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SEGMENT A: BUSINESS & EDUCATION

KNOWLEDGE MANAGEMENT AS A CATALYST FOR BUSINESS PROCESS DIGITALISATION

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Abstract

Accelerated by the COVID-19 pandemic, businesses are increasingly characterised by a pervasive role of business digitalisation redefining organisations' management of customer experience efficiencies. Digital transformation challenges enterprises' adaptability, development, technology integration, and resilience in evolving their business models. It redefines value creation strategies. This paper argues that enterprises should rethink the creation and delivery of value to their customers, not based on technologies but knowledge management strategies instead. As technologies transform business processes, KM is a catalyst in the evolving nature, knowledge assets, and transformation preparedness of enterprises' value drivers. Integrating Osterwalder and Pigneur's Business Model Canvas, Parmar et al.'s five patterns for value creation, and Goncalves' cloud enterprise transcoding proxy, few cases are briefly discussed. Digital transformation drivers and the role of KM for strategic relevance are underlined through digitalised knowledge processes and customer-centric global marketing strategies to access and manage resources, core competencies, and dynamic capabilities.

Keywords: Knowledge Management, Digital Transformation, digital technologies, Deep Learning, digital wallets.

INTRODUCTION

Increasingly today's global business landscape is characterised by the pervasive role of digital technologies that redefine how enterprises manage their client's experiences and govern operations efficiencies (El-Darwiche et al., 2012; El-Darwiche et al., 2014). To cope with the internet advancements, including 5G infrastructure and the latest integrated communications digital technologies, the race for business' digital transformation has accelerated, especially since the global COVID-19 pandemic broke out in 2019.

In this paper, per Gartner's (2019) and Bloomberg's (2018) definitions, *digitisation* is converting something into a digital format, such as encoding data and documents. *Digitalisation* is the adoption of digital technologies to alter a business model and offer innovative value-producing opportunities and revenue sources; the process of moving to a digital business platform (Cochoy et al., 2017; Härting, Reichstein and Jozinovic, 2017). Both terms are quite distinct from *digital transformation*, which is not something that enterprises can implement as projects. This broader term refers to the customer-driven strategic business transformation that requires cross-cutting organisational change and digital technologies implementation. It revolves around converting business processes over to use digital technologies instead of analogue or offline systems. Digital transformation not only emphasises the enterprise's challenge to adopt, develop and integrate new digitalisation of business processes, as it also highlights the fundamental importance of evolving its business models and redefining its value creation programs (Aleksej et al., 2018).

A global shift into digital transformation is challenging enterprises to develop a more holistic integration of business processes, requiring a rethinking of how products and value are delivered to their customers and stakeholders. For this reason, business decision-makers must assess how business data is being created, managed, and shared across the enterprise. The latest digital technologies foster a paradigm shift in how business, as an enterprise asset, is being used to shape value drivers, especially those related to data processing, to manage and access crucial data resources and shape core competencies dynamic capabilities.

Technological innovations and human ingenuity have persistently contributed to managing strategic data and business capabilities. Indeed, digital technologies now offer ubiquitous and timely access to a vast array of business and market resources, opening significant prospects across the globe and, with it, several business challenges as well. Considering the rising influence and dependence on digital technologies and applications across global markets and business sectors/industries, the ability and level of connectedness of managed business data and strategies are encompassing a more significant impact on the growth and sustainability of competitive advantages (Venkitachalam and Willmott, 2015; Dragicevic et al., 2019). Besides the importance of strategic data, the extant literature on digitally connected conceptualisations, such as big and thick data, cloud computing, deep learning, Internet of Things (IoT), augmented reality, virtual worlds, digital wallets, applied business analytics, highlights several challenges associated with attaining and maintaining business value for customers and stakeholders (Pauleen and Wang, 2017; Uden and He, 2017). Scholars such as Edwards and Tabora (2019, p.36) have argued that while applied business analytics might generate data and business intelligence, there is still the need to understand data inputs and intelligence in a more human sense. In other words, while big data (quantitative) may offer business insight into "what" is happening in the industry, it does not tell why. For that, we need to analyse the thick data (qualitative). There remains an associate degree of an inherent risk of how decision-makers use, interpret, and apply strategic data effectively in their enterprises to realise and sustain competitive advantage, which is still not clear (Edwards and Tabora, 2019; Dragicevic, 2019).

Existing literature suggests decision-makers usually have a limited understanding of the role of strategic data management and its influence on the competitive advantages of the enterprise (Grant, 1996; Zack, 1999; von Krogh, Nonaka, and Aben, 2001; Casselman and Samson, 2007; Choi et al., 2008; Venkitachalam and Willmott, 2015; Venkitachalam and Willmott, 2016). Oversight towards strategic data management within the context of the growing stress of digital transformation across numerous industries worldwide generates substantial challenges, such as non-adaptive and dysfunctional data processes, including but not limited to the creation, transfer, use, and application of data (Heinze et al., 2018). Consequently, such inefficiencies could result in reinvention and loss of data assets at substantial costs to the enterprise (Venkitachalam and Willmott, 2016; Dragicevic et al., 2019). Hence, it is enthralling that decision-makers develop a better understanding of the intersection between strategic knowledge management and the need to adopt a digital transformation at the enterprise.

COMPETING TECHNOLOGIES ACCELERATING BUSINESS DIGITALISATION

If there were any protracted disbeliefs about the need for businesses to engage in digital transformation to extend their lifespan and enhance competitive advantage, the global COVID-19 pandemic has quashed it. As the business sector, across the globe, is deterred from physical contact with supply chains, distribution channels, and especially its customers, most exchanges are being pushed to a virtual platform. For many businesses, digital operations have become the only alternative due to mandated shutdowns and constrained in-person activities. Enterprises face the terrible choices of going digital or going dark (Leatherby and Gelles, 2020).

The pandemic has fast-tracked industries' transformation, forcing business decision-makers to rethink their business models (Iansiti & Lakhani, 2014). Digital transformation has become a megatrend, threatening existing businesses and, concurrently, promising all-encompassing new opportunities. More than ever before, digital transformation processes are becoming part of every aspect of business worldwide with a significant impact on business growth and sustainability, without restrictions to any industry or business division, affecting cross-divisional or cross-departmental functions that impact businesses. To avoid shrinking profitability and make effective decisions, enterprises worldwide must understand the significance and scale of changes caused by digital transformation. Business models need to be adapted to integrate these rapidly developing digital processes and translate them into value and economic success (Paulus-Rohmer, Schatton, and Bauernhansl, 2016).

This digital mandate is not a reaction to the global pandemic, as it has been around since integrated communications technologies became a reality back in the dot-com era. Such a paradigm shift towards the global economy's digital transformation has been underway for quite some time. The pandemic brought the need for businesses' digital transformation into a sharper focus (Grossman, 2017). The global pandemic and the several business and economic challenges it has created have accelerated the adoption of such a digital paradigm, as evidenced by the marked shift in digital businesses' spending. This forced shift into business processes digitalisation serves as a widespread test case for digital solutions' effectiveness. In healthcare, telehealth doctor visits are set to replace the traditional annual physical by 2025. Real estate is also changing, with all new construction of multi-family homes beginning in 2021, including coworking spaces. In the financial services industry, integration of tokenisation technology to better secure and track individual purchases and transactions targeted by 2023, while manufacturing's full adoption of supply chain 4.0 might debut by 2025. Many of these digital business transformations already taking place will become permanent fixtures and lead to long-term changes for many other interconnected businesses (ARK Report, 2021).

Through digital transformation, speedier changing internal and external structure conditions, and new customer expectations for fastest delivery and best quality of goods, to list a few, are challenging enterprises to optimise their internal business processes. Driven by the Internet, real and virtual worlds have grown further, giving birth to the IoT and cloud computing data importing capabilities. Digital transformation is taking processes and managing processes that are customarily managed internally by people into the cloud, where they can be adapted and analysed from anywhere.

Deep learning (DL), as a form of artificial intelligence (AI), has become a driving force for digital transformation. Until recently, humans programmed all software, but DL is capable of using data to write software by itself. By automating software creation, DL is turbocharging every industry, from object-oriented programming languages and graphical user interfaces to translation systems and intelligent games (ARK Report, 2021). Virtual worlds, here defined as a computer-simulated environment that anyone can access at any time, although in its infancy, is undergoing a substantial digital transformation, enabling businesses and consumers to interact daily with platform markets, buying and selling goods. The percentage of global virtual world gaming revenues has been shrinking from 80 per cent in 2010 to 25 per cent in 2020, while revenues from in-game purchases have grown from only 20 per cent in 2010 to more than 75 per cent in 2020. Digital transformation strategies in virtual worlds are forecasted to generate compound revenues of 17 per cent yearly, from about \$180 billion in 2020 to \$390 billion by 2025 ARK Report (2020).

Digital transformation is having a profound effect on the way businesses operate and interact with customers. Digital wallets, one of the alternatives to digitise consumer payables and corporate receivables, are becoming increasingly

prevalent worldwide (Khoa, 2020). The Cimigo report (2020) found that most leading digital wallet brands offer similar features to their users. The global competitive landscape is already crowded, with brands taking dominance in its respective continents, such as Venmo, MOGO, Chime, Robinhood, Sofi, and Cash App in North America; Mercado Pago, Uala, PicPay, Movil, and Albo in Latin America; Lydia, Revolut, Satispay, BN-XT and N26 in Europe; M-Pesa, MTN, TymeBank, KKudo in Africa; and WeChatPay, AlyPay, PayPay, toss, PayTM, PhonePe, GrobPay, and MoMo in Asia (ARK Report, 2021).

Despite modest successes, KM has not entirely delivered on the potential of the learning organisation. Many organisations are lacking the basic building blocks in KM. Still, given the latest data transformation trends, including fluid workforce, KM is getting back the importance it deserves with increasing interest, with the Asia region engaging in several KM initiatives. Companies have understood that in the high-tech industry, retaining their workforce, fostering innovation, and staying ahead of the competition requires effective KM strategies (Goncalves, 2012a and 2012b; Chanias and Hess, 2016; Castagna et al., 2020; Starita, 2021). Information systems and technologies researchers have found evidence that digitalisation has a pivotal role in enabling external knowledge acquisition activities. This paper suggests that enterprises must focus its efforts on digitalising their innovation process using KM strategies as a catalyst to their objectives (Nambisan et al., 2017; Trantopoulos et al., 2017).

