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"Next Challenges in the Sri Lankan Telecommunication Industry : Thrive and Survive"

Mr. P. G. Kumarasinghe Sirisena
Chairman - SLT & Mobitel

"Can Sri Lanka become a Top Destination of MEDICAL TOURISM ? Challenges & Opportunities"

Mr. Asoka Hettigoda
Managing Director - Hettigoda Industries (Pvt) Ltd.

FEATURES

It is a pleasure to address you as the incumbent President of AMDISA which is indeed a great honour for the membership of CPM and Sri Lanka. CPM Institute and Sri Lanka and have been honoured by receipt of the **Presidency of the Association of Management Development Institutions in South Asia (AMDISA)** for the first time since the setting up of AMDISA in the year 1988.

The **Association of Management Development Institutions in South Asia (AMDISA)** was established in 1988, with the initiative of leading management development institutions in the **South Asian Association for Regional Cooperation (SAARC)**. AMDISA is an **international not-for-profit association**, and is a **"SAARC Recognised Body"**. It has 238 Members, of which 219 are Institutional Members from the SAARC region, 4 Affiliate Members, 1 Corporate Member and 14 Reciprocal Members. Membership is available to management development institutions in Sri Lanka and the SAARC region. The current members are from India, Pakistan, Sri Lanka, Bangladesh, Maldives, Nepal and Bhutan.

To provide member activities, CPM has been organizing evening presentation series under the unique theme of **"Evening for Managers (EFM)"** which will discuss different topics on management useful for the members.

CPM also has also organized the Induction Ceremony & Certificate Awarding Ceremony for new members to brief them on the activities of CPM & to provide networking amongst members. All managers in the Public and Private sector are invited to join CPM.

Participation of the membership is very vital to make CPM a success and a very active organization. We wish to invite you to join the committees, take part in our seminars and conferences and send articles to be published in the journal.

The **"Certified Manager"** the CPM Journal would no doubt, build a communication link between the membership and the institute, facilitating networking and knowledge sharing among professionals at a national and international level.

I congratulate the Chairman and the members of the committee and staff of CPM for producing the "Certified Manager" February 2016 issue. I also wish to thank all those who have contributed articles for the Journal.

Prof. Lakshman R. Watawala, FCPM
President

Our focus of this journal is to identify challenging problems on the role of management on designing and implementing innovative products, services or inter-organisational forms, as well as to identify future directions of research for the role of management regarding these issues.

"Certified Manager" first issue of 2016 features two exclusive interviews and articles touching the different aspect of management. An enormous amount of work has gone into the development of this journal and I believe you will see that effort reflected in this edition and in the impact it will have on the field.

I would take this opportunity to thank all the authors and well-wishers and mainly Mr. P.G. Kumarasinghe, Chairman of SLT & Mobitel and Mr. Asoka Hettigoda, Managing Director of Hettigoda Industries Pvt. Ltd. who gave an in-depth overview with their exclusive interviews. I must reiterate the priceless effort put together to issue the journal in this manner by the Journal Committee, Editorial Panel and Staff of CPM. I also wish to extend my sincere gratitude to sponsors for their valuable dedication to success this publication.

T. Someswaran
Chairman – Journal Committee

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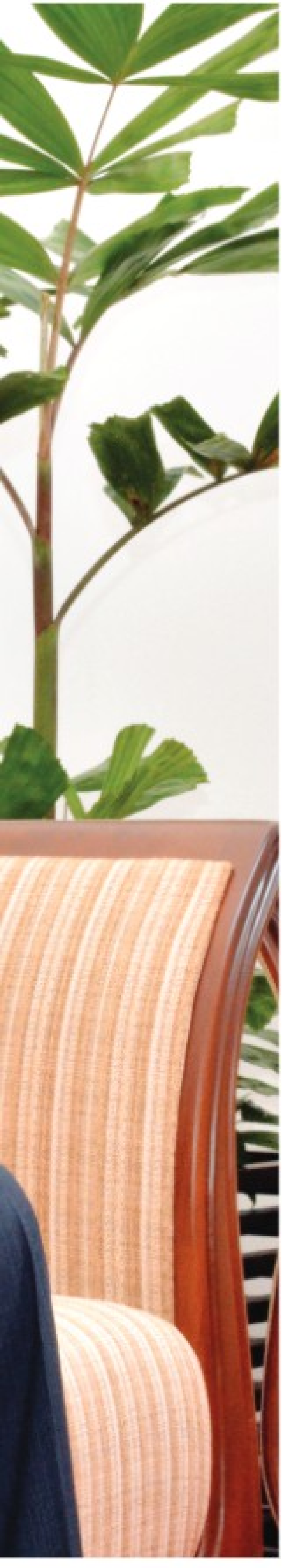


"Next Challenges in the Sri Lankan Telecommunication Industry : Thrive and Survive"

PREAMBLE

The telecom sector in Sri Lanka is one of the country's most dynamic sectors, contributing significantly both directly and indirectly to investment, employment, productivity, innovation, and overall economic growth. Sri Lanka's telecom industry has been overcrowded during the last few years and this remains the key medium-term risk to telecom operators in the country. The telecommunications industry consists of a variety of sub-sectors such as data communications, telephony, the Internet and trunk cellular services, to name but a few.

Sri Lanka Telecom is the pioneer communications provider to the Nation. They have over 150 years of expertise in 'giving life to thought', fulfilling the evolving dreams and aspirations of all Sri Lankans - from basic connectivity to the eclectic applications that distinguish the communications sphere today.

SLT is committed to serve as a catalyst in establishing the national communications backbone and future IT infrastructure, which will serve as the foundation of nearly all other economic sectors. SLT have been working assiduously over the years building capacities and capabilities to be able to fully support the national vision of bringing forth a SMART Sri Lanka.

In an interview with the CPM Journal, Chairman of Sri Lanka Telecom and Mobitel, Mr. P. G. Kumarasinghe Sirisena discussed at length the status of the Sri Lankan Telecommunication Industry, measures to be taken for improvement and the way forward.

Following are the excerpts of the interview;

Q **As the current Chairman of SLT, what are formal and informal challenges you had to face compared with your previous positions held so far ?**

A Working as the Chairman in one of the leading listed companies with majority shareholding of Government of Sri Lanka and a foreign investor is very much challenging. The industry itself is competitive due to technological advancement and its complexity compared to previous positions held. More importantly, when we consider about formal challenges, it is clearly noticed that this company operates in a rapidly changing global environment with increasing challenges.

The scope of the Chairman is very much wider due to the nature of the business model of SLT and its subsidiaries. Also informally, political changes and union related issues are very sensitive here. Presently, it is my main duty is involve in policy decision making process at the Board level in our journey towards providing next generation ICT solutions to the nation whereas it was previously operational.

Q How do you see the development in communication industry in Sri Lanka during the last 10 years compared to the other countries in the region ?

A Since the introduction of GSM in 1996, communication industry had taken a leap over the South Asian peers in terms of mobile and internet penetration. At present, Sri Lanka has a mobile penetration over 100% and internet penetration over 30% which is ahead of South Asian countries, but still lags behind South East Asian countries such as Malaysia, Thailand and Digital pioneers such as USA, Europe, Japan and South Korea which accounts for 90% internet penetration. Factors such as higher literacy rate, GDP per Capita and social status have attributed to development ahead of peers. However I need to point out that Sri Lanka lead in terms of technology introduction to the South East Asian Region as has introduced many of the firsts to the Sri Lankan Market.

Q Is our current academic and professional education system is geared to cater for the need in this industry ?

A SLT and Mobitel both benefit immensely from the Local University System by recruiting best in the class Engineers and other professionals to accommodate the market and technology requirements. However I feel there is a bit of a lacuna in terms of Academic Interactions and the Industry way forward as most of the innovation and development happen in isolation. I believe with time to come, need for a good collaboration is an essential requirement to prosper both domains.

Further a considerable amount of Technical graduates who pass out from local universities tend to migrate to developed countries just after graduation either to pursue higher education or in search of better career opportunities. After obtaining higher education, only a handful return to work in Sri Lanka since they will be underemployed and lack of opportunities to pursue their career objectives making the brain drain a treat for long term sustainability.

Q Do you see the brain drain is a threat to consider for the long term sustainability ?

A Yes. It is a major concern specially went it comes to technical fields of operations. For example SLT and Mobitel who recruit a considerable number of Engineers, Technical Staff to accommodate the requirement of their own, there is a higher employee turnover in the said areas mainly attributed to brain drain.

Going forward we feel the innovations and developments are going to happen not specifically at the vendor levels but at the consumer level where local understanding and knowledge is needed. Therefore if the brain drain sustain at this level we feel that there will be an impact to the long term sustainability as we wouldn't be able to retain the best of the bread in Sri Lanka.

Q How can the demands of the technological and regulatory changes are counter attack by SLT ?

A SLT and Mobitel has an embedded culture to embrace the newest and the latest technologies in the industry and to introduce it to the Sri Lankan community. This has become a major challenge as the technology upgrade cycles are getting shorter and the time to yield the return are becoming a challenge in the shorter time period. Our approach is to manage the portfolio of technology in a prudent manner and to match them with the market requirement.

Regulatory challenges are being posts to Mobitel from many domains including tariffing, licensing, Spectrum etc. However the approach we take at the SLT as well as at Mobitel is to have an open viewpoint about the regulatory impositions and to yield a situation which will be beneficial for both to the companies under SLT and for the regulators.

Q How do you get the right blend of IT and communication to cater customer innovations and bring new services to the market ?

A In the early part of the last decade the customer innovation was mainly catered through the communication and the influence of IT has grown over the said period. We feel that the innovation in the IT layer is going to play a major role in time to come and to bring new service to the market as a variant of the basic product of communication to suit the local need. We are taking both Build and partnership models to carter the said to match the strength of the stakeholders in the eco system to market requirement.

Further even though traditionally telecommunication industry has been concentrated around core voice service, it is currently moving towards data and related services since heavy investments combined with reduced growth has been threatening margins for operators. Communications, IT and entertainment industries are converging creating opportunities for operators to increase their share of wallet. Share of investment in systems and platforms are continuously increasing to provide new services to the market and improve customer innovation. Enterprise Resource Management, Big data, Customer Experience Management and Customer Relationship Management have topped priorities among network investments.

Q In order to boost SLT market share, what are the new strategies and fresh business models you have introduced and planning to introduce in the future ?

A Realizing group synergies in terms of bundled offers and cost improvements is important to improve SLT market share. Dialog uses group synergy (quad play offerings) for customer acquisition and retention, creating the need for releasing group synergy to perform better.

Compared to other countries, digital infrastructure development shows a promising future in Sri Lanka in short term providing opportunity for SLT to play a major role as the national telecommunications entity. Also, Sri Lanka is at a turning point of digital adoption leading South Asian peers with opportunities in both internet and mobility space in industries such as commerce, education, agriculture and tourism.

Partnerships with competitors and mCommerce entities in another fresh model which is needed to be carried out. Collaboration, instead of competing helps realizing profitable growth in revenue. Platform extensions like mCash, mTicketing, network site sharing, partnerships with eCommerce platforms like myDeal, wow, eChannelling are among already introduced while services like local roaming are yet be introduced.

Q Price cutting competition has become a norm in this mobile sector. How far can this strategy sustain and what can be done to retain the market share with new players coming in ?

A There are 3 fixed operators and 5 Mobile operators out of them Majority of the players are either Global giants or regional super powers. Although there were intense competition in the late 2000s as a market reaction to the entry of the fifth player to the market, the competition has eased off due to regulatory intervention. I need to highlight that that the market is off dire need for a consolidation as the sustainability of the market is of stake due to unprofitable nature of the smaller player. Therefore we believe that if there are to be any new players to be introduced to the market this will worsen the problem at hand.

Q What are your plans to expand services in the rural areas in Sri Lanka ?

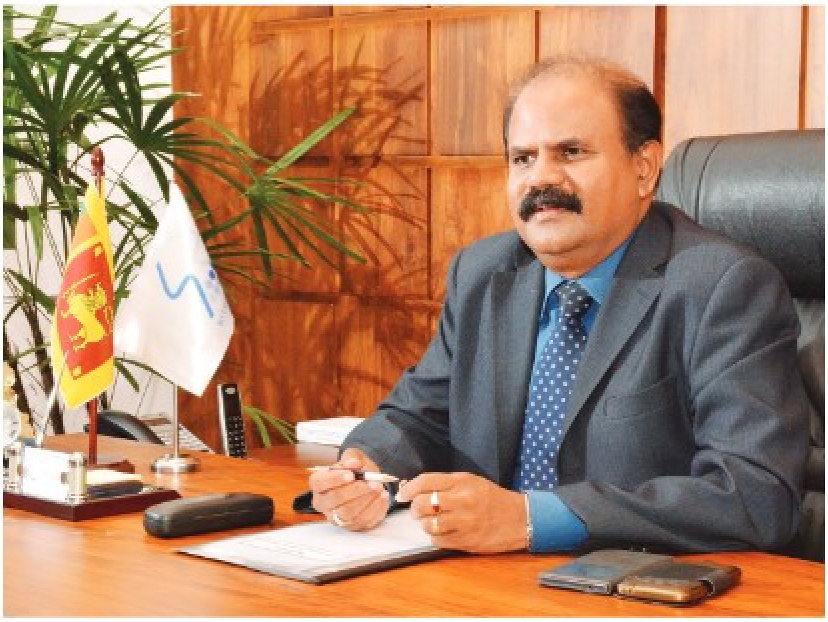
A We have identified the device eco system, language barriers and lack of right resources to cater the requirements of the rural areas. We have individual plans to tackle each of the areas specified with right investments to overcome the said.

Q Don't you have plans to go beyond the core industry and expand in to new industry sectors through joint ventures, strategic alliances or informal collaborations ?

A We have plans to look into adjacent areas beyond the core of communication. For example we established an innovation center under Mobitel to look into areas related to the core but which has the potential to yield a return to the portfolio of products in the future.

SLT and Mobitel has already started moving in to adjacent industries and sectors such as entertainment, commerce, education, health care and etc. PeoTV and Mobitel TV along with other digital content providing such as WAP, CRBT, News alerts are such services in entertainment sector. Mobitel has strategic alliances with eCommerce giants such as myDeal, myStore, ikman.lk and etc. Ticketing platforms and services such as railway, bus, movie, airlines and mLearning platforms for distant learning are transport and education industry collaborations. Services such as eChannelling, DocCall, mHealth are results of health sector strategic alliances while services like mCash are tide with financial sector.

