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AMDISA Regional MANAGEMENT Conference - 2016
Colombo, Sri Lanka.

Management Development through International NETWORKING & COLLABORATIONS

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Who's Afraid of Quality?
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CLIP - CORPORATE LEARNING IMPROVEMENT PROCESS
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Tips for Effective Networking
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Value Added Tax for Non Financial Managers
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How Personal Branding Impacts Corporate Culture
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Importance of Skills to Build a Strong Professional Image
N. Indunil Eranga Fernando



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Message from President CPM



I am pleased to send a message for the CPM Journal “**Certified Manager**”. The many articles contributed by our members, academics, professionals and overseas academics have added to the quality and high values of the Journal.

CPM has conducted a number of activities during the recent months. Hosting of AMDISA Regional Management Conference 2016 (ARMC 2016) was the major event organized by CPM in the recent period. ARMC 2016 was attended by top professionals representing the corporate and public sectors, Council Members and CPM members as well as a large number of foreign participants from SAARC countries.

To provide management development programmes and networking for CPM members the Institute successfully geared up a vibrant evening presentation series under the unique theme of “**Evening For Managers (EFM)**”. You will find the details in this connection in the Journal.

“**Professional Development Program (PDP)**” is another successful program CPM introduced recently. The main purpose of this program series is to assure compliance with CPD requirements and to support the upgrading of professional competency level of the members and other stakeholders.

CPM also organized an Induction & Certificate Awarding Ceremony for the new members which helped them to get to know about the activities of the Institute & New topics on management.

In conclusion, I sincerely express my gratitude to the Chairman and Members of CPM Journal Committee and staff of CPM for the initiative taken, the Editorial Consultants for their dedicated work and the sponsors for their generous contribution which made the publication of “**Certified Manager**” a reality.

Prof. Lakshman R. Watawala
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Message from the Journal Committee Chairman



It is my great pleasure to extend heartfelt greetings to the readers of the “**Certified Manager**” August Issue. After the revamp of the committee structure of CPM, it was well noted that the members of the Journal Committee made significant contribution to success this issue.

Considering more convenient way to the members, the Institute has been uploading all the e-versions of our journals to the official website of the institute, www.cpm-srilanka.org. This will very useful for overseas members to get frequent updates about the Institute even enhance their knowledge. The Journal Committee is planning to circulate the e-version of the journal this issue onwards to the corporate sector as well.

I'm taking this opportunity to express my whole-hearted gratitude to the authors of articles, editorial panel, organizations provide advertisements, members of the Journal Committee, Staff of CPM and those who contributed to success this issue in a great manner.

T. Someswaran
Chairman - Journal Committee

Message from Chief Editor & Head of Journal Committee



It is with great pride, enthusiasm, and anticipation that I invite you all to read our new issue of the Journal of Institute of Certified Professional Managers — “**Certified Manager**.”

In this issue, we were able to pen few current challenges and opportunities which discuss our professionalism and towards developments. The blend of various topics discussed here, such as Management Education; Corporate Learning; Safety; Leadership Model; Manager Vs Counselor; Effective Networking; VAT; Personal Branding; Professional Image; Glance of Ecotourism in Sri Lanka, must give a wider knowledge to readers and I believe you will see that effort reflected in this edition with the impact it will have on the field.

On behalf of the Journal Committee, I must thank the CPM President, Patrons, Governing Council, Advisory Council, and staff members for their support of this effort.

Finally, I want to thank our Authors and Journal Committee members, those who share and disseminate the knowledge to the wider community. In future, we wish to standardize this journal and expand the wider dissemination with the support of information technology. I look forward to our journey together as we develop **Certified Manager** into its fullest potential.

Sinnathamby Vijayapala
Chief Editor & Head of Journal Committee

MANAGEMENT EDUCATION IN SOUTH ASIA

Who's Afraid of



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The quest for quality in management education has now become an international obsession. SAQS – South Asian Quality Assurance System – has now established itself in its own right, alongside the EQUIS and the AACSB. The South Asian Region now has some of the best management schools in the world and the economic and social resurgence during the last thirty years has demonstrated its hunger for better and more management. No wonder that the number of management schools has gone up steeply – over 4,500 is still an under-statement. The quest for quantity, as always happens, has not kept pace with quality. For every top class management school, there are a hundred others crying for quality. While there is truth in saying that South Asia is not poor but is poorly managed, the remedy is in promoting better management practices through sustained quality in imparting management education.

The need for quality has, however, not escaped management professionals, management community and government. There has been a government-sponsored regulatory effort in each country, laying down various norms, procedures and conventions, often with penal provisions. It must be added that all good things in the Region have started with the blessings and initiatives of governments and indeed the best schools even now have begun as government institutions. The traditional university system responded and this was reinforced by either giving greater autonomy to management schools within the university system, or create exclusive management schools as India did in the 1960s. With the management education market opening, and the governments realizing that the task was too much for them to handle all by themselves, the private sector has come in. India, Pakistan and Bangladesh responded with investments from both public and private sectors.

Quality as an obsession.

The very definition of management is to improve efficiency and bring in quality. Quality should be an obsession for management schools. By definition, management schools cannot be poorly managed! However, with the proliferation of schools all over the region, quality is the issue. And each country in the Region responded with characteristic alacrity. Initially, there were some misgivings about the entering of private sector. Should they be for profit or non-profit? Obviously, the answer is both. In either case, the market will hopefully temper the process and allow the best to survive and excel. While the government regulatory systems are essential to provide a bench-mark, the quest for quality has no defined limits. The schools can chalk out their own course well beyond minimum expectations and compete with the best both within the region and outside. And hence the obsessive nature of quality.

Right from its establishment, AMDISA strove to bring a difficult Region together. It is to the credit of management professionals in the Region that they responded spontaneously, irrespective of political and economic differences. Indeed, in the difficult years after its formation, AMDISA became a shining example of inter-Regional collaboration, setting the pace for other SAARC-related political, economic and professional associations. AMDISA met regularly, in whichever country that invited it and built solid friendships among its members. But the question that faced its founder, Dharni Sinha, and other founding members, was, where does AMDISA go from here? Was it just a talking shop or did it have a larger role? There were, and are, major issues of the quality of teaching, the relevance of curricula to meet both conceptual and experimental issues that may differ from country to country and, in a globalising world, the equation of South Asian schools with the best elsewhere. After all, the best students and those who can afford have been going beyond the shores of South Asia to the United States and elsewhere. The task for AMDISA was, and is, whether it could help create a choice within the Region.

AMDISA as an Accrediting Organization.

To accredit, as the dictionary puts it, is to gain belief or influence for, or make credible. It is in this spirit the American and European management schools responded, outside the purview of governments, to build professional organizations, whose recognition may not be necessary for the existence of a management school, but could make it gain influence and credit in the context of management schools globally. AMDISA as a late entrant was in search of a partner. The European Foundation for Management Development (EFMD) - with its accrediting arm EQUIS

(European Quality Improvement System) - responded wholeheartedly. While the aim of every international accrediting system is to improve quality and so to do it at a professional level, the choice of EFMD-EQUIS was deliberate. EFMD covers the whole of Europe, with various languages, systems of government and even cultures. South Asia is a continent in itself, with its common heritage and history, if with a bewildering variety of approaches.

EFMD-EQUIS helped AMDISA in formulating the guidelines, appropriate and suitable for the South Asian Region, with excellent and willing professional help. AMDISA named its accrediting arm SAQS (South Asian Quality Assurance System). It must be stated that SAQS is not a carbon copy of EQUIS - it cannot be. EQUIS has strict standards of PhD as minimum qualification to teach, the students and faculty should represent other countries in Europe, and greater participation of professional managers in the accreditation process. SAQS also has these goals, but looks at them as a process to be evolved, as the schools grow and be on their own. For instance, SAQS cannot insist on students and faculty coming from the entire region. But within a country it expects country-wide studentship and faculty. SAQS is an enabling, positive and evolving mechanism. To the credit of EFMD-EQUIS, SAQS was not treated as a competitor, but as a welcome first step to aspire for EQUIS. Both implicitly and explicitly, EFMD continues to help and support SAQS. There have been several workshops for South Asian management faculty to go through the processes of being mentors and peer-reviewers and today SAQS has over seventy South Asian faculties well-equipped to reinforce the rigour and requirements of a high standard.

Over the last fifteen years, SAQS acquired an ethos of its own and built strong relationships both within schools and individual faculty. Eighteen schools have already been accredited and twenty others are knocking at SAQS doors. The SAQS Council is the apex policy-making body assisted by SAQS Committee, which administers, and Accreditation Committee which takes the final call on the award. The committees are represented from across the Region. The message of SAQS has been that it is strictly a peer-review, holding the mirror up to the intending school. SAQS has no regulatory authority nor is it an essential condition for the existence of a management school. It is voluntary. For schools which want to go beyond prescriptive, regulatory borders, towards a global reach, SAQS offers a gateway.

Where does SAQS go from here?

Wherever the schools take it, obviously! The main point is that SAQS is not a competing or hierarchically placed system among other international accrediting

agencies. Whether AACSB, EQUIS or AMBA, each of them has an orientation, characteristically its own. The goal is quality in teaching, research and relevance to reality. In ideal circumstances, a good school should have all these, for the benefit of creating a well-rounded, globally-accepted institution. One must hasten to add that the Region has some excellent schools that could hold their own even globally. But a huge majority have still a long way to go in acquiring good teachers, still a longer way for research to be the foundation - and yet to innovate programmes in management education spanning students and practicing managers at all levels. There are, however, points for debate and discussion.

While the best schools can take care of themselves, there remain several issues in respect of government/university based schools and those emerging from the private sector. In ideal circumstances, the differences between for profit and non-profit should vanish over time and quality should be the only touch-stone. With high fees mandated by even government-funded schools, the market will rule. But there are small and medium enterprises which may not afford, or need, star students. The changing requirements of industry and business should become part of accrediting agencies' concern. India has recently created over a dozen Indian Institutes of Management (IIMs) and raised the question of not just quality but even quantity of management teachers. The middle-level schools will feed the new IIMs, but the gaps will be down there. A massive effort in the Region to foster Fellow programmers, followed up with faculty development programmers, is needed. It should be the responsibility of top business schools to mentor and support creation of a viable cadre of management teachers, instead of peddling what others have written, and create knowledge at every level to be ploughed back into teaching.

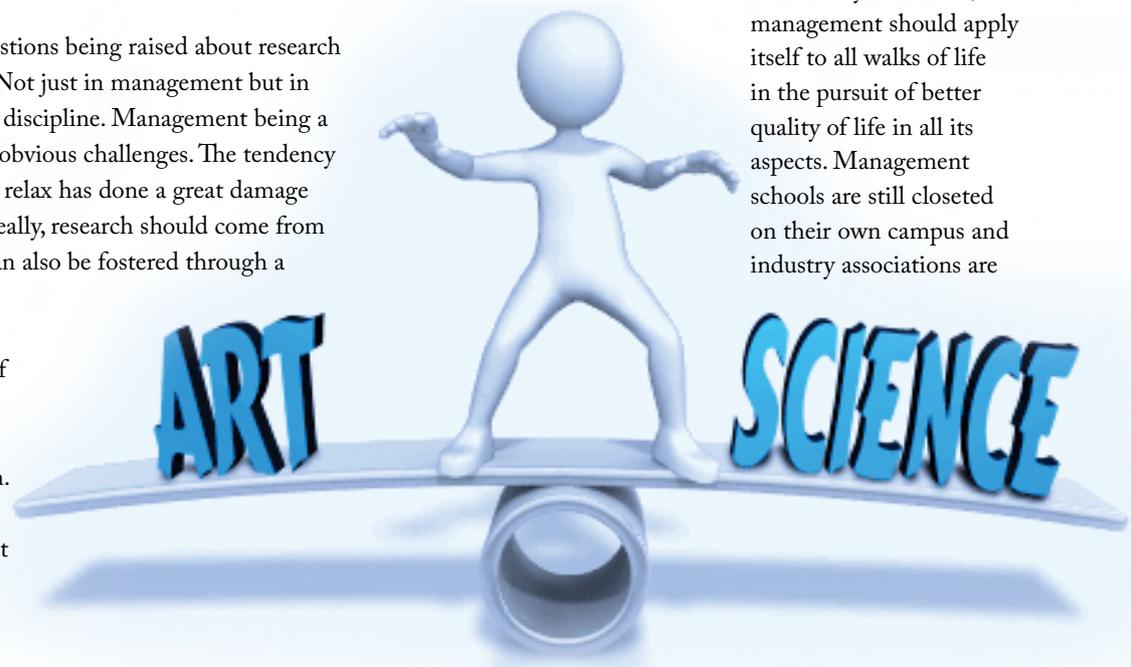
There are serious questions being raised about research in the South Asian context. Not just in management but in almost every other academic discipline. Management being a science of practice, there are obvious challenges. The tendency that after PhD a teacher can relax has done a great damage in the pursuit of research. Ideally, research should come from within, tearing out. But it can also be fostered through a culture within management schools. The obsession for making money on the part of schools has already given an excuse for faculty to spend less and less time on research. That a teacher should also create knowledge has still not

gone home in the Region. It appears there is less institutional support for research; otherwise the persistent observations by accrediting agencies on the paucity of research would not have arisen.

Is management a science or an art?

This vexed question haunts every social science discipline. Strangely, India put management education in the domain of technical education, by making the All-India Council of Technical Education the regulatory body for management education. This fallacy still annoyingly persists. Management as a discipline encompasses various other disciplines and feeds on everything relevant to practice. The over-emphasis on technical education, and recruitment processes to top schools being friendly to quantitative knowledge, are opening new gaps. There is a pressing need to re-educate students on disciplines which hold sway as they grow up in the managerial hierarchy. Humanities, social sciences and even languages will become increasingly relevant. Even within university management schools, there is less effort to allow students to go across and take courses in the departments of economics, history or political science. Like in the United States, the doors of other relevant disciplines should be open to management students.