DESIGN/METHODOLOGY/APPROACH

An integration of Osterwalder and Pigneur's (2010) Business Model Canvas (BMC) with Parmar et al.'s (2014) five patterns for value creation and Goncalves' (2012b) cloud enterprise transcoding proxy is adopted as lenses to analyse the digitalised knowledge processes and customer-centric strategies to access and manage resources, core competencies, and dynamic capabilities. A few corporate adoption examples of digital transformation drivers and the role of KM for strategic relevance are mentioned to underline the

Integrated business model management is a strategic imperative for those who take responsibility for sustainable success. To understand the strategic relevance of digital transformation as an innovation driver for business model development and a critical success factor facilitating sustainable economic success, a three-step approach is implemented. The first step addresses the need to understand the current business. Osterwalder and Pigneur's (2010) BMC evaluates the business logic and elucidates vital interrelationships within an enterprise. Next, digital innovation drivers are identified, based on Parmar et al.'s (2014) five value creation patterns.

Besides the significance of strategic knowledge, the extant literature on digitally connected conceptualisations (i.e., cloud computing, IoT, big data, thick data, business analytics, etc.) also argues as functional pathways to solve enterprises' challenges related to attaining and sustaining value for its stakeholders (Edwards and Tabora, 2016; Pauleen and Wang, 2017; Uden and He, 2017). To comply with sustainability requirements, elements of Goncalves' (2012b) FASTCloud, a cloud enterprise transcoding proxy, are employed to utilise the strategic potential of digital transformation. As depicted in Figure 1, the FASTCloud and RAINBOW (Remote Agent for Intelligent Normalization of Bytes Over Wireless) framework enable ubiquitous information mobility on both wired and wireless devices over the Internet. FASTCloud provides a synchronisation facility through two intelligent agents, VAPOR (Virtual Agent for Parsing of Objects and Records) and RAIN (Remote Agent for Intelligent Normalization), with its original repository available on demand. RAINBOW enables users to capture, store, analyse, and share data from any or all these applications simultaneously, without sacrificing application performance, data integrity, or platform interoperability (Goncalves, 2001, 2012b).

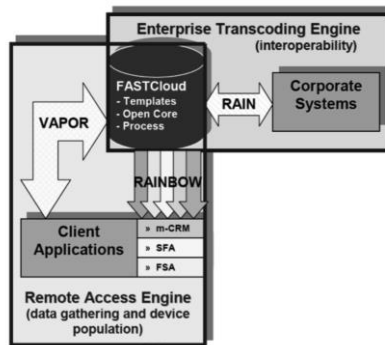


Figure 1: FASTCloud, a cloud enterprise transcoding proxy. SOURCE: Goncalves, 2001 and 2012b.

Analysing the Existing Business Model

Osterwalder & Pigneur (2010) use nine basic building blocks that illustrate an organisation's value chain to analyse and describe the organisation's current business model. The model covers "four principal areas of a business: customers, offer, infrastructure, and financial viability." As business model innovation is a crucial factor, the tool helps develop, visualise, validate, and concretise novel ideas. The Canvas can be applied in all industries by integrating all aspects and functions of a business model. To analyse a model's existing and potential digital value drivers, Parmar et al.'s five patterns of innovation are applied.

Identifying existing and potential digital value drivers have gained significant attention, although it is still in its early days. The disruptive force experienced so far is very likely modest compared to the transformation business exposed within 3-5 years from now. To systematically exploit value drivers caused by digitisation and benefit from disruptive forces, Parmar et al. (2014) suggest five innovation patterns. The first pattern describes the augmentation of products, such as using digital technologies to improve the business model. Digital transformation of assets represents assets that are wholly or digital or can be digitalised. The third pattern is aimed at combining data within and across industries. This pattern is the first to enter the area of big and thick data and highlights how to use and integrate data held by other parties. Trading data stands for the sale or exchange of data to yield higher-value information. The fifth pattern, codifying a capability, enables an organisation with a distinctive ability to sell a world-class, often standardised, process to other parties (Parmar et al., 2014). The five patterns deepen an understanding and structuring of digital value drivers and help identify new business opportunities.

Exploiting the Strategic Relevance of Digital Transformation

As digital transformation can change entire industries with few resources, new and innovative businesses are expected to emerge on a large scale (Hoffmeister & von Borcke, 2015), providing excellent entrepreneurs opportunities to create new market space. Goncalves' (2012b) learning framework, as depicted in Figure 2, is a learning organisation instrument complementing the three-step approach in the quest for sustainability. By identifying signals, applying business theory, and closing the learning stage by translating new knowledge into a business strategy, a learning organisation can be better equipped to sense and respond to unique business needs, such as those caused by the global pandemic. The development of a new strategy enables decision-makers to sustain organisational success by creating uncontested market space. Extant literature argues decision-makers often have a limited understanding of the role of strategic KM and its influence on the competitiveness of organisations (Grant,

1996; Zack, 1999; von Krogh, Nonaka, and Aben, 2001; Goncalves, 2002, 2012a, 2012b; Casselman and Samson, 2007; Choi et al., 2008; Venkitachalam and Willmott, 2015; Venkitachalam and Willmott, 2016).

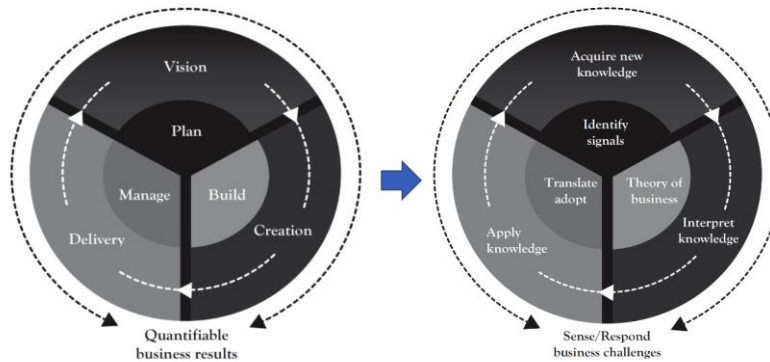


Figure 2: KM strategies enable learning organisations to quantify business results and then sense and respond to business challenges. SOURCE: Goncalves, 2012b.

Goncalves (2012b) argued that digital transformation requires excellence in strategy, organisation, and systems, with the goal of KM to enable the development of collaborative enterprise systems that allow every individual inside the organisation to become a learner. Combining Osterwalder and Pigneur's (2010) BMC with Parmar et al.'s five patterns for value creation and Goncalves' cloud enterprise transcoding proxy strategy enables the translation of a challenging approach into a more realistic implementation concept through a learning organisation process, as depicted in Figure 2.

Through this three-step approach enterprises' strategic execution weaknesses can be exposed. Kaplan and Norton (2005) have identified an implementation failure rate of up to 90 per cent. The framework enables decision-makers to align an enterprise's strategic goals and harness a better business understanding and crucial interrelationships. A typical business understanding is a basis for meaningful implementation and commitment among key players. The application of this framework to real-life business cases finds support and similarities in APQC's (2019) five key basic steps to accelerate KM maturity: the documentation of a KM strategy and roadmap, development of a cross-functional steering committee, creation of knowledge maps to identify gaps and needs, development of a change management strategy and communication plan, and measurement, benchmarking and analyses of KM efforts.

DISCUSSION: CASES OF KM AS CATALYST FOR DIGITAL TRANSFORMATION

The recent and rapid proliferation of intelligent digital technologies (e.g., AI and DL) relies on intelligent digital devices and data repositories. Data is extracted automatically, through web scrappers, by analysing, classifying, labelling, and correlating volumes of structured and unstructured data, including free-form text. Structured or not, enterprises are undergoing digital transformation are relying on KM as a catalyst for innovation and creativity, providing how innovative ideas can be captured, shared, and leveraged, leading to more innovative ideas. For instance, the medical diagnostic or financial advisory available through intelligent devices is due to its capacity to generate its knowledge base by absorbing automatically significant structured and unstructured datasets and free-form text. Data science methods are utilised to attain KM objectives, even though KM is rarely mentioned explicitly.

There has also been a growing interest in augmented and virtual reality on how enterprises may use KM as a competitive advantage. For instance, service engineers and physicians wearing augmented reality goggles can offer

consultations, send, and receive data regarding a product or service directly overlaid on the device, without the fumbling for a laptop or tablet, as the necessary information would be readily accessible and manipulated through eye movements. Other real-world applications of the framework suggested in this paper are exemplified in cases such as Waymo, TikTok, Facebook, the World Bank, and Pratt & Whitney.

Waymo is arguably at an advantage in the race to introduce a driverless car onto the market. It is ahead of leading automakers such as General Motors, Mercedes-Benz, and Audi by at least a year to announce driverless vehicles to the broader public. The Waymo Open Dataset has been released recently, providing a platform to crowdsource some fundamental challenges for automated vehicles (AVs), such as 3D detection and tracking. The dataset offers a large amount of high-quality and multi-source driving information stored in a cloud-based environment (Gu, 2020). The company is tapping into KM strategies in their digital transformation of self-driving cars by collecting over 20 million real-world driving miles throughout 25 cities in the United States (Candelo, 2019).

TikTok uses DL models such as convolutional neural networks, recurrent neural networks, or graph neural network (Kombrink et al., 2011; Kalchbrenner, Grefenstette, and Blunsom, 2014; Zhou et al., 2018) to achieve considerable success in various machine learning tasks for video recommendations, enabling the company to outgrow Snapchat and Pinterest combined (ARK Report, 2021). The company uses DL to handle relational data more efficiently and effectively than its competitors.

Facebook uses machine learning to provide a broad range of competencies that directs several characteristics of user's experience, content understanding, incorporating posts' ranking, object recognition, and trailing for augmented reality, speech recognition, and text translations. While machine learning models are trained on tailored data-centre infrastructure, Facebook can bring machine learning inference to the edge. The user experience is improved with reduced inference time and becomes less dependent on network connectivity (Wu et al., 2019).

The World Bank underwent a dramatic transformation from a hierarchical source of low-interest loans to a decentralised organisation that uses knowledge-management technologies to fight poverty and disease in developing nations. The bank's information infrastructure and communications network had to be overhauled (World Bank, 2018).

Pratt & Whitney has been digitalising its business processes, enabling its airline engines to constantly transmit data about their parts' status even when airborne. Simultaneously, on the ground, data recorders at the manufacturer capture this data and compare it to optimum levels to ensure the engines' ongoing health. Data streams are readily made available through a KM Web portal (Salam and Bhuiyan, 2016).

CONCLUSIONS AND OUTLOOK

Inadvertence towards strategic knowledge management in the context of growing emphasis on digital transformation across diverse industries can present enormous concerns like non-adaptive and dysfunctional knowledge processes such as creation, transfer, use, and application. Consequently, such inadvertence can result in reinvention and loss of knowledge assets and massive organisations' costs (Venkitachalam and Willmott, 2016; Dragicevic et al., 2019). Considering the rising influence and dependence on digital technologies and applications in many different sectors/industries, the relevance of managing strategic knowledge in learning organisations has a more significant impact than ever before.