Q **Top most 5 risks faced by the industry in your opinion ?**



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- Over the Top players cannibalizing the revenue streams of the industry
- Regulatory uncertainty with regard to taxes and laws
- Monetizing the ever growing broadband traffic growth
- Unsustainable levels of competition in the market
- High currency risk

Q **Do you believe in training and continuous development of your staff to their next level of potential? And what can you please explain in detail ?**

A SLT and Mobitel understand that its employees provide one of the major sources of competitive advantage and accordingly, the human resources strategy is aligned with the overall company strategy to entail a collection of ownership for achievement of results. Current human resources policies and practices have been improved and new policies are developed to continuously adapt to the changes in the industry. It is critical to build the skills and capabilities of the existing employees to provide these services through investing in structured training programmes that will enhance business and technical skills. Furthermore, the process of recruiting, retaining and developing talented professionals are streamlined to focus on attracting the best and the brightest to achieve sustained levels of excellence. Adopting practices designed to leverage the best talent with exceptional abilities also help our goal to be perceived as an employer of choice in the telecommunication industry.

Q **Do you think digital infrastructure is sufficient in the country to cater to the rapidly increasing demand ?**

A Even though digital infrastructure of the country is considerably better than its South Asian peers, it lags behind developed Asian countries such as Japan and South Korea. Consistent and superior digital infrastructure is a critical factor in a country's development as evident by rapidly developed countries such as Singapore, South Korea and Malaysia.

Even though Sri Lanka has a good digital infrastructure in an individual operator basis, duplication of resources and infrastructure has resulted at a national level due to separately owned and operated networks by operators. Thus, having a nation-wide digital infrastructure would result in higher margins for the operators as well as provide a mechanism of a rapid development opportunity for the country.

Q **Under the new Government policy of setting up public Wi-Fi zones, how has SLT contributed ?**

A This has being an initiative which gave a positive uplift for the data usage of the untapped markets. To be in lined with the government free Wi-Fi Initiative we have taken steps to allow the current Wi-Fi deployment of both Mobitel and SLT to be able to facilitate the same.

Q **What are the key issues and challenges faced by operators in setting up public Wi-Fi hotspots ?**

A The main issue we faced was getting the clearance from Public authorizes for the installation of the hotspots. Further there is a need to have a proper backbone network to facilitate the public WiFi network without which we offloaded many of the traffic to the Macro 3G/4G layer.

Q **Going forward how is this market for telecommunication industry likely to develop in Sri Lanka the next four - five years ?**

A The focus mainly will be on the broadband development and to cater the demand adjacent to the same. There are lots of innovation happening in Internet of Things, m2m, automation, 5G layer which will have an impact to the local industry but it to have the real impact it might take another 5-10 years.

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"Can Sri Lanka become a Top Destination of MEDICAL TOURISM ? Challenges & Opportunities"

PREAMBLE

Tourism has been one of the world's fasted growing industries in recent decades, and prospects for its continued growth are promising, notwithstanding the recent downturn in global travels numbers and the dismal global economic conditions. Sri Lanka now becomes an inexpensive and affordable destination to tourist. Sri Lanka is an island. This beautiful island is indeed a land like no other with smiling people who are well known for their hospitality. Sri Lanka's tourism industry has been booming since the three decade war ended in 2009. Country's infrastructure is getting a considerable improvement, including road network, electricity, water, sea and air travelling, airport, harbour, etc.

The country has a long tradition of excellent healthcare and professional medical establishments. In addition, there are other traditions than western medicine in the country such as Ayurveda and Allopathic medicine to name just a few. As Colombo's hospitals improve, growing numbers of foreign visitors have sought to be treated in Sri Lanka. A new era of economic activity, where medicine and tourism meet, dubbed medical tourism has emerged in the country. For medical tourism to be successful, Sri Lanka's medical establishments must be able to offer treatment, which is competitive for an international patient to decide to travel to country.

The global medical tourism industry annual turnover is not definitive but Patients Beyond Borders, the oft-referenced consumer information source about international medical and health travel, estimates the worldwide medical tourism market to be $ 47 b by 2014 (median value, $ 55 b at highest), growing 20% annually with 11 Mn cross-border patients worldwide, and $ 4,250 median spending per visit. These visit costs include all medically-related costs, cross-border and local transport, inpatient stay and accommodations.

In an interview with the CPM Journal, Managing Director of Hettigoda Industries (Pvt) Ltd. Well known as 'Siddhalepa' and CPM Governing Council Member, Mr. Asoka Hettigoda shared his views about the Challenges & Opportunities of Medical Tourism in Sri Lanka.

Following are the excerpts of the interview;

Q **Who are the medical tourists and reasons for medical travel for both Western & Ayurwedic treatments ?**

A The persons who are coming for health related treatments are considered as medical or health tourists. Their ages can be varying from infants to aged persons.

When we consider the travellers coming to get western medicines, mostly we get such travellers from the countries are less developed in their health facilities and no private hospitals with sophisticated machines. In addition, certain nationals find our treatments are very low cost compared to the developed countries. Thus, Sri Lankan hospitals have won the hearts of such medical treatment seekers. The best examples could be the visitors coming for medical treatments from Maldives, Seashells and certain African countries.

In case of Ayurveda, the visitors from around the world have recognized Sri Lanka as destination with

nature. And Ayurveda treatments which is also based on nature. They come for two kinds of treatments. One is relaxation treatments and the other one is the treatments for body illnesses. The visitors easily tend to get Ayurveda treatment easily since it does not give any side effects. Hence, the people are keen to escape from their offices to be on ``ayurveda holidays`. Though it does not give instant results in the body, the visitors are now aware that Ayurveda gives permanent solutions for certain body conditions. However, certain Ayurveda treatments such as post-chemo therapy treatment are recommended by the western doctors too.

Q How do you feel about the major concerns of medical tourists visiting Sri Lanka ?

A As concerns by such travellers, we have indentified high cost of air tickets since we get the majority of our Ayurveda travellers from Europe and other long-haul countries. Another hindrance could be the mushrooming Ayurveda centres without qualified

Ayurveda doctors. The foreign visit finds difficult to choose the correct place. From Sri Lankan Ayurveda point of view, this factor entails very negative effect on entire Ayurveda sector. As a pioneer in the industry, we have taken actions to overcome this issue jointly with related Governmental entities.

The other concern by the traveller is, many medical treatments seekers find difficult to get longer holidays from their job. Since certain Ayurveda treatments are giving results from 7 days onwards, the traveller is concerned about leave from work. The latest overall concern could be the negative image of travel in air due to several aircraft crashes based on the crisis situations in certain countries.

Q **There seems a significant gap in expectation and experience of the medical tourists expected and what they believe they got. What are your proposals to fill the gaps between expectations vs. experience of medial tourists ?**

A Especially, the expectations of visitors who come for medical purpose are very high. Many visitors nowadays select their holiday with an Ayurveda therapy since it is vital for them carrying out their routine job in the following year also, smoothly avoiding any health issues.

However, if a visitor gets contacted with a so called Ayurveda treatments centre, which is not providing proper Ayurveda treatments under the supervision of an Ayurveda doctor, definitely, this expectation and experience gap becomes wide.

In order to meet the visitors` expectation, we are taking our maximum efforts being a pioneer Ayurveda company of Sri Lanka. For example, we work very closer with the Government authorities to eradicate unauthorized Ayurveda centres or encourage such establishments to get converted to qualified centres, then assist in creating effective regulations and criteria which will be helpful in expanding genuine Ayurveda services in the country, from visitor point of view. Further, we conduct awareness campaigns enabling the visitors to recognize proper Ayurveda services and while extending our maximum services to the visitors who are coming for treatments. We also contribute to increase the skilled therapists in the country.

Further, we conduct Ayurveda lectures for visitors locally and internationally. And it is helpful for visitors to identify the correct Ayurveda services. The actions are taken to get feedbacks from visitors who already obtained treatments and to monitor it.

Q **How do you see the contribution by Ayurveda to the national economy of Sri Lanka ?**

A When Ayurveda is considered from foreign exchange point of view, total cost of Ayurveda is paid for either for a product produced domestically or for a service provided by a local person. There are no leakages or no pay backs to overseas. So, I believe, Ayurveda services could be the best solution for getting more and more foreign exchange for Sri Lanka.

Q **What are the challenges and barriersyou have identified in Sri Lankan medical tourism industry ?**

A When we consider the Ayurveda sector, we are losing the trustworthiness of visitor due to unauthorised service providers and their malpractices at present. Then secondly, we see a scarcity of certain raw materials when we offer treatment for visitors.

The establishments are in difficulty to employ new staff and to train therapists, due to the negative image that has been created for therapists due to the malpractices carried out by unauthorised service providers.

International brand positioning is required for Sri Lankan Ayurveda. Veteran travellers are very keen in getting their annual relaxation from a recognized spa. Still the image of Ayurveda is dominated by India, though the Sri Lanka has its uniqueness. Therefore, Sri Lanka needs its own brand positioning.

Q **Is our current academic and professional education system is capable enough to cater for the human capital need in this industry ?**

A There is a scarcity of skilled human resources in all sectors at present. However, Sri Lankan Ayurveda has a substantial amount of human capital for this sector. At the same time, it is suitable to train more persons for this sector considering the future requirement.

Q **How do you think about the infrastructure and incentives given by the government to uplift the industry ?**

A I think the Government is giving its incentives towards this sector and developing this segment.

Thailand, Singapore, Malaysia, India and Philippines are the major destinations in the Asian medical tourism market. Such alternatives can be found in the economically stratified global health-care marketplace. In order to boom the Sri Lankan market share, what would be the new strategies and fresh initiatives you are proposing ?

First, we may need to eliminate improper centres or such spas and the product. Then, in parallel, we need do implement an international branding campaign for Sri Lankan Ayurveda.

Q **Customer satisfaction is a critical issue in the success of any business system. How you are going to provide a customer satisfy service with your new project with AyurvedicHealing centre for tourist** ?

A We are always making our maximum efforts to satisfy the customers by offering the most suitable treatment for each visitor under the supervision of qualifies doctors in a suitable environment, ofcourse providing the required Ayurveda medicines in addition to the therapy. Each person's body condition is analysed and monitors by the doctor during the treatment. This way, we make sure the satisfaction of our visitors. Our daily yoga sessions and meditations sessions also have healed many visitors and gathered tremendous comments by the visitors.

Further, we give an opportunity for our visitors eye witness our products manufacturing process at the factory and it is highly recognized by visitors.

Q **What do you envisage for the future?**

A I look at it very positively. If we could overcome the above barriers, definitely Sri Lanka could be the most sought after medical and health Tourism destination. It could be the best source of income for the country since almost all the ingredients are local and indigenous. Thus, Sri Lanka could earn a large amount of foreign exchange annually through Ayurveda Tourism in the future.

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Greater Organisational Accountability through Sustainability Reporting

Introduction

Concern for sustainability has gained prominence as a result of many on-going problems companies are facing due to their impact on environment and society. Therefore, environmental and social responsibility is a highly discussed topic among the investor community, which is also an agenda in political discussions. Social licence to operate poses moral obligations on businesses to society and natural environment, which calls for change in the way the businesses are conducted. Apart from the above, media campaign to advocate accountability to many stakeholders has also created pressure on businesses to respond to new social and environmental dynamics (Amran, Lee & Devi 2014; Brueckner 2010). Rise in the use of natural resources has resulted in generation of waste and pollution. Businesses impact on the environment through pollution resulting in climate change due to increased carbon dioxide emissions. Climate change has affected the global temperature and weather patterns. It also effects human health, agricultural productivity, health of the ecosystem and economic productivity (Brueckner 2010). As a result, businesses are pressured to be accountable and transparent about their activities that can have significant impact on the environment and society, requiring them to disclose information about their activities in relation to sustainability (Soderstrom 2013). Furthermore, corporate failures, financial crisis and the implications of environmental disasters on society and the environment has brought the attention of the public and the investment community to scrutinize the business behaviour.

Accountability?

Move towards providing information about corporation's environmental and social performance implies that management must consider that they have an accountability not only for the economic performance but also for the environmental and social performance (Deegan 2004, p. 290). As a result, many organisations are publicly embracing sustainable development as a core business goal (Deegan 2004, p. 290). However, from a shareholder theory perspective the major goal of a business is to generate profits for the benefits of shareholders. According to this theory, the board of directors are accountable to the shareholders who were appointed the by the shareholders. Today, this perspective is changing to include the other stakeholders who will be impacted by the operation of the company.

Stakeholder theory explains the accountability of the board to more than the shareholders, and includes those who can affect or are affected by the achievement of the firm's objectives (Freeman 1984). Accordingly, an organisation is likely to have many stakeholders such as employees, communities, society, the state, customers, suppliers, competitors, government etc. An important feature of stakeholder theory is that a firm must be profitable and viable, because the prospective stakeholders will be reluctant to take a stake in companies that are likely to lead to market place failures (Jones, Thomas.M & Wicks 1999).

Therefore according to the stakeholder theory, managers must consider the impact of their decisions on a broad spectrum of stakeholders and evaluate their decisions based on the impact on the market value of their firm (Bird, Ron. et al. 2007). Stakeholder theory also supports the practice of corporate social responsibility activities. However this raises issues about the need for accountability for activities not reflected in financial reports. Therefore, many companies prepare a separate CSR report to inform society of their accountability (Deegan 2004).

Corporations have responsibilities to conduct their affairs in a manner that will benefit the society as a whole. As a result, responsibility of the business and accountability go hand in hand. Accordingly, Gray, Owen and Adams (1996) states accountability involves two responsibilities or duties, the responsibility to undertake certain actions (or refrain from taking actions) and the responsibility to provide an account of those actions.

Gray et al. (1996) define accountability as "The duty to provide an account (by no means necessarily a financial account) or reckoning of those actions for which one is held responsible".

Accountability is also explained in legitimacy theory. Legitimacy theory is based upon the notion that there is a social contract between the society and an organisation. A firm receives permission to operate from the society and is ultimately accountable to the society for how it operates and what it does, because society provides corporations the authority to own and use natural resources and to hire employees (Deegan 2004).

As mentioned above, directors of a company has the responsibility to ensure that they are accountable to shareholders for the resources entrusted to them. Whether they are financial or non-financial, directors are required to provide an account of their management (Gray et al. 1996). In conventional financial accounting this relationship is a contract set under the Companies Act. No such contracts are specified for non-financial information.

What is sustainability?

The word sustainability refers to the actions that companies take to reduce the negative impact of companies operations on places, animals, human beings, oceans, waterways, land and the atmosphere. Therefore, the overall goal of sustainable development is the "long-term stability of the economy and environment, which is achievable through the integration and acknowledgement of economic, environmental, and social concerns throughout the decision making process (Emas 2015). An issue that is very much discussed under sustainable development is, whether the responsibility of the business should be restricted to the current generation or should the implications for future generation be factored into current management decision? This is relevant to the issue of sustainability practices of a business. Therefore, Bruntland (1987) report defines sustainable development as "Development that meets the needs of the present without compromising the ability of future generation to meet their own needs". What the report highlighted was that there are three fundamental components to sustainable development: environmental protection, economic growth and social equity.