There is a welcome trend in some schools to open law schools on the campus, and soon there could be colleges of arts and sciences, as well as languages, to which students could opt. In India particularly, management education should be freed from the yoke of technical education. Management is more and less than technical education and must have its own All-India Council of Management Education (ACME) to give management its well-rounded orientation. Increasingly, there is a slight shift from business and industry, to various other sectors. By definition, management should apply itself to all walks of life in the pursuit of better quality of life in all its aspects. Management schools are still closeted on their own campus and industry associations are



going across to broaden the scope of management. By focusing on quality, management schools will extend their territory and attract those who manage not only enterprises but the economy and countries. Democracies should educate their masters, which is where the buck stops. Management schools can command respect and dignity to address larger issues that confront societies.

How do institutions learn ?

Institutional and organizational learning are pivotal aspects of management theory and concepts. As purveyors of management teaching, management schools appropriately deserve being called institutions and institutions by definition are more than organizations, in that they have a dominant purpose, religious, political, social, educational or cultural. They have longer lives and sustain and excel over even centuries. It was in the 1209 that the Oxford and Cambridge Universities were established. They held their own for over eight centuries and at any time in this period it was privilege to be associated either as students or even as visitors. How did they survive and excel? They strove not just to succeed but to excel and at the same time achieve financial autonomy. Their longevity and relevance over different periods of time depends on transparency, appropriate decentralisation and delegation down the line, gaining the confidence of the larger society. And their refusal to be treated as mendicant organisations living on doles, either from the government or from elsewhere. Their genius is in their inexorable learning and adapting, anticipating and responding to perpetual changes that are the hallmark of progress.

Management schools, as institutions, have to transform their systems and processes and reinforce quality as an obsession. Peter Senge, in his celebrated book *The Fifth Discipline* coined the concept of learning organizations and referred to such organizations 'where people continuously expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspirations are set free and where people are continually learning to see the whole together'. His argument that only those organizations that are able to change and adapt quickly will excel in the market has been demonstrated in the field of management education. Learning organizations should have the ability to design themselves to match the desired outcomes and achieve the ability to recognise when the initial direction of the organization is different from the desired outcome and take necessary steps to correct the mismatch. David A. Garvin, another distinguished writer who addressed the topic of Learning Organisations, defined the learning organization as one skilled at creating, acquiring and transferring knowledge, and at modifying its behavior to reflect

new knowledge and insights. New knowledge, according to him, is essential if learning is to take place. Among the building blocks for learning organisations are learning from past experience, learning from others, transferring knowledge and measuring learning.

While the conceptual framework is applicable across the world, there are issues to be addressed within our Region. It is not out of place to mention here that Orientals are generally considered to be centralizers of authority and intolerant of dissent. Dissent is an essential ingredient of learning and handling it creatively, without snuffing it out, is imperative in the process of institutional learning. There are serious issues of succession and dependence on charismatic individuals as the organisations evolve. It is incumbent on management schools to demonstrate they themselves learn well before they embark on educating the business, industry and the larger society. Unless management schools can practice what they preach, they cannot impart to their students the intellectual and behavioral backdrop for a continuous search for new ideas, new methods and new practices that go into the making of just, efficient and responsive society. For these reasons, institution building and institutional and organizational learning become an intrinsic part of review in the accreditation process.

Back to quality accreditation.

Just as there is institutional learning for management schools, there is equal responsibility on accrediting agencies to push them into a framework enveloping sustainability, smooth succession and a passion for excellence. Inevitably there are issues of leadership and the preparation of faculty to take on the responsibilities of managing their own institutions. Accreditation is not just a snap-shot, but a continuing engagement between the accrediting agency and the concerned school. Accreditation is a Platonic ideal which keeps shifting as it is reached. Building on the experience so far, and given the need for massive intervention of management discipline in every walk of life, SAQS and its peers elsewhere should set the pace for broadening, deepening and elevating the scope of management education. Increasingly management schools should be instruments of progress. In spite of the achievements of the Region during the last two or three decades, certain fundamental problems of poverty, inequality and ignorance still remain. There are resources everywhere, and they need harnessing. Implementation is often pointed out in repeated assessments as the weakness of this Region. Managing for better quality and stricter implementation can convert good intentions into reality. Well-accredited management schools can reach out to new challenges of growth and development.

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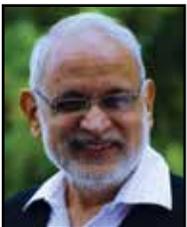
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CLIP - CORPORATE LEARNING IMPROVEMENT PROCESS



Dr. Ashok R. Joshi
*Director General-IndSearch,
Pune, India.*

Presently organizations are operating in an extremely competitive environment which is exceedingly unpredictable. To overcome this scenario, building a strong talent resource base and respecting learning lifecycles are key tasks for any organization. To develop and sustain, a top-notch Corporate Learning Organization is a key tool for the transformation of a company. In view of this, it is pertinent to continuously improve the systems and processes in Corporate Learning Universities and organizations.

At global level for the first time in 2002, EFMD, Brussels conceptualized benchmarking system for Corporate Learning Improvement Process. It is

designed to provide an assessment tool for Corporate Learning Organizations. Internal self-assessment against a set of rigorous standards drawn up by leading members of the corporate learning community is combined with external review by experienced peers.

During the last three decades, in South Asia, Corporate Organizations have grown multifold, and thus, the requirement of highly skilled, trained and competent human resource is on a surge. Therefore, it is high time to introduce quality improvement processes for meeting the requirements of quality human resource in this region. AMDISA took the initiative and established the Primary Core Group for developing benchmarks for Corporate Learning Improvement Process.

The conceptual aspects of Corporate Learning Improvement Process – CLIP are given below:

What is CLIP?

Companies are under pressure to manage their learning and people development processes strategically. Some of the critical objectives they face include:

- Attracting and retaining the best managers,
- Nurturing tomorrow's leaders
- Aligning strategy, competencies and behaviours,
- Disseminating knowledge and expertise throughout the organisation,
- Integrating the learning function into mainstream HR processes such as management development, talent management, succession planning, etc.,
- Shifting the emphasis from training to learning,
- Performance improvement.

To meet these challenges, the learning and training function in many firms has been enhanced to give it a central strategic role in the form of Corporate Universities, Corporate Business Schools, Academies, Management Institutes, among others.

Most of these bodies are still relatively young organisations. However, they are beginning to reach a stage of maturity in which there is a need for more sophisticated means of assessment in order to measure their effectiveness and justify the investments made. AMDISA's Corporate Learning Improvement Process is being created to provide such a tool, as CLIP seeks to identify the key factors that determine quality in the design and functioning of corporate learning organisations.

The Value of CLIP

At its core, CLIP is a mechanism for quality benchmarking, mutual learning and sharing of good practice. Internal self-assessment against a comprehensive set of rigorous criteria, is combined with external review by experienced peers.

CLIP provides value externally and internally for those companies that go through the process. It is a quality certification and, therefore, has an external marketing value. For example, some companies highlight the award in their public sustainability reporting. Equally significant, though, it has internal value as it helps to position the learning organisation in a strategic way, giving it visibility and credibility within the company itself.

However, not all corporate learning organisations may be ready to go through the full process in the short term, but may still have an interest to have access to knowledge and experiences from the process. AMDISA can provide services for these organisations in two directions: they either embark on an extended preparatory phase where they get support and coaching by AMDISA and/or Chief Learning Officers from the CLIP Steering Committee and then choose the right moment to start the process, or alternatively, they choose to become part of the wider Corporate Learning Community participating in best practices sharing workshops and advisory seminars.

CLIP is a service for AMDISA members. The CLIP scheme will be monitored by a Steering Committee made up of leading professionals in the field, including Chief Learning

Officers from major companies, Executive Education specialists from reputed South Asian Business Schools and EFMD.

Introduction

A quality improvement tool for Corporate Learning Functions:

As economic tensions and competition intensify, companies are under even greater pressure to manage their internal learning and people development processes strategically. Attracting and retaining the best managers, nurturing tomorrow's leaders, increasing performance, growing operational competencies, and disseminating knowledge and expertise throughout the

organisation are critical objectives.

To meet these challenges, the training function in many firms has been re-engineered and hierarchically upgraded to give it a central strategic role in the form of Corporate Universities, Academies, Management Institutes, and so on. Most of these corporate universities are still relatively young organizations. However, they are beginning to reach a stage of maturity in which there is a felt need for more sophisticated means of assessment than are currently available in order to measure their effectiveness and justify the investments made in them.

AMDISA's Corporate Learning Improvement Process is being designed to provide such a tool for a new profession. Internal self-assessment against a set of rigorous standards drawn up by leading members of the Corporate University community is combined with external review by experienced peers. CLIP will thus be a mechanism for quality benchmarking, mutual learning and the sharing of good practices.

A natural step for AMDISA:

The focus of CLIP is on identifying key factors that determine quality in the design and functioning of internal corporate universities and learning organisations. AMDISA's business school accreditation system SAQS is now widely recognized. Being able to apply some of the criteria and knowledge that has been gained from SAQS to the corporate sector has allowed the project to take a jump start.

The SAQS methodology and framework of assessment criteria should serve as a starting point for the drafting of a set of criteria that was adapted to the specific characteristics of corporate learning institutions.

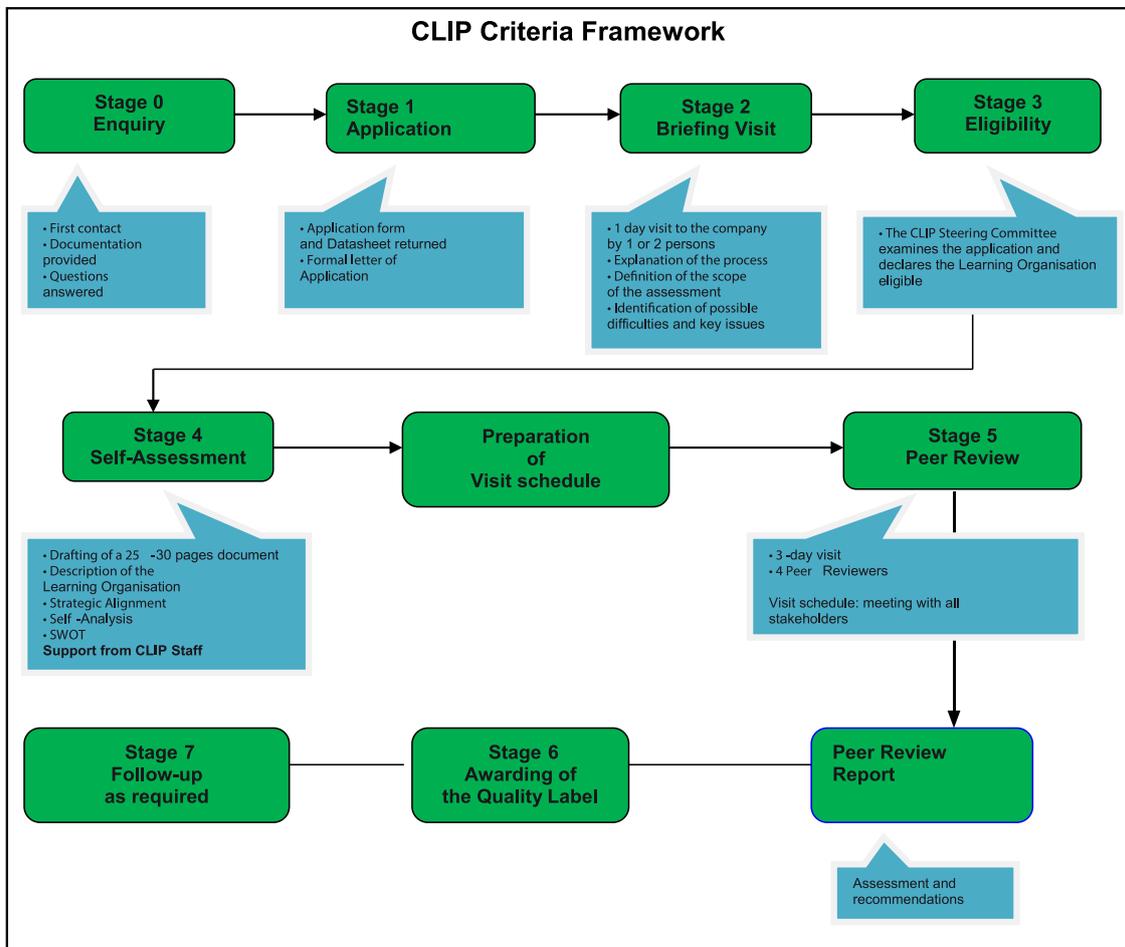
The CLIP scheme will be monitored by a Steering Committee made up of corporate education professionals from SAQS as well as of Executive Education directors from leading business schools.

General Description

AMDISA will provide for applying companies a guided Self-Assessment and Peer Review service to help them assess, benchmark and improve their executive learning processes. The CLIP scheme has been designed with special focus on Corporate Universities and Management Learning Centres, but the assessment criteria can also encompass, in a broader perspective, all formalised executive education processes within the firm.

The main stages of the CLIP process are the following:

The time frame for the company to go through the process from stage 1 to stage 6 is expected to be between three and six months. Stage 7 is an open-ended period.





ARE WE COMMITTED TO SAFETY?



M.F.M. Najab
MCPM, MSc
MIE Aust CPEng NER

In recent years views on working conditions have undergone an enormous change. Industry is therefore rightly paying more attention to the safety health the welfare of its employees.

It is not so easy to say what safety really is. It is a relative concept. Annoying as it may be absolute safety does not exist. There are always risk. You need to recognize the risk that exist. Only when you recognized them can you do something about them and reduce the possibilities of an accident, if possible remove them altogether.

Lesson learnt from Titanic

There is an interesting story about two great ships, the Titanic and the Great Eastern, each suffered hull damage below the waterline. Great Eastern was constructed in 1858, at 680 feet in length with double hull and enough bulkheads to provide 50 watertight compartments to improve survivability in the event of damage. In 1862 it struck an uncharted rock resulting in an 83 foot long 9 feet wide gash in the outer hull. The reason you may not have heard of the great eastern is that her first line of defense the double hull worked and her inner hull held allowing her to steam into New York Harbour.

Unfortunately, the safety lessons learned here from innovative advance design features did not carry over to the Titanic. Titanic was launched 53 years after Great Eastern.

Titanic's designers divided her into 16 separate compartments using 15 transverse bulkheads but no longitudinal bulkhead. Additionally the bulkheads were only 10 feet above the waterline versus Great Eastern's 30 feet. The design was hailed as an engineering marvel and the public perception was that the ship was unsinkable. However, the lack of true watertight compartments was a design mistake and it proved to be the most deadly mistake in the long chain.

