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Editor's Introduction

Welcome to the new issue of the *Journal of Shinawatra University*. This issue represents the first of our second year of publication. This journal aims to provide a platform for scholars wishing to present their research to a wider audience through rational and calm discourse. Scholarly inquiry for its own sake is a perfectly valid activity but there is an additional desire to contribute towards evidence-based policy, which is generally superior in performance to ideology-based policy. We stand, of course, on the shoulders of giants and our contributions to understanding are likely to be trivial compared to those that have been made in the past.

In this issue of the journal, I am happy to include one invited paper and seven peer reviewed papers, in addition to three book reviews. Four of the peer reviewed papers are developed versions of papers originally presented at the International Conference on Communication in the Era of the ASEAN Economic Community, held at Shinawatra University at the end of 2014. The other three peer reviewed papers are developed versions of papers first presented at the International Conference on Management Cases (ICMC) held at Birla Institute of Management Technology (BIMTECH), Greater Noida, Uttar Pradesh, also in December 2014. I have been attending ICMC for a number of years and I am delighted that my friendship with Professor G.D. Sardana has seen this new expression of partnership.

The invited paper is written by Professor Likhit Dhiravegin, who has enjoyed a long and illustrious career in the service of his country and furthering education in Thailand as Dean of the Faculty of Political Science, Thammasat University. He takes as his subject the issue of public management in the contemporary era, focusing on its development as a field of scholarly inquiry and practice and also considers the issue of legitimacy.

The first of the peer reviewed papers is provided by Leif Thomas Olsen, who addresses the issue of cross-cultural and inter-organizational communication, drawing strongly on the work of Jürgen Habermas as part of his attempt to synthesize a new model of communication and cultural awareness.

The second paper is from Lavanchawee Sujarittanonta, who considers her extensive research among the desserts of East Asia, particularly Macau and Thailand, including the use of desserts in developing friendships. She writes in the tradition of post-colonial Asia, considering how the adaptation of desserts to local tastes and available ingredients may be considered as hybrid or, like religious beliefs, syncretic.

The third paper is from Hermann Gruenwald and reports on an empirical study into the communication habits and skills of undergraduate students reading logistics at a Thai university. The impact of new forms of social media is noted.

The fourth paper is jointly written by Professors Duchduen and Vutthi Bhanumnavin and contains their work with attempting to popularize nuclear power in Thailand through providing education to secondary school students. In this paper, particular attention is paid to the role of teachers in mediating the three components of attitudes towards nuclear power among the students.

The fifth paper is from Pamela Kennebrew and concerns the role of financial literacy in protecting the positions of a group of vulnerable people, who are elderly women of colour in the USA. The paper follows an intervention aimed at promoting financial literacy and observes its ability to improve the quality of life of participants.

The sixth paper concerns a quantitative study of motivating factors towards student acceptance in the American tertiary education system. It is written by Tad A. Hove and investigates the role of junior colleges in the country and how and why prospective students might be attracted to them.

The seventh and final paper is from Kavaldeep Dixit and Neha Jain and concerns empirical research concerning consumer behaviour and marketing mix variables in the Indian mobile telecommunications market.

As ever, I am glad to have been able to include a diverse set of papers in this issue and hope to have even more diversity in future issues. The constraint, of course, lies in the number and range of papers that I receive for consideration. I am happy to consider papers from any field of scholarly inquiry in either English or Thai languages.

John Walsh, Editor

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Invited Paper

Public Management in the Contemporary Era

Likhit Dhiravegin

Abstract

This paper describes the formation and development of public management in the contemporary era, with particular emphasis on globalization, the new public management and the concept of legitimacy. Some emphasis is placed on recent developments locally and regionally and the implications these may have for public administration in the years to come.

Keywords: legitimacy; public administration; public management

Professor Dr. Likhit Dhiravegin has been a Member of the House of Representatives, Deputy Minister of the Interior, Professor of Political Science and Dean of the Faculty of Political Science, Thammasat University, among many other notable achievements.¹

1. Introduction

Public management is a popular term these days. It is used in lieu of the classic term ‘public administration.’ In the classical meaning, public administration can mean whatever the political system with the locus of power in a government to manage public affairs by utilizing resources to fulfil public policy formulated to resolve problems and for long-term development. It thus encompasses the governmental system and its arm known as state agency or public bureaucracy. However, in many countries, public administration focuses on state bureaucracy, covering topics such as organizational theory, personnel management, public policy and the like. This is to focus upon the state bureaucracy to make sure it can implement policies formulated by a government which has been elected.

Admittedly, public administration was introduced by American institutes, notably the University of Indiana, Michigan State University and others, during the Cold War era to make sure that development of developing countries such as Thailand would make use of the loans offered by the World Bank with optimum results. Consequently, it was taken for granted that the political system or the top echelon of political power would be functioning in accordance with a democratically elected government. The remaining concern was how to implement the policies that had been formulated. This is consistent with the notion of Max Weber’s ideal-type bureaucrats who functioned simply as policy

¹ An earlier version of this paper was presented at the 3rd International Conference on Public Management in Bali, August 18th-19th, 2014.

executors or implementers who took no role in the policy formulation process. In other words, they were supposed to be human cogs in the administrative machinery. However, this is not the case. State bureaucrats in most countries including the USA, UK, India and Japan, invariably play a significant role in policy formulation owing to their expertise, legal knowledge of the rules and regulations, connections, store of information and the ability to stall work through intentional inertia. As a result, political appointees or political power wielders have to work amicably with permanent state officers known as public bureaucrats. In the case of Thailand, because of the absence of an elected government in the late 1960s and early 1970s, bureaucrats played a very vital role in policy formulation and implementation in conjunction and collaboration with the military forces who held political power to the extent that the system became known as a ‘bureaucratic polity (Riggs, 1956).’