Business decision-makers must beware that not all innovative ideas and digitalisation strategies are suitable or ideal at first. By capturing these ideas and sharing them with others, they can be developed and perhaps used as a springboard for new ones. Several researchers (Berman and Marshall, 2014; Alhassan et al., 2016; Buschmeyer et al., 2016; Chaniyas and Hess, 2016) have argued there is a lack of an integrated and all-encompassing description of digital transformation as well as discrepancies in the current literature. While digital transformation involves the use of digital capabilities and technologies to impact distinct aspects of the enterprise to create value, it is also essential to precisely understand how diverse types of digital technologies, paired with capabilities, can affect particular business elements. Moreover, it is critical to understand the nature of the value that is created through this transformation. Such research would have a significant impact on both theory and practice.

Digital transformation forces are not evolving exclusively from technology. The challenge faced by decision-makers is to recognise how digital technologies are changing business logic and strategies across entire industries and learn how to transform associated challenges into innovative business models (Kane et al., 2016). The accelerating pace of digital transformation, especially after the breakout of the COVID-19 pandemic in 2019, makes it increasingly important for business decision-makers to develop innovative digital business models (Bereznoi, 2014). Research shows that more than 80 per cent of business decision-makers are aware of the pressure to transform their organisations, though about a third of them have little confidence in their capabilities to cope with severe challenges, such as the one brought by the COVID-19 global pandemic (Bertolini, Duncon, and Waldeck, 2015).

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Challenges and Solutions in the Sustainable Growth of Nigerian SMEs: A Review

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Abstract

The annual death rate of small and medium enterprises (SMEs) is a strategic issue facing global businesses. In Nigeria, SMEs have been unable to achieve sustainable growth. The purpose of this paper is to examine the problems in the sustainable growth of Nigerian SMEs and to provide relevant solutions based on a comprehensive review of the literature. This review contributes to the literature on SMEs by identifying and explaining the issues that inhibit the sustainable growth of Nigerian SMEs, which may guide future research. It also offers valuable insights to SME owners, the government, and policy makers on ways to improve SME growth.

Keywords: Problems, solution, small and medium enterprises, sustainable growth, Nigeria

1. Background of the Problem

Sustainable small and medium enterprises (SMEs) play a critical role in the industrial processes of developing countries in the current global scenario (Wynarczyk et al., 2016; Okafor et al., 2018). SMEs are the most dynamic enterprises in the globalized trade and has a large contribution in developing any nation's human well-being (Gamage et al., 2020). SMEs account for 90 per cent of businesses and recruit about 60 percent of world's labour market, according (World Bank, 2020). The contribution of SMEs to poverty alleviation and sustainable economic growth is therefore decisive (Asare et al., 2015; St-Pierre et al., 2015). SMEs make up 98.5 percent of enterprises in most developing countries; therefore, they are crucial to economic growth and employment generation (Yusoff et al., 2018). Given their substantial impacts on the economy, society, and environment, it has been widely agreed that SMEs, ranging from small-scale local bakeries to sophisticated, fast-moving start-ups, are the key to shifting towards more sustainable production and consumption practices as well as the "think global, act local" ambition (Small Business Standard Europe, 2019; Thrassou et al., 2020).

Business sustainability is a means of meeting the competitive needs of current business players without sacrificing the ability to meet the needs of future business players (Sustainability Knowledge Group, 2019). To achieve this, SMEs must espouse a sustainable growth strategy, which relates to the application of sustainable development concepts to business operations based on the various elements of sustainability (Ukko et al., 2019). The sustainable growth of small and medium enterprises (SMEs) thus refers to an SME's ability to achieve its goals and its shareholders' interests through its deliberate efforts to integrate

economic, social, and environmental practices into its strategies (Harmon et al., 2009; Yusoff et al., 2018). Porter and Kramer (2019) acknowledged that sustainable growth is driven by innovation. SMEs should therefore pay attention to gaining innovation competitive advantage to make significant contributions to economic development, social welfare, and sustainable growth (Nimfa et al., 2020; Schmitt, 2018; WTO, 2020).

However, the sustainability disclosure database of the Global Reporting Initiative (GRI) confirmed that SMEs' sustainability reporting accounted for only 10.22 percent and 15 percent of the total number of sustainability reports in the years 2017 and 2018, respectively. These figures have remained roughly the same in the last seven years (Sustainability Knowledge Group, 2019), suggesting a troubling lack of sustainability reporting among SMEs. Moreover, though the sustainable growth of SMEs is vital, SMEs today face major impediments to their development. The ITC (2020) revealed that the COVID-19 pandemic has affected small businesses, with a survey of over 5,800 smaller firms disclosing that massive layoffs and closures are among their main issues. Limitations in terms of market access, financial resources, technology, and skilled human resources also hamper SMEs' sustainable growth (Andalib et al., 2020). In Nigeria, SMEs face challenges in financing, customer attraction, infrastructure (e.g. electricity, transport), cash flows, multiple taxes, competitive pressure, unskilled workers, technological disruptions, and legal regulations (e.g. red tape, poor judicial processes, and corruption) (PWC, 2020, Isenberg & De Fiore, 2020). SMEs in the Nigerian manufacturing sector, specifically, are subject to deficient power supply, poor credit availability, and port gridlocks that increase business costs. Taking these issues together, it can be surmised that the main problems in the sustainable growth of SMEs in Nigeria are a lack organisational culture, poor understanding of strategic orientation, inadequate technology orientation, and a weak strategic business model.

In consideration of the issues faced by Nigerian SMEs, this paper aims to review the problems in the sustainable growth of Nigerian SMEs and propose solutions to address these problems. Driven by the question "What are the factors responsible for the lack of sustainable growth of Nigerian SMEs?", this review provides valuable insights to SMEs, policymakers, and researchers.

2. Challenges to the Sustainable Growth of SMEs

The annual death rate of SMEs is a strategic issue facing global businesses, with most SMEs struggling for years without sustainable growth (World Economic Forum, 2020). Nevertheless, the Commission on Business and Sustainability Development (BSDC) 2018 reported that sustainable business is a USD\$12 trillion untapped opportunity, which makes the sustainable growth of SMEs the most profitable sector in the world (BSDC, 2017, 2018). In Nigeria, SMEs account for 48 percent of domestic GDP, 96 percent of enterprises, and 84 percent of total employment (PWC, 2020). Meanwhile, the population of Nigeria in 2020 is estimated at 206 million (OECDc, 2020; Worldometers, 2020), an increase of 2.58 percent from the previous year. Nigeria's population growth, coupled with its strong SME presence, positions it at an incredible advantage to implement and demonstrate the new organisational sustainability model that society clearly needs.

Unfortunately, while the growth of the Nigerian economy relied on agriculture in the 1960s, it was then overshadowed by the emergence of oil industry. The development of large corporations led to scarce attention being given to the sustainable growth of SMEs, not just in agriculture but also in other sectors. Scholars have confirmed that most SMEs in Nigeria end in business failure within five years of operation, which has been compounded over the last year by the COVID-19 pandemic (OECD, 2020b, Sedláček &

Sterk, 2020). Other reasons for the high failure rate are poor management, lack of policy direction, limited funding, poor implementation of entrepreneurship policies, and corporate mismanagement (Okpara, 2011). In the manufacturing sector, SME failure stems from inadequate organisational capabilities (e.g. managerial, finance, technology, market strategy), unstructured organisation culture and decision-making, inefficient work distribution, poor adherence to organisational practices and processes, lack of product re-engineering and market expertise, weak customer/supplier relationships, insufficient research and development (R&D), non-existent partnerships with academic institutions, and inconsistent legislation or laws that support SMEs (Nimfa et al., 2020).

Among these myriad factors, it has been highlighted that SMEs are unable to sustain in the market due to their slow acceptance of emerging technologies, weak innovative and creative culture, and low innovation capacity. In fact, the Global Innovation Index (GII) 2019 reported that Nigeria is one of the low-middle income countries that has poor implementation and use of innovation (Dutta et al., 2018; GII, 2019). Since innovation competitive advantage aids value creation and sustainability, a critical issue in the sustainable growth of Nigerian SMEs is the lack of innovation, which consequently leads to inefficient organisational culture, poor understanding of strategic orientation, inadequate technology orientation, and a weak strategic business model. In summation, the sustainable growth of Nigerian SMEs is challenged by SMEs' internal constraints, particularly a lack of innovation and strategic orientation, which prevents their sustainability past a five-year period.

From a macroeconomic perspective, the development of SMEs is also affected by global issues, such as the COVID-19 pandemic. The severe crisis in the global health environment has caused major negative impacts on supply chain distribution, trade volume, investment trends, unemployment, firm closure, and organisational culture, all of which significantly declined the performance and growth of not just the global economy but also SMEs (OECD, 2019; Ezie & Nimfa, 2016). In Nigeria, movement restrictions due to the health crisis have raised concerns among stakeholders, including suppliers, investors, consumers, and the public, about SMEs' sustainable growth in the current economic downturn. Indeed, many SMEs are doomed to fail because they must grapple with the current market crisis and even relieve workers due to the COVID-19 pandemic (Adiyoh et al., 2020). The progressively negative outlook for a worldwide economic recession triggered by the pandemic thus has serious implications for SMEs (OECD, 2020a).

For SMEs to survive and achieve sustainable growth in the unstable business ecosystem and declining economy, the factors that hinder their growth must be addressed to provide new insights for improvement (Teh et al., 2018). Consequently, there is need for more research on sustainable growth strategies for SMEs that support their sustainability past five years (NBS/SMEDAN, 2017).