Proponents of sustainability such as World Business Council for Sustainable Development and International Chamber of Commerce argued that sustainability could be achieved without the interference of government legislation. This argument is also supported by Gray and Milne (2002) who states that environmental protection and social justice is safe in the hands of businesses as these are good business practices. Sustainable and ethical business conduct is a good business practice that serves the corporate bottom line and promotes sustainability reporting. Therefore, companies that are adopting sustainability reporting practices also build public perception of their legitimacy (Laufer 2003). Therefore, sustainability reporting is a vehicle to represent the business in a positive manner and also provide transparency for cohort of the corporate stakeholders. Gray and Milne (2002), refers to sustainability reporting as an information management tool for the partial and assertive reporting and cherry picking of''the news'.

Sustainability Reporting

Reporting is the means by which companies communicate their performance information to stakeholders. Moneva, Archel and Correa (2006) states "accountability involves the responsibility to undertake certain actions and the responsibility to provide an account of those actions". It is a means of communicating a firms' social and environmental impact. Sustainability reporting is the "communication which corporations make concerning their corporate social responsibility (CSR) activities, including social and environmental impacts in addition to financial performance" (Soderstrom 2013).

Reporting of financial information is a mandatory requirement for all listed companies under the accounting standards, however, sustainability reporting is of voluntary nature and lack guidelines to follow. As a result, there are no acceptable measures that can be comparable within and across sectors.

One of the accepted definitions for sustainability reporting is put forward by Global Reporting Initiative (GRI 2011). "Sustainability reporting is the practice of measuring, disclosing, and being accountable to internal and external stakeholders for organizational performance towards the goal of sustainable development. 'Sustainability reporting' is a broad term considered synonymous with others used to describe reporting on economic, environmental, and social impacts (e.g., triple bottom line, corporate responsibility reporting, etc.). A sustainability report should provide a balanced and reasonable representation of the sustainability performance of a reporting organization – including both positive and negative contributions".

A value of a company is impacted by the quality of its relationship with internal and external stakeholders through communicating companies' actions that impact the society. As a result, companies are increasingly reporting on environmental and social aspects of their performance publicly (O'Dwyer, Owen & Unerman 2011) through sustainability reports, integrated reports, corporate social responsibility reports and also through their websites.

A sustainability report is an organizational report that gives information about economic, environmental, social and governance performance. A sustainability report enables organizations to report sustainability information in a way that is similar to financial reporting. Systematic sustainability reporting gives comparable data, with agreed disclosures and metrics. There are different ranges of reporting formats for sustainability reports such as Triple Bottom Line Reports, Environmental and Social reports, Corporate Social Responsibility reports and Environmental, Health & Safety reports. They all fall under the vocabulary of sustainability reporting.

International Guidelines

In response to corporate accountability, a number of sustainability reporting frameworks have emerged. Aligned with the sustainable development, Triple Bottom Line reporting came into existence in the 1990s. The aim was not just to focus on economic values, which is reported through the financial statement but to draw the attention to environmental and social dimensions of their operation. However, due to lack of measures that can be quantified for social and environmental data, this approach is of limited use (Brueckner 2010).

In the early 2000s Global Reporting Initiative introduced the GRI reporting framework for sustainability reporting. This framework assist organisations to measure and report on their economic, social and governance performance and is used as a guideline by companies around the world. Research shows that companies are increasingly using GRI to report their sustainability performance (ACSI. 2014).

Benefits and impediments of sustainability reporting

Enhancement of the reputation is seen as a key motivator for companies to engage in sustainability reporting. According to Kolk (2003) "Companies that visibly integrate environmental and social criteria in their management policies are more successful than their competitors". Other benefits that were reported are improvement in operations and management, improvement in stakeholder relations, reduction in cost, improve risk management and reduce exposure to risk (Brueckner 2010).

Sustainability reporting is considered to enhance the trust and credibility of a company and meet growing expectations of broad range of stakeholders. Companies that report on sustainability embrace responsible human resource practices which can result in quality employee recruitment and higher retention rates (Thorne, Ferrell & Ferrell 2011).

Sustainability reporting also improves the reputation with socially responsible investors. It is important for companies seeking inclusion in lucrative stock market indexes such as

FTSE4Good and the Dow Jones Sustainability Index (Willis 2003) as well as reputational indexes such as Reputex Index in Australia (Brueckner 2010).

However, impediments associated with sustainability reporting includes costs associated with reporting, additional resources required and lack of acceptable indicators that can be comparable (Australian Government Department of the Environment and Heritage 2005).

Conclusion

In conclusion companies are recognising the importance of accountability to other stakeholders and are reporting non-financial information through sustainability reports. Furthermore, the dangers of being exposed to environmental risks that affect lenders and investor confidence as well as growth in environmental regulation and ethical investment, companies are becoming more transparent and accountable to lenders and investors, which have brought their attention to sustainability reporting.

Sustainability reporting also demonstrates how environmentally friendly and socially responsible a company is, as well as those companies that report on environmental and social responsibility are of the view that it adds to the compliance requirement. Today companies are moving towards integrated reporting and are disclosing indicators of social environmental performance along with financial performance. Major indicators of environmental performance are water and energy consumption by the companies. Their accountability is reported through comparison with previous years to show how they controlled cost or the emission rates. Major indicators of social responsibility are labour rights and health & safety of employees, because employees are a major stakeholder. Over 50% of the companies worldwide include corporate responsibility information in their annual reports (KPMG 2013). Ninety five percent of the world's largest corporations publish some form of sustainability reports (GRI. 2013). Finally, the growth in sustainability reporting can be seen as a major development for corporate accountability.

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Competency Building through Education, Training, and Qualifications: Some Perspectives

People tend to look at life in a broad sense, namely in three dimensions which can be categorized as working life, learning life and personal life (private or married). Our working life, in some way or the other, can be based on varying capacities in different organizations. Irrespective of our level of responsibilities, there is one common factor that is prevalent - a remarkable level of pressure and challenges. One may call this as stress or imbalance. Learning life is being constantly challenged in an unprecedented manner, with the introduction of knowledge models by various scholars and thinkers. The domain of personal life is as it has always been exposed to the challenge of meeting multiple demands. What is our formula for striking a balance in all compartments? We have been guided by conceptual models - the fact that time cannot be managed instead of our priorities could be managed or lined up as per the degree of importance, where time is automatically allocated for priorities and for the rest of work. In essence, work-life-learning balance is a prioritizing encounter. The argument in this article is to ascertain if competences make management of our affairs in life easier. Do competences depict themselves through qualifications?

Learning, gaining qualifications, management education aspects and prospects are regular concepts to an executive. Why do individuals drive for qualifications? Professionals inherently require qualifications to stand out in their respective subjects' domains. Those who perform a particular job might be having adequate experience yet might not be qualified enough to articulate conceptually where they need to explore formal learning engagements. Let's explore how the concept of management education has evolved and how it has impacted personal development in terms of competency development.

The organization and structure of postgraduate education varies in different countries, and also in different institutions within countries. Sri Lanka is not an exception. It is obvious that we have indistinguishable number of Masters programmes per se in the country which can be delivered both in person and via the online methodology. In the traditional German and Dutch systems, there are no legal distinctions between the terms "undergraduate" and "postgraduate". In such programmes, all education is geared towards acquiring the Master's degree, whether at an introductory (Bachelor's level) or advanced level (Master's level). There are two main types of qualifications studied at the postgraduate level: academic and vocational degrees. The term degree in this context means moving from one stage or level to another (from French degré, from Latin de- + gradus).

University studies take six years for a Bachelor degree and up to twelve additional years for a Master's degree or Doctorate. During the first six years in the faculty of the arts, seven liberal arts subjects are taught: arithmetic, geometry, astronomy, music theory, grammar, logic, and rhetoric. The main emphasis was on logic. Once a Bachelor of Arts degree had been obtained, the student could choose one of three faculties - law, medicine, or theology - from which they could choose to pursue a master degree or a doctoral degree. The main significance of a postgraduate degree is that, it provides the holder the license to teach ("doctor" comes from the Latin "docere", meaning "teach"; "magister" is Latin for "master", and often "schoolmaster", and is also the root of "magistrate").

The concept of competence has been given different meanings and still remains the most used term in the organizational study literature. Given the central role of competence in work life, little attention has been paid to its definition. The term originates from the Latin verb competere which means 'to be suitable'. Having been developed within psychology as a concept characterizing individual's ability to respond to the demand placed on them by their environment, the more recent work related versions of the term, have been applied to describe an underlying characteristic of a person which results in efficient work performance.

Competence/competency, the key theme in this article, is in most cases used synonymously with capability. The Oxford Paperback Dictionary (1979) defines 'capable' as 'competent'; and having a certain 'ability' or 'capacity'. English Business Dictionary (1986) ascribes 'capability' as a synonym to 'competence' and 'capable' is defined as being able or clever enough to do something. English Language Dictionary (1987) provides meaning to the word 'capability' as the ability or the qualities that are necessary to do something. The New Oxford Thesaurus of English (2000) states 'capable' as 'competent'. Mathis and Jackson (2000) referred to competence as the basic characteristics that can be linked to enhanced performance by teams or individuals. However, Dessler (2005) defined competence as demonstrable characteristics of a person that enable performance of a job. It is important to see how an individual gets involved in the learning process to acquire competencies.

Competence (or competency) is considered to be the ability of an individual to perform a job properly and satisfactorily in a given context. A competence is a set of defined behaviours that provide a structured guide enabling the identification, evaluation and development of the behaviours in individual employees. The word competence first appeared in an article authored by Craig C. Lundberg in 1970 titled "Planning the Executive Development Program." The term gained attraction in 1973; McClelland wrote a seminal paper entitled "Testing for Competence Rather than Intelligence." It has since been popularized by one-time fellow McBer & Company (Currently the "Hay Group") colleague Boyatzis et al. Its use varies widely, which leads to considerable misunderstanding. The concept of competence has been given highly different meanings and still remains among the most diffuse terms in the organizational studies literature (Boyatzis, 2006).

It is also observed that the word competence is considered as a combination of knowledge, skills and behaviours; or as the state or quality of being adequately or well qualified, having the ability to perform a specific role. For instance, management competency might include systems thinking and emotional intelligence, and skills in influence and negotiations. Competency is also used as a more general description of the requirements of human beings in organizations and communities. Competency is sometimes thought of as being shown in action in a situation and context that might be different to the next time a person has to act. In a special requirement, competent people may react to a situation by following behaviours they have previously found to be successful. To be competent a person would need to be able to interpret the situation in the context and have a repertoire of possible actions to take and be trained in such actions, if they are relevant. Regardless of training, competency can grow through experience and also to the extent of which an individual is willing to learn and adapt.

Within a specific organization or professional community, professional competency, is frequently valued. They are usually the same competencies that must be demonstrated in a job interview. But today there is another way of looking at it: that is, there are general areas of occupational competency required to retain a post, or earn a promotion. For all organizations and communities there is a set of primary tasks that competent people have to contribute to all the time. The four general areas of competency are:

a) Meaning Competency: The person assessed must be able to identify with the purpose of the organization or community and act from the preferred future in accordance with the values of the organization or community.

b) Relation Competency: The ability to create and nurture connections to the stakeholders of the primary tasks must be shown.

c) Learning Competency: The person assessed must be able to create and look for situations that make it possible to experiment with the set of solutions that make it possible to complete the primary tasks and reflect on the experience.

d) Change Competency: The person assessed must be able to act in new ways when it will promote the purpose of the organization or community and make the preferred future come to life (Wikipedia, 2013).

Al-Maskati and Thomas (1994) have extensively studied how corporate training programs have an impact on creating a change in individuals. The mere existence of places called 'management schools' or 'business schools' does not then necessarily require us to believe that those schools are engaged in management education, just as the fact that organizations run 'training programs' does not necessarily lead us to believe that training is actually taking place. The question of 'what knowledge is of most worth' has been increasingly been answered not by teachers but by business and the state (Holmes and McLean, 1989). Since these educational provisions that have been controlled by institutions dominated by employers (Eg: City and Guilds Craft Qualification/BTEC National and Higher National Certificates and Diplomas, etc.) have been characterized by a narrow vocationalism with little or no pretense of educational value, anxieties about the growing influence of business interests over management education seem well justified from an educational point of view. One of the surveys carried out in UK during 1990s, found that firms are moving away from the academic route to management training and development and towards practical, work-based training linked to the value it can bring to the organization.

Education and training are different, but learning with educational value and the acquisition of skills may both result from the same learning activity. As Dearden remarked: "The point of learning under the aspect of vocational training is to secure an operative efficiency; the person will be able to operate the word-processor, give first aid, administer the injection, or run the shop. The point of learning under the aspect of education is to secure breadth and depth of understanding, a degree of critical reflectiveness and corresponding autonomy of judgment. Are the two compatible? There seem to be no prior reason why they should not be. A process of training could be liberally conceived in such a way as to explore relevant aspects of understanding, and in a way which satisfies the internal standards of truth and adequacy. Training for the liberal profession is often like this (1990: 93)"

Parlett and Hamilton (1972) outlined that the activities and processes of management education must at least promote learning, knowledge and understanding of what is worthwhile. The question is critical or rather paradoxical on what is then worthwhile for managers to learn? Or does what managers learn through management education worthwhile? Recognizing that the outcome of institutional learning depends on the character of the 'learning milieu' which includes the orientation which learners and teachers bring to their tasks, where some attention to those orientations seems appropriate.

The core distinction between education and earning qualification requires to be identified. Dore (1976) draws attention to the key demarcation between education and qualification earning. The formal pursuit of study is schooling where learners depend not only on the object of learning and the way it is learned. "Most people, when they speak of 'education', have in mind a process of learning – be it by disciplined training or by freer more enjoyable methods of experiment – which has mastery as its object… whether the mastery is an end in itself, or whether the knowledge is mastered for use, and whether that use is a practical one or mere self-indulgent pleasure, it is mastery of the knowledge itself that counts. In the process of qualification, by contrast, the pupil is concerned not with mastery, but with being certified as having mastered. The knowledge that he gains not for its own sake but for the once-and-for-all purpose of reproducing it in an examination. And the learning and reproducing is all just a means to an end – the end of getting a certificate which is a passport to a coveted job, a status, an income. If education is learning to do a job, qualification is a matter of learning in order to get a job (1976: 8)"

An orientation to qualification earning does not preclude learning, for learners must still learn enough to enable them to pass the assessments leading to qualification. Learner has no inducement for commitment to what is learned; it amounts not so much to drinking from the fountain of knowledge as merely gargling (Peters, 1970). The perspective of qualification driven learning experience is not only 'ritualistic, tedious, suffused with anxiety and boredom, destructive of curiosity and imagination; in short, anti-educational' (Dore, 1976). But the claim to having 'qualified' is at best partial and at worst empty. Qualification, then, need not indicate mastery or competence, although it may do so.