However, those days were eventually rendered outdated thanks to the change to an era of democratic government in which people’s participation featured strongly. State bureaucrats were no longer the most powerful group of people in government. The military might seek to seize power from time to time but these would just be temporary interventions because it was an old-fashioned approach and the demand for democracy sounds out loud and clear. At the same time, the classic type of public administration appeared to have become outmoded. The assumptions which had provided a foundation for that form of policy implementation had become considered to be irrelevant. Hence, a question was asked in a paper presented at an international seminar in Bali recently: “Quo Vadis Public Administration (Dhiravegin, 2014c)?” One Indonesian scholar correctly observed that modern management would need a multi-disciplinary approach. Public management would have to be approached from all angles including the political, economic, sociological and cultural. The problems are multifaceted and so there is a need for multi-disciplinary approaches which will lead to the understanding and resolution of problems that will grow ever more complicated as time progresses.

2. Public Management in the Era of Globalization

However, as the era of globalization has dawned and the shift of global power has seen the ascendancy of Asia over the west, notably in the form of China and India and in conjunction with Russia, Brazil and South Africa (making the BRICS) and in the view of the coming of the ASEAN Economic Community (AEC) (Dhiravegin, 2001; 2013a; 2013c), a new form of public administration is being given significant consideration and it is known as public management. This requires a deep analysis of the domestic environment where change is imperative to dovetail with the new political, social and economic realities. Meanwhile, the emergence of a new international environment necessitates a repositioning of various countries and, hence, the way the situation is viewed

and the method of management of resources to optimize the policies formulated will have to be adjusted to meet the new requirements.

Public management in the modern era should take a new approach to encompass the variables involved so that it can answer to the new reality. This will involve a new division of labour and form of cooperation between central government and local government. It is also necessary to take account of the growth in the importance and role of the private sector. Hence, public-private relationships will need to be established and it must be ascertained whether successful collaborations can actually take place. It will also be necessary for each country to consider policy formulation and implementation under public management under the circumstances of a changing international environment, including the emergence of globalization, the rise of Asia and the creation of the AEC. New public management will necessarily be executed under a new modus operandi.

The term public management can be likened to public administration. However, for some people, the term ‘management’ would appear to have a broader meaning. It is argued here that a new definition of the term should be employed to take account of the changed environment. This will present a different perspective on the subject that will serve as food for thought for those involved with the world of public management. The word ‘public’ generally refers to the public sector, which is concerned with government activities, while the word ‘management’ is a broader term than administration. To manage is not only to govern but to make sure that things will get done in an efficient and effective way with a process which might involve a number of elements outside of officialdom. To govern or administer refers to the means by which state authorities run the affairs of the state, whereas to manage can be thought of as being part of a process which requires both the state authority and the participation or involvement of the private sector and the general public. The exact combination of elements will depend on the specific needs of an individual mission or project. Indeed, the terms ‘public management’ and ‘public administration’ might be used interchangeably depending on a particular situation.

3. Three Dimensions of Public Management in the Contemporary Era

In the contemporary era, it can be argued that there are three dimensions to public management. The first of these is the management of the public sector, which has undergone some changes in a new era. Second, there is the public management that involves a process of collaboration between the state and the private sector due to the growing role of the market mechanism in a capitalist

economy. The third dimension is the new international milieu in the era of globalization.

In terms of the public management of the public sector, it is normal for a sovereign state to manage the resources of the country, including both natural and human resources, in implementing formulated public policies. This is conducted with two objectives in mind: solving problems plaguing the country and laying down the groundwork for the development of society. In this regard, the central government should come to power through a legitimate channel. This means the acquisition of power should arrive from the accepted rules of the game, such as through a general election. The other part of the process is the evaluation of the performance of the government in terms of achieving various positive goals. With poor public management, the people see only poor performance in terms of achievements and this would naturally erode the political legitimacy of the government, even if it did arrive from the right channel. This testifies to the importance of public management. The criteria that have been devised for the assessment of performance are known as key performance indicators or KPI. Of these, the most often quoted principle is what is known as good governance, which includes such elements as legitimacy, transparency, accountability, participation, efficiency and effectiveness. It should be pointed out here that there is a close linkage between public management and political legitimacy.

However, the application of public management is not confined to the national or central government. In the contemporary era, people demand local self-government and, therefore, decentralization of power is imperative. Consequently, there needs to be a delicate balance between the central government, which exercises public management authority and jurisdiction over the whole country, and the local government units whose authority and jurisdiction are obtained through the delegation and devolution of power by the former. In an open political system, both levels of government are installed as a result of democratic means through elections. This has raised a significant and often difficult question, which is particularly relevant to developing countries, as to how to strike an appropriate balance between the two levels. In some societies, there are misgivings about allowing too much freedom to the local government units because that can be detrimental to political stability and nationhood. Hence, decentralization of power to provincial or local government levels will always be a compromise and the central government will retain a great deal of control over power, finance and personnel. This is especially true for those countries which have weak political systems and so feel the need for central governments to maintain a tight grip on power. A lack of confidence in a central government that maintains a strict control on power can have dire consequences for democracy.