Captain had a long accident free career. However going through the series of events took place in the voyage, it is clear that he exercised extremely poor judgement when he proceeded at full speed ignoring the warnings. It is said that the captain and the crew had received 21 warnings from 11 April to 14 April from ships that were stopped and moving slowly through the ice field.

This is one of the most powerful mistakes made in accidents, the setting of a tone by senior authority figure that subordinates then interpret for themselves as empowerment to continue in the same manner regardless of new facts.

April 14 1912, sixth officer who was on watch, noticed an iceberg ahead. Even though the Titanic managed to avoid the head on collision with the iceberg but with a resulting scrape down the starboard side that opened a gash estimated to be 300 feet long, resulting in the ships fatal accident.

No life boat drills had been conducted since the passengers had boarded thus, when it came time to board lifeboats the passengers were confused.

Final disaster can be partially blamed on technology related design decision, it was human factors that really caused this accident.

Accident Triangle

The frequency with which various types of accident happen can be placed in a triangle. This triangle has emerged from research, in which almost two million accidents were examined.

Year	Accidents Reported		Remarks	
	Fatal	Non-Fatal	Number of Registered Factories	Court cases initiated and concluded by Department of Labour
2011	60	1313	20870	20
2012	80	1319	22316	7
2013	71	1344	23844	18
2014	68	1361	25253	15



Fatal and total accidents reported and Enforcement of Factory Ordinance (Local industry)

Source: Department of Labour –Industrial Safety Division

Daily Mirror in its article published on 1 January 2016 indicates that the 1691 industrial accidents reported in 2015 and 3930 complaints on unsafe conditions reported in some

factories. Accordingly, legal action had been taken against 18 establishments for unsafe conditions during 2015.

It depicts that if you want to stop fatal or major accidents you need to stop near misses. But this is far more challenging. In our culture most of the employees refer not to report accidents especially the near misses due to possible adverse impact on them by reporting those incidents. Therefore if any organization is having true commitment for safety they should maintain a no-blame culture and promote accident reporting, in view of finding root cause/s and stop recurrence instead of just punishing the culprits.

Even though the incident related to Titanic occurred centuries ago we have lessons to learn. Ignoring near misses, minor incidents, not having proper leader ship, lack of training is a recipe for disaster. In spite of all the technological advances achieved today, still 80 % of the accidents are due human acts and considered preventable.

Industrial accidents are within our circle of influence, that we can do something about and that we have some control over.

Many companies today outsource some percentage of work. Some outsource about 40-50 % of their work for various reasons. One main reason could be to manage their Overheads and to be more competitive. Organizations plan and increase their capacity by outsourcing and depend on subcontractors. In the first world countries this method of outsourcing works well. In our country due to lack of skills, competence, safety consciousness levels there are problems in outsourced work.

Many Subcontract companies will have numbers but do not have enough skilled workers. Owners of some subcontract companies are reluctant to train their employees as they lose money both ways by spending for training and not been able to earn from the employee. Even if they get the training free they are reluctant to send the employee as they lose money. Some subcontract companies are not keen in giving the required leadership to their employees in safety matters.

The main contractor become helpless as there is no alternative but to outsource services from some of these companies as they need people to complete the work and at a reasonable price.

Most of the employees of the subcontract companies ignore the established safety rules. In such one occasion there was an incident where a subcontract employee used a high pressure hose to clean a Ship’s hull from a distance by standing on the dry dock step (the subject ship was dry docked and the Dry dock has steps on the sides). He was wearing a helmet but without using the chin strap. Due to high pressure he found it difficult to hold on, lost his balance and fell down. The chin strap attached to the helmet was not worn and the helmet rolled off his head while falling. He knocked his head and the injury became a fatal accident and he died. This accident was due to the contributory negligence of the worker, where his own negligence contributed harm he suffered.

I would like to share a critical incident where a group of workers carrying out hot work on board a Tanker inside a fuel

tank. General procedure followed is that before you enter a ship fuel tank/confined space you need to ventilate it and call a representative from the Government Analyst department or marine chemist to get authorization for Man Entry. Once you receive it you could enter and do the necessary cleaning work. Next is to obtain the hot work permit which is valid only for 24 hours and need to update daily through the Government analyst department.

The hot work inside the tank mentioned above was carried out with all necessary clearances and precautions. Work progressed well and they stopped work for lunch and recommenced work after lunch. Immediately when they recommence the hot work after lunch, there was an explosion inside the tank. Few of the workmen were critically injured and one lost his life. Investigation revealed that the increased temperature due to the hot weather prevailed during the lunch time have increased the flammable levels inside the tank. It is important that you have a portable gas meter always inside a confined space and check the O₂ /Oxygen contents frequently when you are doing hot work.

Foreign clients are keen to know how we practice safety. They do not depend only in certification to a particular safety standard. They would like to know whether the written procedures are practiced at site. The client looks beyond the Personal Protective Equipment (PPE). They are indirectly looking at the safety culture of the organization.

It is not that, to improve Safety you need to get down the best specialist to your organization. It is like you employ the best coach in the world and expecting your team to win the game. It will not happen until you have skilled dedicated players who could make use of their coach. Specialist alone cannot do it. Even though there are organizations/companies which follow a safety management system certified for international standards such as OHSAS 18001 (OHSAS 18001 is an international standard for Occupational Health and Safety Management Systems specification) but the organizational culture matters. Changing a culture is difficult but organizations should strive to inculcate safety culture among the employees.

My experience is that a skilled employee is always concerned about his own safety and of others. Improving skill levels of our employees will have the benefit of having a skilled work force and improved safety at workplace.

To improve the skill levels the Sri Lankan National Vocational Qualifications Framework (NVQSL) has been established to support the efforts in enhancing the development of an internationally competitive workforce in Sri Lanka. The entire system will be internationally benchmarked.

I am of the view that Sri Lanka need to make the NVQ certification mandatory after giving a reasonable grace period. This will push the employers to take necessary action to grade their workers and facilitate to train them to reach higher levels of competence. If this becomes mandatory then subcontractor too will have to have competent workforce where the skills and safety improves.

Not only the two incidents discussed but all other safety related injuries occurred even though the management have trained and provided with the necessary PPE's to their employees. It is impossible to set down human behavior in rules and procedures alone. Issuing circulars on Safety alone without the concurrence of the people who are going to implement will not be successful. All types of safety hoardings erected at site alone is not enough. So, apparently safe behavior is open to improvement. Safety and Health act has not become a law as yet in our country.

It is a known fact that motivation plays a big part in the behavioral patterns of human beings. It is actually a question of mentality. Safety when working in companies to a substantial degree is determined by the influence exercised by management personnel. All too often it is proved how dependent safety officers are in their attempt to encourage or improve safety in a company on the cooperation of everyone, but not least of those from top to bottom who hold management position.

We have legislations in the areas of safety. In every properly managed company we have safety officers who assist the management in their duties by providing advice on safety. They will have means to be able to work safely but the questions is, are the possibilities there as well? And is there a willingness to work safely?

A person wants to be appreciated and wants to be respected as a human being – not for what he does but for what he is. This applies above all in a work community in the relationship of superior to subordinate

An employee likes it when his boss walking through the company stops and has a chat here and there and shows interest, because the employee at the moment can experience his existence. The point here is to show genuine and honest interest in the other person. It helps to build positive mentality.

There are many discussions in the media nowadays about what are the changes need to the curriculum at school and universities. In some first world countries they teach school children even the general law of the country. This knowledge gained will assist them to be law abiding citizens. I am of the view that developing safety mentality should start at least at the senior school level and should continue it at the Universities more seriously. The expected outcome is that the graduates employed in industries could spearhead creating a better safety culture at their workplaces with the support of the top management commitment to safety. This will improve safety, less accidents at work, have a sound Safety culture at workplace. The employee will have a happy family life without injuries and the organizations could be proud of ensuring employee safety and minimized loss of opportunity cost due to absence of injured workers.

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How a Leader and a Follower Interact: A Model to Follow



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This article focuses on a situational scenario of how a leader and follower relationship works in a more pragmatic way. The leader and the follower relationship directly links to a contingency paradigm or model which deals with situational factors. A contingency approach focuses on the situation that affects the effectiveness of a particular leadership style. It holds the view that leadership styles, which contribute well in attaining organizational goals, might vary according to different types of situations or circumstances.

As we read from various sources we'll find that leadership is defined in many different ways. Almost, one may get the feeling that there are as many definitions as there are authors on the subject. Each specific topic or area of leadership requires an analysis as how to apply

the same in different contexts. However, throughout history, it has been recognized that the success of an organization or any group within an organization depends largely on effectiveness of its leadership as one of key factors. Whether in business, government, education or religion, the quality of organization's leadership is applicable to determine the quality of the organization success. Successful leaders envision the future, anticipate change, exploit opportunities, motivate their followers to higher levels of productivity, correct poor performance, align organizational resources towards efficiency and lead the organization toward its objectives.

Effective management requires good leadership. Many writers have expressed different views about leadership. Albert (1986) opined leadership is the ability to influence individuals and groups to work toward attaining organizational objectives. Robinson (1995) stated leadership is the

ability to influence a group toward the achievement of goals. Stoner and Freeman (1992) defined leadership as the process of directing and influencing the task-related activities of group members. Leadership in an organizational context is a process happening between leaders and followers, entailing influence to achieve organizational objectives through change (Lussier and Achua, 2003). It entails an interaction between two or more members of a group that involves a structuring or restructuring of the situation and the perceptions and expectations of the members (Bass, 1990) and it is an influence relationship among leaders and followers who intend real changes that reflect their mutual purpose (Rost, 1993). This influence process in a relationship is based on influence that is multi-directional and staff, followers or associates are active participants in the process – true leadership is a shared influence process. Leaders and followers purposefully desire substantive and transforming future changes; and leaders and followers develop common purposes that are a reflection of their intended changes (Yukl, 2002).

Leaders may exert power and influence variably to develop an engaging process with followers. Power is a significant tool to set the boundary as an ability to influence the behavior of others. Hence, power can change the behavior or attitudes of others. Also, influence could be identified as the degree of impact the leader exerts to change the behaviour of the followers. The leader can use positive (rewards) as well as negative (punishments) influences to effect the required changes. So, this connotes one needs leadership qualities to

“push” the task as at appropriate to the situation. Thus, it is a process where a person exerts influence over others, inspires, motivates, and directs their activities to achieve goals. Effective leadership increases one’s ability to meet new challenges. So, as discussed above, it is guiding and directing process which leads to achieve goals. In this context, leader is a person who sets tone and followers often model the behaviours displayed by the leader. In fact, leadership consists of both rational (goal setting, decision making) and emotional (human behaviour, motivation and inspiration, and loyalty) aspects.

Leadership classified under three levels: individual, group, and institutional levels (Luthans, 2002).

- a. Individual level (dyadic process): focuses on the individual leader and the individual follower.
- b. Group level (group process): focuses on the individual leader and the collective group of follower.
- c. Institutional level (institutional process): focuses on top people / management influencing on institutional performance.

Luthans (2002), Lussier and Achua (2004) identify four leadership theory paradigms, namely trait, behavioural, contingency and integrative as follows;

1. Trait leadership theory: attempts to explain distinctive characteristics accounting for leadership effectiveness to identify a set of traits that all successful leaders possess.



2. Behavioural leadership theories: attempt to explain distinctive styles used by effective leaders or the nature of their work.
3. Contingency leadership theories: attempt to explain the appropriate leadership style based on the leader, follower, and the situation.
4. Integrative leadership theories: attempt to combine the trait, behavioural, and contingency theories to explain successful influencing leader follower relationship.

Under the contingency approach, many situational factors could influence the effectiveness of the leadership such as:

- Superior expectation and behaviour,
- Task requirements,
- Leaders personality and past experience,
- Peer expectations and behaviour,
- Situational culture and policies,
- Subordinates characteristics, expectations, and behaviour, etc.

As stated above the key contingency factors are thus group member characteristics and leader behaviours. The situational leadership model matches leadership style to the readiness of group members. Task behaviour illustrates the extent to which the leader spells out the duties and responsibilities of an individual or group such as goal setting and setting direction. Relationship behaviour evolves the extent to which the leader engages in two-way or multi-way communication such as providing encouragement, listening and coaching, etc. Figure 1.1 indicates the combination of task and behaviour.

Style 1: Telling style: this is a high-task, low-relationship style and is effective when followers are at a very low level of maturity

Style 2: Selling style: this is a high-task, high-relationship style and is effective when followers are on the low side of maturity

Style 3: Participating style: this is a low-task, high-relationship style and is effective when followers are on the high side of maturity

Style 4: Delegating style: this is a low-task, low-relationship style and is effective when followers are at a very high level of maturity

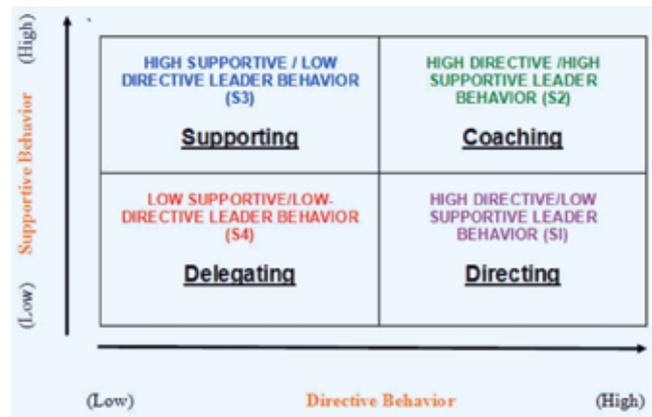


Figure 1. 1: Hersey Blanchard Leadership Grid

Source: Blanchard, K. & Hersey, P. (2003) Great ideas: then life-cycle theory on leadership; now revisiting the life-cycle theory of leadership', *Training & Development* vol. 50, no. 1, pp. 42-7.

According to this theory the most effective style of leadership depends on the readiness level of group members. Readiness is the extent to which a group member is able and willing to accomplish a specific task, it has two components: ability and willingness. Ability is the skills, knowledge and abilities an individual or group brings to a particular activity. Willingness refers to the extent to which an individual or group has the motivation, confidence, and commitment to accomplish a specific task. When there is a high level of group member readiness, a leader can rely more on relationship behaviour and less on task behaviour.