Much significance has been given to the importance to having a qualification to motivate managers to make personal investment in their development to raise the status to a 'professional' level (Banham, 1989; Frank, 1991). The other factor that is widely observed is the availability of qualifications that would improve managers' mobility chances in internal and external labour markets (Handy, 1987). According to Collin, 1989; Proctor and Powney (1991), although the fairness and theoretical rationale of competence-based assessment schemes have been questioned their unintended effects on learners' orientations seem not to have been. As per the foregoing theme, qualification earning can be seen as anti-educational.

The question of why managers ought to learn and gain qualifications is directly pertinent to checking of the domain of competency development within individuals. Dore (1976) has postulated several reasons for individuals to learn: 1. In order to acquire knowledge and skills as ends in themselves, 2. In order to be able to use skills and knowledge. The rationale for 1 includes 1 (a) because the process of acquiring knowledge and skills is a source of pleasure; 1(b) because it is one's moral duty or innate to one's development as a human being to develop one's capacities to the full; 1 (c) because to possess knowledge and skills gives one prestige. And for 2, 2 (a) because the application of knowledge and skills is pleasurable; 2 (b) because one can obtain power, income or respect from others by skilled performance; 2 (c) because one can obtain the same by possessing a qualification; 2 (d) because by applying one's knowledge and skills one can make one's community or nation a better place.

In essence, one might have qualifications while not having adequate competences and vice versa. Some individuals although they possess qualifications cannot deliver the expected results within the context asked from them. It is an obvious fact that if someone gains competences because of what the education, training or qualification process produced, he/she has a better control over affairs. In case, where you have managed to acquire the qualification merely for the sake of gaining it, it will be a tough task for you to meet expectations in your jobs as a balanced individual. Generally, a balanced individual strikes a balance and blend between work demands and competences with the least amounts of stress. This needs further research!

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Positioning and Re-positioning

"Value is the measure of the worth of an attribute. The fundamental role of a business is to create value. Goods and services that provide benefits are the vehicles that deliver value. Value is intangible but value drives perceptions. Perceptions take place in the mind. Minds search for satisfying value propositions. Markets are built of minds looking for satisfying value propositions" Madanayake et al (2007).

So, what do we market? Goods and services? Not quite, we market value propositions. What then is positioning?

The heart of marketing as we know is positioning. Kotler (2013) asserts that Positioning is the act of designing a company's offering and image to occupy a distinctive place in the minds of the target market. As a result of effective positioning certain brands associate with certain words present in the human mind. In the automobile sector for example:

- **Safety** is associated with Volvo – safest car to drive
- **Prestige** is associated with Benz – prestigious car to own
- **Driving** is associated with BMW – ultimate driving machine

The value propositions that have distinctive positioning as seen from above perform well above their counterparts. In a previous path breaking paper I presented the concept of the Positioning Triangle, where three important components create a Market Positioning. Market Positioning is about how the target market positions a value proposition in their own mind, influenced through the components of the Positioning Triangle, which are:

- Corporate Positioning – Business that produces value
- Product Positioning – Vehicle that delivers value
- Competitive Positioning – Competitors who offer alternative value

The equation would be:

Corporate Positioning + Product Positioning + Competitive Positioning = Market Positioning

A distinctive positioning strategy through sustainable differentiation is the key to success and longevity of the value proposition.

Determining a Competitive Frame of Reference

The starting point of positioning is by determining a competitive frame of reference. In other words it means, which other brands competes with ours in markets we target and identifying them and thereafter analysing their competitive abilities and competitive advantages by conducting a SWOT analysis. This will provide us an insight into the strengths and weaknesses we possess over them and also understand the opportunities we have and the threats we may encounter.

Exploiting Points of Parity and Points of Difference

We then need to understand the points of parity – POP, of competing brands and also the points of difference – POD, amongst some of them. We first need to match the POP of competing brands by doing so we achieve membership of the category the brands belong to. Should one or more of them have POD we need to match them as well, and when we do so we negate their POD. This enables us to achieve similarity among all competing brands and meeting each brand's POP and POD. Is this sufficient for us to compete?

The answer is an emphatic NO. Why you may ask? When you match your competition you simply become a similar value proposition or a 'me too', which the target market can acquire from any other competing brand. Why should the target market consider yours when you also provide the same as done by the others? If you are satisfied with the bar of soap you are using now and there is a new product offering the same value why should you change?

But you would, only if you see unique value you WANT that the others cannot offer. This brings us to realise the importance of POD. POD is that unique value you can provide your target market that the others cannot. In summary we need to match the competitors' POP and POD and create for us a meaningful new and unique POD that the target market wants.

Positioning Strategy

Most of us know how BMW the German car maker entered the automobile market in the US. They observed that the America luxury cars though were luxurious, weren't good performance cars. On the contrary the performance cars weren't luxurious. They made there's both luxurious and performance cars. Thus, for the luxury cars their POP was luxury and POD was performance, whilst for performance cars the POP was performance and the POD was luxury. Thus their slogan 'ultimate driving machine' and their positioning 'luxury performance cars' which is also a new sub-category in the automobile market.

A positioning strategy is for a new value proposition, for example when a biscuits manufacturer decided to market a smaller Marie biscuit as a new subcategory of the Marie biscuits category I saw by consumer research a tremendous opportunity. The larger Marie in the market had 17 biscuits in 100g and the new smaller Marie subcategory had 25 biscuits in 100g and the research showed that the target market for Marie biscuits preferred the smaller new Marie subcategory due to the fact that it had more biscuits in 100g. Hence the strategic positioning was 'more biscuits in 100g'. This initiative was so successful that it even changed their own destiny and that of the market leader at that time.

Re-positioning Strategy

However, as time goes on, intensive competition or rivalry in the industry, new entrants, and substitutes will exert relentless pressure on the very strategy that made the value proposition a success. Then the company which experiences such pressure must consider how to re-position the value proposition so that it will influence Market Positioning to change accordingly. Change is of paramount importance, we need to match the velocity of change in the external environment with that of our own internal environment.

Re-positioning a Malted Milk

Decades ago when I was a teenager one thing I noticed when I go to a hospital with my parents to visit a patient was the unmistakable presence of a bottle of XXX brand Malted Milk on the cupboard by the bedside. Most visitors to hospitals took them for patients when they visited them. That's how they ended up on the cupboards by the bedside. Many moons later when I became a fully-fledged marketer I realised that XXX brand Malted Milk was positioned as a convalescent's drink. The very fact that visitors take them for their patients was pure evidence.

Brand YYY, which was also a Malted Milk, suffered the same fate – also positioned as a convalescent's drink. Decades later the company who markets YYY brand questioned its value proposition. They realised that it essentially provided energy and that normal people also required replenishing energy. Hence they re-positioned it as an energy drink supported with an aggressive marketing programme that brought unprecedented success for the brand. This initiative also provided them another opportunity of developing a sub-category, a chocolate flavoured Malted Milk which became an instant success under a different brand. This simply demonstrates the importance of re-positioning.

Re-positioning Cooking Oil

Here in Sri Lanka I had a similar experience: I accepted a consultancy about a decade ago in a FMCG company. Under their flagship brand they marketed a range of premium cooking oils such as Palm Olean, Sunflower, Soy, Corn and Canola. When I checked the import figures I was surprised to find that we were the leading importer of bottled premium cooking oil, and hence the market leader by furlongs.

Naturally, I did not hesitate to position the brand as No 1, Premium Cooking Oil in Sri Lanka; to be No 1 is a very strong positioning claim. No sooner I did this our competition was repositioned to that of a follower or an 'also ran'. We became the leader in the eyes and ears of the target market. Markets prefer No. 1, which ensures them better quality from market leadership.

Re-positioning Competition

Clever marketers at the outset, when launching a product or service will address the issue of achieving Market Positioning. They may use a mix of strategies such as Product, Corporate and Competitive Positioning. But as time goes on they may see new competitive initiatives and the need to respond to defend market share. This may need a strategic direction of re-positioning the competition.

Here is a classic episode as stated by Sergio Zyman (2000), the CMO of the Coca Cola Company in his book End of Marketing as we Know it:

"A big stumbling block that kept coming up in research was taste. At Coke, we ran taste tests too and found that Pepsi wasn't lying. In blind tests, consumers also told us that they preferred the taste of Pepsi to Coke, basically because Pepsi is much sweeter. At first try, people would get a smoother taste on a sip-by-sip basis."

He goes on to state: "Over the more than 90 years that Coke had been in business, it had never changed its formula, except to switch sweeteners and make other minor adjustments to reduce costs or reflect availability of ingredients. The goal had always been consistent: to make the modifications without changing the taste."

However, they fell for Pepsi's point of difference of better taste and thought that if they wanted to sell more Coke they should reformulate Coke. He adds, "We had thought that we'd tried everything else, and that consumers were not buying because of taste. In retrospect, I think that may be if we had changed ad agencies and started bombarding consumers with more and more reasons to buy Coke, as we did later, it might have worked. But we didn't."

In the meanwhile Coke was losing market share to Pepsi. Thus they took the decision to research reformulation of Coke. "We gave them samples of various reformulations of Coca-Cola and tested them against the old Coke and also against Pepsi. We also asked them: What would you do if we gave you a product that tasted better than Pepsi, but still was a Coke?" The answer was a positive. But he says "In truth, the only question we really needed to ask was: if we took away Coca-Cola and gave you New Coke, would you accept it?" That they didn't and that led to the launch of New Coke which was a disaster in that they had to bring back the old Coke due to consumer resistance and rejection.

In only 77 days after the launch of New Coke they brought back the original as Classic Coke. By this entire saga Coke learnt a bitter lesson but had so much of publicity for the Original, and the re-launch of Classic Coke which was not just another Coke but Classic Coke or the original. Peter Jennings, the main anchor on the ABC television network, had remarked "Only in America can the return of a soft drink lead the news". Throughout this entire episode one important thing took place: not just Pepsi but all cola marketers who are Coke's competitors were re-positioned as an imitator. Thus knowingly or unknowingly, Coke re-positioned competition purely by the fact that they brought back the old as Coke Classic.

In conclusion we should always try to seek opportunities not just to position our value propositions as being distinctively different, but try to re-position competition relegating its position in the minds of the target market. It is always important to be ahead of competition. Today the focus of marketing as a strategic managerial process is not just to satisfy or even delight target markets but essentially to stay far ahead of direct and indirect competition.

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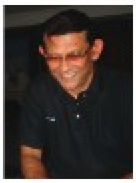

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Aspects of Practical Management from good to better and better to best

First of all it is pertinent to understand the reason for the importance of practical management in day today business environment. Today people of the country are being taught at various levels about management. In today's context a lot of students, employees of an organization have a basic knowledge in management. According to the literacy of Sri Lanka, number of people has a basic degree / diploma or a basic knowledge in management.

Even though a lot of people know the theory, how often they relate their management activities with the theories and get out the maximum? In a country there may be a set of qualified people with a basic degree, a master qualification or above such level. But there is no any importance if such people are not connecting their theoretical knowledge with the execution of their works. There is no point in having the knowledge with them if same is not used practically.

This situation is due to the reason of the man becoming a machine. We have born with a brain to use it with modifications/changes of thinking patterns where it is applicable and necessary. But think how many people use this gift of god to an extent of practical aspects. In today's context a person can not apply a theory directly in managing activities. I believe that it should be a combination of theories could be applied to seek a solution to a problem. Today people should be trained and coached to act to sudden changes appear in the market. Business industry has been advanced to an extent with stiff competition among each other and sometimes values of people have been hardly recognized and treated. This is a one main reason for failure. In day today environment getting works done through coercive power of a leader has become an expired tool any more. A lot of people believe in treating subordinates as human being and understanding their requirements as a key of success. I personally feel that this again to be done on a case by case basis where controlling subordinates are different from one subordinate to another. It is to be stated that mixture of powers and controlling techniques should be adopted according to characteristics of subordinates with a differentiation.

Key functions of management are planning, organizing and controlling. This can be further advanced with directing, supervising, leading and monitoring. For me, the most important factor out of above is monitoring. Because it gives you an opportunity to recap and revisit the work that you have done. As a manager one should keen in maximizing profit but at the same time it is very important to keep an eye opened on welfare of subordinates such as their promotions, their personal goals and training of people. As far as I concerned motivation is another key aspect which has a lot to do in achieving succession and according to the theory of motivation it is directly connected with human behavior. All human behavior is designed to achieve certain goals and objectives. Such goal directed behavior revolves around the desire for need of satisfaction. In practical aspects, if there is a lot of unsatisfied behavior in a single business unit or in organization and this is the starting point of introduction of motivation. Unsatisfied behavior leads to physical tension in an individual and as a practical manager it is important to identify this and introduce some kind of behavior or action immediately to overcome the situation.

A practical manager always need to use resources in optimum level while introduction of new technologies. As I mentioned my article the man has become a machine today and in practice a lot of institutions have collapsed due to lack of innovative thinking and resistance to change. Most of the times managers do think their primary value come from the technical expertise they bring to their job. As a result they find themselves doing the work their subordinate should be doing and entangle in the trap of mixing priorities. For a manager who is accountable for return on investment, quality control, motivation, retention of key employees and corporate vision.

I strongly believe that modern day managers should apply mixture of theories thought by management gurus. For an example path goal theory by Martin G. Evans in 1970's suggest that there are four leadership styles those of detective leadership, supportive leadership, participative leadership and achievement oriented leadership. Detective directs subordinates. Supportive works with friendliness. Participative uses suggestions recommendations from subordinates. Achievement oriented sets goal and believe, inform that subordinate could achieve the target. But in my point of view in today's context successful leader should have all these four leaderships blend inside of them. Further all these should apply with practical work experience.