Nevertheless, in the contemporary era, it is neither appropriate nor possible for a state government to maintain a strong, centralized hold on power. Decentralization is unavoidable due to necessity and is, in any case, desirable. As a result of the growth in information and transportation systems, it has become possible for people to travel much more widely than ever before and, in addition, ideas now flow freely across borders and can be accessed by people with access to now easily available devices. Consequently, it has become impossible to imagine that people in outlying areas of a country can still be kept completely under the control of a central authority. Further, in countries of any size, control and supervision by a central authority becomes inefficient and even impractical. It is, therefore, highly necessary to decentralize or delegate power away from the centre to people in local communities. Increasing the autonomy of local governmental units might also bring about positive aspects of public management, including the fact that local leaders would inevitably have a better understanding of the needs of local people. Additionally, elected local community leaders are believed to be more enthusiastic about devoting themselves to the development of local communities, in learning the skills required for managing community affairs and the processes of government, as well as learning more about self-reliance and the democratic political culture. This list of benefits could be extended considerably.

A second dimension of public management is the management of the private sector and, in particular, business enterprises. According to theory, the private sector should be left to its own devices and the dictum that the best government is the one that governs the least is arguably still valid to a certain degree. However, the activities of the private sector have strong impacts on a country and its people and, therefore, there is a need within a limited scope to manage the private sector through regulation and supervision. Private investment can provide very important contributions to society such as needed consumer goods, employment and the taxes that enable government to provide public services. However, left completely free, the private sector might also provide negative contributions such as through the use of monopoly, monopsony, oligopoly or oligopsony. Factory operations that produce pollution and other environmental problems can damage public health. Appropriate laws and regulations are necessary to protect against these negative effects. However, an unfair tax system might enlarge the gap between the rich and the poor leading to serious social problems which must be rectified or ameliorated by public management in the form of legislation and public policy. Another aspect of public management in relation to the private sector is the collaboration between the public and the private sectors. This might be likened to the process of what is known as synergy in the business world. Large projects involved with infrastructure or public utilities, such as electricity provision, telecommunications, public transportation, educational institutes and clinics and hospitals usually receive state subsidies. Today, there is a tendency to privatize

state-owned enterprises or otherwise allow the private sector to own shares in or contribute to the management of these organizations. In addition, philanthropic activities launched by the private sector will certainly provide positive benefits to society and government can acknowledge this through tax reductions or exemptions. Currently, participation by people and private sector organizations in public management has become common. The point of argument is that there is now a close linkage between the state and society or the public and private sectors in the management of the affairs of society. Indeed, the concept of the market mechanism and considering people to be clients are now considered to be central tenets of the public management approach.

The third dimension of contemporary public management is in terms of the new environment in which people now live. Both the state and the private sector must take cognizance of this new environment. The new conditions and political parameters now in operation require national governments and private sector actors to adjust their thinking and the modus operandi of public management. That is a change in the international environment resulting from political changes that have given rise to new geo-politics, geo-economics and the new configuration of power (Dhiravegin, 2011; 2012b; 2014c). The new international milieu stems from three important phenomena that have taken place. These three phenomena will definitely have far-reaching impacts on the public management of various countries.

First, the globalization era has resulted from the growth and development of information technology (Dhiravegin, 2009; 2013b; 2014b) and modern education approaches (Dhiravegin, 2014a; 2014d) and this has had a strong impact on national public management. In the information technology era, world society has become ‘a global village (Toffler, 1981)’ and ‘the world is flat (Friedman, 2005).’ The important point about these two phenomena is that the growth of social media and social networks has led to an awakening of political consciousness among developing nations. Thanks to these social media and networks, political organizations and movements have been intensified. This contributed to the Jasmine Revolution in Tunisia that kicked off the Arab Spring and the Occupy Wall Street movements. This new phenomenon reflects winds of change which cannot be stopped. The idea that it is impossible to pull back the forward move of the wheel of history cannot be ignored. It reflects a reality which one might ignore only at one’s own peril.

Second, the ascendancy of Asia is also imminent, as demonstrated by the rise of China and, later, of India. These two giant nations have enormous populations. China, with a population of 1.35 billion and India, with a population of 1.15 billion, represent a significant proportion of the world population as a whole. As part of BRICS, China and India join with Russia, 130 million people, Brazil, 190 million people and South Africa, with 50 million people, to become an important new economic powerhouse. This is a formidable factor in

international politics which must be taken seriously. Of late, a BRICS bank similar in form to the World Bank has been established and this may prove to be a rival to the Bretton Woods institutions.

Third, the formation of the ASEAN Economic Community (AEC) is to take a new and important step by the end of 2015. The ten nations of the AEC have a population of more than 600 million. Indonesia has a population of 240 million, the Philippines 100 million, Vietnam 95 million, Thailand 67 million, Myanmar 62 million, Malaysia 28 million, Cambodia 14 million, Laos 6 million, Singapore 3 million and Brunei 300,000. The AEC market is an important one and it is one that is of great interest to all the great powers of the world.