It is important to find the 'bridging connection' by bringing skill which is about 'how' part of something is performed or on "how" well that is performed. Basically, skills are defined as the competencies that come from knowledge and aptitude to perform a task according to desired expectations, both procedural and about value creation. To gain numerous skills one needs to master in techniques such as designs, systems, methods, formulae, rules, procedures, etc. How do leaders or those who are in supervisory positions play this vital role? It will be an integrity test for leaders as far as creating an environment for others to come up as leaders. That is a vital distinction between 'leader' vs 'leadership.'

It is important to study the depth though empirical evidence as to how leader-follower relationship really works beyond theory. For this article, the author has randomly selected five different qualities which may be appropriate as well as useful for the leader-follower context to relate and reinforce for applications in their respective encounters as follows;

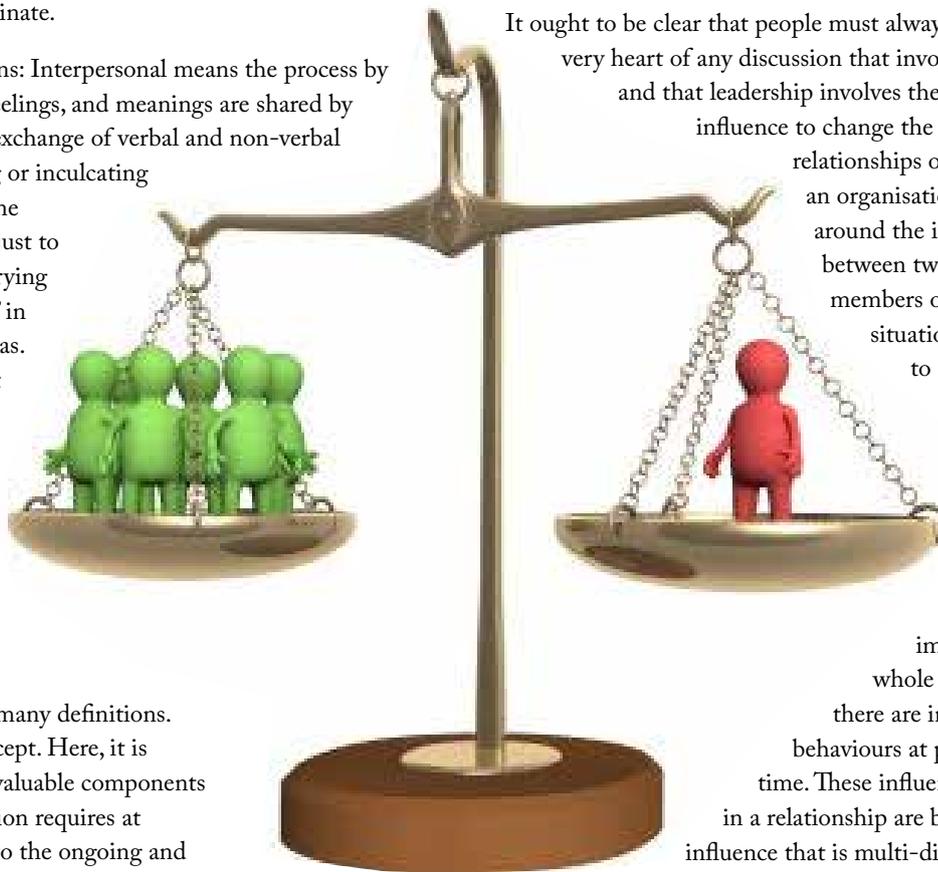
Personality Development: Personality is one of the key components of leadership which has been identified as a key development area for the follower. Also the followers who are part of the organizational hierarchy are from diverse backgrounds. Thus, they may be at significant cross-roads when compared to leader's position in the organization. Personality development cannot be taught overnight. It cannot be taught but performance improvements can be made. Are leaders ready to create a platform for them to play? On the same time, one may argue that if the subordinate is not ready with the required capacity where leaders are not in a position to teach them. It is generally accepted that it is about creating a 'space' to the subordinate.

Interpersonal Relations: Interpersonal means the process by which information, feelings, and meanings are shared by persons through the exchange of verbal and non-verbal messages. By learning or inculcating interpersonal skills, one could comfortably adjust to different scenarios varying from "self" to "others" in multi-disciplinary areas. Especially, learning at the level of schooling would give life time opportunities to flexibility and to come back better to "normalcy" from "crises".

Communication: Communication has many definitions. It is a very broad concept. Here, it is considered as one of valuable components because, communication requires at least two, contribute to the ongoing and dynamic sequence of events in which each affects and is affected by the others in a system of reciprocal engagement. In the process, each at the same time perceives the others in this context, makes some sort of sense of what is happening, comes to a decision as to how react and respond accordingly. The component of communication process entails: communicators, message, medium, channel, noise, feedback, and context. Is leader conscious about which mode to use to communicate to the follower?

Initiative: This signifies taking first steps directly, thinking innovatively, creativity, etc. In this skill area of development, it is intended to nurture leading characteristics of respective children. To do so there should be opportunities to become ahead of others, demonstrating leadership qualities in teams, school, in emerging scenarios.

Work-related Skills: Work relates to three (3) areas namely; technical, informational and people. Three specific skills are addressed in those three areas namely; precision, analysis, inter-personal relations respectively. List goes on as per the nature of demands.



It ought to be clear that people must always be at the very heart of any discussion that involves leadership and that leadership involves the use of influence to change the activities and relationships of people within an organisation. It revolves around the interaction between two or more members of a group in a situation in striving to achieve some goal/s. The role of the expectations of these interacting parties obviously very important in the whole process where there are influencing behaviours at play all the time. These influence processes in a relationship are based on influence that is multi-directional and staff, followers and others may all be active

participants, to a greater or lesser extent, in the process. When we study leadership from a managerial and an organizational perspective the issue of organizational performance inevitably comes into the equation in relation to the leadership effectiveness. Always, well-executed leadership encounters remain in memory or in records.



Ecotourism in Sri Lanka: An emerging special interest tourism segment



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Sri Lanka is defined as a 'paradise' from the tourism point of view. Since the three decades of war comes to an end, the tourism sector boomed the economy. There are number of tourism products which Sri Lanka could develop to attract more high-end tourists and support the economy of Sri Lanka. The following are few special interest tourism segments which create more interests for tourism industry (small, medium and large scale) and the community too to be involved in which is an interesting and important towards development process.

- Agro tourism
- Ecotourism, Adventure and Nature Tourism
- Community Based Tourism
- Spiritual Tourism (Cultural and Pilgrimage)

- Indigenous traditional medical practices (Medical tourism based on 'Vedagedara Concept')
- Marine Ecotourism
- Plantation Tourism (Plantation Community, Colonial Bungalows, Tea and, Hydropower)

Sri Lanka, blessed with an abundance of flora and fauna, has lot of hospitality for the nature loving tourists and is an emerging industry to develop the niche of tourism sector. So this article will elaborate more on ecotourism which becomes a sustainable support to the economy and environment of Sri Lanka.

Ecotourism first came in to light in 1990 when the International Ecotourism Society was founded. Ecotourism is: *"Responsible travel to natural areas that conserves the environment and improves the well-being of local people."* (TIES, 1990). Ecotourism is now defined as *"responsible travel to*

natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education”(TIES, 2015). Education is meant to be inclusive of both staff and guests.

The word *Ecotourism* is believed to have been coined by Mexican environmentalist Héctor Ceballos-Lascuráin (father of Ecotourism) in 1983. According to him, ecotourism "involves traveling to relatively undisturbed natural areas with the specific object of studying, admiring, and enjoying the scenery and its wild plants and animals“.

“Ecotourism in Sri Lanka to be used as a tool to conserve the environment and the cultural heritage of Sri Lanka and to assure maximum economic benefits to the host community and to satisfy the needs of genuine Eco tourists visiting the island” –Definition derived by Sri Lanka Ecotourism Foundation (SLEF), pioneer Ecotourism Agency in Sri Lanka.

Sri Lanka government has already identified “tourism” as a priority sector in its mission to achieve sustainable economic growth. However, mass tourism has its own negative impacts such as environmental and socio-cultural degradation. As a result of increased global awareness on environmental issues, tourists are increasingly becoming environmentally oriented. In this background, ecotourism has emerged as an alternative form of tourism that promises to minimize negative impacts of mass tourism while providing sustainable income to host communities.

Ecotourism is a kind of nature based tourism that involves interpretation and education of the natural environment and is managed to be ecologically sustainable. Nature based tourism as any tourism that occurs in a natural area and

that a natural environment includes cultural components, cultural heritage tourism. The definition also recognizes that 'ecologically sustainable' involves an appropriate return to the local community and long term conservation of the resources. Ecotourism consists of a broad range of recreational activities occurring within contact of a natural environment. *(TIES web site)*

Understanding the importance of conservation ecological integrity, large wilderness tracts were set aside by successive rulers, as reserves for rain catchment and pest control purposes. Today. The sanctuaries, national parks, and reserves, where law protects flora and fauna comprise 14% of the island’s total land area 65,610sq km. *(DWL web site/ADB Report on Protected Areas of Sri Lanka, 2012)*

Within this land area there are more than 70 sanctuaries, National Parks and numerous wetlands and mountain ranges, therefore the biodiversity in Sri Lanka is regarded to be greater per sq. meter of surface area than any other country in the Asian region. Compared with other Asian countries Sri Lanka’s ecosystem has more rain forests, mountains, lowlands, virgin forests and wetlands for its area. Other ecosystems which can be found are mangroves, sand dunes, beaches and coral reefs. Numbering over 220, Sri Lanka for its size has perhaps the largest number of waterfalls of any country in the world. *(ADB Report on Protected Areas of Sri Lanka, 2012)*

Sri Lanka is a global biodiversity hot spot. About half of its species are endemic, including all fresh water crabs, 90% of the amphibians, 25-75% of the reptiles and vertebrates, around 50% of fresh water fish, 26% of flowering plants and 145 mammals. *(ADB Report on Protected Areas of Sri Lanka, 2012)*



The richness of species is astonishing and there are known to be over 3,368 species of flowering plants, 314 ferns, 575 mosses, 190 liverworts, 896 algae, 1,920 fungi, 400 orchids, 242 butterflies, 117 dragonflies and damselflies, 139 mosquitoes, 525 carabid beetles, 266 land snails, 78 fresh water fish, 250 amphibians, 92 snakes, 35 fresh water crabs, 21 geckos, 21 shinks and 322 non-migratory birds. The island also provides a critical habitat for internationally mobile species, including 5 species of endangered marine turtles, about 100 species of waterfowl, and many other migratory birds (*DWL web site/ADB Report on Protected Areas of Sri Lanka, 2012*)

In Sri Lanka, although eco-tourism is in its infancy, concerted efforts are being taken to develop eco-tourism methodically by the Ministry of Tourism in Sri Lanka supported by all the stakeholders in the tourism industry, eco-tourism NGO's and other sectors responsible for environment, natural resources, wildlife and forestry.

Ecotourism is all about conservation, communities and sustainable travel (including interpretation and education). This means that those who implement participate and market ecotourism activities should abide by the following authentic ecotourism principles;

- Minimize physical, social behavioral and psychological impacts
- Build environmental and cultural awareness, and respect
- Provide positive experience for both visitors and the hosts
- Produce direct financial benefits for conservation
- Generate financial benefits for both local community and private industry

- Deliver memorable interpretative experiences to visitors that help raise sensitivity to host countries political, environmental and social climate
- Design, construct and operate low-impact facilities (such as lodges)
- Recognize the rights and spiritual beliefs of the indigenous community and work in partnership with them to create gender empowerment (TIES web site)

The followings are integral components of Ecotourism;

- Ecotourism should contribute to the environmental conservation, assure economic justification to the host community and preserve their cultural values.
- Participation by local communities in ecotourism must not be limited simply to employment opportunities. It is very important that ecotourism benefits the local population rather than taking them from a position where they are the users of the resources to a position where they become mere employees or indeed are dispossessed.
- Local communities must be involved in the complete tourism development process, from the planning stage to the implementation and management of ecotourism projects, through avenue of consultation and partnership.
- Ecotourism is often seen by the poor communities as one of the few alternative livelihoods which are open to them. Communities whose people are living in poverty, invariably find their young people migrating to urban centers, because of the decline in traditional industries such as agriculture and fishing. Ecotourism can prevent this 'urban drift' and provide them with an essential alternative income.



- Ecotourism could act as a catalyst to mitigate the community setbacks and to assure economic justification to the communities living around protected and natural areas. (*TIES web site*)

Ecotourism could contribute to the environmental conservation, assure economic justification to the host community and preserve their cultural values. Ecotourism is often seen by the poor communities as one of the few alternative livelihoods which are open to them. Communities whose people are living in poverty, invariably find their young people migrating to urban centers, because of the decline in traditional industries such as agriculture, fishing, handicrafts etc. Ecotourism can prevent this 'urban drift' and provide them with an essential alternative income

Ecotourism is important since it is presently seen as one of the most lucrative niche markets in the tourism industry; eco tourists are higher spenders than 'ordinary' mass tourists; and high spending, nature-loving, responsible tourists are undoubtedly an attractive option for governments looking for ways of earning foreign through tourism.

The followings are few principles for to mainstream the sustainable tourism in Sri Lanka.

