monks employed what James Scott called the ‘weapons of the weak’ by partially ignoring the strictures placed on them, wearing a monk’s belt under their revolutionary outfits, practicing rituals in secret and so forth. Much, of course, depended on local conditions, such as the attitude of local cadres towards monks and the vigour with which they pursued their duties. Besides which, wanton murder was self-defeating because labour was required to develop the economy, promote agriculture and defend the country against villainous foreigners.

It is the attitude towards work that brought monks particularly to the attention of revolutionaries in Cambodia and elsewhere. From an ideological perspective, there were many monks who supported radical change, just as there were monks who were staunchly pro-royalist and conservative in their politics. Further, as François Bizot argued when he had been arrested, there could be significant similarities between monks and the members of the Communist Party of Cambodia. For example, both joined organizations requiring them to pursue an ascetic lifestyle of sacrifice aimed at bringing about improvements in the lives of communities and society as a whole, were required to undergo an initiation ritual during which they changed their name, received a specific set of items thereafter and had a distinctively different status from apprentices (pp.43-4). In

terms of work, the Theravadin tradition that dominates mainland Southeast Asian Buddhism places emphasis not just on the role of the monk in society and as a source of virtue generation (*puny* in Khmer) but also on the monk as a person who does not do physical work. This has historically been a potential source of conflict when economic conditions are bad and, as a result, represented an opportunity for rulers to raise some revenue by closing some wats in the name of ‘reform.’ At the individual level, non-believers might certainly feel resentful of those who do not work and have food brought to them when they themselves face problems and hardship. After the revolution took place, therefore, it was inevitable that non-productive assets should be put to use so as to enhance the national economy. Owing to the sincerity of the faith of many monks and their supporters, great unhappiness was the result.

Good history, modern history or a period further in the past, requires careful and thorough examination of whatever evidence might be available and Harris has done this. He has consulted the oral records provided for the early trials of the Khmer Rouge leaders as well as both fieldwork and extensive knowledge of the existing literature. In terms of a thesis on which to hang all this carefully considered analysis, Harris combines the desire to provide a memorial for those who paid the ultimate price or else suffered terrible misery as a result of events, while also intending to provide a more sophisticated understanding of what actually took place during that period. In doing so, he was from an early point in his research by the Venerable Vep Tong, who lived throughout the period and was re-established as a leader of the sangha subsequently, to consider also the events following the overthrow of King Sihanouk in 1970 (p.1). Doing this allows him to consider the damage done to monks and the country as a whole by the American bombardment during the Second Indochina War. There is, of course, an incentive for apologists for the American actions to maximize the amount of blame attached in public discourse to the Khmer Rouge. Harris also considers the period after the Vietnamese invasion and then the era of Hun Sen, although necessarily at much shorter length. He shows how, despite restrictions on the monkhood being gradually relaxed, so much of the learning and spiritual leadership of the country has been lost and this loss will persist into the future as it remains difficult to attract talented and well-educated men into the monkhood in the age of globalization.

Despite this book’s many virtues, no work of history is without opportunities for improvement. In this case, the book has been published in 2013 by Silkworm Books but appears to have been written some time previously, based on the range of sources consulted and referenced. A revised version of the book incorporating material made available for more recent trials of Khmer Rouge leaders would have been welcome. There are also opportunities to make comparisons of the treatment of monks with that of nuns and of people of other religions (e.g. the Cham Muslims) but these are beyond the scope of the book

and treated in endnotes. A concluding note on how monks now pursue their duties and live their lives as a result of these events would also have been helpful. Nevertheless, this is an important book on a subject that does indeed concern a dark age. A Communist revolution very nearly took place in parallel in neighbouring Thailand and would have met with just as much resistance and dissent. Would the subsequent history of that country have been so different?

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**The New Silk Road: How a Rising Arab World Is Turning away from the West and Rediscovering China**

*Simpfendorfer, Ben*

New York, NY: Palgrave Macmillan, 2011. Revised and updated.

ISBN: 9780230204852.

202 pp.