Together, the BRICS and AEC countries have an enormous population of almost half the world's total. This will have significant political and economic implications for the region as well as the world as a whole. The new status of the AEC, together with the significant changes in the international environment outlined above, will compel the AEC members to become prepared for the new role they will take and for new challenges ahead. The factors discussed above are what the nations of the AEC must take into consideration when talking about changing, reforming or reengineering public management systems in order to make them germane to the new reality of the international environment, the new geo-politics and power configurations. The three dimensions, the central government and the local government, the public and the private sector, the national government amidst the new international environment characterized by the three phenomena of globalization, the rise of Asia and of the AEC should be taken together as an integral part of the restructuring of the public management system.

The new political parameters for public management are most challenging. It will require great skill in terms of organizational capacity, keen leadership and, most importantly, the political and administrative system for efficient and effective public management. This is an era of change, adjustment and development. There is a great need for flexibility and adaptability and this brings to mind the work of Charles Darwin, who described the need to adjust to change in the environment in order to survive. He reasoned that it is not the strongest or the most intelligent species that will survive but the ones most responsive to change. Adaptation to environmental change is a *sine qua non* for survival.

As for the countries of Asia and most notably of ASEAN, they have to brace themselves for forthcoming challenges and be ready to adapt themselves to the new milieu and situation that they will face. Adhering adamantly to old methods and processes based upon outdated beliefs, values and norms would only spell doom for the society and system involved. As a new era dawns, the challenges it

poses will be great. The process is just beginning and this is by no means the end of the road. Indeed, it would be foolhardy to imagine it could be the end of change as the AEC continues to take new steps forward into the future. It might be prudent to think of Sir Winston Churchill's speech marking the Second Battle of El Alamein during which he observed that this is not the end or even the beginning of the end but it might be the end of the beginning. It is now the beginning of a new era of new public management.

4. Conclusion

The essence of public management may be summarized in five points: (i) who formulates public policies; (ii) policies formulated for which objectives; (iii) policies formulated for whom; (iv) when is the right timing and (v) does potential for success exist, together with problems and failures illuminated by the SWOT method. The first item will depend on the political system. As political circumstances change, so too will be answer to the first question. The second item will also depend on the political system. In an absolute monarchy, policy formulation will be conducted by a small group of people or even just one person but under a bureaucratic polity it will be conducted by the public bureaucrats. The third item concerns who benefits from a certain policy or policies. Again, this will depend on what kind of political system is being used and how and by whom policy is formulated. The right timing is also important in policy formulation and implementation. The correct timing is required because if something takes place too early, then it may miss the point but if too late then it may defeat the purpose. This is similar to the concept that justice delayed is justice denied. Of equal if not more importance is that the formulation of policy and its implementation should be executed with efficiency and effectiveness. It is one thing to devise a policy but quite another as to how it is to be implemented. If it is implemented belatedly or inefficiently, then this will not amount to good public management (Dhiravegin, 2004; 2012a).

Public management in the contemporary era will, therefore, have to take into account all the variables that have been discussed above. Short of good insight and foresight, the management of public affairs will certainly leave much to be desired. Leaders must be proficient in both *a priori* and *a posteriori* thinking so that causes of problems can be separated from effects and hence those problems solved. Leaders without foresight, insight and imagination only do harm to society. Worse, if policies are formulated under false pretences as a means of hiding attempts to achieve private gains then this would be a violation of good governance as well as a distortion of proper policy-making. This would be detrimental to the nation and worse still for the people who are the clients and tax payers in whose name political power wielders rule, govern or manage. It is essential that resources are utilized with maximum efficiency so as to resolve problems and for development which, in the final analysis, is intended entirely

for the benefit of the public as a whole. Public management is for the interest of the public, pure and simple.

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Peer Reviewed Papers

Communication in the Era of the ASEAN Economic Community: When *Communication* Becomes a Matter of Expressing Institutional Cultural Values Enveloped by One's Prevailing Socio-Cultural Values

Leif Thomas Olsen

Abstract

*Communication in the contemporary era requires consideration of inter-cultural and cross-cultural issues because of the possibility of different mindsets contributing to different initial understandings of the world and, subsequently, frames of reference. The means of considering this issue is framed initially by the ground-breaking work of Habermas, which is supplemented by ideas from Fiske and EPCReN. A synthesis of these issues is presented in the form of Olsen's cultural formula. The implications of this analysis are presented and some recommendations based on specific case studies provided.*²

Keywords: communication, intra-/inter-institutional, public sphere, Habermas, multicultural, cultural formula

Leif Thomas Olsen is Associate Rushmore Professor of International Relations.

1. Introduction

Communication theory covers a vast range of research. R.T. Craig (1999) noted 15 years ago that 'despite the ancient roots and growing profusion of theories about communication', there is no single field of study that can claim the overriding label 'communication theory.' Although some may disagree, that observation certainly carries considerable weight. As an example of how complex communication is, the following two statements, describing the same situation, made by two sides of a supposedly joint team, working to develop Vietnam's financial sector back in the first half of the 1990s (Olsen, 2013). A Vietnamese report stated:

“Despite many attempts and campaigns, corruption and bribery and smuggling are still very serious [in our socialist economy]. Under the conditions of market economy, political power could easily become a purchasable commodity (*ibid.*).”

² This is a revised version of a paper presented at the SIU International Conference on Communication (December 18th-19th, 2014) (Bangkok, Thailand).