- Using resources sustainably
- Reducing over-consumption and waste
- Maintaining diversity
- Integrating tourism into planning
- Supporting local economies
- Involving local communities
- Consulting stakeholders and the public
- Training staff/Capacity build the tourism sector carder
- Marketing tourism responsibly
- Undertaking research

(*American International Journal of Social Science Vol. 1 No. 1; October 2012*)

Under Ecotourism the following tourism products and activities could be promoted for the purpose of creating Income Generating Activities (IGA)/Alternative Income for the local communities

- Managing/Providing accommodation in Home stay/Eco lodges/Farm Lodges

- Community Camping
- Agro tourism/Agriculture and organic farming plots
- Ayurvedha and spiritual tourism/ Indigenous Medical Practices (Not SPA but based on 'Vedagedara Concept')
- Guiding and interpretation by the local community
- Open-fire cooking demonstrations for the visitors
- Making Handicraft items
- Study of traditional agricultural practices/Hydraulic Civilization of Sri Lanka
- Bird watching
- Wildlife watching
- Fishing/angling
- Trekking and hiking
- Cycling
- Canoeing and kayaking. Boating (using non-motorized water crafts)
- Conduct Heritage Cultural/Nature Tourism Programmes
- Traditional lifestyles and games
- Promoting Volunteerism for Interns and Volunteers from all over the world
- Marine Ecotourism
- Plantation Tourism based on hill stations of Sri Lanka (Based on Plantation Community, Colonial Bungalows, Tea and, Hydropower)

Nutshell: *Based on the experience and pocket statistics;* the Market Profile of an Eco tourist is very interesting and gives an idea for a viable venture. Mostly the Eco tourist or nature tourism lover's age category is from 35 to 54 and both gender contribute same. Since they are coming to learn the nature and culture, their education level too high like 82% of them are graduates. Eco tourist travel nature is party composition like 60% of them travel as couples, 15% travel with their family (with kids and grandparents) and 13% only travel alone who really loves the adventure. Since their stay duration matter the economy, 50% prefer to stay 8-14 days with the combination package which gives a full bleed of Sri Lanka and rest of them are 3 to 9 days, depend on their vacation and combined plan with other neighbor countries. They normally spends quite amount of money, but each travelers expenditure per trip is vary and

around 26% of them spend around US\$ 1000-1500 per trip. Eco tourist's top interests are mainly on nature, wildlife, trekking, culture and heritage and community interaction.

Sri Lanka is not only a land of richly varied and abundant vegetation, the extreme variation of landscapes it provides are ideally suited to eco-adventure. Sri Lanka's variety of 'mini' climates deriving from a diversity of relief features gives it, in spite of its diminutive size an astonishing wealth of flora and fauna. Not only blessed with a richly varied and abundant vegetation, the landscape it covers take in lowlands which contrast with rugged terrain, high peaks, deep chasms, narrow mountain passes ideal for eco-adventure; high and lovely waterfalls and snaking rivers; some placid and some made for white water river rafting.

The followings are few special interested areas available in Sri Lanka for tourist and few of them are directly or indirectly connected to the eco-adventure activities as per ecotourism principles.

- **Hiking and Trekking:** For the keen hiker Sri Lanka's mist covered mountain country offers fabulous opportunities. The mysterious Horton Plains National park offers some excellent hikes in an unusual environment characterized by forest patches, grasslands and some high altitude vegetation. When climbing the picturesque Adam's Peak (Sri Pada) the ascent is usually done at night in order to arrive at the top to witness the magical sunrise with the peak casting its mystic shadow on the Cloud Mountains below. The attractive area of Ella is renowned for its many walks including the little Adam's Peak, Ella Rock and the Namunukula mountain range. And in the vicinity of Kandy you can explore the beautiful Knuckles Range Heritage and Wilderness area. This region stretches an impressive 155sq km with five major forest formations, a wide variety of rare and endemic flora and fauna and mountain scenery.
- **Cycling and Mountain Biking:** If you prefer to get about on two wheels but are not so keen on struggling with uphill climbs there are many interesting trails in the lowlands that take you through a beautiful landscape of tea, rubber and spice plantations. For those seeking more of a challenge, hill country locations such as the Knuckles National heritage and Wilderness area offer a number of steeper trails that are suitable only for the more experienced cyclists.
- **Canoeing and Kayaking:** With 103 rivers and a wealth of lagoons, swamps and interconnected old canals, Sri Lanka provides no end of opportunities to try out this different and relaxing mode of transportation. The famous

Kalu Ganga (aka Black River) flows from the heart of the island down to the west coast town of Kalutara where it finally meets the Indian Ocean. During a leisurely canoe trip down this beautiful river, canoeists can marvel at the ever-changing landscapes and the fascinating variety of flora and fauna. For an alternative to river canoeing, you can head to one of the country's vast tanks and reservoirs. The calm waters of the Samanalawewa reservoir in the Sabaragamuwa province provides an ideal setting for this slow-paced activity and with the area's prolific birdlife and breathtaking views of the surrounding mountains, there's plenty of things to see as you paddle.

- **White Water Rafting:** If canoeing sounds too tame and you are looking for a more action-packed adventure on the water, there are companies which will offer a white water experience. This activity is great fun for first-timers and experts alike, with a wide range and grading of rapids on some of the island's more turbulent waters such as the Kelani River. Kitulgala in the hill country, southwest of Kandy, provides an ideal base from which many white water rafting trips take place.
- **Turtle Watching:** Five of the eight species of remaining sea turtles today, regularly visit the sandy beaches of Sri Lanka to nest. In Sri Lanka all sea turtles and their products are fully protected under the Fauna and Flora Protection Ordinance. Anyone found to be violating the conditions of this Ordinance is liable to face a substantial fine and/or prison term. Sea turtles frequent the western coastline and the areas famous for turtle watching are the beaches around Induruwa and Kosgoda. Induruwa has a turtle research project and Kosgoda has a turtle centre, conservation project, hatchery and a research centre as well.
- **Whale watching:** Trincomalee, Kalpity and Mirissa are three well known areas and bigger Blue whale is commonly in the sites, small and adult sizes.
- **Caving:** Caving is relatively new to Sri Lanka but with an impressive range of caves located throughout the country, it is an unusual sport growing in popularity. Caving (known to the experts as 'speleology') involves the exploration, surveying, mapping and photographing of caves. Batatotalena Cave at Sudagala is an incredible site where the skeletal remains of prehistoric man have been found and, Wavulpone Cave (aka 'Cave of Bats') is renowned for its beautiful stalactites and stalagmites and the hundreds of thousands of bats that reside there. With some of these caves dating back approximately 500 million years this is definitely a prehistoric eco-adventure.

Safari Camping in Sri Lanka

Travelling into the jungles with camps deep within the National Parks is an undiscovered treasure in Sri Lanka on the world wildlife map. Unlike many of the parks in India and Africa, Sri Lanka's are not commercial; the character of yesteryear remains intact thanks to the deferred start into the tourism arena. Sri Lanka has an amazing variety of fauna and flora, with some of the world's highest densities of leopards and elephants. A visit to the Sri Lankan jungles is to enter a whole new world where nature has hardly stood still. Described as "one of Asia's top wildlife destinations", a new development in safaris is luxury-tented camps taking you overnight into the heart of the National Parks. The uniqueness of such camps is the complete 'away from it all feeling'; with amazing water front sites, cool breezes and animal sightings.

Sri Lanka is the ideal destination for wildlife safari and camping lovers. Although small, Sri Lanka has many wildlife locations suitable for camping and safari. Sri Lanka's game reserves are full of surprises which can be experienced only by simply "living" there. "Experiences of a lifetime" come in an assortment of tours, from one day safaris to multi-day camping safari tours. Nature lovers could select their preferred areas from the wide range of related options connected to camping such as observing or studying fauna or flora in various types of forests, bird or butterfly watching, or even observing and interacting with the indigenous people (Veddha's) of Sri Lanka.

There are more than 70 sanctuaries, National Parks and a number of wetlands and mountain ranges, of these the best known is the Ruhunu (Yala) National Park in the deep south of the island. The other parks are Gal Oya, Udawalawe, Wasgomuwa, Minneriya, Wilpattu and Horton Plains. The topography and vegetation change from park to park, even the fauna and flora. Most common in the parks are elephants and birdlife.

- **Yala National Park:** Yala (aka Ruhuna National Park) is famous for its elephant population, which can be seen in small and large herds. Spotted deer, sambhur, barking deer, monkey, wild buffalo, wild boar, sloth bear, and innumerable varieties of birds, endemic and migratory are also commonly seen. The peacock is the most famous famous of the birds at Yala. The mating dance of the male with its colourful plumes fully spread is a photographer's delight. More introvert are the elusive leopards which are less commonly spotted. Lying within the ancient kingdom of Ruhuna there are also a large number of archaeological sites. Notably Situlpahuwa, a rocky site believed to have been a monastery which housed more than 10,000 people. According to over 60 inscriptions found at the site it is one of the greatest monasteries of the 2nd century BC found in Sri Lanka.

- **Wasgamuwa National Park:** Wasgamuwa is situated in the North Central province closer to the ancient cities especially Polonnaruwa. In Wasgamuwa elephants are easily sighted as are other large mammals.
- **Minneriya National Park:** Circling the beautiful Minneriya Tank (3rd century AD), the green surrounding are strikingly different to the arid landscape. Being part of the elephant corridor which joins up with Kaudulla and Wasgamuwa you are sure to see elephants, especially during the dry season of June to September when the water filled tank attracts them. Minneriya also boasts a wide variety of birdlife, including some endemic to Sri Lanka.
- **Udawalawe National Park:** Udawalawe is next in popularity to Yala and elephants can nearly always be observed, even at midday. In addition 39 species of mammals and 183 species of birds have been recorded. Elephant Transit Home (Eth Athuru Sevana) at Udawalawe National Park – This is a centre for rehabilitation and re-integration of orphaned wild elephants, which has been established at Udawalawe National Park by the Department of Wildlife Conservation. The increase of the country's population, large scale irrigation and agricultural projects have fragmented the former habitat of elephants resulting in elephant mortality and a decrease of the population of these magnificent beasts. Despite the mitigation measures to control human elephant conflict, considerable numbers of elephant calves were recovered as orphans.
- **Wilpattu National Park:** Wilpattu is close to Anuradhapura and is unique in its topography having several inland 'villus' (lakes) that attract thousands of water birds. It is also the main domain of the elusive leopard. Bear, herds of deer and sambhur are common. The vegetation is lush and wide changes of vegetation can be experienced in different sections of the park. (*DWC web site*)

Bird Watching in Sri Lanka

Sri Lanka's abundant birdlife makes the island a true ornithologist's paradise. Of the 427 recorded species, 250 are resident and 33 are endemic to the country. With such a variety of environments ranging from wet to dry zone, forest to jungle, and hill country to lowlands, there is no end to the fascinating locations in which to spot many of these beautiful birds. Most of the endemic birds (such as the Sri Lankan grackle) are restricted to the wet zone, while birds such as the whistling thrush and the yellow-eared bulbul reside in the hill country. Others, like the brilliantly plumaged jungle fowl, the striking red-faced malkoha and the shy brown-capped babbler can be found in forests and



sanctuaries throughout the island. Among the best areas for sighting these birds are the Sinharaja Rainforest and Adam's Peak Wilderness sanctuary.

The large lakes (irrigation reservoirs) in the dry zone attract numerous varieties of duck, while larger aquatic birds such as stork, heron, egret, spoonbill, pelican, and ibis can easily be seen in the wetlands, especially at Weerawila, Kalametiya and Bundala National Park (which is also famed for its large flocks of migrant flamingos). Around mid-August the first migratory species arrive in Sri Lanka. Large flocks of sandpipers, stints, plovers, terns and harriers fly over from northern India, Siberia, Scandinavia and Western Europe and settle among the lagoons and salterns of the eastern, north-western and south-eastern coasts. In the forested areas of Sri Lanka, birds like migratory tree warblers, thrushes and cuckoos can be seen.

Bundala National Park and Bird Sanctuary is the most common bird watching spot: In the Deep South on the way to Yala is Sri Lanka's first recognized Ramsar site (i.e. a wetland of international importance). Popular with both local and migratory birds, it is noted that around 167 species have been

sighted. The park is the last refuge of the greater flamingo in this part of the island and up to 2,000 of these birds have been recorded during November and December. The lagoons also constitute one of the most popular wintering areas of migratory shorebirds in the country, accommodating up to 20,000 shorebirds at any time including the black necked stork.

Ecotourism is often seen by poor communities as one of the few livelihoods which are open to them. Communities whose people are living in poverty invariably find their young people migrate to urban centers because of the decline in traditional industries such as agriculture and fishing. 'Ecotourism' can prevent this urban drift and provide an essential alternative income. Ecotourism could act as a catalyst to mitigate the community setbacks and to assure economic justification to the communities living around protected and natural areas and cultural sites in Sri Lanka. (SLEF, 2013). To build the sustainable eco-tourism in Sri Lanka, Human Resource Development Training and Awareness Program to be conducted with a view to increase the capacity building of the tourism sector employees including the community;



- Organizing skills
- Public Relation skills
- Leadership qualities
- Decision making under pressure
- New product development
- Coordination skills
- Finance handling
- Marketing/sales skills
- Communication skills
- Customer handling
- Interpersonal skills
- Innovative skills
- Eco-friendly practices
- Solid Waste management
- Micro –finance management

- Knowledge on appreciation of biodiversity and the environment

We trust that article given a nutshell of Sri Lankan Eco-tourism and may give an idea to contribute to the nature which economically and environmentally benefits to the country and citizen. We welcome your comments for further dissemination. Thank you.

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Manager as a Counselor in an Organization



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There is no doubt that Employee Counseling is a key component of a Manager's Job. Counseling is a process involving a dynamic relationship between two parties in which one party is free to discuss needs, feelings and problems of concern for the purpose of gaining assistance. Counseling can help Employees with their Personal Problems, Poor Health, Drugs or Alcohol Abuse, Family concerns, Financial difficulties etc. It also can help with their Job related complaints and Performance issues too.

A variety of Counseling techniques can be used which purely depends on active Listening. Flexibility is an important requirement in the Counseling process. A Manager can use **Directive Counseling, Non-Directive Counseling or Participative Counseling.**

1. Directive Counseling

In this case, the Manager attempts to control directly or indirectly the topics that the Employee is talking about. Also describes the choice of the Employee and advises the Employee as to what needs to be done. There are many situations in Counseling when it is appropriate to furnish information and advice in areas which the Manager is knowledgeable and experienced. That is especially when information and / or advice is sought. Anyway, in situations where there are choices to be made and frustration and / or conflict are apparent, the use of Directive Counseling should be avoided.

2. Non-Directive Counseling

In this situation, the Employee is permitted to have maximum freedom in determining the course of the interview. The importance of Non-Evaluative Listening as a Communication Skill is

important here. It is the Primary Technique used in Non-Directive Counseling. Mainly, the approach is to listen with understanding and without criticism or appraisal to the problem as it is described by the Employee. The Employee is encouraged through the Manager's Attitude and reaction to what is said or not said to express feelings without Fear, Shame, Embarrassment or Reprisal.