According to Victor Vroom and Philip Yetton in 1973 there are five leadership styles. Type one solves the problem using the available resources. Type two obtains information from followers without a clue of the problem and gives the solution. Type three shares the problem with subordinates individually and makes the decision. Type four shares the problem with subordinates in a group and makes the decision. Type five shares the problem with subordinates in a group and makes the decision in a group. In today's business context the practical manager should have a blend of these type one to type five leadership styles. In my article I have mentioned about identifying priorities, time management and innovative thinking. If we look further about innovative thinking it has to do a lot in formulating the business strategy. According to the market conditions Aggressive, Defensive, Offensive and diversion strategies are to be used. When you have array of products or services with you and each product or service may have not acquired same market share. As a manager you should apply separate marketing plans in sale of each. There should be several plans in your mind and if one fails you should be able to change the plan and may shift to the alternative plan subsequently. This is the practical aspect of management where a lot of people reluctant to do due to the resistance to change. But as a good leader and as a good practical manager one may develop all these skills to survive in today's industry. A successful practical manager should have and practice mixture of all powers like coercive power, reward power, legitimate power, expert power and referent power. In good all days it was the belief that "Leaders are born and could not be made" according to the Great man theory. When we are looking at the today's business industry it is pertinent that leadership skills can be trained and coached to a certain extent. As far as my concern these theories have been developed and changed all over last few decades in accordance with the changes occurred in the environment. This is the simple reason for me to state that each and every theory of management could not be used straight away as it is and human brain is the tool to use them with applicable changes as I mentioned in the article. Introduction of management theories have been done through a research and for same there have been a set of sample data used. This sample behavior may changed through cultural differences, geographical differences, cross section of the society, infrastructure etc. Hence as a practical manager when you use a theory, you should be mindful to do necessary changes when ever required using your brain. Again if we discuss about the important point of innovative thinking, allocation of time for think is a main point for a manager. In today's context if you do not adopt an extraordinary excise you will not win the competitive advantage over your competitors. As a practical manager you think tank should be very agile throughout to guide your subordinates to take successful targets/goals.

Another key important aspect that today managers are lacking is monitoring. In addition to organizing, planning and controlling it is utmost of important for a manager to monitor and follow up the activities. A proper follow up mechanism should be in place specially if you are working with subcontinent people, because as per my understanding inertia of the subcontinent people are very low and very few are working on their own. A majority do not work without a gentle push. When a work is undertaken a lot of people are unable to complete same in a certain time frame. To avoid this situation as a practical manager you are in a position to check the work lists of your subordinates in certain time intervals. (I.e- Daily, weekly, in two days etc).This function will help you as the manager to check your position and to take any interim measures/corrective action. This function is not to penalize your subordinates but to have a good idea if one specific job is being delayed and to find out the reason for same. This will enable you as manager to devote additional resources according to the priority of such specific job/s. If some works are getting delayed as manager you will be able to understand the reason for delay and will be able to decide remedies to overcome the situation. Checking this overall position and review will be a good measure to take your institution or business from good to best. Periodical review and monitoring is a key aspect of practical management. When we discuss about the delegation, the works to be delegated must be specific, achievable, realistic and time oriented. Further as the manager one must have a proper channel to get the overall control and proper methodology should be in place to check whether the delegated works are being completed as expected and planned. All the practical managers are very keen in identifying a correct person and the skills of subordinates. It is important that skills, knowledge and attitudes are in proper dimensions for succession. As the manager, one could be able to understand the special skills of subordinates in advanced. To get the work done in a proper manner and within a short period of time the proper human resource should be kept in the proper position. Allocating opportunities while identifying the skills of subordinates is an important aspect of practical management. Thus trusting a new employee or subordinate is equally important. If a subordinate fails there should be a room available for trial and error once or twice.

This is because if we replace employee through another due to delay in outcome and if surrounding factors remains same there is a high possibility of substitute may also fail. In a situation remedial action to be taken to correct such surrounding factors without the replacement of employee first. As I mentioned earlier it is important to keep the proper person in proper place as we have been discussion throughout this article. Further as a successful practical manager you should be able to keep the opponent competitor in suspense always. Sudden tactical moves and changes are to be taken where ever necessary.

A practical manager should always be able to develop the skills of your subordinates inherent within themselves without asking them to work according to your style. Because each and every person have their own skill in built. If you want to get the maximum out from your subordinates as a practical manager you need not change his own inherent way of doing things except developing the same. As explained above due consideration to be given in fallowing three dimension which are keeping opponent in suspense, developing the subordinates inherent skills except asking them to do works in the way manager requires do and keeping the proper person in proper place. To explain this situation I may take the following example. You all know of winning the cricket world cup in 1996 by our motherland with good leadership of Arjuna Ranathunga and with good management style and coaching of Dav Watmore. The team kept opponent always in suspense by sending Jayasooriya and Kaluwitharana in opening the batting and once a wicket is fallen opponent never knew who will come to bat next. Jayasooriya was a pinch hitter and a hard hitting batsman while Hashan Thilakarathna has his own style of playing slowly taking his own time in the wicket. Neither Arjuna nor Watmore ever changed this identical style of batting except developing same from good to best. Also keeping correct person in correct place where fielding restrictions in 15 yard circle was on force sending the hard hitters at the same time who can beat the ball over the infield. I do think that this is a perfect practical example from our country of which are have succeeded in history.

As discussed by me in this article Change your management style and see whether you are in a position to shift your gear towards succession and from good to better and from better to best in your company or your business. Further as a practical manager always to operate with a positive attitude and energizing motivating factors in subordinates in achieving your goal.

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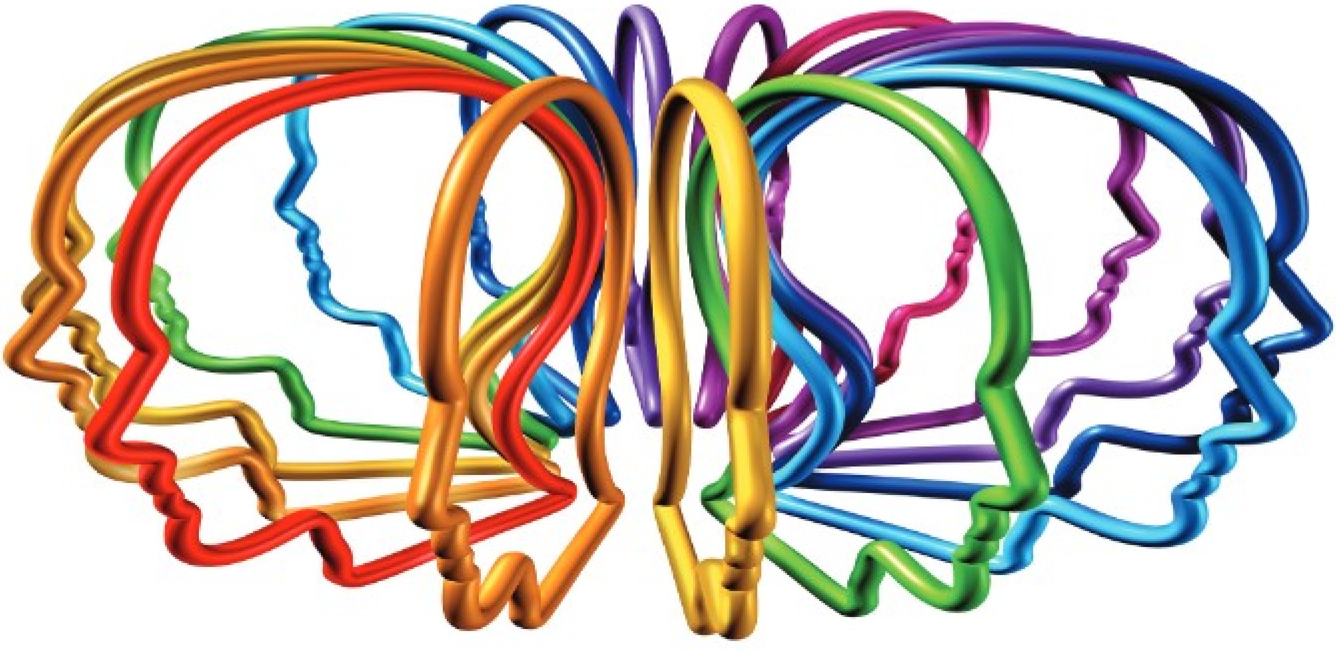
Consumer Tensions among Global Consumer Culture and Traditional Cultural Systems



Global Consumer Culture, Traditional Cultures and Tensions

Consumer culture is seen as a context in which the consumer desire goods and services that are valued for non-utilitarian reasons, such as status seeking, envy provocation, and novelty seeking (Belk, 1988). As consumerism has taken root in culture upon culture over the past half century, it has become a powerful driver of the inexorable increase in demand for resources and production waste that marks our age (Flavin, 2013). Indeed, the present day consumer culture is seen as debased materialism – a condition in which people seek self-realization or self-expression through goods rather than spiritual pursuits, which allows to judge individuals on their material possessions rather than other (higher) aspects (Van Wessel, 2004). These influences of consumerism on the lives of individual people are seen across the world today, especially with the globalization of the world economy, and its role in making consumerism a truly international culture (Belk, 1988; Venkatesh & Swamy, 1994).

While it emerged in the Western Society as a natural part of its historical development, consumerism faces difficulties in fitting in smoothly in countries to which it is externally introduced, especially where the cultural background is rooted in traditional cultural values and customs (Attanayake, 2002; Gosh, 2011; Mathur, 2010; Van Wessel, 2004; Wijetunga, 2014), and also where there is limited economic ability to engage in a wide variety of consumption objects (Alden, Streenkamp and Batra, 2006; Eckhardt and Mahi, 2012). This is widely seen in poorer nations in the developing world, where despite the consumer's desire to be a part of the changing consumerist world, he/she doesn't have the needed financial backing. Similarly, this kind of gap is seen in nations such as India and Sri Lanka, which have strong roots in traditional cultural aspects and therefore, they find it difficult to embrace the wasteful and flamboyant consumption styles, as it disagrees with their frugal, conservative backgrounds. In such contexts scholars have identified a tension resulting from a conflict between heightened consumer desire to be a part of the global consumer culture, and the constraining local cultural and economic realities that prevent indulging in such desires (Ger & Belk, 1996; Liyanage, 2009, 2010; Mazeralla, 2003). It is possible that this tension can be experienced at different intensities and levels by different consumer groups. For instance, consumerism may act as a relatively alien notion to mature, conservative consumer groups who have traditional roots as opposed to younger teenagers who are naturally born in to a consumerist world, therefore hardly feels any pressure when engaging in it.

While consumerism has many benefits for today's contemporary consumer, it is not without its share of problems. Even though consumerism seems natural to people who are a part of those cultural realities, these developments are neither sustainable nor innate indicators of human nature. While consumption beyond minimal and basic needs is not necessarily a bad thing in and of itself, there are important issues around consumerism that need to be understood; for instance, Shah (2014) points out problems such as the impacts of production processes and certain forms of consumption on society, issues about determining what is a necessity and a luxury, how consumption habits changes as societies change, how consumption is influenced by business advertising, the impact of consumerism on poorer nations and people, and how material values influence cultural and personal values of people.

A culture of consumption encourages the extensive purchase and use of goods. Primarily, the production, processing, and consumption of goods require the use of natural resources as well as the creation of factories, with the after effects of toxic waste and thus environmental pollution. Yet, of the three factors environmentalists often point to as responsible for environmental pollution — population, technology, and consumption — consumption seems to get the least attention (Shah, 2014). Highlighting yet another perspective on consumerism, global inequality in consumption (while reducing) still remains high, where the wealthiest 20% of the world still enjoys the majority of total private consumption (Shah, 2014).

As Assadourian (2013) notes, preventing the collapse of human civilization requires nothing less than a wholesale transformation of dominant cultural patterns. Such a transformation remains a critical necessity in today's society, where a new cultural orientation would enable people to address the problems associated with modern consumption patterns and address future solutions aimed at sustainability.

Consumer Tensions and Identity

Within all its contradictions of the fast globalizing world, struggles for identity have emerged as one of the most striking characteristics of the social, cultural and political scene (Bornman, 2003). A person can have deep cultural and ethnic identity roots with regard to language, religion and race. Wijethunga supports this notion as she emphasizes that 'throughout history, the traditional cultural value system and identity have fought back whenever it was seen to be under threat and has remained strong to the present day (2014, p.34). This situation may be even more evident in colonial countries, such as India and Sri Lanka that were once politically controlled by a dominant nation and later decolonized by re-gaining their own national identity.

The struggle for identity can be experienced at various levels by different consumer segments. For instance, Arnett (2002) argues that as a consequence of globalization, adolescents in particular, develop a bicultural identity: Part of their identity is rooted in their local culture, and another part is attuned to the global situation. This identity confusion is viewed at a heightened level in non-Western cultures, where some young people (for whom issues of identity are particularly salient) feel themselves at home in neither the local situation nor the global situation. This pressure to extend one's identity beyond his traditional structure implies the pervasive experience of uncertainty, which can lead to a tension. Intensification of this experience motivates individuals and groups to maintain, defend, and even expand their local values and practices by establishing a niche for the formation of a stable identity.

However, there is relatively less research done in the area of dealing with identity tensions within global consumer cultural settings and traditional cultural structures. Even among these studies, most research briefly touch on the concept or merely explores the psychological tension experienced without stressing on how it impacts one's identity struggles. There are no theoretical or empirical studies which have looked at the conflicting identity struggles of consumers especially in non-Western countries, who experience different forms of local traditional culture and global consumer culture. While past literature shows the different ways in which consumers choose to react to this (identity) tension (Ger & Belk, 1996; Varmen & Belk, 2009; Ustuner & Holt, 2010), there remains the need for future in-depth explorations of consumer tensions and how they try to mitigate it while balancing their identity between global consumer cultural influences and traditional cultures.

When attempting to mitigate cultural tensions felt within the global consumerist world, consumers may react in various ways to this conflict. One option sometimes taken by consumers is to go back to their traditional identities. As Wijethunga explains, "in the midst of widespread globalization, there is a current global trend towards renewed cultural consciousness spawned by a fear of losing national cultural identities and of domination by alien cultures" (2014, p.33). Van Wessel explores this in the Indian context, as he sees Indians appearing to negotiate the tension of this duality by engaging in a consumerist lifestyle while denying its importance for constructing their own identity, which they claim is based more on cultural values such as religion. Thus there is a sense of being "in the (consumerist) world but not of it" (Van Wessel, 2004, p.113). The same observation is seen in the Sri Lankan context, as "Sri Lankan manifestations of this phenomenon also account partially for the current heightened awareness of tradition and culture" (Wijethunga, 2014, p.34). However, while this is applicable to the relatively older generation of consumers, cultural tension may be reconciled altogether in a different manner by the younger generation who are highly active participants of the global consumer culture.