The Effects of East-West Migration and Friendship as Revealed in the Desserts of Asia

Lavanchawee Sujarittanonta

Abstract

This paper argues that the adoption and assimilation of desserts takes place through relationships brought about by migration, featuring friendship and family. Desserts in Asia have been sourced from Asian countries such as Thailand, Japan, Macau, Malaysia, Goa, the Philippines and Indonesia. These East and Southeast Asian countries were selected specifically because, historically, irrespective of their history in some cases as European colonies, they nevertheless had friendly or commercial relationships with Europeans at certain stages. As such, they fulfill the research focus of food & friendship, with an emphasis on friendship. Asian desserts with foreign roots were identified through exploring the history of each dessert and their recipes. Both original and adapted versions of the desserts were specified, identifying substitute ingredients and the reasons for such substitutions.⁴

Keywords: Asia, colonization, dessert, food, friendship

Dr. Lavanchawee Sujarittanonta is Assistant Professor, Institute for Public Administration and Governance (IPAG), Shinawatra University, Bangkok, Thailand. This paper was written with the assistance of an IEEM Academic Research Grant 2012-13, The Institute of European Studies of Macau (Instituto de Estudos Europeus de Macau --IEEM) (www.ieem.org.mo).

1. Introduction

The focus on desserts in this research concerns the adoption and assimilation of desserts through friendship. The concept of ‘friendship’ from sociology, psychology and international relations will also be reviewed.

The famous Portuguese egg tart, the *pastei de nata*, which is now synonymous with Macau, is a model example of how adaptations of a European dessert took place through the use of Asian ingredients that are more interesting. Versions of the egg tarts using different pastries and custard variations are now a significant item on the menu of numerous if not all dim sum meals. Not only did they evolve as a result of the continual influences of Chinese and later Macanese but, from a

⁴ This is a revised version of a paper presented at the SIU International Conference on Communication (December 18th-19th, 2014) (Bangkok, Thailand).

Logistics Communication in the Era of the ASEAN Economic Community: A Thai Perspective

Hermann Gruenwald

Abstract

The ability to communicate is one of the most important factors when it comes to business success. Many problems in business stem from miscommunication due to the lack of communication skills. This study looks at the ability of logistics management students in terms of logistics communication in the era of the ASEAN Economic Community. How well prepared do the students feel in terms of the verbal and non-verbal communication skills necessary to compete in the ASEAN logistics industry? The study looks at the various media channels for business communications, including e-mail and social media as well as telephone, web-based and video-conferencing and face-to-face for internal and external communication in English. Logistics communication is a two-way information sharing process which involves one party sending a message that is easily understood by the receiving party, which in the case of global logistics may be in another country speaking a different language. Effective communication by logistics managers facilitates information sharing between company employees from various ASEAN countries. The issue is complicated by various levels of English language proficiencies and different cultural backgrounds. The study also evaluates the familiarity of the young logistics management professionals with International Commercial Terms (Incoterms) which clearly communicate the tasks, costs and risks associated with the transportation and delivery of goods and ease global logistics communication across borders and continents. It is recommended to follow up this study with logistics professionals from other ASEAN countries to make it a cross-cultural comparative study.⁵

Keywords: ASEAN, business communication, logistics communication, logistics management, supply chain management (SCM)

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⁵ This is a revised version of a paper presented at the SIU International Conference on Communication (December 18th-19th, 2014) (Bangkok, Thailand).

Direct and Indirect Effects of Teachers' Normative Communications on the Three Components of Attitudes towards Nuclear Power Plants in Thai High School Students

Duchduen Bhanthumnavin and Vutthi Bhanthumnavin

Abstract

This correlational study investigated the relationships among perceived teacher's normative communication, media exposure, and knowledge on one hand and, on the other, nuclear power plants (NPP) on the three components of attitudes toward NPP in 638 high school students. The findings indicated that teachers' normative communications were the most important factors, compared to the other two factors. Results from Structural Equation Modelling (SEM) confirmed the hypotheses that the direct effect of teachers' normative communication was found with respect to trust in the government and all three aspects of NPP attitude, namely, cognitive aspect, affective aspect and intention aspect. Moreover, affective aspect, cognitive aspect and teachers' normative communication could explain 74.0% of the variance of the NPP intention aspect. Applications for teachers in schools to increase the acceptance of NPP in young generation and suggestions for future study were discussed.⁶

Keywords: communication, components of attitudes, high school students, nuclear, Thai teachers

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1. Introduction

The energy crisis, together with global climate change resulting from excess emissions and increasing amounts of CO₂ in the atmosphere, are now major concerns of many countries. One promising means of reducing the CO₂ content in the atmosphere is to abate the use of fossil fuels (e.g., coal, oil and natural

⁶ This is a revised version of a paper presented at the SIU International Conference on Communication (December 18th-19th, 2014) (Bangkok, Thailand).