3. Proposed Solutions for the Sustainable Growth of SMEs

In today's society, the purpose of business has evolved, with stakeholders (i.e. customers, investors, employees, policymakers, and the social structure as a whole) requiring evidence that an enterprise achieves its goals in a sustainable manner and adheres to ethical business practices that contribute to the common good of all. Like all organisations, SMEs must also strive to satisfy their stakeholders now more than ever (BCG, 2020; WIEF Foundation, 2020). SMEs today are at a turning point, where those that proactively revamp their strategic business models have the opportunity to generate long-term resilience

and sustainable growth. The following sustainable growth solutions for SMEs should therefore be considered to forge a new reality:

a. SMEs' Responsibilities:

1. Establish measures of organisational culture that support sustainable growth.
2. Understand and implement the driving force of a strategic orientation that promotes sustainable growth.
3. Recognise and support a technology orientation that leads to sustainable growth.
4. Initiate a strategic business model to unify accepted SME sustainable growth reforms.
5. Embrace and develop innovation competitive advantage, which is a pillar for SME sustainable growth.

b. Policymakers' Responsibilities:

1. Establish a set of fundamental institutions to support SMEs. For example, a Standards Board could be set up in Nigeria to improve the capabilities of local SMEs in meeting international standards of sustainable growth.
2. Adopt training and education as a bedrock for a sustainable growth development framework for Nigerian SMEs. This can be supported by training grants and licensed admissions to online teaching and training platforms for SMEs.
3. Establish special training and education systems to enhance the management skills of SMEs and micro-funded institutions to foster sustainable growth.
4. Develop information technology infrastructure and training to ensure that SMEs are linked and able to access global information, which is a cross-cutting strategy for sustainable growth.
5. Ensure constant provision of special grants, advice, and support services for start-ups and SME owners.
6. Enhance sustainable growth initiatives by the Small and Medium Enterprise Agency of Nigeria (SMEDAN).
7. Develop new policies or incentives (e.g. grants, loans, credit guarantees, interest reductions, taxes, subsidies, technical assistance funds, technology acquisition funds, and research and development [R&D]) that stimulate sustainable growth of SMEs.

c. Academic Researchers' Responsibilities

Researchers should advance the study of SMEs in these areas:

1. Policies on new methods of operation for sustainable growth.
2. New technology orientation ideas for sustainable growth.
3. Incentives for innovation competitive advantage initiatives for sustainable growth.

4. Contributions of the Paper

This paper contributes to the SME literature and practice by reviewing the factors that hinder SMEs' sustainable growth and subsequently providing insights into potential sustainable practices for SMEs. First, the review underscores the importance of strategic business model, technology orientation, organisational culture and strategic orientation for the sustainable growth of SMEs. Specifically, it informs SME managers on the benefits of initiating a strategic model that stimulates innovation competitive advantage towards sustainable growth. Second, it highlights the need for more research and quick action by academicians, policymakers, and practitioners to promote SME sustainable growth. Third, it provides vital recommendations on the prospects of SMEs that encourage SME owners to sustainably develop their

businesses. Overall, this review extends the knowledge on SMEs by suggesting feasible managerial practices for sustainable growth that have limited awareness in the developing industrial economy. This paper is thus relevant to decision-makers, governments, policymakers, practitioners, SME owners/founders, senior management, and researchers.

The findings of this review, which promote the SMEs' strategic business models, are derived on the basis of value contribution. The strategic business model has sound value when it incorporates information technology, innovation and the business environment, which cultivates the fast growth and sustainability of SMEs in the economy. Indeed, technology orientation capability is relevant for SMEs' sustainable growth. Similarly, an innovation competitive advantage is the best strategy for SME success in a dynamic business system. Besides, organisational culture serves as a life wire for SMEs through the implementation of an innovation competitive advantage that guides SMEs' activities towards sustainable growth. Therefore, with the appropriate support, commitment, and collaboration from management and the government, SMEs can attain sustainable growth by innovating process or procedures that ease their operations and create added value for customers, particularly in the aftermath of the COVID-19 pandemic.

The literature has largely ignored the issue of innovation competitive advantage for SME sustainable growth, especially in the Nigerian context. Besides, only a handful of studies have looked into a conceptual model to predict the effects of organisational culture, strategic orientation, technology orientation and strategic business model on SME growth. In view of this, this paper is a critical effort to bridge the current knowledge gap by presenting a strategic roadmap for SMEs' sustainable growth through innovation competitive advantage. Therefore, this study's findings can be used as a foundation to expand the literature on organisational culture, strategic orientation, technology orientation and strategic business model on sustainable growth of small and medium enterprises (SMEs) in Nigeria.

5. Conclusion

The objective of this review was to examine the problems facing sustainable growth of SMEs in Nigerian and to offer pertinent solutions to SMEs, policymakers, and academicians. SMEs must operate in an increasingly challenging environment in the future after COVID-19, where the pandemic and the ensuing recession are exacerbating SME failure. The government must thus support SMEs to sustain and survive during this trying period through enhanced initiatives, such as private enterprise contributions. As drivers of economic growth, the success and sustainability of SMEs has positive implications for nation building, industrialisation, poverty eradication, societal wellbeing, diversity, income inequality, education and training, and a sustainable society, which are in line with the United Nations' 2030 Agenda for Sustainable Development Goals (SDGs).

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BOOK REVIEW

Applied Leadership: A Synthesis of Theory & Practice Synopsis

(Author: Dr. Iftikhar Ahmed Khan; Publisher: Partridge, Singapore; Published: October, 2020)

Leadership, as a discipline, has always been in the lime light, both in literature and practice. This is a well-researched area of social sciences where very impressive theories have emerged, creating a significant impact on understanding as well as practical manifestation of leadership. However, despite the abundance of theoretical knowledge, and its translated application in the practical world, there has always been a notion of ‘*not enough*’ due to the vacuum that remained on the practice side. This vacuum has led to emergence of various myths and misperceptions about leadership in the practical world, densening the fog of confusion. In author’s view, the vacuum is not due to scarcity of the theoretical knowledge, but due to absence of a holistic model or approach that could help researchers plug-in their pieces of research, and for practitioners to guide their practical manifestation of leadership.

The book, ‘Applied Leadership: A Synthesis of Theory & Practice’, is an endeavour to provide a comprehensive concept or a model that can be used for understanding, researching and practicing leadership. It starts with discussing myths and misperceptions that people hold about leadership and their negative impact on the practical application (Chapter-1). The author believes that a significant contribution to this fog and confusion is the result of leadership-management segregation paradigm, and Command added to it in military, that has confused professionals in their perception and application of leadership. The author confronts this segregation approach and uses simple arguments to profess that command, leadership and management are not different but same things with same objectives, same processes and same outputs, albeit customized differently to requirements of different Sectors. The book then moves on to discussing prominent leadership theories to dispel misperceptions and draw conclusions from theories for their application in the practical world. The analysis of strengths of individual theories, and their weaknesses in providing a holistic view of leadership, leads to requirement of a holistic approach to leadership (Chapter-2). The book uses a common definition of leadership to build up a holistic model, comes up with four cardinals of leadership system i.e. Leader, People, Team and Task, and plugs in the existing theories to develop a bigger picture (Chapter-3). The fundamentals of these cardinals are then discussed as individual chapters i.e. task, team, people, leadership style and leadership qualities (Chapter 4-8), providing extensive discussion of these cardinals from theoretical as well as practical aspects with practical case studies. The book provides keynotes at the end of every chapter to refresh readers’ *take home* before moving on to next chapter. Chapters 4-8 provide *self-appraisal questions* for professionals to assess their leadership standing. The discussion of individual cardinals is finally translated into an applied leadership model that presents a comprehensive view of leadership, bridges the theory-practice gap and can be used as a framework for researchers, practitioners and students of leadership. In all, the book is a fine blend of theory and practice that has all the ingredients for catching attention of readers.

keeping them interested by simple language, logical arguments and practical life examples, and helping them understand leadership.

UNIVERSITY STUDENTS' USE OF SOCIAL MEDIA AND ITS CORRELATION TO THEIR PASSION AND PERSEVERANCE (GRIT)

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Abstract

The current study examined the relationship between university students' GRIT score and their use of social media. GRIT is defined as a combination of the person's passion and perseverance for long term and meaningful goals. Apparently, students face big challenge to manage their academic duties and tasks in light of the increasing distraction caused by the onslaught of social media networks on one hand, and their struggle to stay focused and determined on the other hand. It is known that our potential is one thing, but what we do with it is quite another. University students are most likely aware of the importance of their academic performance to their future and some of them might even have GRIT to pursue their long-term goals. Nevertheless, this passion and persistence to achieve goals can be tampered by the excessive time spent on social media networks. Therefore, the study questioned whether there is a correlation between students' use of social media and their passion and perseverance for pursuing long-term goals. The study was conducted during the first semester of 2019/2020 academic year. GRIT Scale and a questionnaire of students' level of using social media were administered to 526 students at Hashemite University. GRIT scale, according to Duckworth (2016), measures the extent to which one approaches life with grit. The 12-item Grit Scale was in the form of a Likert scale, as students respond to 12 statements, so, their scores ranged from 1 to 5. The scale demonstrates high internal consistency at 0.85. Validity and reliability of the social media use questionnaire were tested. The reliability was found to be 0.89 on Cronbach's Alpha, which is suitable for the current study. The results revealed a positive correlation between the time spent on social media and students' GRIT Score. The results showed that there is no significant differences between male and female students in their Grit score. The results also showed that the vast majority of students use social media services and Facebook and WhatsApp were the most predominant while Twitter and LinkedIn were the least used.

TEACHING [LEARNING] BY MAKING: FROM INTERIOR DESIGN TO INTERIOR ARCHITECTURE

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Abstract

Since the time of the Bauhaus, industrial design and production have been inherent aspects of the academic learning process. Originally, the program placed the idea of building (Bau) at the center of all its activities. Today we call this system: Teaching/ Learning by Making, and it is intended to remove the design project from the conceptual vacuum of the studio, in an attempt to reconcile intellectual design with the realities of the construction process. This idea has become a critical pedagogy in design-based disciplines, placing emphasis on learning experiences rather than hearing about them. In an experiential and integrated model, learning is based on the relationship between concrete experiences and abstract concepts, and between observation and action (David Kolb, 1984). It is a design methodology that encourages students to collaborate in teams, deal with conflict and learn to manage a project. Currently, we see this teaching methodology more in architecture schools than in interior design programs. And knowing of the success of some of these programs, in 2013 a decision was made to implement hands-on and design/build elements to the interior design curriculum at our institution. The new program proposed to start implementing hands-on projects early on in the program's curriculum. This together with furniture making classes allowed the 'second' and 'third' year students to develop the basic skills needed to culminate with a 1:1 design/build project on the first half of their fourth and last year at the university. The results were transformative and in time the program evolved into a more interdependent set of courses that revolved around a better understanding of how things are put together to serve a more human centered design approach. With a focused on: Ergonomic, emerging technologies, sustainability and design ethics we are looking to develop agency in our students by involving them in hands-on process of design. This paper will present the transformation of our program, the results that came from this evolution and its future.

Distance Learning Barriers and Challenges in the Master of Medical Education in the Kingdom of Saudi Arabia: Qualitative Study

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Abstract

Master of Medical Education (MME) is a post graduate program of the College of Medicine at King Saud bin Abdulaziz University for Health Sciences (KSAU-HS), in the Kingdom of Saudi Arabia. KSAU-HS has three campuses in Riyadh, Jeddah and Alhasa. The program started at the academic year 2006-2007 in central region (KSAU-HS), Riyadh city. A few years later both Jeddah (2010, Batch 4) and Alhasa (2015, Batch 9) university campuses joined through synchronous distance learning using Teleconference due to lack of faculty availability. This type of set-up was used to fulfil the university requirement to have the students attend the courses on campus. To date, a total of twelve batches have graduated from the MME program.