A study conducted in order to explore how the cultural aspect of tension is experienced by the Sri Lankan contemporary consumer, finds that cultural tension can be explained from an individual identity perspective. Consumers were selected from the Traditional Middle Class 2 (TMC 2), a segment based on a sociological classification of the Sri Lankan market (Liyanage, 2009), in order to study how they experienced tensions between global consumer culture and traditional cultural systems (the TMC 2 is identified as a group of consumers who represent both consumerist and traditional values). It was found that TMC 2 consumers' self-identity fluctuated between the traditional and consumerist cultural states; while a gap between their self-identity and ideally aspired consumerist state made them feel a tension and thus move towards consumerist values, this resulted in a widening gap between their self-identity and obligatory traditional cultural values, which resulted in a bigger tension. Thus it was seen that TMC 2 consumers' self-identity fluctuated between the two contradictory forces. Further analysis of the data found that tensions are experienced at different levels by different consumers, such as those who had rural roots (as opposed to urban roots), those who had dependent children and people who had to maintain high profile work positions.

Today's contemporary marketer can draw significant implications from conducting similar studies in the future, in order to identify the tensions felt by various Sri Lankan consumer groups who are simultaneously pressured by the two contradictory forces of consumerist culture and traditional cultural systems. It will provide insight in to consumer behavior within complex societies where contradictory cultural influences operate. More importantly, making the correctly targeted marketing offers will help to resolve cultural tensions in society. The identification of subtle differences in these tensions experienced by consumers will enable marketers to tailor their offers to the different kinds and levels of cultural tension felt by consumers.

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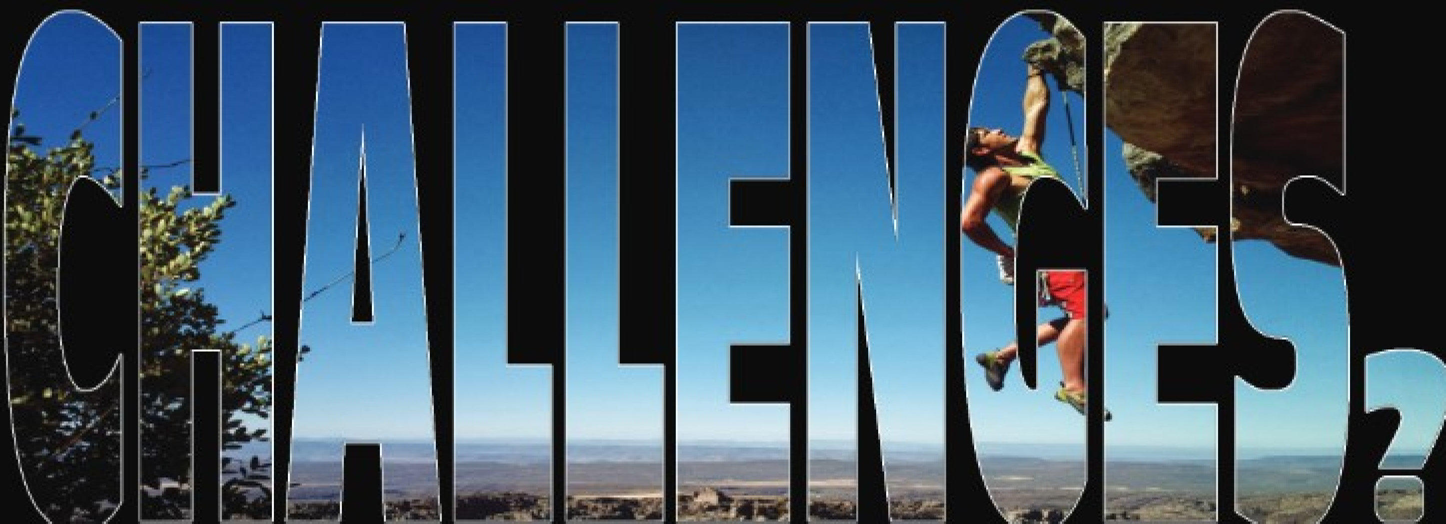
SRI LANKA'S DEVELOPMENT STRATEGIES: HOW TO FACE CHALLENGES?



Sri Lanka has achieved the middle income level status in the recent past. Its current per capita GDP is US$ 3,625[1]. It also had recorded a modest growth rate of 7.4% (2014). The poverty rate of the country has decreased to 6.7 in 2012/13 from 15.2 in 2006/07. Similarly at present the rate of unemployment in only 4.3 per cent which was 24.0 in 1973 and 8.3 in 2003/04. The country has done reasonably well against the Millennium Development Goals (MDGs) overall having achieved the majority of the goals.

However, Sri Lanka has a long way to go in order to reach the development goals. We have to overcome many serious hurdles on the way. New policies have to be formulated and outdated, unproductive policies should be discarded. Fresh and innovative approaches are imperative in this exercise.

At the outset, it should be stressed that Sri Lanka's social development indexes are quite impressive. According to the Social Development Report of the UNDP, the literacy rate of the country is 92.5%. Moreover, the infant mortality rate is only 9.9 per 1,000 persons and maternal mortality rate is 39 per 100,000 live births. The Life Expectancy Rate is 74.3. The net primary school enrolment rate is 98.3% (2013)[2] and the national immunization campaigns have been very successful. For example the BCG coverage is 96.9%. Sri Lanka's Human Development Index (2013) is 0.750 and its Rank is 73 among 187.

Sri Lanka[3] was a relatively prosperous country by the time it gained independence from Britain. Many Asian countries were far behind Sri Lanka in terms of foreign exchange reserves and the national wealth. During the Korean War in the early 1950s Sri Lanka performed well in international trade.

Furthermore, Sri Lanka was among the pioneers who liberalized their economies. In 1977 many reforms were introduced and the national economy showed an unprecedented growth in 1978 recording 8.8% growth rate. In fact, India opened its economy only in the 1990s under

1 provisional
2 World Bank data
3 then Ceylon

Narasinha Rao. Singapore, Korea, Malaysia and Thailand achieved rapid economic growth during the past four decades. Later Vietnam too has been able to show remarkable progress. However, Sri Lanka has failed to achieve development in a substantial manner over the years.

In analyzing the economy of Sri Lanka, several deficiencies could be identified. Due to the limited space, in this article only a few factors are examined. Primarily Sri Lanka's export sector is very week. Our exports are confined to a few items such as garments, tea, rubber, coconuts, spices, gems and ceramic products. In 2014 the export income was US$ 11,130.1 million. In 2013, it was US$ 10,394.3. The industrial sector is backward and the dependency on plantation crops is high . On the other hand our import expenditure is very high. In 2014 it was US$ 19,416.8 million. We have to spend our valuable foreign exchange reserves for importing sugar, milk powder, lentils, onions, petroleum, vehicles, pharmaceuticals etc. The increase in consumer spending has an adverse effect on the trade balance. The country spends valuable foreign exchange for importing non-essential items. For example even dog food is imported from India. Needless to say such an industry can be easily established in Sri Lanka. Similarly confectionaries too are important despite the fact that the country has a strong confectionary industry. Sri Lankan confectioners export their products to more than 50 countries. Anti-dumping laws are essential to protect the local confectionary industry. Steps should be taken to prevent the importation of low-quality, substandard confectionaries from countries like China and India.

Sri Lanka imports many varieties of grains. Due to the insufficient quantity of local production the country is forced to import.

(Metric Tons)

Grain	2009	2010	2011	2012	2013
Finger millet (Kurakkan)	3,272	2,052	3,622	2,049	
Green gram (Mung Eta)	14,720	11,754	10,448	7,912	7,182
Maize (Bada Iringu)	27,201	9,571	7,012	1,005	
Cowpea	429	45	905	497	1109

Source: Annual Report, Ministry of Finance and Plan Implementation, 2013

Steps should be taken to achieve self-sufficiency in the above mentioned grains. Thereby, valuable foreign exchange could be saved.

Sri Lanka's recurrent expenditure is very high. One reason for this is the inflated public sector. The annual salary and pension bill in public sector remains very high. At present around 15,000,000 persons are employed at the state sector. The redundant manpower in the public service is a huge burden.

Export and Import values

(in US$ million)

Year	Exports	Imports
1950	296.5	246.3
1958	341.0	359.7
1962	370.2	400.3
1974	511.2	701.1
1981	1,065.5	1,876.9
1993	2,863.7	4,011.3
1998	4,797.8	5889.5
2000	5,522.3	7319.8
2006	6,882.7	10,253.0
2009	7,084.5	10,206.6
2014	11,130.1	19,416.8

The country faces a problem pertaining to the budget deficit. All attempts to narrow it down had failed. Sri Lanka's public debt has increased dramatically and every citizen is now indebted to the tune of Rs.360, 000 (US$ 2769). We have to borrow less in order to reduce the widening budget deficit. Sri Lanka's total public debt as a percentage of the GDP has risen to 78.3% in 2013. In 1950 it was only 16.9% and in 1976 58.5% . The country has borrowed heavily for gigantic unproductive projects. The Mattala International Airport built in a jungle area in the Hambantota at a cost of around US$ 250 million hardly has any arrivals or departures. The first phase of the new harbour in Hambantota at a cost of around US$ 400 million has very little commercial activities. Likewise the modern international convention centre in the same district is hardly used. The Suriyawewa international cricket stadium too is rarely used. Wide highways constructed in Hambantota and Mullaithivu are deserted most of the time. The Colombo Port City and the Lotus Tower are other extravagant projects. Financial or economic feasibility studies had not been undertaken for all these massive projects. If we are serious in achieving development goals stringent financial discipline is absolutely necessary.

4 Central Bank Annual Reports 2013 & 2014
5 Central Bank Annual Reports

Government Debt

(values in rupees million)

Year	Domestic	Foreign	Total
1950	529	125	654
1959	1,560	307	1,867
1972	7,926	2,936	10,862
1979	19,634	15,840	35,474
1983	51,769	46,688	98,457
1988	98,596	125,657	224,253
1991	152,119	214,579	366,698
1998	463,426	461,273	924,699
2002	948,386	721,957	1,670,343
2007	1,715,198	1,326,487	3,041,685
2010	2,565,662	2,024,583	4,590,245
2012	3,232,813	2,767,299	6,000,112
2013	3,832,825	2,960,424	6793,249
2014	4,277,783	3,113,116	7,390,899

Another serious problem is that Sri Lanka has failed to attract sufficient Foreign Direct Investment (FDI). Sri Lanka has been able to attract only 1.42 billion US dollars as FDI in 2013. In 2014, India has received US$ 36 billion. In 2013, Malaysia's FDI inflow was US$ 12.3 billion. Vietnam too has been able to attract FDI US$ 10-12 billion per year. We have to follow more investor-friendly policies such as tax holidays

and incentives. Besides, cumbersome documentation processes have to be simplified. Skills development is another important area. Modern infrastructure, energy and technology are also key factors[6] .

Several state enterprises are inefficient[7]. They should be allowed to make market based pricing decisions to prevent them becoming a burden on the national economy. One classic example is the SriLankan Airlines. In 2011, it recorded a loss of Rs. 381.61 million and the loss has increased to phenomenal Rs. 32,408.34 in 2014! These State-Owned-Enterprises ruthlessly erode the national wealth. They should be reformed with far reaching objectives. These should be controlled by professional administrators and managers. Furthermore, all forms of political interference should be removed. Thereby, these institutions can be converted into productive ventures[8]. Sri Lanka's agriculture sector is weak. However 2,504,310(29.8% of the employed population) persons are engaged in this sector[9]. With high production cost, this sector is largely unprofitable. Even with fertilizer subsidy and other incentives the agriculture sector faces serious problems. The absence of an effective marketing system hampers the growth of the sector. Agricultural value added per worker in Sri Lanka is $1,046 vs $10,127 in Malaysia. This sector should be modernized and the agribusiness sector has to be developed[10].

Certain sectors could be further developed through public-private partnership. For example, the cinnamon industry has to be driven to the fullest potential. We supply 90 per cent of good quality cinnamon to the global market. But the industry has not been modernized yet.

The human capital is a valuable resource. But due to the lack of suitable policies this resource is being wasted. The total labour force is 8,802,113 (age15 years and above)[11]. The economy's capacity is limited to absorb the workforce. As a result, skilled and unskilled men and women migrate to the Middle East, South Korea, Italy and Cyprus. 'Brain drain' is another negative feature that hampers the development of the country. There is a dearth of professionals. For example, the number of engineers is 11,600 and charted engineers only 4,350. There are only 32,300 doctors and 5,950 accountants. The number of charted accountants is only 3,540. There are only 4,600 R & D scientists[12]. If we are in a position to expand the economy they can be retained in the country. Their contribution would be invaluable as far as the national economy is concerned.

Education, training and skills development are vital in attaining the development goals. More emphasis should be placed on technology, science and innovation. In 2014, there were 10,123 registered schools in the country. But only 967 or

6 thestar.com.my/2014/strong-fdi-growth-for-malaysia-but-it-still-lags-neighbouring-nations-interms-of-total-receipts/? Accessed on 24 September 2015

7 www.ibef.org accessed on 28 September 2015

8 SriLankan Airlines Annual Reports 2011 and 2014/15

9 Sri Lanka Labour Force Survey 2013

10 World Bank

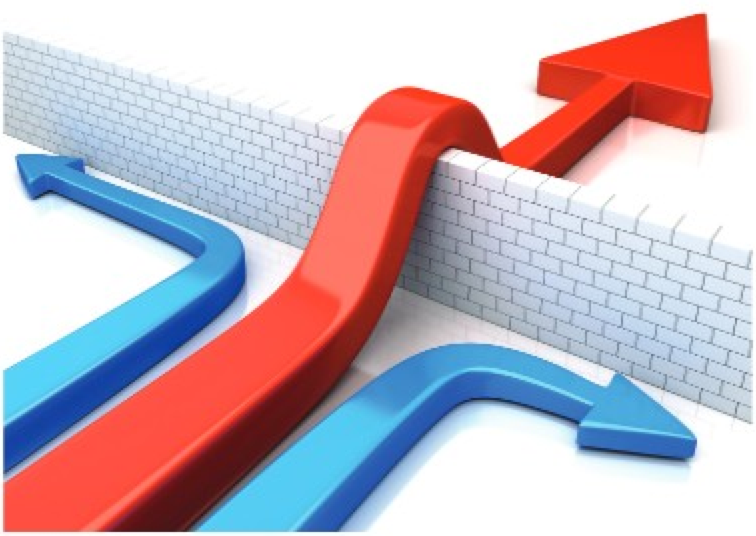
11 Sri Lanka Labour Force Survey 2013

12 'The Island', Ranjith Senaratna, p.23.04.2015

9.6% of schools have a science stream up to A/L. Immediate action has to be taken to convert at least 4,000 schools to have science streams up to GCE O/L and 3,000 schools up to A/L with science/computer labs. Likewise, the English language should be taught in all schools since the current level of the knowledge is very poor. The limited English knowledge restricts graduates from obtaining Post Graduate qualifications from foreign universities. At present there is a severe shortage of science and English teachers. Substantial allowances should be paid to science and English teachers to encourage them[13]. The rural areas of the country face acute problems. The total number of villages is 36807. There are 313 divisional secretariats and 14022 Grama Niladhari Divisions. The scarcity of safe drinking water, the unavailability of electricity, poor roads, inadequate transport facilities and dearth of teachers and doctors etc are some of the problems which need immediate solutions. The unemployment rate too is high in rural areas. It is not uncommon that rural youth migrate to cities and employed as construction workers. Their wages are low. Poverty is widespread. In fact, the inhabitants of remote rural areas are shackled. Policies should be formulated to emancipate the rural sector. State Banks should provide more loans for agriculture, animal husbandry and self employment projects. Unless we develop the rural areas Sri Lanka cannot achieve national development goals[14].