Financial Literacy and Community Education: Developing Culturally Relevant Financial Education Programmes for Marginalized Women

Pamela Kennebrew

Abstract

A community-based project, Fit for F.I.F.T.Y©, was implemented to provide culturally relevant financial education, improve personal mastery and address the adverse effects of durable inequality in older women. The goal of the intervention was to empower women at risk of becoming financially insecure during retirement. A series of workshops was conducted for a group of marginalized women. The results suggest that culturally relevant financial education services offered within community-based nonprofit organizations can be helpful in ameliorating the effects of economic insecurity for older women. Programmes such as this can be helpful by empowering older women and helping them draw upon their internal strength to create a more powerful future.⁷

Keywords: financial literacy, intervention, older women, women of colour

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1. Introduction

Women of colour are more likely than white women to be economically insecure during retirement. Bossert and D'Ambrosio (2009) define economic insecurity as the anxiety produced by the exposure to adverse events and the inability to recover from them. Factors contributing to economic insecurity include lack of financial literacy as well as prior cycles of discrimination that endure throughout the life course. Hogan, Kim and Perrucci (1997) describe this phenomenon as 'durable inequality,' meaning the cycle of discrimination endures throughout the life course for women of colour.

⁷ This is a revised version of a paper presented and published at ICMC2014, organized by Birla Institute of Management Technology, Greater Noida, on December 4-5th, 2014 at BIMTECH Campus.

Bachelor Degrees at Riverside Community College: A Quantitative Study of Motivating Factors towards Student Acceptance

Tad A. Hove

Abstract

This paper is based on research conducted as an ethnographic case study of the business department, its history, the community served and the policy issues that face the business degree programme at Riverside City College (RCC), Riverside, California, USA. As the college approaches its 100th year, legislation is being considered in the state of California that would fund Bachelor Degrees (B.A.) at the community college level, which currently allow only the conferral of Associate Degrees (A.A.). Similar legislation has already been implemented in 21 other states. Since community colleges, like the RCC, act as conduits to the next steps of a student's educational career (here the California State University and University of California systems), there are certain important implications and lessons to be drawn from this study for the future of higher education. This paper focuses on three categories that emerged as recurring themes during the research. These motivational themes for the students were: (a) convenience, (b) economic implications and (c) the perceived academic advantages the student would realise.⁸

Keywords: California Community College Bachelor Degree Study Group; community college bachelor's degree in California; education: organizational change; Riverside City College; Riverside Community College District.

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1. Introduction

Institutions of higher education are under constant change. Technology, cost and accreditation compete with profits, public opinion and learning outcomes. Access to education for those individuals not inclined to follow the traditional four year college path is a topic that has garnered much attention (Ehrenberg, 2007; Duan-Barnett, 2013). Efforts to provide education to those individuals,

⁸ This is a revised version of a paper presented and published at ICMC2014, organized by Birla Institute of Management Technology, Greater Noida, on December 4-5th, 2014 at BIMTECH Campus.

A Comparative Analysis of Marketing Strategies of Bharti Airtel and Idea Cellular with Special Reference to Eastern Rajasthan, India

Kavaldeep Dixit and Neha Jain

Abstract

The increase in the number of players in cellular telephony has raised the expectation level of customers, thereby compelling firms to devise strategies to gain a competitive edge. Consequently, the main objective of this research is to make a comparative study of employees and customers pertaining to the marketing strategies of Bharti Airtel and Idea Cellular in eastern Rajasthan. In the present study, marketing strategies pertaining to products and services, price, promotion, distribution, people, processes and physical evidence have been studied through theoretical and empirical research, actual socio-cultural happenings and developments, interviews with service users, including those who make them use the services and employees separately with reference to eastern Rajasthan. By identifying the strategic issues that affect customer decisions, the present research will contribute to the understanding of the influence of marketing mix factors on customers. It would also enable marketing managers to identify the impact of these dimensions and to concentrate the firm's efforts on those factors which enhance customer satisfaction.⁹

Keywords: Bharti Airtel; eastern Rajasthan; Idea Cellular; marketing strategies; telecommunication services

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⁹ This is a revised version of a paper presented and published at ICMC2014, organized by Birla Institute of Management Technology, Greater Noida, on December 4-5th, 2014 at BIMTECH Campus.

Book Reviews

Future of Factory Asia

Choi, Byung-Il and Changyong Rhee, Eds.

Manila and Seoul: Asian Development Bank and Korea Economic Research Institute, 2014

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XXII + 229 p.

The Factory Asia paradigm is based on import-substituting, export-oriented, low labour cost competitive intensive manufacturing. Low labour costs are provided initially by drawing workers from agriculture into industry and, after supply and demand for passes the Lewisian point of equality, through the use of violence against workers and the suppression of their rights to freedom of association and collective bargaining. This is a development trajectory that has been navigated in different ways by first Japan and then the Four Tigers (Republic of Korea, Hong Kong, Singapore and Taiwan), followed subsequently by Thailand, Malaysia and others. Currently, China is passing the Lewisian point and is reconfiguring its economy at a time of global economic crisis resulting from under-regulated banking and the subsequent crisis of austerity. Vietnam leads other Mekong Region countries as they begin their voyage into alienation, exploitation and the formation of a modern labour force or, as it is now more commonly expressed, labour market. However, the Factory Asia paradigm is time-limited as eventually it will become too difficult to keep rising living standards sufficiently limited to prevent the loss of labour competitiveness. States might try to postpone the ending of the paradigm through a combination of more widespread threat of force and the creation and propagandizing of ever more fanciful versions of their preferred ideological state apparatus. Yet these are temporal fixes only. The problem with the end of this paradigm is that it culminates in the Middle Income Trap, which states that the means by which states can raise themselves from low income status to middle income status are not means by which it is possible to join the tier of high income status countries. When looking for an example of how countries exit upwards from the Middle Income Trap, it is apparent that this can only successfully be achieved when it gives people more personal freedoms so as to promote creativity and enhanced democracy to promote willingness and ability to innovate and to build a stake in a society. These forms of freedoms, which were for example achieved by the people of Korea after a lengthy, bloodstained struggle against the forces of conservatism have now led, from a low base admittedly, to the Hallyu phenomenon which has led to the consumption of Korean cultural products on a

massive scale across Asia and other parts of the world. These changes are very threatening to traditional elites and the ideological apparatuses they have created and they will resist them very fiercely.