Aim: To identify challenges and limitations facing faculty and students of the MME at KSAU-HS since the teleconference started connecting the three-university campuses in the other regions in synchronous learning with Riyadh.

Method: Qualitative one-to-one semi-structured in-depth interviews were conducted with MME program graduates and faculty at KSAU-HS. Sixteen interviews were done using purposive, convenience and snowball sampling guided by theoretical saturation. Interviews were conducted virtually using WebEx and alternatively Zoom application. All recorded interviews were transcribed using Express Scribe transcription application. Analyzed transcripts were validated independently by two members of the research team to check for the validity of themes and the coding.

Results: Out of sixteen interviews analyzed. Barriers, challenges and suggested solutions identified through thematic analysis. Five inductive themes emerged. These are Communication (Engagement of student and faculty, Interaction and Skills), Technological (Tools, Uses, Support and Interruptions), Environmental (Distraction, Disconnection and Psychological impact), Instructional design (Method, Content and Delivery), Assessment (Invigilation, Coordination and Evaluation).

Conclusion: This study has identified the barriers and challenges of using synchronous distance learning where communication and technology considered major challenges to distance learners and faculty. A major improvement with technology infrastructure and more of faculty enhancement programs are needed for better distance education program. However, given the higher education requirement, instructional design for distance learning should be changed to enhance the learning process. Although the delivery of educational material may affect the assessment, assessing distance students' needs to be reviewed and modified.

Keywords: distance learning, communication, engagement, disconnection, technology, distraction, assessment, barriers, challenges, Medical education. E-learning.

Evaluating the Efficacy of English Proficiency on Initial Semestral Results for Higher Education L1 English Speakers in a Multilingual Context

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Abstract

English proficiency (EP) has been viewed as a mechanism critical for learning within higher education institutions that use English for instruction. Previous evaluation studies in this research area have focused

on international students who speak English as an additional or foreign language, and there has been a paucity of studies related to domestic students who speak English as their first language in a bi/multilingual context. Further, most studies have focussed on students' self-reported experiences toward the efficacy of EP programmes and have yielded disparate findings. This study contributes to scholarship as it addresses the under-researched area related to domestic students who speak English as the first language in a bi/multi-lingual context. Using a quasi-experimental approach contrary to commonly used self-reported experiences, this study demonstrated that the existing EP programme offered by a university within a multilingual context had a significant and positive effect on semester grade point averages (SGPA). Effect sizes were also within the medium to large range. Further, findings from this study suggest that levelling students' EP at the earliest opportunity upon matriculation would lead to positive SGPA gains, and support the educational cut-point policy for EP programme qualification. More importantly, this study demonstrated that the implementation of English Proficiency (EP) programmes in higher education institutions is essential not only for international students who are foreign language speakers of English, but also for domestic students in English-speaking countries, especially for bi/multilingual speakers. This study also showed, despite data accessibility issues, the plausibility of a quasi-experimental approach as a complement to student self-reports, to evaluate programmes as opposed to randomised controlled trials that are often faced with cost and ethics issues.

Using Hermeneutic Phenomenology to Investigate the Organizational Antecedents and Outcome of Frontline Pro-social Rule Breaking Behaviours

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Abstract

Organisational literature defines the concept of rule-breaking as deviance which is detrimental to an organisation and its members. However, as positive psychology has emerged, scholars have begun focusing on pro-social motivations behind the rule violations and have offered the concept of "Pro-Social Rule Breaking" (PSRB). PSRB refers to behaviours that violate a formal organisational policy/regulation to promote stakeholder and organisational welfare. This study is initiated on the fact that there is no significant strategy for managing PSRBs effectively and for formulating the strategy there is a need to understand the organisational properties that promote or hinder PSRBs. The paper aims to present the findings from a hermeneutic phenomenological study that was conducted among frontline managers to understand the influence of organisational and contextual factors in shaping the PSRB attitude and provides a deeper, richer understanding of the frontline pro-social rule breaking experiences. The philosophy of Martin Heidegger underpinned the study. Twenty-two frontline managers

(purposive sampling) of a public utility participated in the repeated semi-structured interviews which were audio taped, transcribed and were analysed using a modified version of Vagle's whole-part-whole analytic process. The text was coded (using NVivo software) to identify the first order constructs. Second order constructs were then generated using the researchers' theoretical and personal knowledge. Thus, at the end of analysis all relevant text material was grouped under each relevant construct and themes were constructed to answer the research questions. Four essential themes are constructed on the influential factors that shape frontline PSRB attitude: influenced by rule attributes (validity and consistency), influenced by structural properties (degree of participation in decision making, job autonomy, job codification and rule monitoring), and influenced by contextual factors (relationship with the reporting officer and work-group support). In addition a fifth theme was constructed on the impact of PSRB on job strain of the employees. Based on these findings, theoretical contributions and recommendations for practice and research are provided.

Keywords: Frontline Manager, Hermeneutic phenomenology, Pro-social rule breaking

The failure of traditional accounting practices and the establishment of contemporary accounting framework: A Case Study of Berkshire Hathaway

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Abstract

Buffett (2019) indicated that book value cannot reflect the intrinsic value of assets. In the current global business environment, the effectiveness of financial reports becomes weaker. Some intangible assets-incentive companies in emerging market applied the voluntary disclosure method to meet investors' information requirements (Kang, 2011; Lev, 2018a). This paper aims to investigate the relationship between the ineffectiveness of traditional accounting and improper accounting treatment on intangible assets. It examined whether Balanced Scorecard card and Integrated Reporting can help the company identify and evaluate intangible assets' value based on Berkshire Hathaway Case. The case study was applied in this research. This paper reviewed companies' auxiliary data. Combing IAS 38 (IASB, 2014) and ASC 730 (FASB, 2009) in the current business environment, this paper found that the improper accounting treatments on intangible assets leads to the ineffectiveness of traditional accounting. Based on the current traditional Accounting Framework, the Balanced Scorecard and Integrated Reporting framework can improve the effectiveness of intangible assets disclosure. However, BSC and IR are keep growing primarily, and their system imperfection and inconsistency of Standards have led to uncertainty in accounting reports.

Challenges of Distance Learning In Libya

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Abstract

The aim of this paper is to assess the main barriers of Distance Learning (DL) in Libya. This study is an exploratory study therefore, based on literature review of barriers of DL in Libya. The major part of data consisting of secondary source is collected through research journals, internet, conferences, and authors' experiences. Citation and literature discussion have been the major approach of this study.

The review of available literature shows that there are some barriers of DL in Libya, which require immediate action. These barriers include: (1) Personal Barriers, (2) Technical Barriers, and (3) Organisational Barriers. The Libyan Education System (LES) has no excuse to overlook or turn a blind eye to such barriers. LES will make headway, in the time of Covid 19, if and only if it can address these barriers objectively. This study is limited to literature review. Thus, it relies on information which has already been investigated. Thus, an empirical study is needed to provide more support to findings of this study. The paper highlights an argnt issue that has not received the needed attention, and it proposes the necessary solutions to the problems it identifies. Moreover, the findings of this study may be useful to policy-makers and legislators.

Keywords: Distance Learning, Libyan Education System, Covid 19, Libya, Personal Barriers, Technical Barriers, Organisational Barriers.

Shepherding into the Epoch of Communicating with Stakeholders: Need to Embrace the Adoption of IFRS in Oman

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Abstract

Although the sway of cross-border trading activities and flow of capital is currently being countersigned around the globe, and the supplication for the espousal of International Financial Reporting Standards (IFRSs) is becoming increasingly evident, IFRS refers to a single set of accounting standards to assist corporates to communicate, and various stakeholders to compare financial and accounting information across the globe. In accordance with directives from Capital Market Authority of Oman, Central Bank of Oman and Tax Authority of Oman, IFRS are required to be applied by all corporates in Oman. This paper aims to provide an explanation and emphasizing the essential to adopt International Financial Reporting Standards in selected jurisdictions which guide the corporates to disseminate accounting and financial information to the various users and stakeholders around the world. The main purpose is to ease the comparability analysis amongst the corporates. The concluding observation is premeditated in such an approach which contributes and impart hypothetical knowledge to professional practice and provides future prospects for further research.

Key Words: IFRS, Accounting Standards, Capital Market Authority of Oman, Central Bank of Oman, Tax Authority of Oman,

SESSION B: HUMANITIES

Serpent King Zahhak, a Reality or a Myth?

Ideas Crystalized from the two fields of Literature and Archeology

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Abstract

The story of Zahhak Serpent king which has been crafted in Ferdowsi's Book of Kings, has great political, social, cultural and psychological dimensions and is worth deep stipulations. With the discovery and unearthing of signet rings, seals and imprints of these seals remaining from the second and third millennia before Christ, in the eastern regions of Iran, Central Asia and Afghanistan, that carry images and designs similar to the serpent king, and given the fact that these seals are of high documentary credibility for different governments, and even for ordinary people, at present, there is a need for the review and attention of the realistic ideas with respect to the physical life of the serpent king (and the dynasty of Serpent Kings) and presentation of a new image of the Book of Kings. In a new point of view, that is the result of the combination of literature, sociology, archeology, politics, and psychology, a differentiated image of this character has emerged. It is noteworthy that the story of the serpent king introduced in the fourth century after hegira (the realm of Sultan Mahmoud Ghaznavi), is a document of historical, archeological, cultural, literary importance. The results of the research suggest the existence of such a person in real life with two snakes on his shoulders, in view of the throne similar to a snake, interest in charming snakes as pets, and existence of a snake design on the king's clothing, inculcating in the simple minds of the people of the antiquity that the king is a being of a different entity. Little by little due to his inhumane acts, his opposition with human wisdom, and suppressing heresies that mostly consisted of the young people of the society, his real life changed into mythology, in the form of taking out the young people's brains and feeding them to these snakes.

Introduction

The Book of Kings, (shahnameh) is a book of poems in verse composed by Ferdowsi, whol lived in the fourth century after hegira, in the reign of Sultan Mahmoud Ghaznavi, and an Iranian book of historical reference. Shanameh contains many stories that correspond to the Iranian kings, including stories about the rule and kingdom

of Zahhak, the serpent king. Ferdowsi says that Jamshid, the king, began to exercise cruelty in the second fifteen years of his kingdom. The people rebelled against him and transferred the kingdom to Zahhak, who had killed his father, Merdas, a farmer and a nice man, and made him the king of Iran. Devil, guised as a skillful cook who cooks diverse and delicious foods for him. After a while, Zahhak asks the cook for a gift. Devil asks Zahhak to let him kiss his shoulders, which is consented. The devil kisses his shoulders and disappears. Two snakes grow out of his shoulders and give the king a lot of pain.

