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**A Comprehensive
Environmental Analysis
Model - 'CDPESTLEG'**

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Buddhist Diplomacy**

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Essential in Effective Groups?**

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Fight Against
Polio in Malawi**

**The Reasons, Tendencies
and Peculiarities of
Nationalism in Belgium:
Risks Associated with It**

**Future Trends in Teaching
Political Science - A 20
Year Perspective**

**Improving Myanmar Ethnic
Minority Students'
Perception on Science &
Mathematics Teaching in
Higher Education Vocational
Institutions in Cities**

Leader's Love
**Future Trends of
Taxation 2028:
An International and
Nigerian Perspective**

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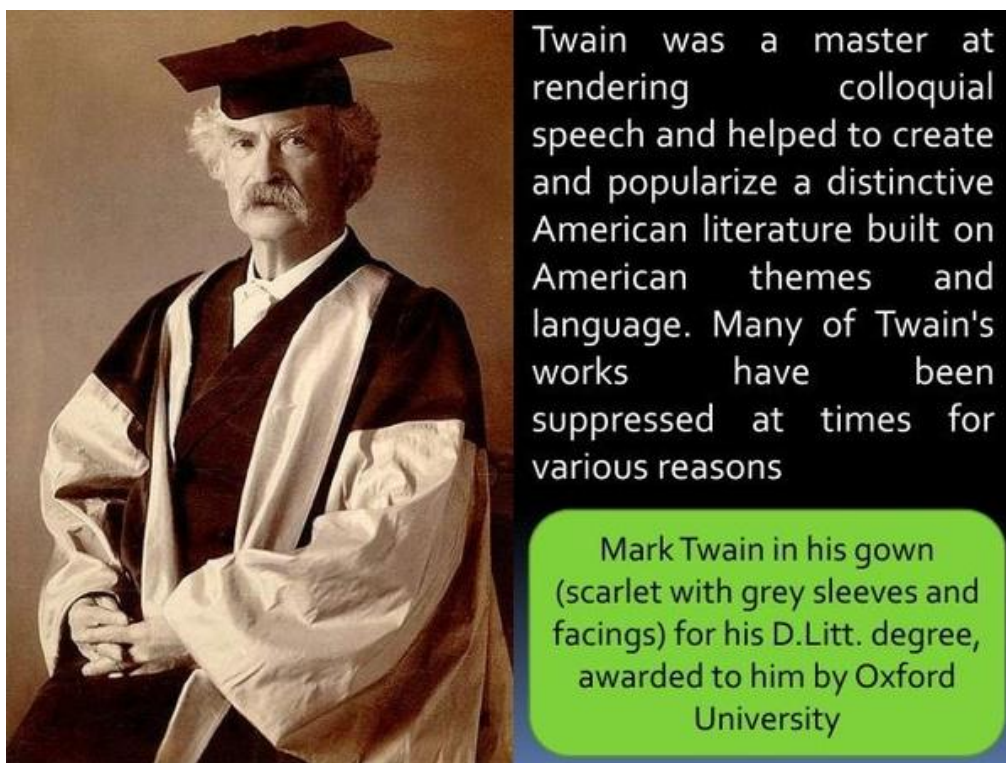
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Mark Twain was awarded a D.Litt in 1907 www.quora.com/What-is-a-D-Litt-degree

IN THIS ISSUE

Group Processes: Are they Essential in Effective Groups? – Oyat Christopher, Mshilla Maghanga and Mwosi Fabian

Leader's Love – Lau Hok Wan

Future Trends of Taxation 2028: An International and Nigerian Perspective – Christian Ndukaire Onyegbule

The Reasons, Tendencies and Peculiarities of Nationalism in Belgium: Risks Associated with It
– Ali Nasier Alrkabi

A Comprehensive Environmental Analysis Model - 'CDPESTLEG' – Tarun Pathak

Understanding the Buddhist Diplomacy – Kemal Yildirim

The History of the Fight Against Polio in Malawi – Sydney Adam Ndembe

Future Trends in Teaching Political Science - A 20 Year Perspective – Erdal Firat

Improving Myanmar Ethnic Minority Students' Perception on Science & Mathematics Teaching in Higher Education Vocational Institutions in Cities – U Kyaw Naing

GROUP PROCESSES: ARE THEY ESSENTIAL IN EFFECTIVE GROUPS?