Tourism

Sri Lanka's tourism sector has flourished since the conclusion of the armed conflict in 2009. The arrivals had already passed 1 million. Hotel development is taking place rapidly. The industry requires an investment of over US$ 3.5 billion to build the required 40,000 rooms to cater to the expected 2.5 million tourists by 2016. A major hindrance is the shortage of skilled human resources. Warm personalized customer service is an important factor which would boost the industry. Thus, high-quality, properly trained professionals are essential. The tourism sector needs human capital with skills and experience. Sri Lanka's only state-owned hotel school which was established in1966 in Colombo has been degenerated over the years. It should be upgraded immediately. Its standard should be raised. In addition several more good-quality hotel schools should be established in provincial towns. We have to produce about 50,000 well trained new staff every year for the next three years.



Sri Lanka is a beautiful tropical country which is capable of attracting a large number of tourists. Our neighbours have been able to boost their hospitality industry during the past few years. For example, Thailand welcomed 24.78 million tourists and Malaysia was able to attract 16.1 million tourists in 2014. In this regard we need to launch aggressive marketing programmes. Sri Lanka should be branded as an attractive tourist destination. Singapore and Dubai have achieved successful results by following such policies.

Tourist arrivals 2000-2014

Year	No.
2000	400,410
2001	336,800
2002	393,170
2003	500,640
2004	566,200
2005	549,310
2006	559,603
2007	494,008
2008	438,475
2009	447,890
2010	654,476
2011	855,975
2012	1,005,605
2013	1,274,593
2014	1,527,153
2015 (up to Sept.)	143,374

Source: Sri Lanka Tourism Development Authority

Almost all countries are affected by corruption. However, countries such as Singapore and New Zealand have been able to curb corruption successfully. Sri Lanka's economic progress is retarded to a certain extent due to corruption. Not only the public sector but the private sector is plagued by corruption. Bribery and corruption are deeply rooted in our country. Politicians who are tainted by corruption continue to hold top positions. Effective and stringent laws are necessary to minimize corruption. Mechanism should be available in Sri Lanka as deterrents to unbridled corruption. Even in India, comparatively strong anti-corruption measures exist.

13 'Yahapalanaya and country's prosperity', Tissa Jayaweera, 'Daily Mirror', 01.09.2015, p.09
14 Dept. of Census and Statistics

Corruption Perceptions Index 2014 – Asia Pacific Country Rank

Country	Rank	Country	Rank	Country	Rank	Country	Rank
New Zealand	1	South Korea	8	Thailand	15	Bangladesh	22
Singapore	2	Malaysia	9	China	16	Laos	23
Australia	3	Samoa	10	Indonesia	17	Papua New Guinea	24
Japan	4	Mongolia	11	Vietnam	18	Cambodia	25
Hong Kong	5	India	12	Nepal	19	Myanmar	26
Bhutan	6	Philippines	13	Pakistan	20	Afghanistan	27
Taiwan	7	Sri Lanka	14	Timor-Leste	21	North Korea	28

Source: The 2014 Corruption Perception Index measures the perceived levels of public sector corruption

Ease of Doing Business

The ease of doing business index has been prepared by the World Bank. This is an analysis based on the economy's effective day-to-day functioning and development. A business-friendly atmosphere is a major factor in boosting the national economy.

Rank	Economy	Score
1	Singapore	88.27
2	New Zealand	86.91
3	Hong Kong	84.97
4	Denmark	84.20
5	South Korea	83.40
6	Norway	82.40
7	USA	81.98
8	UK	80.96
9	Finland	80.83
10	Australia	80.66
99	Sri Lanka	61.36
64	Cyprus	66.55
70	Ghana	65.24
80	Azerbaijan	64.08
81	Fiji	63.90
108	Nepal	66.33
128	Pakistan	56.64
142	India	53.97
185	Chad	37.25
186	South Sudan	35.72
187	Central African Republic	34.47
188	Libya	33.35
189	Eritria	33.16

Conclusion

In order to achieve development goals Sri Lanka needs well-thought out long-term solutions. Short-term, populist measures should be discarded forthwith. The political leadership must act prudently instead of adopting harmful 'vote catching policies'. We have to focus on economic fundamentals. The most basic macroeconomic indexes such as growth rate, inflation, exports, FDI and budget deficit should be healthy. The business confidence must be built up. The elimination of corruption is another key factor. It should be stressed that if we follow judicial economic policies Sri Lanka would be able to achieve its development goals.

Gamini Kumanayake

CHALLENGES AND EFFECTIVENESS OF TIME-TESTED "FACE TO FACE COMMUNICATION" IN PRESENT TECHNOLOGICAL CONTEXT

Introduction

This journal in a simplistic way, emphasizes the effectiveness of the traditional time tested "face-to-face" communication as opposed to the present technological communication methods, in a holistic overview. It should be noted that the journal excludes written communication methods via technological (i.e; FAX) or non-technological (i.e;Paper) means, due to the fact that the present society has gradually shifted to paper-less technological means due instantaneous connectivity. Nevertheless, though science and technology is rapidly evolving, it has yet to holistically validate clear and concise depiction of the complete body language and psychology of a person/ s a in a realistic method. Nevertheless, it is needless to say that developments of such nature in a technological perspective, is being researched and implemented world-wide. Furthermore, the present communication technologies has to some extent succeeded in achieving this objective. The integration of the yet evolving AI[1] (Artificial Intelligence) into the present communication technologies have assisted in this endeavor.

Yet with all these advancements, the void consisting of the actual environment, physical and psychological situation of the person/s in communication and the respective cultural background where the communication occurs, consists of some of the a main variables which need to be addressed in effective communication. Furthermore, when considering communication technology, the regulatory and legislative factors play a vital role in the effectiveness of its virtual face-to-face communication perspective. Yet it depends on how realistically such technologies and processes are implemented and the assurance that an effective and un-disrupted communication takes place in an on demand basis. The risks in information and communication technology and misrepresentation of information would undoubtedly tarnish the trust relationships in the communication processes, which would lead to legislative incidents.

The major discrepancy in the traditional method is on how the human intellect of judgment varies according to the communication and understanding of one another. In a technological perspective this issue cannot be fathomed yet, and in the sense that electronic communication is a limited extension of ourselves in a digitized way. Therefore, when considering the effectiveness of face-to-face communication between and among cross cultures and cross borders, the traditional method is still dominant. It could be considered the quickest means of problem resolution when considering one-to-one communication basis, even when cultural issues persists in some instances.

Considering Sri Lankan Perspective, both segments of Communication is nonetheless intricate ,due to diversified cultural and social challenges that needs to be clearly distinguished for initiating a baseline to conduct effective face-to-face communication.

1.Artificial intelligence (AI) is the intelligence exhibited by machines or software. It is also the name of the academic field of study which studies how to create computers and computer software that are capable of intelligent behavior.

Common types of Technology Based Communication in a summarized form

When considering Technological Based Communication in the present context, the following are the common systems utilized for personal and business oriented purposes. Unlike their past isolated operations, these communication systems have integrated into each other via diverse and intricate technological means and ways. One-to-one,one-to-many,many-to-one and many-to-many communication methods have evolved in such instances.Though electronic communication do assist in not only local but global availability of communications, each technology depicts its own strengths and weaknesses. Furthermore, when considering the minimum impact on the environment related to technology based communication, one should not be misguided that many physical attributes come into play to operate these technologies which themselves formulate a greater carbon footprint.It should also be noted that in the implementation of the Internet, Availability was taken into as the first preference than Security, thus even in the present context, this complex issue remains, though improvements have been made.

1. Email - (electronic mail)

This is considered the most commonly used technology-based communication for both personal and official purposes. E-mails consist of typed messages which can instantaneously be transmitted and received either on-demand basis or automated means. Unlike the legacy e-mail applications which only used to send and receive e-mails, the present email systems consist of multitude of integrated technologies which provides broad range of options to assist in the flexibility in communication. Furthermore, due to its popularity, e-mail is no more monetary wise restricted to only business entities but freely available for personal use. (Ritamehta, 2011)

2. Instant Messaging

Generically, instant messaging assists in board-less flexible one-on-one interaction among people with the aid of Computer and Internet Technologies. Instant messengers such as Windows live messenger, Skype messenger, Gmail chat or AOL Instant Messenger, etc.. assist in free of charge direct message transmissions or chat facilities among persons. (Ritamehta, 2011)

The messaging and responses in Instant Messaging itself are real-time ,when compared to Email only communications. Nevertheless as in any present electronic communication systems, the owner of Instant messaging should ensure not to open or download any files from unknown entities. This is due to the face that such files may carry computer viruses, malicious software or codes which would infect an or crash the users' computer system or in most cases, utilize it to steal information or spread more infections to other systems.(Ritamehta, 2011)

3. Video Chat

With the aid of web cameras, the video chatting application could expand human interactions (via sight, speech and hearing) This type of electronic communication technology is is presently amalgamated into other communication systems such as, Gmail, Skype , Windows Live video chat , etc... making video conversation possible.(Ritamehta, 2011)

Some of the advantages of video chatting are;

a) Instantaneous reach ability irrespective of time.

b) Utilizing the Internet for video chatting minimizes spending less money than local international phone calls

c) The flexibility of utilizing business-conferencing features to interact with more than one person at a time. This includes sharing of sharing data sheets, PowerPoint presentations,etc... online.

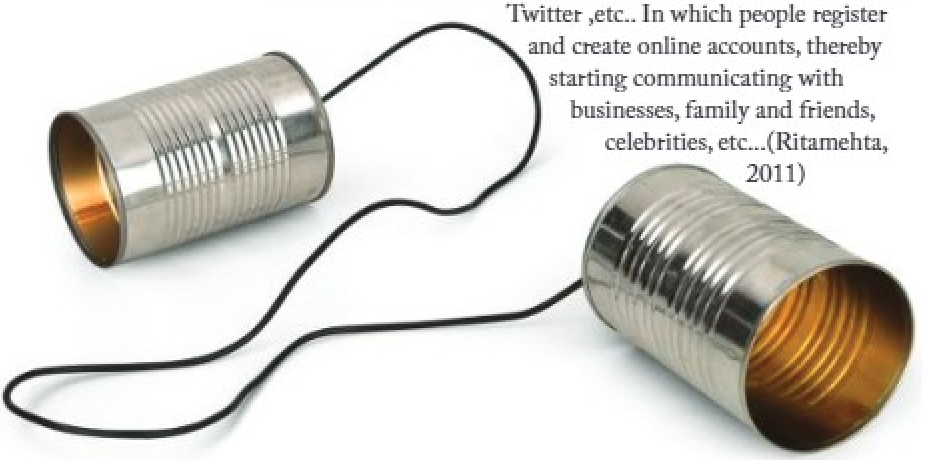
4. Blogs

One of the most preferred ways of communicating conveniently and openly, is Blogging. This is considered a kind of online journaling that is updated daily basis in which people speak freely about any topic and or also keep in touch with friends and family. Blogging spans from communicating a person's life and interest or about a specific topic or niche. (Ritamehta, 2011)

Posting comments, sharing and following updates are prevalent on such blogs.Furthermore, public blogs could be access by anyone around the world via Internet and bloggers could can read it and follow them accordingly.(Ritamehta, 2011)

5. Social Networks

Social Networks is the present new trend of evolving technology based communication. People from all walks of life, form diversified communities and keep in touch with each other via sharing updates, following individual developments, sharing pictures and transmitting messages. Examples of social networking websites are; Facebook, MySpace, Linked In and Twitter ,etc.. In which people register and create online accounts, thereby starting communicating with businesses, family and friends, celebrities, etc...(Ritamehta, 2011)



Furthermore, Social networking websites offer a broad range of communication facilities for free, therefore, is considered an open standard. Hence business entities utilize it for propagation of their products and services to the online public at large.Moreover, with the expansion of the mobile communication technologies, social networking websites are accessible in real time basis, irrespective of geographical boundaries.(Ritamehta, 2011)

Hence taking the above technological advancements into consideration, Communication has evolved into Electronic Word-of-Mouth (eWOM) communications, similar to the traditional "Grapewine"[2] communication methods. The following diagram depicts the areas related as follows;

Types of eWOM Communications

Collective	**Many-to-one** (computed by computer) Overall Average ratings (A to D) Number of Votes Number of Downloads	**Many-to-one** (highly involved) Discussion forum Wiki ListServ
Individual	**One-to-many** (text-based) Descriptive Product Reviews Blogs	**One-to-one** (dyad-based and private) Email Instant Messaging
	Low	High

Level of c2c Interactivity

Source: Adapted from Xia et al. 2009, 139

(Dr. Spolter.S, W, 2013)

Face-to-Face Communication vs Technology Based Communication - Summarized Analysis

The nature of operation and processes pertaining to Face-to Face Communication and Technology based communication mainly differs in the method of application and the corresponding results. Nevertheless, when considering Quality vs Quantity perspective, face-to-face communication exceeds in Quality-wise since actual human and surrounding inputs are taken in, though much time and effort is needed to get respective parties participate and derive to a conclusion. This is prevalent since the five human senses and perception (which is intangible) is taken into account simultaneously during exchange of conversation. In the case of Technological Based Communication, the process is mostly artificial and not all human senses are performing in a given instance.

In addition, there are more chances of it being misrepresented either internally or externally with or without intent by third party/s or the original communicators.

2. To hear something through the grapevine is to learn of something informally and unofficially by means of gossip and rumor.

Furthermore, any time taken for remedial processes in these two segments due to misinterpretation varies significantly. In such instance, face-to-face communication exceeds technological based communication in conflict resolution within a minimum time frame.

Moreover, it should be noted that any dependency for Technological Based Communication alone in the present society would hamper natural human interaction when the same segments of the society try to express themselves in face-to-face human interactions, since they might not be accustomed to such a method.