Consequently, if this account of economic and social change is accepted and it would certainly be challenged by many, what would be the possible contours of a post-Factory Asia society? What implications would there be for social and workplace relations? These questions appear to be fascinating but they are not very deeply explored in the collection, despite it having contributions from some of the most competent technical minds that could be gathered by a combination of the Asian Development Bank and the Korea Economic Research Institute. Instead, the focus is on firm-level interactions in a managerial-economic epistemology in which Factory Asia is theorized, at least in part, by the less politically-fraught concept of production networks and their evolution through time. The nature of the discourse generally employed within the collection may be summarized by the end of the chronology used to indicate the progress of the development of the concept:

“4. Economic liberalization in the People’s Republic of China (PRC) beginning in the late 1980s, aided by the rapid development of production networks, creating the moniker *Factory Asia*.

5. Early reforms in the 1990s gave credence to India’s large growth potential, which began to bear fruit in the 2000s (Subramaniam & Ng, 2014).”

Within the epistemology adopted, this is of course true and it gives rise to issues and problems that can be addressed from technical perspectives: changing demographics; lack of skilled workers; more regional integrations; exchange rate risks and so forth. As a result, after the two introductory chapters (Subramaniam and Ng noted above and Jayant Menon on “Can Free Trade Agreements Support the Growth or Spread of *Factory Asia*?”), four chapters and a concluding outlier on German experiences focus on the means of managing a transition from manufacturing as part of a production network based in a home economy to one based overseas, where lower costs are possible. Many useful insights and policy recommendations are provided as a result but there is, nevertheless, the sense of an opportunity missed and a large part of the overall picture having been excluded. However, it is not entirely fair to criticize a book for not being a completely different book and the one that has been published offers a helpful starting point for readers interested in thinking how the Factory Asia countries might be developing in the future and how the reconfiguration of the private sector will take place as a result.

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The Bullet and the Ballot Box: The Story of Nepal's Maoist Revolution

Aditya Adhikari

New Delhi: Aleph Publishing, 2014

ISBN: 978-93-83064-76-2

XIV + 304 pp.

Nepal is a country united by force in the eighteenth century. It consists of more than one hundred ethnic groups and as many languages. Its people are blighted by the caste system, in addition to the poverty that has partly caused. The country, such as it is, was controlled by a hierarchical, top-down system of implied violence led by the monarch. Unsurprisingly, there has been considerable resentment about this form of governance and the ideological state apparatuses that have been created to sustain it. Much of this resentment centred on the figure of the monarch, who was routinely glorified by state-owned or influenced media which also made claims for humble, virtuous personal behaviour that people found increasingly difficult to tolerate. Inevitably, Nepalese Communists and fellow travellers were at the forefront of any resistance. They were inspired by and supported to some extent by their comrades to the north in neighbouring China. As ever seems to be the case, divisions within the Communist movement led to the creation of several different organizations, often bitterly opposed to each other and to rival tactics.

To maintain power in the 1960s, the reigning king imposed the *Panchayat* system, which involved government by bureaucracy, the suspension of democracy and suppression of political parties. Claims of 'reform' accompanied the imposition of this regime. People who talk about 'reform' nearly always plan to return society to some earlier, usually entirely imaginary points in history when people obeyed the supposedly morally superior interests being served. In a situation in which parliamentary politics could not be used to try to effect change, it is not surprising that attention switched to direct action. Nepal's Communists adopted a Maoist strategy that involved insurgents living in society like fish in the ocean and a three part programme that would result in the creation of parallel para-state areas beyond the reach of the state. Guerrilla activities were undertaken and, as the Maoist People's Liberation Army (PLA) gained in size and confidence, attacks on outlying police stations and army bases. It is the Royal Nepalese Army (RNA) that emerges as the real enemy of progress, since it is not only the means by which monarchs in the past have inflicted their will on the people but it is an institution that refused to accept it

was answerable only to the palace and would conduct the palace's business without consideration of any other organization or interest.

Pressure placed on the palace by the spread of the Maoist opposition led to some concessions being offered and the prospect of direct elections. At which point, in 2001, came the shocking events in the Royal Palace that took place: Crown Prince Dipendra, apparently drunk, changed into army fatigues, collected two rifles and a revolver before shooting dead both of his parents, two siblings, five other relatives and then himself. As a result, the 'widely disliked' Gyanendra, who was conveniently absent from the massacre, ascended to the throne. He was thought to be part of the *bhumigat giroha* clique that resisted all democratic progress. It was to be Gyanendra who overthrew all forms of governance to seize absolute control that, ultimately, led to the ending of the monarchy and the declaration of a republic. This also led to a general election which, contested by the Maoists after some debate, saw them become the largest party in parliament with nearly one third of the 650 seats available. Coalition government followed, which effectively hamstrung the ability of the Maoists to bring about the rapid, dramatic structural transformation of the country that Marxist thought required. A crucial issue emerged with the RNA, which blatantly disobeyed the conditions it had previously accepted and began illegally increasing its size and resources. The government tried to have the head of the RNA replaced and, when it could not force this measure through, walked out of the coalition.