This time the devil appears to Zahhak in the guise of a curandero, and prescribes the brains of two young people to be fed to the snakes so that they would stop irritating the king. So Zahhak kills two young people every day and feeds their brain to the snakes to keep them calm and do not disturb him. It is noteworthy that due to the lack of space in the discs in the ancient times, words of mouth played an important role as a reference in addition to boards. Some of these narrations have been kept in the minds of the people in for form of verse and oral stories which have sometimes been mixed with myths as a representation of reality. Since most of the mythologies have roots in the beliefs of the people, which in turn originate from reality, it is possible to reflect on them and think about the real origins of these mythologies.

Here, we have different designs of a person with two snakes on his shoulder in some artifacts and figures remaining from the bronze-age in Iran and neighboring countries, particularly in Afghanistan and Central Asia, which is suggestive of a character similar to Zahhak from the second and third millennia before Christ.

Adopting the iconological approach of Ervin Patovski, and anthropologic approach, particularly animatism, this paper seeks to analyze and interpret these artifacts, including the seals, and to analyze the real origin of Zahhak, the serpent king and the dynasty of Serpent Kings, and the metonymy of two snakes on shoulders and their eating of young people's brains.

Research Background

In terms of art and literature, many researchers have analyzed the story of Zahhak and its relationship with a powerful and cruel king with gods of death and cruelty, but no research has been carried out with respect to Zahhak as a real personality and his life, and this study shall deal with it in the form of a new hypothesis. On the other hand, the research background and the approach taken by this study is iconology and comparative analysis.

Research Method

This research adopts a descriptive-analytic method, and relies on anthropological interpretations and description of the real levels of the artifacts with Zahhak's designs on them. The population cohort of the present research has been gathered using the library information on the two disciplines of literature and archeology.

Theoretical foundations:

It should be admitted that the artifacts of different civilizations represent mythologies and legends that have been popular in those societies and has formed the intellectual and moral legacies of their future generations. In their iconological studies, researchers seek to face the reality of the artifact and try to find out what is that has been carved out in the artifact. Also, they seek to specify the resources indirectly (using literary and religious and ritual sources) or directly (through visual sources and individual ideologies) that has been used by the artist (Nasri, 2012: 9).

Iconology poses the question "Why has this artifact been created?" or in more precise terms, "why has the artifact been made this way?" iconological research focuses on the social and historical values of the artifact instead of focusing only on the history of art. Here they discuss how real social developments and the real aspect of the mythologies have been reflected in the artifact. On the basis of such an approach, the artifact is considered an evidence of its own time (ibid: 9-10). Many definitions have been given with respect to 'myth' and as such, a myth has a multi-layer meaning, and each time it takes up special definition, and there are different perceptions among every person or every society. These perceptions may play a vital role in the comprehension and identification of the ethnic subconscious structure and pattern of an ethnic group (Taheri, 2013:13). It should be borne in mind that each of the three levels may be of an ethnic or local origin. This is important to study the iconological studies of the mythologies. Additionally, it should be noted that designs fall into the four categories of 1. Mythological designs, 2. Designs symbolizing gods and divinity, 3. Special symbols that originate from an individual, a group or a special human society and 4. The real position of animals in the everyday lives of he people.

Zahhak, the serpent king, in the pre-historic artifacts (signets): The main research instrument in the present study consists of the signets and signet prints that belong to the third and second millennia before Christ in the Iranian plateau, including Elamite, Shahdad ancient city, Jiroft, Tape Yahya (in Kerman province, Iran), Mesopotamia, Turkmenistan and Afghanistan, and particularly, the cultural zones of Balkh and Marv in Central Asia, that came to highest social, economic and political proliferation, where the archeologists consider this period as the period of city-dwelling during which social classes, religions, political economy, roads, special transaction networks, such as Khorasan Highways play an important role in the homogeneity of these communities. This homogeneity changed the social structures, beliefs, industrial products, final products, and artifacts or icons of this era in communities. The merger of structures and above factors among different city-dwelling communities led to the formation of integrated and widespread ideologies among the people and elites of these communities, the evidence of which can be seen in the designs and iconographies of the civilizations (Basafa, et al....). Among the most important cultural materials of the city-dwelling and cultural exchanges period is the artifacts that signify ownership, mostly consisting of signets with designs specific to a certain kind of activity, whether political, economic or social, that each had its own proprietor that served as the owner's signature. From the period under study, signets and signet prints have remained in the process of archeological explorations with personalities with two snakes on their shoulders that refer to the person or persons who used them, and it constitutes a strong evidence in favor of the existence of the real entity of Zahhak with the metonymy of two snakes on their shoulder, which originates from reality and later on, they appeared in Avesta texts and the history of the ancient Iran and in Ferdosi's Book of Kings, among other few written sources; narrations which have been transferred through the word of mouth and transformed into myths and myth-likes. The mythological levels of these character did not only exist in their overall appearance, but were also manifested in the actions and deeds of the character, his tastes, and favorite objects, as well as from the people's perception and fear of these characters and their traits.

To keep to the scope of the text, one can say that some of the signets with designs of Zahhak, the serpent have been studied in detail by Bita Mesbah (2017) with briefings on the design.

The following section will analyze the designs and the real facets of Zahhak life and the two-snake metonymy and the feeding of young brains to the snakes. Some researchers have attributed these designs to Indo-European gods and goddesses that exist in the traditional beliefs of these people (Mesbah, 2017; Khatibi, 2000).

Mythology is the result of the stories of thousands of years ago which have been made available to us through the word of mouth or through the written literature. In myths and mythologies we deal with supernatural heroes and characters that do amazing things. People of the antiquity generalized their mindsets to the whole nature, whether animals, or lifeless things, and personified them in order to justify their interactions. This means animalization. This type of analysis relies mostly on the theories of the school of Nature-Mythology. In the view of the followers of this school, any mythology or reality that is dealt with by mythology is a phenomenon of the natural phenomena (Tahani and Tavakkoli, 2016: 96-97). Existence of signets with serpent king designs on them and the proprietorship application for the holder of the signet denotes a reality of the existence of the serpent king as a political figure. Also the existence of a castle in Afghanistan and a castle in the Iranian Azarbayjan in the name of Zakhak Castle (Ghaleh Zakhak) denote the existence of a person or even kings of one dynasty symbolized by the design of a person with snakes on his shoulders stamped on coins, and according to Book of Kings (Shahnameh), with the killing of the last king of that dynasty after a thousand years human societies of that period experience another political and social structure, and such a symbol is vanished afterwards. Animalization has been in the minds of people from thousands of years ago and all of the elements of nature such as inanimate objects, plants and animals were given life and sanity and good or evil spirits who were talked to. In some parts of the world, such as India, there are still people who believe in these myths. In lexical terms, animalization or giving spirit stem from the word 'Anim', translated into 'Farrah' in Persian, which as been referred to by Tiller, a British anthropologist in his theory related to the origin of religion (Tahani and Tavakkoli, 2016: 96-97; Ardestani, 2003:44). In this approach, man deals with this perplex by personifying God and gods and makes stories for them, or even forms families for them and gives them wives, while personifying the natural elements and begins to pray them and sacrifice for them, which is the manifestation of the myths in different regions (Tahani and Tavakkoli, 2016:98). Conversely, people, due to their ignorance of the appearance of their kings and the perplexity of the actions of the king, his political and intellectual structures, they visualized the king to be something like a god and describe him with adornments similar to gods, for example of gods of evil and gods of good as viewed by the people that a king may be good or bad as there have been good gods and bad gods. Such a view plays an important role in the analysis of the real life of Zakhak, the serpent king, in the third and second millennia before Christ. Snake is in two ways associated with Zakhak. On the one hand, Zakhak, himself is called a dragon. As it can be seen from Avesta texts, Zakhak is a human being like a dragon or vice versa, that is a dragon in the form of a human, with snakes grown on his shoulders, which is the result of the devil's kissing them. Snakes that do not calm down unless when they are fed human brains, with the natural consequence of the vanishing of the human species. In most of the ancient Iranian and Islamic texts, snake has been introduced as a devil animal. The design of snake in the Pre-Islam Iran symbolized immortality, fertility, spirit, water, welfare and wealth, land, plants, woman, renaissance and eternity, life and death, moon and sun, and even goddesses. The molting of the snake symbolized immortality and continued life-cycle. (Van Buren, 1934; Golan, 1991:205; Frazer, 1919:66; Moradi, 2015: 133, Taheri, 2015:36; Gholami, 2011; Rafifar and Malek, 2013:22). Since the snake symbolized death, the immortality lifecycle, and renaissance (Frazer, 1919, Van Buren, 1934; Moradi, 1934:33; Taheri, 2015:26; Gholami, 2011, and Rafifar and Malek, 2013:22). Its position in the mythological design, especially the prehistoric ones, is indicative of the unique divine power of kings signifies the eternity of their power and the authority of ending the people's lives by the order of kings. However, with the passage of time, this concept undergoes changes in the eastern Iran and Central Asia, because the iconography of these regions snakes are in struggle with animals such as eagles, leopards, and hawk, the latter symbolizing the athlete, which is also indicative of the temporariness of the power of the king (Basafa et al., 2017). It should be

borne in mind that the people of the lower class and ordinary people have played their own role in the narration of the stories by increasing or decreasing the real dimensions of the stories and rendering them myth-like.

With these details and by referring to the administrative evidences (the signets) one may consider Zahhak and his real life as authentic. A person, an elite, with the power of the king ruling a community, who has not been in the view of the ordinary people and even people residing very distant from the throne and has been thought of as myth because of the lack of audiovisual and communication facilities. This has formed a mythological personage because of mixing up his personal traits. It is evident from some of the signets that show a person in the throne of the kings with two snakes upright from both his shoulders. In a realistic analysis, three reality levels may be considered for the explanation of the snakes on the shoulder of the king.

1. The shape of the throne the king was placed in is a high one with ornaments of animals such as horse, lion, snake and so on its armrests. Some thrones had two sculptured snakes on the handle in a three dimensional way. These sculptures sat on top of the king's shoulders appearing to be grown out of the king's shoulders.
2. On the basis of the existing iconologies remaining from different civilizations and recordings of the king's lives in different historical periods, also from the paintings remaining from the medieval period of the kings and the aristocrats interested in pets of different kinds in different periods of time, and considering the real dimension of the snakes in its three dimensions we can conclude that snakes at that time were used as pets, and that Zahhak was interested in keeping and breeding snakes.
3. Most of the clothing of the kings and the elite are made in numerous designs and colors, and a glance at their clothing, particularly clothing of the eastern and far-eastern kings, including Ghour, where Zahhak was born, the design of snakes and dragons on their clothing was quite common.