Therefore, it is important to emphasize that any level of communication within and among diversified cultures and their respective generations, depicts gaps which signifies further intricacies to this phenomenon.

Challenges in both Electronic and Face-to-Face Communications considering Sri Lankan Context

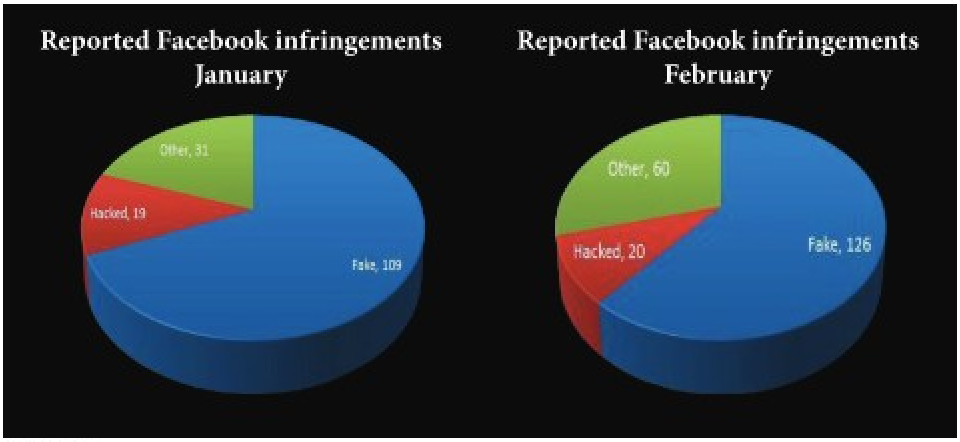
In Sri Lankan perspective, the misinterpretations and misjudgments in all forms of communications between and even within (diversified) cultures, have cropped up due to the historical, social and political ideologies instigated by various "interested" segments of the society who reside both nationally and internationally. The typical "Divide and Rule" methodology is therefore effectively utilized in communication by these elements via complex ways and means for making profit and to maintain their authority as a controlling mechanism. Therefore, even after independence, Sri Lankan society is unwittingly, emotionally and psychologically manipulated to a great extent by communication methodologies alone.

In the case of expansion of Information and Communication Technology, this issue has magnified to an uncontrollable chaos, since our legislative frameworks cannot keep up with the rapid social changes and also the inadequate expertise in realistically analyzing such incidents within a minimum time frame. The slow implementation progress of technological based infrastructure for realistic on-demand communication is also an obstacle in this case.

Hence due to this, each individual in the society is affected knowingly or unknowingly. It should be noted that even though training programs are held to curb such issues, the problem persists due to the fact that the root causes are not addressed realistically.

Therefore both ways of communication is being abused without any concise and consent by large , affecting the position of the country in a globalized world. It is quite unfortunate that such issues proceed without realistic remedial action taken by respective authorities.

For example, the following comparative analysis of increased Facebook fake accounts (note also other section escalations) extracted from Sri Lanka Cert depicts such an instance from January and February 2014 respectively;



(Source: cert.gov.lk ,2014)

Therefore it is prevalent that any ambiguous third party could intentionally misuse such electronic communication systems for misrepresenting facts and creating mistrust and confusion among trusted parties.

When considering legislation related to Electronic Communications, Computer Crimes Act No.24 of 2007, which is prominent, addresses the reactive remedies for the generic public face-to-face electronic communication. However, the realistic process of its execution is rarely noticed, even when known incidents proceed unaccounted for, by and large. One of the main issue to this situation, is that the execution of legislation is lacking equality, though in paper.

Recommendation

The reconciliation of attitudes and behavior in every segment of the society would foremost assist in effectively aligning communication technology with human face -to-face interaction in a balanced perspective.In addition a proper independent, unbiased governance framework is essential for conflict resolutions for any future communication(both technological and non-technological) mishaps.

Till then face-to face communication is considered the only option available, provided that only the respective parties get involved. This would also create a maturity among them in fully expressing their intentions and views, whilst deriving justifiable solutions to avoid any conflicts.

References;

1. "Make Your Communication Effectual With Different Types Of Electronic Communications", by ritamehta on August 3, 2011; Extracted from http://www.geekhowtos.com/different-types-of-electronic-communications/ on 4th Oct 2015
2. "Statistics", extracted from; http://www.cert.gov.lk/stats.php on 6th Oct. 2015
3. "Types of Electronic Word-of-Mouth (eWOM)", by Dr. Suri Weisfeld-Spolter on Nov.25th 2013; extracted from http://www.business.nova.edu/faculty-blog/index.cfm/2013/11/25/Types-of-Electronic-WordofMouth-eWOM on 4th Oct.2015

G.S.D.Wanigaratne
ACPM00509

CPM 'Evening For Managers (EFM)' Presentations ends on a high note

The **Institute of Certified Professional Managers (CPM)** kicked off the 01st and 2nd presentations of **'Evening For Managers (EFM)'** presentation series, with its President-Prof. Lakshman R. Watawala and Council Members engaging its members including top personnel representing the corporate & public sector.

CPM Education & Training Committee came up with the idea of this Evening Presentation Series with the brand theme of "Evening for Managers" (EFM) assuring compliance with CPM requirements and to support the upgrading of professional competency level of the members.

The inaugural presentation of EFM titled **'Effective Performance through Managing Stress'** was well accepted by all participants. Participants were confident with the presentation done by Dr. Prabath Karunanayake, Director-HR, China Harbour Engineering Co. which was extremely useful and found the examples he quoted relevant to their own situations.

There were 04 learned Panelists share their valuable thoughts during the Panel Discussion which was moderated by Educational Affairs and Human Resource Development professional Mr. Samantha Rathnayake.

The Panel consisted, Mr. Sujith Bandulahewa, AGM-Marketing-Wijeya Newspapers, Mr. Suranjith Godagama-AGM-Union Assurance, Ms. Chandima Bambarenda, Management Consultant & Ms. Kanchanamala Marage-Head of HR-CCS Lanka who gave an in-depth overview according to the theme. The number of questions showed how much the audience was interested in what was presented.

The evening ended on a high note with the participants appreciating the Institute's fresh initiative taken to hold such a presentation allowing them to have a vital experience.

The highly interactive evening, which was the second in a series of EFM titled **'Planning vs. Executing ; What is your call ?'** saw detailed presentation done by Mr. Dharshana Amarasiynghe, AGM-Marketing, Union Assurance PLC. There were 03 cultured Panelists shown theirs expertise during the Panel Discussion. Educational Affairs and Human Resource Development professional Mr. Samantha Rathnayake was moderated the session in a well manner.

The Panel consisted, Mr. Ajith De Costa, DGM-Performance Management-Sri Lanka Telecom PLC, Mrs. Primrose Mascarenhas-Management Consultant and Mr. Azmy Salih, Senior Manager-Learning & Development-Amana Takaful PLC who gave an in-depth overview according to the theme.

Participants who were present from diverse sectors clarified the matters from the panel and also received 05 gift vouchers each among the raffle draw at the end of both sessions.

The presentation series sponsored by Sri Lanka Insurance Corporation as the Corporate Sponsor, Tech Zone Pvt. Ltd. as the Silver Sponsor, Expographic Books as the Official Book Partner, Fujiyama Colour Lab as the Official Photographer, Learn TV as the Educational Media Partner and Wijeya Newspapers as the Exclusive Print Media Partner.

Education & Training Committee of CPM is planning to continue this presentation series more frequently once in two months with various topics relevant to the modern manager.

CPM New Member's Induction Program & Certificate Awarding Ceremony

Completing another milestone for the Institute, the Governing Council of CPM is plan to conduct an Induction Program and Certificate Awarding Ceremony for new members who grant the membership recently.

The ceremony for new members is organized by the Education & Training Committee to brief them on the activities of CPM & New areas of management. This will have the participation of Managers, Academia and Professionals representing Industry, Commerce, Banking & Finance, Universities & Business Schools and the Service Sector.

The program will take place on **Wednesday, 23rd March 2016 from 5.30 pm to 7.30 pm. at Committee Room E, BMICH, Colombo 07.**

The Keynote Speaker Mr. Thushara Perera, Group Director-Marketing at Derana TV / Derana FM will be delivered the note under the topic of **"Importance of Networking for Professional Managers"** at this event. Prof. Lakshman R. Watawala, President of CPM, Mr. Samantha Rathnayake, Head of Education & Training Committee and Mr. Dian Abeywardane, Communication Skills Development Trainer & Life Skills Coach will also address this ceremony.

CPM Annual General Meeting 2015

The 06th Annual General Meeting of the Institute of Certified Professional Managers (CPM) was held at the Renuka City Hotel on Tuesday, 22nd December 2015.

Speaking at the event Prof. Lakshman R. Watawala, President of CPM stated that the Institute was able to conclude the 13th South Asian Management Forum 2015 in a grand manner and he specially thank to the AMDISA and Sponsors of the event.

He further stated that Institute will launch the CPM Education & Professional Certification Programmes, organize the evening knowledge sharing sessions during 2016 for the advancement of management profession.

Mr. M.B. Ismail-Treasurer, Mr. Asoka Hettigoda, Mr. Priantha Seresinhe, Mr. T. Someswaran, Mr. Prema Cooray, Mr. Kosala Dissanayake and Mr. S.E. Satharasinghe represented the CPM Council and active members of the Institute were also associated in this event.

Launch of the **CONTINUING PROFESSIONAL DEVELOPMENT** (CPD) SCHEME & **CODE OF ETHICS** FOR CPM MEMBERS

The Governing Council of CPM, introduced the Continuing Professional Development Scheme (CPD) & Code of Ethics for its members under the core objectives of CPM Education & Training Committee at the Sixth Annual General Meeting held on 22nd December 2015.

The CPD Scheme & Code of Ethics are effective from 22nd December 2015.

The Continuing Professional Development (CPD) Scheme of CPM has been established with a view to enhance the professional skills of the members and to maintain a better relationship between the Institute and its members.

This CPD Scheme also makes a bridge between the Institute and the members in order to retain them in the membership for a long period of time. This scheme is a self-regulatory continuing professional development system and will be accordance to global standards.

All previous guidelines issued by CPM with regard to the upgrade of membership to MCPM and FCPM categories are hereby revised.

This schemes & guidelines will be revised periodically in order to comply with Governing Council decisions, which requires a commitment to lifelong learning among all professional managers.

CPM Code of Ethics sets forth **principles** that underlie the professional responsibilities and conduct of the CPM's membership and enforced **ethical standards** that apply to members in official CPM roles and to those participating in CPM activities.

The full detail versions of both documents are available at www.cpmsrilanka.org with download facility.

(L to R ;

Mrs. Primrose Mascarenhas-Committee Member, Mr. Samantha Rathnayake-Head of E&T Committee, Prof. Lakshman R. Watawala-President of CPM, Mr. Priantha Seresinhe-Advisory Chairman E&T Committee, Mr. Dilshan Arsakularathna-Secretary E&T Committee.

Rural School Development - Pilot Program

Initiation of Pilot Program for development of Yatawaka Primary School Infrastructure Facilities

By G.S.D.Wanigaratne - ACPM

Yatawaka Primary School, which is a mixed school, is situated in the Attanagalla District. This School caters for 135 Rural Children up to Grade 5. The families of these children are of low income level in which the parental child relationships needs development. Furthermore, there are only a 6 teachers and 1 Principal for the school to not only do the teaching and attending to each individual student but also to council their family members. Due to their commitment and contribution, the parents of the students are willingly corporative on any task requested by the Principal. Therefore the unity between the school teachers and parents are prevalent.

Since my Cousin Sister is a teacher of this school, she requested me to provide any assistance in uplifting this rural school further.

On my initial visit in the mid-later end of 2015 to the School and communicating with the principal , I noticed several lacking areas which needed to be addressed. There was no library for the school and only one toilet facility which was commonly used by all. According to the Principal of the School, the yearly allocation of funds were insufficient for covering routine payment of bills and other expenses for maintaining the school which was operating with limited resources, that outlived their use. Also included are, any additional expenses that occurred in formulating any school related events, in which the parents of the school contributed with their own earned money. These needed to be addressed in a holistic way in which the education official sector and/or respective private organisation/s genuinely get involved from start to finish, since proper funding is needed.

When considering the area of education, it was noted that working IT Equipment were not available.Though there have been instances where donors in the past have contributed willingly, their operational life span has expired and they are rusting in place. Since I am presently working in the IT (Financial) Industry, the prioritised cost-effective but more impact oriented approach was to update IT Equipment needs initially since the younger generation is more interested in interactive learning via multimedia technologies. It would also formulate more e-leaning and interaction of students and teachers irrespective of physical presence. Hence even in the case where not all teachers are present, on all classes, such technologies could be operated and administered by a computer literate teacher/s who will communicate prior to any outstation school or their respective teachers for on-line assistance, lecturing,etc.. In a cost effective way. Therefore, of I proposed a drafted version to the Principal for initiation of e-leaning and also contributed in purchasing hardware and mobile IT equipments and peripheral including a multi media projector from my own money that I earned from my work (not for fame), as an initiative of the Pilot Program for development of the School. I also provided future developments in this proposal for their reference and to assist them in formulation via a trusted party/s.

As at end of November 2015, I communicated with the principal of the school, and she was optimistic that the equipments yielded their expected results and more students from other schools were arriving via word of mouth to get a glimpse of the operations performed.

The satisfaction that I got from this en-devour is that the donations and the applicability of my knowledge and skills to address a realistically identified gap in a short span of time (two months) has been fruitful and that it cannot be measured in monetary value, considering the Students and Teachers appreciation for the betterment of education.

New CPM Memberships awarded during September to December 2015

Member

Mr. M.A.C.V. Kumara (MCPM00591)
Senior Internal Auditor
National Water Supply & Drainage Board

Mr. W.D.A.G. Kumara (MCPM00592)
Accountant
Nawaloka Hospitals PLC

Mr. W.M.J.R. Silva (MCPM00593)
Senior Accountant
World Vision

Mr. J.T. Weerasuriya (MCPM00594)
General Manager
Asia Hospital - Maharagama

Mr. B.L. Wijeratne (MCPM00595)
Accountant
Hudhuranfushi Ocean Villas - Maldives

Associate

Mr. S.R.I. Senarathna (ACPM01071)
HR Manager
Compass International (Pvt) Ltd

Mr. M.D. Sirinanda (ACPM01072)
Asst. Manager-HR
Hairu Corporate Management Services (Pvt) Ltd

Mrs. G. Saveetha (ACPM01073)
Junior Executive Officer
Bank of Ceylon

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