Since the collapse of the Maoist-led government, there has been a virtual logjam in the parliament, with no party or faction able to form an effective, working majority. The constitution remains unwritten and the reputation of all politicians suffering as a result. The extensive fighting across the country has had a devastating effect on infrastructure on what remains a poor country (just about to emerge from least developed nation status, according to the World Bank), with many remote areas that are difficult to access at the best of times. The devastating recent earthquakes will, of course, only exacerbate these problems and demonstrate how overwhelmed the state is in dealing with the issues it faces. Nepal needs a great deal of help.

Author Aditya Adhikari has done a very good job of assembling the material and tells a coherent and compelling story. He provides interesting portraits of the principal people involved and uses literature to help explain the social and class relations in the country. The complexities of the ethnic and caste system are explained, although there could have been more emphasis on the implications these have for daily life and for the ability of people to achieve social mobility, if given the chance. There could also have been further discussion of the ideological issues involved and the ways in which Maoist Marxism was remodelled so as to take account of actually existing conditions.

However, it is apparent that most readers do not see the need to read a great deal about the use of the dialectical method in the context of a specific struggle. This is a good introduction to a complex but important subject.

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Cities and Public Policy: an Urban Agenda for India

Prasanna K. Mohanty

New Delhi: Sage Publications India Pvt. Ltd., 2014

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XVII + 334 pp.

As countries develop, cities become increasingly important, not just as places of residence and consumption but, also, of production, particularly in the case of innovation and the knowledge-based economy. As author Mohanty observes: “Cities create networks – economic, social, political, technological, knowledge, and infrastructure. They connect spatial and non-spatial forces. Spatial forces operate internally through density and indivisibilities of housing, workplace, transport and amenities, and externally through connectivities with suburbs, other cities, regions, and countries. Non-spatial forces include industrial structure, business organization, migration, and trade. Knowledge networks propel economic growth. Network economies arise due to the synergy between economic processes (p.12).”

Since the work of Alfred Marshall in the nineteenth century, it has been evident that proximity of related economic activities provides benefits in the form of ‘positive externalities’ or ‘complementarities.’ Exactly how these benefits are created and realised may be debated – as it has been influentially by Jane Jacobs, Paul Krugman and Michael Porter – but there is little doubt that they do exist. However, the issue of city life also has a component of ethical behaviour. Throughout most recorded history, proponents of public morality have compared cities and the nature of their denizens unfavourably with those of the countryside. Cities were big and crowded and they gave opportunities to people to do bad things – they also gave people the opportunity to behave well but this is rarely the focus for the proponents of public morality. Both left and right have been united in this distrust of public space: Phnom Penh, of course, was abandoned almost completely by the Khmer Rouge according to Maoist ideology on the basis that it gave people too many opportunities to interact with each other. These days, in development studies, the undesirable nature of cities has been reinvented for the contemporary age. Mike Davis, for example, described in detail the Planet of Slums, in which a billion or more people compete with each other in terrible conditions for ever finer gradations of work. He also wrote, with Daniel Bertrand Monk, of the Evil Paradises, which were those urban spaces which have through gentrification or some similar process recreated class relations in the form of the exclusion of the poor, even those

poor people who live far away in more affordable accommodation and commute long distances so as to provide services in the exclusive area.

It is certainly true that there is a negative aspect to city life, which is described in this book as ‘diseconomies of congestion,’ which are: “... overcrowding, increased land and housing prices, longer commuting time, reduced public service quality, higher public service cost, traffic congestion, pollution, slums, poverty, crime, social unrest, etc (p.20).” So how are the negative and positive aspects of city life to be resolved? The answer to this, in the words of the author, is clearly through careful and correct planning. Based on extensive literature reviews and knowledge of relevant case studies, Prasanna K. Mohanty makes a series of arguments about how cities of different sizes and natures should be conceptualized, organized and financed. He works specifically in the context of India, as the book’s title would indicate. India is a large country, obviously, with a large number of cities in different size categories. Each of these offers opportunities for social and economic development, if properly managed, he argues. To make his case, he attacks directly certain myths about urban development, including the idea that the current rate of urbanization is excessive. Indeed, he argues that the current rate of rural-urban migration is inadequate, at least in the context of national planning. His language reflects these concerns and he deals at a level that can become almost abstract in nature. To his benefit, he recognises not just that the informal sector does exist and is not only very important but also most unlikely to disappear in the foreseeable future. However, there are some cultural, caste and religious factors which limit social mobility and its expression in urbanization that might have been explored explicitly.

Books by Indians about India (the same could be said for other countries) can have certain expectations of a detailed knowledge about social organization there and there is an element of this in the book. However, overall it is a model of clarity and its arguments are marshalled well and deployed effectively. It has been published by Sage and, although there is no direct indication that this is the case, the manuscript feels as it has benefited from some judicious editing. In any case, this is both an engaging approach to macrosocial organization in India and an informative primer on urban policy as a whole.

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