Therefore, the mythological role of Zahhak and concepts involving different levels of Zahhak's story, in social, political, literary and ideological terms should not be ignored. The interpretation of the reality levels of Zahhak, evidenced by administrative and political documents proves the existence of such a person, which has been mythologized by the existence of the snakes existing on the throne, pet snakes, and snake iconographies on the king's clothing, as well as stories made by the ordinary people, with descriptions of the appearance of the kings in them, and the horror felt by the people from the king and its position have turned his real life into a myth. This mythologizing also originates from the cruel acts of the king and his hostility with the people of the community and his pretention of immortality. He mixed the classes of the people by destroying the class system of the previously reigning system (Hassouri), which created abnormalities, such as placement of ordinary people with individual or familial inferiority complexes rising to the ruling class, lack of administrative capabilities among these for ruling the community, which resulted in severe disturbances in the economic and social management of the society. With the destruction of the social classes and occupation of the positions by non-professionals, and existence in the ruling class of people from the lower class of the society that resulted in fluctuations in relations with adjacent governments, the way was paved for the destruction of the social frameworks, increased economic pressures and dissidences in the that was though as improbable in the beginning of his rule, but rising to top of power of a man from non-professional class, lack of competent consultants in politics and international relations, and his absolute rule and limitless power resulted in his hostile reactions, psychotic behaviors. with this perception of this level of cruelty in the king, the people of that time attributed him to subterranean gods or god of death, and due to the horror they had with him, and his eternal power the people may have visualized him a person with snakes on his shoulders. Since the youth are the think tank of the society and due to the fact that these are the people who constitute most of the dissidents among the

nations and throughout history due to their idealism, and Zahhak killed, imprisoned his dissidents or changed them into people with no thoughts and aspirations that did not protest the cruel conditions and they were young people who made no difference with dead people, and they and according to a notorious saying, they were resting in vertical graves. This opposition with intellect and wisdom and hostile reactions of Zahhak was transferred through the word of mouth and this condition is manifested in the mythologized story of feeding young people's brains to the snakes, a symbol of suppressing wisdom and thinking.

Thus the artifacts and printed evidence of the signets that only belonged to the elites, evidence the realities of the lives of mythological people, particularly *Zahhak*, the serpent king. Numerous signets from ancient cultural sites signify the existence of a wisdom-fighting and cruel dynasty and the use of iconography as a symbol of their dynasty and an emblem for their governance.

Result

The results of our study, given the reference to the story of Zahhak, the serpent king, appearing in Ferdosi's Book of Kings, as well as description provided by Ferdosi of the attribute of such a king and similar kings and their dominance over the communities as wished by the people, and kings who consider ruling as an absolute right without thinking about their precedence and their original social class, and who believe in their eternity and immortality. They consider the only way to defend themselves as opposing with the young people and their brain, ideas and thoughts. So they always seek to destroy and decade the young people and deplete the community from the brains of the young people and intellectuals. And Zahhak, the serpent king and the Zahhakian (Zahhaks) dynasty with the emblem of snakes represent these kings.

Treating the Poetry, Treating the world

Author: Hassan Kaamali Dolatabadi

Abstract:

Poetry is a tool for the expression of feelings, emotions, tastes and opinions of the people and communicating it to societies. Even from the antiquity, it has been known to the people and they have liked and still like the poetry. So, it is possible to influence nations through the poetry, and to use it in a right and logical manner. Here, it requires a deep and meticulous approach to the poetry; that is, the poetry must understand the spiritual and physical needs of societies, and find solutions and treatments to them. Such a view requires that all societies gather together and unite under a literary institution and reinvestigate and reassess poetry. Today, the world is a big village, and undoubtedly, all of the people are organs to the same body and any pain in this big village inadvertently extends to others. So, when the poetry is treated and takes a rehabilitation and progressive trend, all of the societies (or in a sense this same big village) will also get better. Also, notorious poets of the world must be recognized and it is necessary to understand the poets who have proved successful in this way and their thinking tools must be promoted in order to treat the world. Any person with any opinion is permitted to compose poems, but he or she is not allowed to promote

any opinions. The poetry must distance itself from politics and governmental and religious tastes. It must be seen what is expected from the poetry and to find out what kind of poetry is needed in this period of time.

Keywords: poetry, spiritual and physical treatment, societies, governmental-religious tastes, the global village

Introduction

When poetry is of no use in changing the world, then what is called poem must be changed (Khodorovsky, 1987, p. 173) (quoted from Persian Translation). All nations, civilizations and nations have been familiar with the poetry from long ago, including the oldest civilizations of ancient Egypt from whom poems are available, e.g.:

If the wind blows

It will blow towards an Egyptian Fig Tree

If you come, you will come to me on the wings of the wind (Pound et al., 2004, p. 156) (quoted from Persian translation).

Among the other samples is a poem that belongs to the Babylonian civilization composed by Nebonid, a Babylonian king:

"At that time, the people of the world spoke no more than one language, and had no more than one country and had no more than one heart.

One said, "Let's go and cook adobes and build a house

And since they all were of the same heart, they accepted and thus Babylon emerged." (Molet, et al. 2008, p: 370) quoted from Persian translation.

The poetry has always been integrated with human essence and mind. As Ahmad Shamloo (an Iranian Poet) says, "The poetry is not a perception of life, but it is life itself (Pashaei, 1999, p. 591). It is said that the poetry serves as a mirror to a society, so if the poetry is a mirror to a society, what is expressed in its poems is a reflection of what happens in the society, including its problems. Sometimes, the poetry is the caricature expression of these problems, which exaggerates the problem and puts it to the view of the audience without putting forward any solutions or strategies to it, e.g. Mohammad Salmani's poem that reads,

I told them to right of my heart's injury

But they refrained from referring to it even a little bit (Salmani, 2000, P: 21 ode, 8).

Once poetry was used only to describe and admire the face of the beloved, and it came in different styles. Literary men believe that:

"You can say of the beauty of your friend's face, not worrying of your metonymies to deplete" (Saeb Tabrizi) quoted in 2019.

However, long-lasting poems are those that refer to the problems faced by the society and devising strategies to remedy them, and such a poem came from wisdom and thinking. A poem needs to be both national and global. According to Stalin,

The most national poems are those that are also global (quoted from Akhavan, 1969, p. 54).

Today, great poets, such as Rumi (Jalal-el-Din Mohammad Balkhi), Sohrab Sepehri, Khayam, and Saadi are of more long-lasting fame than others, and their poems are reviewed throughout the world, it is because they were not bounded by time, place and a specific ideology. They thought beyond time, place, thoughts, tastes and religions, and as Dr. Soroush puts it, "They are whales that cannot be held by these small pools of religious wisdom (Soroush, 2014).

Research Method

The research method adopted in this study is a review of the works of great poets, such as Rumi, Sohrab, Khayam, and Saadi to name a few, that have been collected by a library research method and are discussed within a sociological structure on a global scale.

Among the poems which are beyond the individual, religious, regional or taste levels we can refer to the following poems that have been composed on a universal basis.

Rumi Says,

"What can I do? When I do not consider myself a Muslim,

Neither am I a Christian, nor a Jew, nor a Zoroastrian,

Neither am I an easterner, nor a westerner, neither from the highland nor from the lowland.

Neither am I from the nature nor from the zodiac

I neither come from India, nor from china, nor from Bulgaria

Neither from Iraq, nor from the Khorasan territory.

My domicile is "no address" and my location is "nowhere"

Neither am I a soul, nor am I a body, 'cause the soul of the souls I am

I united both worlds when I dismissed all duality

I see one, I seek one, I know one, I call one

If I ever called upon her anything anytime

I regret the date and the time in my life when

Oh, Shams-e-Tabrizi, I am so drunken in this world

That I know nothing but jubilation and intoxication (Divan-e-Shams, Rumi, quoted in 2015)

Also, Khayam says,

"Oh, you, who have come from the spiritual world of Taft

Wandering befuddled among five, four, six and seven

Drink wine, to forget where you came from

Keep joyous and do ignore where you are heading to

(Robaeiyat-e-Khyam, quoted in 2011)

Also, Sohrab, in his poem named "Sunny" says,

"I hear the sound of water, what are they washing in the stream of loneliness

The moments are cleanly clad

Under the sunshine of mid-December

The roaring of the snow, the strings of viewing, the drips of time

The bricks are fragrant, radiating on the bone of the day

What do we want?

The vapor of the season is our words which have been atomized

The mouth of the flower is the think-tank

'cause they dream your trips in their lanes

They congratulate each other on you in their far duck villages

'cause the people do not know

That labdanum is not accidental

Do they not know that the shine of the river water in the eyes of wagtails today speak of yesterday?

Why do the people now know

That in the flowers of impossibility, the weather is cold?

And Saadi says,

"

Human beings are members of a whole,

In the creation of one essence and soul.

If one member is afflicted with pain,

Other members will remain uneasy.

If you have no sympathy for human pain,

The human name you cannot retain!

(Translated by Dr. Aryanpour)

(Kolliyat-e-Saadi, quoted in 1998).

In his poem Rumi says, "I don't know myself, but I am a human beyond my ethnicity, religion, I am part of the whole being, and I don't care where and with which characteristics I have been created." He considers the whole world as one and maintains the unity in plurality. He does not recognize any remedies but drunkenness and joyfulness. Khayam, too, says the same when he believes the fate of human beings and the end of their lives to be worth thinking and speculation under a divine logic, and knows no remedies but drunkenness and joyfulness.

Saadi, too, considers the whole world to be one, and knows no other remedies but drunkenness and joyfulness. He thinks like Rumi and believes in unity in plurality of the whole world. That is, they are in favor of two things: unity in plurality and oneness of the whole world, and speculation on all matters of the world. These poets consider human beings as obliged to think about the world, but if they do not succeed in finding a remedy, he does not blame the human beings, and does not attribute it to lack of insight or laziness. They do not refer to the problems and bottlenecks of their own society, matters that we are all aware of, but they insist on a logical and philosophical thinking about the world as a prelude to proliferation and creation of enthusiasm and passion, and detach the people from going too deep in small problems of the society, and insist on a kind of thinking that leads to elevation and perfection. The world is full of pluralities, different creatures, different human beings, that are not indicative of unity and oneness of them. Any improvement is for the whole world, and any failure and loss constitutes a failure and loss to the whole world. They consider problems as the thorny bushes that lie in the riverbed, that do not stop the water from flowing and the water goes ahead, while it can remove the thorny shrubs from its main course. It is noteworthy that small problems of the global wisdom is only remediable by relying on the words of the great people, because the whole world comprise the organs of the same body, and undoubtedly, any pain and any treatment shall affect this body.