The free expression that is encouraged in this technique tends to reduce tension and frustration. The Employee who has had an opportunity to release feelings is usually in a better position to view the problem in a Problem Solving Attitude. The atmosphere allows the Employee to try to work through the problem and to see it in a clearer perspective in order to find a better solution.

3. Participative Counseling

In this type of Counseling, Managers choose a Middle of the Road approach in which both parties work together in planning how a particular problem can be solved. Many of the problems that Managers are concerned with require not only that the Subordinates' feelings to be recognized, but; also that Subordinates' to be made aware of and adhere to the expectations of the Management to be productive, responsible and co-operative by all means.

On the other hand, most people with problems would prefer to be actively involved in the solution, once they feel that there is positive action available at hand. This Participative Counseling approach is advisable when it comes to a situation where a Manager is dealing with a particular Subordinate over a period of time.

It must be kept in mind that Counseling will not be successful always. In cases where Counseling fails, it will be necessary to take other courses of action such as Disciplinary action. At the same time, it is worth knowing that not all Managers are skillful enough to become good Counselors. Therefore, there should be an established system in order to make referrals to trained Counselors. In a case of a situation where the problem is about the Employee's Family Relationship, the Manager may not have necessary expertise to handle such matters. Then the Employee should be referred to a Professional Counselor. The Human Resources Department of an organization has the responsibility to refer Employees with problems to Professional Counselors who are licensed to perform such services.

In Sri Lankan context, we mainly see the Large Scale Organizations adopting above measures when it comes to Counseling, but; the importance of Counseling as a message should reach all levels of every organization. Organizations

tend to neglect personal problems of employees that are outside the Office Boundary and expect them to solve those at personal levels by themselves. When the employees are unable to solve them at personal levels, those problems will directly affect the work lives. What happens then is that organizations straight away take Disciplinary action which is the not at all the right way of tackling the situation.

Some organizations do not even make it a point to seek assistance of Counseling when it comes to problems faced by employees related to workplace. The maximum that can be identified as a solution is Sectional Heads, Department Heads or Managers talking to employees one to one on the problem at hand. As mentioned above in the article, all Managers are not good Counselors. Therefore, the solutions that can be arrived at by these one to one discussions might not be the best which the employee expects.

Everybody must realize that Counseling should be considered as a key component of every organization. Human Resource is a valuable resource and Counseling is an investment that could fuel the Human Resource to move forward. It is the duty of all of us to spread this message across to all levels of every organization.

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Tips for Effective Networking



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Networking is the ability to make and utilize contacts for either a current or future purpose. Some authors over the years have argued that networking is more of an 'art' as opposed to a 'science'. The objectives of networking vary based on the person and particular situation but some of the common ones include; creating a database of people and information that can be used to improve the quality and design of a product or service, identify new customers segments, improving customer satisfaction, personal branding and obtaining a job. Whilst networking is seen as an important aspect for today's corporate executives not everyone is successful at it. This author also agrees with the view that networking is indeed an 'art' and hence requires a few basic principles to be followed if one is to be effective in networking. Exemplified below are some tips on how to be effective in networking regardless of the type of scenario i.e. industry event, fundraising event or a social event with a more relaxed atmosphere.

Do your homework: It is helpful to do some research on the event, potential participants etc. before attending a networking event. You have got the invitation which is great, now you need to know how to make the best out of the time that will be spent attending the event. It is obvious that if you have knowledge of a particular subject matter or similar interests to other participants, the chances of being able to 'mingle' around and contribute positively to a conversation becomes much easier.

Have an open mind: The approach to networking is a very important aspect but often ignored. One has to have an 'open mind' when attending a networking event. It should start from the time of deciding to attend an event. It is important to be natural always and avoid focusing only on meeting certain objectives. Use your personality and communication skills to optimize the opportunity at hand. Be willing to speak and meet new people. If you have an open mind starting a conversation with a stranger will not be too uncomfortable. It is imperative to keep any conversation flowing. Do not limit your conversation to just one topic and avoid

sensitive discussion points or topics particularly if you are meeting a person or a group of people for the first time.

Networking is always two-way: Merely exchanging business cards or making irrelevant 'small talk' is not effective networking. Always start with some personal information such as your name, job, company and interests. Once the basic information has been exchanged, the discussion can be taken to the next level and aspects such products, services, skills, customers etc. can be shared. Always keep in mind

assistance from people you already know to introduce new people and essentially help 'break the ice'. You should also leverage on your social media contacts on facebook, twitter & linkedin to identify how many of such contacts are at the event. It is much easier to strike a conversation with these people.

Follow up is the icing on the cake: Ensure that you follow up the next day itself by sending a simple email or message to all the new contacts you met the previous day. The idea is that



that establishing credibility is the key to having an open conversation. This can also be established by maintaining 'effective listening' skills so that the other person knows that you are interested on their view and ideas.

Cover the dance floor: Target to meet as many people as possible at an event. You need to cover the entire area and not limit to one area or group of people basically. However, appropriate time has to be spent with each person you meet and talk to. The objective is not taking the most number of business cards home but the 'right' amount so that you can follow up on these new contacts and possibly meet up again at a later date. Always avoid spending too much of time with people you already know. However, it is prudent to seek

you want to have a second meeting with a potential contact. But you also do not want to lose a contact simply because there is no immediate potential. The simple mantra is that each contact has the potential to create opportunities for you in the future. Having a conversation at the event was the hardest part, so not following up thereafter would be a real waste of opportunity and time.

Meeting new people and starting a conversation at any type event is always tough considering time limitations in particular. However, by using some of the above tips your approach to networking will take a whole new dimension and achieving your networking objectives will be relatively simpler.



VALUE ADDED TAX FOR NON FINANCIAL MANAGERS



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There has been a lot of hue and cry over the increase of the VAT rate and the charging of VAT on health and telecommunication services. Suddenly, VAT has become the talk of the town. The purpose of this article is to give an idea on what VAT is, how it works, when it was introduced in Sri Lanka and why it's considered as a better tax.

Value Added Tax came into operation from 1st August 2002. Prior to that, the Goods & Services Tax Act was in operation from 1st April 1995 till 31st July 2002 and Turnover Tax was enforced from 13th March 1981 – 31st March 1998.

Turnover Tax was introduced on the supply of goods and services, and different rates were applicable for different types of businesses. At each point of supply, turnover tax was imposed and therefore it was a regressive tax. The final consumer had to bear the ultimate burden in respect of all transactions that took place between different parties in the supply chain and it was a tax on tax.

In other words if the supply chain was from an importer to a wholesale business and the ultimate was a retail business, tax was charged at each point where a supply of goods and services was made. Ultimately, the consumer has to pay tax on tax.

In order that regressive tax is not applied on this turnover, the tax was imposed at each point of supply of goods and tax credit was given to the purchases at each point. In other words, the value addition at each point was subject to tax and there was no burden of tax on the ultimate consumer. The consumer pays VAT on the value addition made by the last supplier of goods over his cost of purchase of goods and services.

Therefore, Value Added Tax was introduced as it is not a regressive tax and the ultimate consumer is benefited, and the cost of living is minimized to the ultimate consumer.

As a matter of tax policy, specific supplies of goods and services that are essential are exempted from VAT and certain supplies of goods and services, mainly exports are zero-rated, and others are standard rated.

It can be seen that as a result of repealing Turnover Tax and introducing the VAT Act, there is a loss of revenue to the Government. However, if the rates are sufficiently increased, the threshold is decreased and the exemption of supply of goods and services are minimized, the Government has an increase of revenue and a substantial number of taxpayers in Sri Lanka will contribute indirect tax revenue to meet the demands of the Government and for the implementation of a good tax policy.

From 2nd May 2016, the Government has considered the above facts and increased the VAT rates from 11% to 15% and certain exempted items have been declared as liable supply of goods and services. Further, the threshold has been reduced from Rest. 3.75 million to Rest. 3 million, and from Rest. 250 million to Rest. 100 million with regard to the retail and wholesale businesses respectively.

Further, from October 2015 different types of indirect taxes that were collected at the time of import was combined with various indirect taxes and a composite Excise Duty was imposed on liquor, cigarettes and motor vehicles. Other indirect taxes such as VAT, NBT, CESS and Excise Special Duty under the respective laws were repealed on such imports.

As a result of the modification of the VAT law, the revenue for the Government coffers has increased. Further, a substantial increase was noted with regard to the taxpayers' contribution towards the revenue and welfare of the country.

The Government has to incur various subsidies for Agricultural Development –especially paddy, tea, rubber and coconut in the form of fertilizer and welfare services such as healthcare, free education and social security payments for elderly citizens. The Government also has to subsidize various state enterprises such as CEB, CTB, Petroleum Corporation, Air Lanka, Mihin Lanka and other state commercial enterprises for which the Government requires substantial revenue and the contribution from indirect taxes is about 80% of the total tax revenue which is urgently required by the government.

Some of the major changes that were made to the VAT law with effect from 2nd May 2016 are:

1. Increase in the VAT rate from 11% to 15%.
2. Reduction in the threshold for VAT from Rs. 3.75 Mn per quarter to Rs. 3 million per quarter.
3. Reduction in the threshold for VAT on retail and wholesale business from Rs. 250 million per quarter to Rs.100 million per quarter.

Removal of the VAT Exemption Criteria

The following services are liable for VAT:

- Supply of telecommunication services.
- Supply of certain healthcare services.
- Import or supply of telecom equipment or machinery and high tech equipment.
- Supply of goods and services to specified projects approved on and after 2/5/2016, other than housing projects.

It is expected that the major changes made to the VAT law would bring substantial revenue to the Government and will reduce the fiscal deficit. Such changes would also bring about the following benefits:

- Adoption of VAT has a moral advantage of tax transferring.
- Adoption of VAT helps to reduce the evasion of tax.
- Adoption of VAT can increase the number of income tax payers.
- VAT simplifies the indirect tax system.





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Dynamism and cutting edge technology has resulted in dramatic change in the pulse of the people. With the mixing of globalization and the advanced educational facilities, people have started to find sophistication as well as fashion within their lives. As a result life has been bombarded with competition, complexity as well as anxiety. For them to ensure better survival of their family as well as professional lives, individual has to differentiate themselves by consistently articulating and leveraging their unique value propositions.

What is Personal Branding?

Lake Laura, has defined “**Personal Branding** is the process of developing a “**mark**” that is created around your personal name or your career. You use this “mark” to express and communicate your skills, personality and values. The end goal is that the personal brand that you develop will build your reputation and help you to grow your network in a way that interests others. They will then seek you out for your knowledge and expertise.”

Since Brand is the collection of perceptions on the mind of consumers, it should be a definite requirement for the individuals to do the personal branding for themselves. To create a better brand for you knowledge, attitude, experience and qualifications create a remarkable impact and at the same time behaviors, expressing our thoughts, gestures, postures as well as the way how we dress, our consumption of products also make a significant impact too. Further, association of prestigious brands such as BMW, APPLE and ROLEX will result in driving the same perception on the users as well.

The qualities of a strong Brand;

- ✓ Powerful
- ✓ Authentic
- ✓ Consistent
- ✓ Visible
- ✓ Valuable

These same qualities will apply to personal brands as well.



Going deep into their journey, they have continuously performed and committed to build the brand around them. For them, to grow this way they surely have passed many highways in their journey. But throughout, their power,

reliability, transparency, honesty and such great values are the main features reflected. Due to the solid structures of their brands most of the people began to love them and thus they became highly respected characters of the world.

How to manage the Personal Brand

Be Proactive	Be Strategic
Promote your accomplishments.	Choose your associates wisely.
Maximize your participation in meetings and groups	Have a positive attitude.
Communicate effectively	Dress and act the part.
Stay relevant	Maintain a professional image online.

Linkage of Corporate Culture



Corporate entities are one of the main income generators to the economy of the country. For the betterment of the country and the survival of the organization key leadership qualities make tremendous impact and great leaders are created with the collaboration of personal branding as well as the associations of the above mentioned factors. To be a star in the corporate culture; a person should be determinate, practice unique as well as differentiation approach to obtain a distinctive and desirable place in the minds of others. Different personalities are responding to the assigned task in different ways in the organization as well as in their personal lives. Some may be always positive, some may be best neutral or some may be very negative towards to the task. In the category of the extremely positive are those who are always results oriented as well as meeting deadlines, innovative thinkers and their approach is always to make things happen. They never try to justify reasons

for not achieving, no matter how difficult the task. Certainly the brand you communicate marks your career reputation and is in some respects, a promise.

Branding is an executive-level strategy that works for professionals at all levels, no matter what kind of position you seek or hold. Sometimes, it might be considered as a competitive weapon or a powerful way to differentiate yourself and open great doors in your life too.

Branding for a Product or branding for a person is equally important and it simply emphasizes the correlation between success and Branding. Personal branding will open diverse opportunities and doors in the personal as well as professional life.

Creating the best Personal Brand?

- ✓ Awareness

Awareness of broader things around you will make you more successful and complete. Knowledge would not be found only through books or degrees. Though these will provide a shine to their life, a person should be learning lots of things from the society as well, through their experiences. When applying these to corporate culture, a person should be presenting himself as a lively character who will be having a greater focus on the cutting edge technology in accordance

with the organizational culture. In cooperate culture's point of view; these personalities would be highly respected figures as well as the most wanted people in the organization. This strength will be creating a win-win situation for the organization as well as a personal boost as well. To be the best personal brander, a person must be a source of knowledge.

✓ Trust

In the organization point of view, one of the best and main indicators will be the trust among the staff and the management. This should be gained with a highly ethical as well as genuine approach. In the organizations' point of view, without trust nothing will be built up with a person. Trust can be built up through performance as well as personal behaviors and discipline. If a person is results oriented, he will meet deadlines automatically, thus falling into the "star" category. Due to self-reliance as well their knowledge factor, they will be raised by the organization as top management. These qualities will create great leaders and managers within the corporate world. Even in general life, people always tend to stick to the branded products due to lower risk. Thus this emphasizes that Trust is one of the key factors to be developed.