Most people, especially in the western world, seem to have a rather crude understanding of China's increasing engagement with the rest of the world, which is that China is seeking to loot the resources of the planet and is willing to work with any blood-stained dictator to do so. That a more subtle and nuanced understanding of this relationship is required is one of the lessons of this book, *The New Silk Road*, which focuses on the interactions between China and the Arab world. Author Ben Simpfendorfer is fluent in both Chinese and Arabic and has conducted numerous interviews at various points along the Silk road to develop his argument. Starting from the relatively modest Chinese city of Yiwu, which is now visited by thousands of Arab traders annually and home to numerous mosques and Arab restaurants, the author explores the forces of globalization evident according to themes familiar to readers of Appadurai: migration, the financescape and the mediascape are among the forces to take their turn on centre stage.

China's rapid economic development does require resources not found within its territory, of course, the most notable of which is oil. It has, consequently, sought to establish decent commercial relations with oil producing countries so as to secure future supplies at as stable a price as can be managed. Yet the relationship runs much deeper than that, as the number of fluent Arabic-speaking officials willing to speak on A Jazeera and elsewhere to explain Chinese policies indicates. The country supports the building of mosques and promotes Arabic language tuition – this is all in marked contrast to what has been happening in the west since the terrorist attacks of 2011, where suspicion and discrimination has been the norm.

Clearly, commercial interests are central to this relationship but there is also a political element. The China Model or the Beijing Consensus is an alternative to the Washington consensus that so many people see as being destructive to every society in which it has been deployed. The Chinese government as not, to date, actively supported the Beijing Consensus as a model for development which other countries could apply but has instead restricted itself to showing not telling. Nevertheless, rapid industrialization with a stable social system might appear to be a promising option for many in the Middle East who must despair

of seeing peaceful resolutions to conflict. The factory model of development would not only increase employment as a whole, it would also provide opportunities for younger women to work outside the house in decent conditions. It has been the role of such young women as migrant workers in China that has been at the heart of the unprecedented lifting of hundreds of millions of people out of poverty that has taken place in the country since its opening to the world as a capitalist economy. In other Muslim societies, such as Malaysia and Indonesia, when women have been given opportunities to earn salaries through factory work they have generally jumped at them and society quickly adjusted itself; it is not so difficult to imagine some of the less oil-rich Middle Eastern nations following suit.

In addition to politics and economics, there is also the shared historical legacy of the Silk Road and the wider 'Islamic corridor' along which the faith and its culture have been spread for a thousand years. There are ties and understandings that can still link people together and this helps explain why the region is emerging as an important potential solution to the surplus capital absorption issues faced by oil asset funds that have begun to find it difficult and risky to invest further in the USA. China also recognises the Middle East as being part of the rest of the world and, as such, places where adventurous and hard-working Chinese might be able to develop lives for themselves in the future. One of the consequences of the one child per family policy has been the surplus of some 30 million extra men, the 'bare branches,' who will find it difficult to attract a wife without importing women or exporting men and thus became a potential threat to social stability. A comparable situation exists in many parts of the Middle East, according to Simpfendorfer, where many young men must continue to live with their parents until they can accumulate enough *wasta* or connections to obtain a decent job and can only then start to think about meeting the often ruinous cost of a wedding. Such men can become isolated from society and alienated as a result.

This is certainly an interesting and often persuasive book but it is not one without its faults. The current version is apparently revised and updated but still has many statistics dating from what is now a number of years ago. It is a work of reportage rather than of academic rigor – we are, for example, constantly reminded of the breadth and depth of interviews conducted but the modes and methods are not supplied (these are some of the boring bits publishers sometimes wish to omit but there is certainly scope in the footnotes to address these issues). Most of the references are to newspapers or magazines or else to official reports when they are not to an interview. There is no real sense of a theoretical framework being created or tested but rather an anecdotal feel leading to some claims to generalizability that appear suspect. Additionally, there is little or no mention of important issues that were becoming known at the time of updating. Principal among these has been the realization that if

humanity is to escape disastrous rises in average global temperatures, then the great majority of oil and gas still buried underground is going to have to remain there. Second, the Chinese economic management has begun to switch from low labour cost competitive consumer goods for export to a more balanced approach in which more value added production will take place to enable more of the people who have provided the so-called 'miracle' to benefit from it. Finally, there is some mention at the end of the book that relations between the Chinese state and its ethnic minorities, particularly the Uyghurs of Xinjiang, have not always been harmonious and are not so now but more might have been done to discuss this.