Discussion and Analysis:

Societies have always considered these poets and their poems as a solution to their problems and come to mental and physical tranquility by reading them. Poems are intellectual doctors of the society in a way that, in addition to proposing remedies to the problems of the people, they treat them by giving remedies. There are a lot to be said about these poets, and their lives and hardships they have gone through is clear to all. For example, Rumi lived in

Iran at the time when Mongols had attacked Iran. He, himself went to Qunia when he was a child. So his thoughts was not affected by the circumstances governing the society at that time. These people thought globally, and anyone who is acquainted with their opinions will never resort to arms and do not kill their cogeners. Misinterpretations and extremist religious and sect ideas do not affect their ideals and they love human beings for the sake of humanity, and they do not care from which country, tribe, or religion their rival comes from.

As it has been said, "a poem is an event which unfolds in the world and everything that happens in the world finds its reflection in language, because language is a mirror to the world. The poet takes the scattered poems and gathers them and begins to say, and narrates. If his language is of a specific structure, it is because it depicts a special theme of the being. However, the most important theme of a poem, even before it is expressed in words, is the poetical experience gained by the poem. Such an experience is a reflection of the being which is poetical in its own nature. Such an experience is not limited to poets; but it is a human experience every human being my have in different states of mind, but poets are cuter than others in taking up this experience and are more sensitive to them and are keen to receive the intellectual message that experience may bring to them (Ashouri, 2018, p:33-34).

Akhavan considers a great position for the poets and says, "a poem is an individual messenger" adding, "poetry means honesty, truthfulness, that is feeling the pain of others, suffering from the other people's wounds. If there is a cry or a passion it is the outer face of these mental things." Elsewhere he says, "A poem must not be unbounded and free" quoted by Esmaeili, 2012, p: 31).

Also, as an enlightener and an intellectual, Akhavan (1969, p:48-49) says that a poet is such a human being that tackles with all problems that he is facing, while, intellectually, makes the fairest judgments (quoted by Esmaeili, 2012, p:29). He also says, "except for the social poetry, which is also political, I do not consider any other poetry as authentic (quoted by Esamaeili, 2012, p:31). A human poet must live in the human society in a way that not only be dealing with the purest and most essential human problems, and moral issues, but to treat them in the most humane and noble way as possible, so, in a nutshell, the goal of poetry is to improve the world, and it must be at the service of humans and humanity (ibid).

A poet and his poetry play a vital role in life and political events of his era. Consequently, we understand that accidents and slips of mind in the world and misunderstandings that create groups such as Daesh, Taliban and Al-Qaida, and similar groups, all are the consequences of the lack of the contemporary poetry and introduction and lack of a good introduction of great poets, and lack of their globalization and universal introduction of them.

The fluent voice of the poetry

Calls for crime

Calls for pistol

(Domlonto, Persian translation, Ketabe Ayineh, 1987 p:182)

Political groups such as the few mentioned above, resort to crimes and homicide because the global and humane poetry has not been introduced to them and they have no acquaintance with the great poets of the world. Also aimless, inefficient and libertine literature of today has affected them, and sometimes these very criminals have composed poems, for example, Osama-bin-Laden, a notorious Al-Qaida leader has a poem that reads,

"The parts of the bodies of the pagans were hanging in the air

You would delight if you saw them with your own eyes,

And your heart would be filled with joy"

(quoted by nodooshan in Persian, 2003, p:49)

Enjoying a safe and sound nature and a sensitive character, poets must perform two duties: Firstly, at any time they live, they must understand their goals of composing poems with their strong moral and intellectual power, and release the world from war and bloodshed. This duty is borne by the discipline of literature at universities, as Shamlu puts it, "I prefer my poem to be a horn, rather than a lullaby."

(Shamlu, quoted by Pashaei, 1999). Today, there is a distance between the university in which literature is taught only in an ad hoc and hasty way, and the poetry and poets (who compose poems aimlessly). The university does not know and does not introduce the poets and their poetry enough. It applies to both new and old poetry, just the way there is a distance between the universities of technology and industry and working environments. Poets, by the same token, only compose poems, and in other words, they play with words rather than compose purposive and efficient poems. This thought should be widespread throughout the world. Not everybody is allowed to compose and publish poems of any themes. Because they must first pass literature at a university under the supervision of an international institution, where the emphasis is placed on the great poets of the past, and in order to prevent sporadic composing and sporadic saying, each university should be focused on one or a few other poets, in a way that for example, The University of Harvard should be associated with Rumi. The discipline of Literature at each university must go beyond individual and governmental tastes. Universities must teach poetry thoroughly and meticulously, and the poets must enjoy academic education in order to obtain a license for composing poetry, and to do it in a purposive and efficient way, and it should serve as a prerequisite for the poems to be published. These needs are more felt at eastern universities, because most of the destructive political movements originate from the east, where universities in the east do not provide any purposive research and only name some poets whose poems are presented sporadically and inappropriately. Once these eastern countries not only were civilized but also they built civilization and cultures and nourished the world intellectually. It is because their poets were of high quality. In other words, their poets were scholars and were proficient in different fields of science; for example, Khayam was a mathematician, and astronomer and also a poet. Unfortunately, today with the decency of the eastern nations, their communities have fallen into deep intellectual crises and misunderstandings. Families in these countries are now of a loose foundation and breed atrocities, wars and destructions. Samples of poems in the eastern societies are like this.

At an eastern university, one of the professors wished to explain about "دلبنده شرم آگین خود" by "آندره مارول". He was saying some points with respect to ethics, morals and even political tendencies of مارول when the bell rang. The teacher smiled and said, "Anyway, it is a good poem, it really is a good poem."

Result:

In conclusion, with the adequate introduction of great poets, such as Rumi, Khayam, Sohrab, Saadi, and others, violations and prejudices leave the minds of the people and the way will be paved for the people to live in a better way. Families will be improved and the countries and the whole world will achieve tranquility and humanity.

this way, the poets and the poem of today will start an elevating trend and go beyond the limits of space and time and individual taste ideologies. If the poet and the poem becomes what it should be, the world will be what it should be.

The world is in dire need of a major literary (poetic) reform, and this purpose will not be achieved unless with a joint work of nations and religions and tastes, under the supervision of an international institution. In summary, the world shall be remedied only if poetry, as the most important intellectual and spiritual pillar of the world, is corrected. In Saadi's words:

"It is impossible that artists die and villains replace them (Saadi's Golestan, Chapter 1). Also, it should be borne in mind that small and individual interests must lead to the correction of the world, but these small interests, today, lead to major losses. A day will come that human beings will eclipse all intellectual and religious borders, and as Sohrab puts it:

"Eyes must be washedIn a new way we should see"

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The impact of the (Indian Lobby) in the United States of America on (the American elections) and Washington's policies towards political and security rapprochement with India in the field of (combating the fundamentalism terrorism tide) and Pakistani extremist movements) in South Asia, and its implications on Chinese interests and the Belt and Road Initiative in the region

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Abstract

The thesis of our study is briefly highlighting the problem of the incursion of (terrorist and fundamentalist movements) between Pakistan and India, and the mutual accusations between them about striking and targeting targets such as those by terrorist elements. This was what imposed itself recently in February 2018, especially after the (Indian military base) in the (northern state of Jammu and Kashmir) was attacked by an armed attack, which led to the fall of a number of Indian victims. From here the tension between India and Pakistan returned to its head again, while the biggest and most dangerous disaster related to the (confrontation patch) in which (China could clash with its neighbor India), and between this and that we see (an American role that is almost seeking to ignite confrontation between all parties) in Under the US desire to (contain and restrict China in South Asia and India), and the Chinese response as (Beijing is attempting to defend its interests in Pakistan and its project of the “China-Pakistan Economic Corridor” (CPEC) and the Chinese “Gwadar Port” in Pakistan within the framework of the Chinese “Belt and Road Initiative”), at a time when Beijing's interests are exposed. The threat of terrorism and fundamentalism targeting its interests Chinese internal interests in (Xinjiang), the Muslim Uighur region in northwest China, and its extensions with terrorist elements and militias in (South Asia, Afghanistan, Kashmir, and on the borders between (Pakistan and India), which led to targeting terrorists and striking China's interests in Pakistan. Here, the (security, political, and strategic) conflict began between (China and the United States) and their allies (Pakistan and India), with each side accusing the other of (sponsoring terrorism).

Hence, each of the previous parties tried to use (strategies and tactics) to respond to the other side, for example India, through the (Indian Lobby in Washington), tried to influence the US administration to

confront (the fundamentalist tide from Pakistan). India also submitted requests to the “United Nations Security Council” (UNSC) to include Pakistani groups and classify them in the (Terrorism list) in the United Nations Security Council, but China used (the right of veto against the Indian request), while (Washington presented a proposal to form “Asian NATO”), directed mainly against (China and Pakistan), accusing them of the growth of terrorist elements in the Asian region, with China officially defending its ally “Pakistan” that has denied charges it has harbored or supported terrorists.

Thus, we find ourselves in front of a (network of intertwined and contradictory relations between all parties), which was exploited by (terrorist and fundamentalist groups) to carry out terrorist attacks against both China's interests in Pakistan and hit its projects within the framework of the (Belt and Road Initiative), in addition to India's exposure to several internal attacks, the most difficult of which was in the beginning of 2018 and India accusing members of the “Army of Muhammad armed terrorist group” or as Know “Jaish-e-Mohammed” (JeM) in Pakistan of being responsible for the attack, the United States standing by India and threatening former US President (Trump) to (cut off military aid to Pakistan), and “China's defense of its ally Pakistan for its strategic importance to Chinese economic interests” that have already hit by several terrorist attacks in Pakistan. Hence, the study carried out by the Egyptian researcher seeks to study all these security problems and difficulties facing all parties, with (drawing a general vision and future scenarios) for how the shape of the confrontation between Washington and Beijing and then between India and Pakistan will be evolved?, and the extent of the success of these extremist armed and terrorist groups in achieving their goals to strike and targeting the interests of all the concerned parties.

Keywords: fundamentalism tide, terrorism, terrorist groups, combating and fighting terrorism, Pakistani extremist movements, extremist movements extensions, Belt and Road Chinese Initiative, Indian Lobby, American security rapprochement, Washington's policies and strategies, Chinese response, Future scenarios and expectations.



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