✓ Reputation

In the organizational point of view, without having a good reputation, no one can be the proper leaders or managers. Simply, to be a better brand you need to have a good reputation. Reputation is the collaboration of trust, knowledge, performance, behaviors and commitment etc. If you take a physical brand like VOLVO or ROLEX people do not consider the price due to these factors. To be a respected party in the corporate culture, one needs to build a sincere reputation around themselves.

✓ Perception

This is how your image reflects to the world. At the same time, it also matters how the world is looking at your brand. To obtain the desirable place in the mind of consumers as a better brand, awareness, trust and the reputation should be mixed well similar to a brand, it should assure continuous performance to keep the same perception in the consumers mind.

Creating a strong brand establishes a person as a natural leader, making people look up to you as a firm thought leader. Similarly, finding success throughout your career naturally pushes yourself to take a stronger stance on how you handle yourself and others.

Significance of Personal Branding to Corporate entities

✓ Building good Leadership qualities

To drive the organization towards the industry objectives, there should be visionary leaders who must take part. So if there are highly spirited people, their leadership qualities will keep the company at the highest level for a person thinking and living in a traditional world it is impossible for him to take a challenge of that sort. He will be just an ordinary person to the organization. To lead an organization, style as well as sophistication should be mixed well with their personality.

✓ Greater Control on own Destinies of the Organization

For the sustainability and the progression of the organization, there should be great personalities to lead and impact. Due to the robust personal structures building up within the organization, it has ensured the safe arrival at the preferred destination.

✓ To get ahead managing the impression of others towards to the cooperate entity

Credentials are utmost important when moving up the ladder. Most of the strong personalities hold desirable places in the minds of the general public. Similar to the corporate world, most of the strong brands lead the journey with their teams along with greater motivational and development tools

✓ To create a great Differentiation on the business entities

Rivalry within the market place has created more choices to the customers as well as the suppliers. To survive entities need to differentiate their offering better than their competitors. Differentiation of attitudes will make greater differences within the market place.

Great personalities similar to great brands, have brought impeccable transformation and amazing changes in the usual routines of life.

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IMPORTANCE OF SKILLS TO BUILD A STRONG PROFESSIONAL IMAGE



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Skills can be defined as the ability to do the things within a given time frame with pre-determined results. Professional Image is the status where you are standing on with the professional knowledge and experience you have gathered so far. There is a direct relationship between the skills and the professional image which you will realize when you are going through this article. People can have thousands of images throughout their lives in accordance with the way they perform but it will never be professional without skills. Wibur Wright one of the inventors of the airplane, having said that;

"It is possible to fly without motors, but not without knowledge and skill"

As such, an image without skills is like a bird without wings. Whereas people can have many skills without professional image, only just having positive attitudes and the commitment. For an example; there are persons who are killing people on contracts and they are doing this as their profession. Killing a person without leaving a single proof also is a skill. That is why people called them as professional killers especially in European Countries.

But do not forget that they will never get the professional value and an image for that except a bad image. There are proof in the society that you are not required to have a professional image to perform and become to master in certain professions in certain fields such as politics, music etc... You can see that how many political leaders are there; those who are not having even a secondary education. But it is not applicable for every profession and in that case your professional career will be stopped at a certain point. You will not be able to perform beyond that point. If you want to put a step beyond that, you should be professionally qualified along with your skills. For an example, suppose there is a blue collar worker who is not well educated but performs than the expected level by the management and with his experience he is the master of his job. Imagine that he knows the job than anyone and the whole organization's production depends on him. In this scenario will this blue collar worker be become a director or a manager of this organization. Can this blue collar worker at least apply for a managerial position with only his skills and expertise? No, up to certain level only he can climb the ladder and because of the inability to fulfill some necessary requirements pertaining to the

particular designation as I mentioned above, he has to stop at a certain point of his career path.

Being educationally sound is not enough to build a high level of professional image. There are educationally well qualified people with all the theories. But when they are going to apply the theories which they learnt for few years dedicating their lives, to the practical scenario, 80% of them may fail because of they do not have the skills to match or cohere those theories with the current situation. My belief is that people should have certain skills to have a strong professional image and if they have both of them only they can climb to the top. When you experiment the society, you will find plenty of example of people who professionally educated but could not be able to be conspicuous in the particular realm. Sometimes you will not believe that there are good authors and they are expressing excellent ideas and thoughts in writing which affect to totally change even the reader's lives. But they cannot speak well in English. There are artists who turn their thoughts and ideas into beautiful words and make songs. But they cannot sing. As well you will find lot of example of people who are in the top of the different realms with extreme skills but not professionally educated. When you search the history of the way they became such a special character in the society, you will realize that the only reason behind the success of those people is the positive attitudes and the commitment. They are shining in the society like a lotus which emerged from the dirty mud. There are some extra ordinary people those who have born skills with them and with those skills they may become special characters in the society or the business world without an effort. For examples, singers, artists etc... Especially some persons are born with the ability to sing with a clear and sharp voices which everyone does not have. We can call it as god given talent and end of the day they may become the stars. Every other persons have to develop their skills in them or completely earn skills through any other way which is reputed and the available in the world. Sometimes even though you are putting effort throughout your life to develop certain skills, it may be unsuccessful. Most of people do not clearly recognize their skills and because of that in every attempt they may fail. Some people are clever for mathematics, but without recognizing that properly, they are trying to be counselors which they never can be sometimes. Some people have the ability to speak to the hearts of the people and they are good advisors, but they are trying to become accountants. Some people have the creativeness in them and if they think for a moment, a magnificent creation may be produced by their hands which we cannot even imagine, but they are trying to be Administrators. Therefore recognition of the inbuilt ability to do something is also very important. Otherwise it will be a waste of their whole life and society will lose many talented people. If the people can recognize the skills in them properly, they can choose their professional career accordingly and put all the efforts to develop them to sharp their professional image. Then they can perform to the manner born. There are some people with brilliant skills who will never recognize their

skills until they go from this world. Some people, they know even well that they have certain skills but they do not take any single attempt to groom those skills. That is just because of they do not have positive attitudes and they regret to spend the time to develop those. It is reflected by the beautiful quote below;

"Man often becomes what he believes himself to be. If I keep on saying to myself that I cannot do a certain thing, it is possible that I may end by really becoming incapable of doing it. On the contrary, if I have the belief that I can do it, I shall surely acquire the capacity to do it even if I may not have it at the beginning." (Mahatma Gandhi)

This is all about positive attitudes and it shows that, unless a person do not put a step or make an attempt to develop their skills, he has to die as he born. Hence if a person need to be an excellent character in the society or the business world who will have the respect, honour and the compliment from whole society, should develop skills and gather more skills. People can develop further their skills in them or gather skills through academic and professional ways. In today's world, there are so many ways and institutions established where people can gather knowledge and develop their skills. Then a person who gathered or developed skills in aforesaid ways, will be received a strong professional image automatically pertaining to his realm. For all of these achievements, you should have positive attitudes and a continuous commitment which is very important. If people focus on the learning growth and skills development and if they can have it into their hands, they will be the leaders of tomorrow. No person can find an easy way to build a strong professional image in the business world with this rapidly changing technology and the globalization. People who have an intention to become a strong professional, should develop their skills and find ways to gather new skills in line with the current scenario. Sometimes people have to dedicate their whole life for the development of their skills in order to have a strong professional career or at least they have to sacrifice some major parts of their life style. Otherwise they will not be able to survive and compete with the competitors. Lou Holtz, a former American football player having said that,

"So many times people are afraid of competition, when it should bring out the best in us. We all have talents and abilities, so why be intimidated by other people's skills"

Yes, as per his quote, people should not be afraid for competition, if they have developed and well trained talents and abilities. If we have not sharpen and developed our skills, we have to certainly be intimidated by other people's skills as far as their skills are sharpen than us.

Developed and updated skills will sharp your professional image and groomed skills & sharpened professional image will accompany you a long journey in your professional career.

Another successful event of CPM: A nutshell view of AMDISA Regional Management Conference – 2016

The Institute of Certified Professional Managers (CPM) & The Postgraduate Institute of Management (PIM) jointly organised the AMDISA Regional Conference in collaboration with the Association of Management Development Institutes of South Asia (AMDISA) on July 25 and 26 at PIM, Colombo 08. This conference was attracted a large number of scholars from the Management Institutes of SAARC Countries. Eminent speakers both local and foreign addressed the conference. AMDISA includes Management Institutes of all the SAARC Countries including its members from India, Pakistan, Bangladesh, Sri Lanka, Maldives, Nepal and Bhutan.

The theme of the conference was “Management Development through International Networking & Collaborations”. The theme was set with the objective of enabling the platform for sharing of knowledge and expertise with management professionals in academia and business in South Asian Countries. As in the past, this conference was well patronized by business leaders and top and middle level management and also attracted management professionals representing Universities, Industry, Commerce, Banking & Finance and the Service Sectors in South Asia.

The conference was inaugurated on July 25 by the Keynote Speaker Dr. Razeen Sally, Chairman of Institute of Policy Studies of Sri Lanka. The President of AMDISA & CPM Prof. Lakshman R. Watawala, Prof. Ajantha Dharmasiri, Director of PIM Sri Lanka and Dr. Ashok Joshi, Immediate Past President of AMDISA addressed the inaugural session.

Inauguration



Welcome Address by
Prof. Ajantha Dharmasiri
Director-PIM, Sri Lanka



Address by
Prof. Lakshman R. Watawala
President-AMDISA & CPM, Sri Lanka



Address by
Dr. Ashok Joshi
DG-IndSearch, India



Keynote Address by
Dr. Razeen Sally
Chairman-IPS, Sri Lanka

Internationalization has become a necessary requirement to gain competitive advantage which results in networking and collaborations. The effectiveness of the process is directly related to the way institutions manage global and regional links with related information and interaction. The potential to tap a wealth of knowledge through meaningful collaboration needs to be explored. According to this broad theme four major areas were comprehensively discussed such as overview of South Asian scenario on networking & collaborations; strategic actions & networking: key initiatives; challenges in management development – country perspectives and Corporate Learning Improvement Process System (CLIPS).



Session 01

OVERVIEW OF SOUTH ASIAN SCENARIO ON NETWORKING & COLLABORATIONS

(L to R) - Prof. H.H.D.N.P. Opatha, Dr. Prabhat Pankaj,
Dr. D.M.A. Kulasoorya, Dr. Tanbir Ahmed

The entire conference can be analysed under four clusters such as intentions of the conference, contents which were covered during sessions, process should be adopted, and delivery points within the next possible time frame. The broad theme was contextualized under the frame of International networking and collaborations are necessary when we have to operate in a “glocal” world. As we often experience, it has in fact become a VUCA (volatile, uncertain, chaotic and ambiguous) world. When we focus on South Asia that houses one fifth of the world population, we see the human richness it contains. Strangely, we see “best brains” as well as “worst poverty”, perhaps in co-existence. There is an acute role that public sector administrators and private sector managers can play for socio-economic up-liftment of South Asia. The purpose of AMDISA and the pursuits of its member institutes accordingly gearing forward with stronger networking and better collaborations in responding to this reality. As stated in the message of the hosting institute chairman, this conference was paved the way to learn and lead together, as members of a vibrant South Asian regional management community in contributing meaningfully towards progress and prosperity.

This has been further established in the concluding remarks of the theme management education in South Asia: Imperatives for quality through networking. It states as South Asia has the potentiality to become a major player in management education. This can come about with a focus on quality and employability skills. Learner-centric approach is helpful in bridging the gap between teaching and practice. South Asia management education also needs to adopt youth-centric approach to convert the large pool of young aspirants into a demographic dividend. Collaboration among South Asian management institutions would ensure a great deal, and it has the potentiality of leveraging collective strength.



Session 02

**STRATEGIC ACTIONS & NETWORKING:
KEY INITIATIVES (Panel Discussion)**

**(L to R) - Dr. Hasan Murad, Dr. S. Padam, Prof. M. Thilakasiri,
Dr. Satish Ailawadi, Prof. Dr. A.K.M. Saiful Majid**

Under the theme of strategic actions and networking: key initiatives, the key triggering points of focus on management, the role of management schools, proliferation of management schools were comprehensively stressed. Particularly, under

these circumstances, the role of AMDISA was emphasized. It was well stated in the management education in South Asia: Who afraid of quality? article. It states as the quest for quality in management education has now become

an international obsession. SAQS – South Asian Quality Assurance System – has now established itself in its own right, alongside the EQUIS and the AACSB. The South Asian Region now has some of the best management schools in the world and the economic and social resurgence during the last thirty years has demonstrated its hunger for better and more management. No wonder that the number of management schools has gone up steeply – over 4,500 is still an under-statement. The quest for quantity, as always happens, has not kept pace with quality. For every top class management school, there are a hundred others crying for quality. While there is truth in saying that South Asia is not poor but is poorly managed, the remedy is in promoting better management practices through sustained quality in imparting management education.



Session 03

**CHALLENGES IN MANAGEMENT DEVELOPMENT
-COUNTRY PERSPECTIVES (Presentation of Case Studies)**

**(L to R) - Dr. R. Senathiraja, Prof. Ajantha Dharmasiri,
Prof. Siddiqui Nisar, Prof. Masood Ahmed**

Finally, professionals who were representing diverse backgrounds made comments about the Corporate Learning Improvement Process (CLIP). They were deliberating over the fact that how AMDISA could steer towards making CLIP into SACLIP. However, it was concluded that process and delivery are the crucial in terms of creating a platform of setting a mechanism as an evaluation for corporate learning.



Session 04

CORPORATE LEARNING IMPROVEMENT PROCESS (CLIP)-(Panel Discussion)
(L to R) - Dr. Ashok Joshi, Prof. Dayantha S. Wijeysekera, Dr. Hasan Murad, Dr. Travis Perera, Mr. Priantha Seresinhe, Prof. P.K. Biswas, Dr. Sarwar Uddin Ahmed



Summing up and Conclusion
Mr. Samantha Rathnayake

It is important to look forward to conference outcomes to see how AMDISA can best keep up the momentum of those deliberations, networks, continued exchanges, and shared materials. In particular, we should ask how to review the workshop outcomes and technical documents to comment on how it can be explored them to make them most useful to all of us at country level to region at large.