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**Ethnicity, Borders, and the Grassroots Interface with the State: Studies on Southeast Asia in Honor of Charles F. Keyes.**

*Marston, John A., Ed.*

Chiang Mai: Silkworm Books, 2014.

ISBN: 9-786162-150722.

Vi + 285 pp.

Professor Charles F. Keyes is an almost legendary figure in the study of Southeast Asia and, in particular, the Mekong region. An anthropologist, he has contributed significantly to the understanding of issues relating to ethnicity, religion and modernism. This book is a collection of papers gathered together in honour of Professor Keyes and dealing with the issues that have formed the substance of his intellectual career. In an interview with the editor, Keyes also addresses the issue of the state, which has loomed more largely in his work in recent years and which forms part of the title of the book. In the current era, all remaining parts of the Mekong region have undergone what Karl Polanyi called the “Great Transformation” – that is, the change that occurs when people move from a society in which various institutions are important in their daily lives to a society in which there is one central institution, the market, to which they must relate as both producers and consumers. Under such circumstances, people come into contact with the state (perhaps for the first time) in a variety of different ways: gatekeeper to employment; potential customer; provider of public services and so forth. This has led to a wide range of different types of interaction at the individual level which is not evident in analysis at the macro-societal level. Anthropological approaches can be very useful, therefore, in approaching and seeking to understand these individual level interactions and it is in this aspect in which the book is most valuable.

As an example of this, Jane M. Ferguson’s “Rock Your Religion: Shan Buddhist Ritual and Stage-Show Revelry in a Contested Zone at the Thai-Burma Border” contains numerous fascinating details of the ordination ceremony on which it is centred and, in particular, the fact that the commonly reported assertion that Shans and Thais speak a mutually comprehensible language. According to Ferguson, Shan people complain that this is an example of the condescending nature of Thai people, officials included, who do not test the assertion by actually listening to them. This is emblematic of the relationship between the people and the state. However, as has been argued in previous works, this is not an example of passive individuals stoically accepting the treatment dished out by the state. In “Contested Citizenship: Cards, Colors, and the Culture of Identification,” Pinkaew Laungaramsri shows how people faced with a plethora

of different and mutually contradictory policies, will pick and choose between different identity cards in order to try to obtain better living and working conditions. Reports suggest that this is happening with greater stakes under current circumstances.

In an important paper, “Alterity to Modernity: Village-Based Self-Sufficient Farm Production in Northeastern Thailand,” Ratana Tosakul carefully argues that what those who actually profess to live with and use the sufficiency economy are those farmers who have the resources to operate – diversified production strategy that does not have to rely entirely upon commodity sales in the marketplace to survive and which is location-specific and conditioned by interactions with local communities and non-governmental organizations. Outside of that context, the term is used without a factual basis. This is an experience that is common to people across the region, as Duong Bich Hanh demonstrates in “Temporary Lives, Eternal Dreams: Experiences of Viet Labor Migrants in Savannakhet, Laos,” which describes the aspirations and living conditions of the people described. The paper shows a group of people taking as much power over their lives as they can in a society which is becoming increasingly marketized. What they are able to achieve is influenced by the external environment around them but not completely dominated by it. This is a common theme in studies of this kind and builds on the foundations provided by James Scott among others, including Keyes himself.

This is an interesting and useful book and all the papers included add something to the overall theme. It is a little curious that the research reported on in all the papers took place in or around the middle of the first decade of the present century but the book itself has only appeared this year (2014). Perhaps there were difficulties with collecting all the papers and coordinating them with the publisher. Silkworm Books, which is the publisher, is much to be praised for bringing this work to the public.

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