68th AMDISA Executive Board Meeting in Colombo, Sri Lanka

CPM hosted the Executive Board Meeting of the Association of Management Development Institutions in South Asia (AMDISA) on 25th July 2016 at PIM Sri Lanka, Colombo 08.

Prof. Lakshman R Watawala, President of the Institute of Certified Professional Managers (CPM) presided the meeting.



Matters pertaining to the Management profession and its development in the South Asian Region were discussed at the meeting. AMDISA also promotes collaboration activities with different Management Universities and conducts Certificate & Diploma courses. In addition, the development of Regional Case Studies and promoting these among SAARC countries were among the issues discussed. Council Members from India, Pakistan, Bhutan, Nepal, Maldives, Bangladesh and Sri Lanka were present.

It was decided to organize the next South Asian Management Forum (SAMF) in February 2017 in the Maldives.



L to R : Mr. C. Ramakrishna-Executive Director of AMDISA, Dr. Hassan Sobaiib Murad-Pakistan, Dr. Ashok Joshi-India, Prof. Lakshman R. Watawala-President of AMDISA, Prof. Ajantha Dharmasiri-Sri Lanka, Prof. Siddiqui Nisar Ahmed-Pakistan, Prof. A.K.M. Saiful Majid-Bangladesh.

CPM continues the “Evening For Managers (EFM)” presentation series...

Extending the highly interactive evening presentation series of “Evening For Managers (EFM)”, the CPM organized another two successful evening presentations on March and May 2016 which are the 03rd and 04th subsequent presentations of EFM.

"Economics Insights for Managing Business Affairs" on 16th March 2016 at SLIDA

The 03rd EFM was discussed under the topic of ‘**Economics Insights for Managing Business Affairs**’ by the eminent and eloquent Economist and Retired Deputy Governor of the Central Governor Dr. W.A. Wijewardena well explained about how economics teaches to make well-informed decisions, how we behave about it, how businesses behave and how the government behave. He further stated that, it is predominantly, revolving around decision making. If we take enterprise view, what should a business do to raise profit margin. Knowing key insights in economics will help us immensely in sound decision making. He further emphasized that the economics is a great foundation for many careers, one should ask questions that are we adequately equipped with basic economics knowledge.

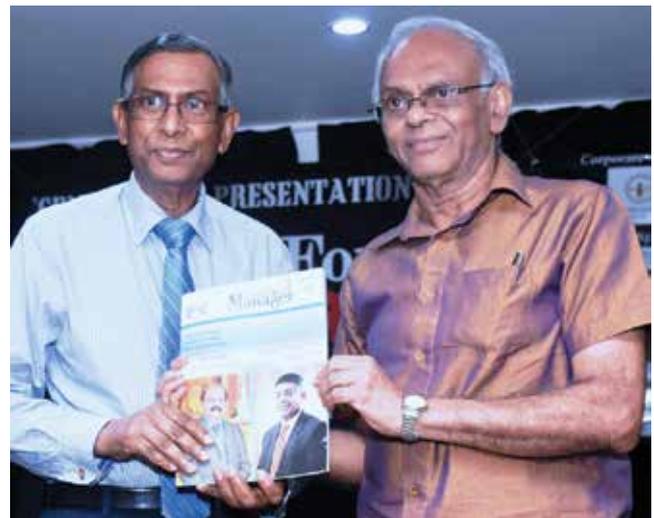
Participants were well received the presentation followed by panel discussion consisted 04 leaned panelists of Ms. Ruvini Fernando, Director/CEO-Guardian Fund Management Ltd., Mr. Anil Cooke, Managing Director-Asia Siyaka Commodities PLC, Mr. H.M. Hennayake Bandara, Former General Manager/CEO-National Savings Bank, Mr. Roshan Collas, Asst. General Manager-National Sales-Sri Lanka Insurance Corporation. Mr. Samantha Rathnayake, Head of CPM Education & Training Committee and Management Consultant of PIM moderated the session.



L to R : Mr. Anil Cooke, Ms. Ruvini Fernando, Mr. Samantha Rathnayake, Dr. W.A. Wijewardena, Mr. H.M. Hennayake Bandara, Mr. Roshan Collas



Questions from the audience



Prof. L.R. Watawala presenting a copy of Certified Manager to Dr. W.A. Wijewardena

"How Innovative are our Managers" on 18th May 2016 at SLIDA

The 04th EFM was talked on 'How Innovative are our Managers'.

The global award winning consultant and veteran speaker Dr. Asoka Jinadasa made the presentation under the topic followed by the panel discussion comprises 04 panelists who were shared their valuable thoughts. The panel discussion moderated by the Management Consultant of PIM and Head of the CPM Education & Training Committee, Mr. Samantha Rathnayake.

"Innovation is a process that is fed by creative ideas from the entire workforce and their managers. This can only happen if the top management of the organisation is fully committed to supporting ongoing transformational change. Most organisations have a lot of creative employees and managers with new ideas about streamlining their internal processes to meet the expectations of their stakeholders. Encouraging them to come up with creative new ideas and implementing the most innovative ones is the only way to sustain organisational success in increasingly unpredictable operating environments" during his vibrant presentation, Dr. Asoka elaborated.



Dr. Trevor Mendis, Senior Management Consultant–PIM, Mr. Nisthar Cassim, Chief Editor–DailyFT, Ms. Salome Senaratne, Director HR–Kingsbury Hotels and Mr. M.M.M. Rizley, Management Consultant represented the panel who have given an in-depth overview according to the theme.

CPM Professional Development Programme (PDP)

Under the core objectives of the Education & Training Committee, CPM launched “**Professional Development Program (PDP)**” assuring compliance with CPD requirements and to support the upgrading of professional competency level of the members and other stakeholders.

CPM organized very successful first PDP on 28th June 2016 under the topic of “**How to make MANAGERS & EXECUTIVES more CREATIVE AND INNOVATIVE**”. The program was well received by all the participants and CPM is confident that the lessons & activates would find them very useful in their workplace.

CPM Education & Training Committee is planning to continue this program more frequently.



Participants of the first PDP

New Members Induction & Certificate Awarding Ceremony 2016

Achieving another milestone, the Induction & Certificate Awarding Ceremony on 23rd March 2016 at BMICH for new members was organized by the Education & Training Committee to brief them on the activities of CPM & New areas of management.

The occasion was graced by Mr. Thushara Perera, Group Marketing Director-Derana TV & Derana FM as the Keynote Speaker, Mr. Dian Abeywardane-Communication Skills Development Trainer & Life Skills Coach as the Special Speaker, Prof. Lakshman R. Watawala-President of CPM, Mr. Basheer Ismail-Treasurer of CPM and Mr. Samantha Rathnayake-Head of Education & Training Committee.



L to R : Mr. Samantha Rathnayake, Mr. Dian Abeywardane, Prof. Lakshman R. Watawala, Mr. Thushara Perera, Mr. Basheer Ismail

Delivering the keynote under the topic of “Importance of Networking for Professional Managers”, Mr. Thushara Perera said that the biggest challenge for new professionals is to retain the professionalism while improve their management skills. He further stressed the need of improving professionalism and shared his experience to illustrate his point.



Keynote Address by Mr. Thushara Perera



Now we need a higher level of professionals who can get the trend back on track using a combination of professional management, expertise and changes in legislation. Speaking at the ceremony Mr. Dian Abeywardane said.

Address by Mr. Dian Abeywardane

Prof. Lakshman R. Watawala also emphasised the need to use the expertise of well grown management professionals such as those granting the membership from CPM to improve the state & private sector in Sri Lanka.



*Address by:
Prof. Lakshman R. Watawala*

Mr. Samantha Rathnayake explained about the Code of Ethics and CPD Scheme of the Institute. He also explained about the activities as well as the expectations from the members by the Institute.



*Address by:
Mr. Samantha Rathnayake*



*Vote of Thanks by:
Mr. Dilshan Arsakularathna*



Receiving the Certificate



Recipients of Certificates

The Institute will organize this program bi-annually for the new members.



Recipients of Certificates with Guests

New CPM Memberships awarded during March to August 2016

Fellow Member

C. B. Wijyaratne (FCPM00229)
Chief Compliance Officer
Hatton National Bank PLC

K. R. Naguleswaran (FCPM00232)
Head of Trade Finance
Public Bank

A. B. Higgoda (FCPM00235)
Col. Budget
Directorate of Budget & Finance

R. M. Samantha Rathnayake (FCPM00230)
Management Consultant
Postgraduate Institute of Management, Sri Lanka

N. S. Rajapakse (FCPM00233)
Snr. Asst. General Manager-Marketing
Ceylinco Insurance PLC

R. P. Kaluarachchi (FCPM00236)
Chief Executive Officer
TKS Finance

P. R. Collas (FCPM00231)
Assistant General Manager-National Sales
Sri Lanka Insurance Corporation Ltd

Dr. L. S. R. Pagoda (FCPM00234)
Wing Commander
Sri Lanka Air Force

Member

Y. A. D. Nilmini Yapa (MCPM00596)
Executive Assistant
Ceylon Petroleum Corporation

N. D. S. R. Gunasekera (MCPM00604)
General Manager
Chilaw Plantation Ltd.

G. D. R. Perera (MCPM00612)
Assistant General Manager Finance
Sri Lanka Social Security Board

S. I. I. S. Shahmy (MCPM00597)
Manager Operation
South Asian Clinical Research

K. P. C. K. Amarathunga (MCPM00605)
Development Officer
Ministry of Internal Affairs

T. R. Obeth (MCPM00613)
Senior Lecturer
Lanka Bible College

A. K. N. Ranjeewa (MCPM00598)
Manager
Commercial Banak

N. W. Suriyaarachchi (MCPM00606)
Manager Administration
Room to Read Sri Lanka

M. J. L. S. Fernando (MCPM00614)
Factory Manager
Ceylon Agro Industries

W. M. D. B. Abeyratne (MCPM00599)
Assistant Auditor
State Timber Corporation

C. J. D. Kulas (MCPM00607)
Contract Manager
Maga Engineering

N. Liyanaarachchi (MCPM00615)
Chief Executive Officer
Sanasa Federation Ltd

G. A. S. Perera (MCPM00600)
Assistant Accountant
Bartleet Produce Marketing (Pvt.) Ltd.

A. L. J. D. Abeyratne (MCPM00608)
Group General Manager-HR
Harcourt (Pvt.) Ltd

M. M. C. Kumara (MCPM00616)
General Manager
Trossed (Pvt.) Ltd

G. R. Gunawardana (MCPM00601)
Director / CFO
Wings Logistics (Pvt) Ltd.

J. T. A. N. Bandara (MCPM00609)
Manager Operation
Siksil Institute of Business & Technology (Pvt.) Ltd

P. Pratheeba (MCPM00617)
Senior Lecture
Eastern University, Sri Lanka

R. M. Ariyaratna (MCPM00602)
Manager Finance
Sri Lanka Insurance Corporation

M. N. D. Silva (MCPM00610)
Country Manager
Regus

D. M. A. Madhawa (MCPM00618)
Senior Manager
Bank of Ceylon

W. W. J. L. Fernando (MCPM00603)
Captain
Sri Lanka Army

R. M. N. P. Rathnayake (MCPM00611)
Senior HR Manager
National Housing Development Authority

P. M. A. N. Pingama (MCPM00619)
Programme Operations Specialist
United Nations Development Programme

M. W. V. Marapana (MCPM00620)
Captain Logistic Department
Sri Lanka Navy

E. P. A. P. Edirisinghe (MCPM00622)
Manager H.R
Gilitz Park Pvt. Ltd.

M. R. Farook (MCPM00624)
Accountant Executive
Aitken Spence

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Accountant
Originals Lanka (Pvt.) Ltd.

P. J. Kumara (ACPM01112)
Cost Accountant
Petform (Pvt.) Ltd.

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M/S Aiyar & Co.

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Management Assistant
National Water Supply & Co.

M. Y. M. Irshad (ACPM01113)
Business Finance Officer
Qatar Airways-Qatar

H. K. Deshapriya (ACPM01124)
Excise Inspector
Excise Department of Sri Lanka

K. A. D. Ishara (ACPM01103)
Senior Officer-Finance
Samason Reclaim Rubbers Ltd.

M. D. S. K. Thilakarathne (ACPM01114)
Accounts Executive
Unawatuna Beach Resort (Pvt.) Ltd.

M. L. M. Najath (ACPM01125)
Executive - Accounts & Administration
Amana Takaful Insurance

D. M. Nanayakkara (ACPM01104)
Accounts Trainee
KPMG

P. C. P. Wickramasekera (ACPM01115)
Deputy General Manager
Ceylon Petroleum Corporation

T. N. Caldera (ACPM01126)
Senior Associate
WNS Global Service PLC

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M. Newton (ACPM01116)
Accounts Supervisor
A.C.M. Ifhaam & Co.

M. D. U. C. Chandrasena (ACPM01127)
Executive
AIA Insurance

A. M. C. S. Adikari (ACPM01106)
Senior Finance Officer
Kanrich Finance PLC

P. H. S. Seevalee (ACPM01117)
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Senior Auditor
Ernst & Young

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W. K. P. Sathsara (ACPM01140)
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N. K. Lawrancehewa (ACPM01141)
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Study Abroad (Pvt.) Ltd.

I. G. C. K. Wimalasiri (ACPM01142)
Operation Manager
CNV Project (Pvt.) Ltd.

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Maga Engineering (Pvt.) Ltd.

S. S. Weerakoon (ACPM01144)
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hSenid Resorts (Pvt.) Ltd.

K. M. K. S. Kumara (ACPM01145)
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W. A. V. Dushmantha (ACPM01149)
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Commercial Bank of Ceylon PLC

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S. Sugirthanantham (ACPM01151)
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WNS Global Service PLC

T. N. S. Gunasekera (ACPM01152)
Zonal Manager
Singer Sri Lanka

M. S. Jahaan (ACPM01153)
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Amana Takaful Insurance

G. A. D. A. Perera (ACPM01154)
Assistant Accountant
Ministry of Agriculture

C. D. Dunuwila (ACPM01155)
Assistant Accountant
Chaina Harbour Engineering Co. Ltd

W. A. S. L. Jayasundara (ACPM01156)
Accounts Executive
Gamini Mudalige & Co.

M. S. Iqbal (ACPM01157)
Accounts Executive
Choco Luv

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