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Abstract

Rendering much consideration to group tasks and problems without appropriate attention to processes may lessen or even destroy the value of the best workgroup ever known. The failure by accounting officers to handle workgroup dynamics is the source of employee resentment, students' strikes, community repulsion, redeployment and transfer of some staff to and from these institutions, which were reported in the institutions investigated. The study examined processes affecting workgroups in selected public post-primary education institutions in Nebbi District, Uganda. The study employed a cross-sectional research design, in which both quantitative and qualitative approaches were used to collect and analyze data on respondents' feelings, attitudes and perceptions about workgroups. Purposive and simple random sampling techniques were used to select 215 participants from a target population of 486 employees. Data were collected using questionnaires and analyzed using percentages, frequencies and statistical mean. Software for data analysis (SPSS 15.0) was used to establish which processes affect workgroups. The findings indicate that leadership (mean = 4.15) is by far the most influential group process in determining effective workgroups over communication (mean = 3.68) and decision-making (mean = 3.15). The study concluded that leadership in effective organizations ensures tasks are performed morally, set goals are attained, workers' commitment is maintained, and communication to workers is direct. The study recommended to heads of institution to adopt a leadership style that matches personality to right set of responsibilities. In addition, heads of institution should provide a management function that maximizes the potential benefits of each personality while maximizing areas where these personalities might conflict.

Key words: workgroups, processes, public post-primary education

1.0 Introduction

This study brings out the processes that affect workgroups. Studies by (Chatman & Flynn, 2001); (Mitchell & Boyle, 2009); (Holman, 2008); and (Campion & Gina, 2001); relate workgroups to work process, leadership styles, individual differences and organizational design respectively. They focus on tasks

and problems involved in getting things done while ignoring the processes governing the regular pattern of behavior in the group. A workgroup is set of people brought together based on defined roles within the structure of the organization, which combines resources and coordinates knowledge, skills and efforts to resolve task demands (Zunnooraain, 2015). The dissimilar sets of complementary skills offer for different approaches to identifying and solving group problems. For example, in a study conducted in northern Uganda, on the role of culture and social protection, findings indicated that workgroups allow members to value solidarity, trust and participation, and augment social capital (Coninck, 2009). Social and organizational psychologists argue that exposing group members of speckled background and experience enhances creativity and innovation, by strengthening a group's vigilance in processing relevant information, as well as preventing it from settling too easily on agreed-upon options (Chatman J. A., 2010). Workgroups allow sharing of information, knowledge, and proficiency to solve problems for better decision-making (Deal, Stawiski, Mairian, & Gentry, 2010); which boosts efficiency and effectiveness of work processes, innovations, and problem solving. The need to deliver cost-effective, high quality products and services that meet customer needs is forcing human resource experts in performing organizations to invest more time and resources in understanding workgroups (Trevithick, 2005). Effective workgroups are workgroups that combine individual members' abilities, combine their individual resources, coordinate knowledge, skill, and effort to resolve task demands. Effective workgroups are characterized by the ability to communicate, degree of disturbance, motivation to work or engage in group activities, and the ability to relate to others in the group (Benson, 2001). Effectiveness in this context is measured in terms of the individual members' contribution to the workgroup. In a related view, effective workgroups are indirectly measured in terms of their influence on the group members. In this context, the indicators of effectiveness include strong and focused leadership, individual accountability, the group's mission and individual work-products (Campion & Gina, 2001). Studies by (Chatman & Flynn, 2001); (Mitchell & Boyle, 2009); (Holman, 2008); and (Campion & Gina, 2001) identified work process, leadership style, and individual differences as key determinants of regular patterns of behavior in a workgroup.

1.1 Statement of the Problem

Despite efforts by government to build effective workgroups and performing organizations in Nebbi district, many public post-primary education institutions are wrestling with employee resentment, students' strikes, community repulsion, redeployment and transfer of some staff to and from these institutions. It seems heads of instruction have failed to integrate personality and workgroup dynamics.

1.2 Objectives of the Study

The study was conducted to investigate processes that affect workgroups in public post-primary education institutions in Nebbi District.

2.0 Literature Review

2.1 Workgroups

From the social work point of view, workgroups often address a broader range of social and personal problems than those designed for the group (Whitaker, 2001). These are normally informal groups, which serve to satisfy psychological and social needs not related necessarily to tasks undertaken. From the performance management point of view, workgroups increase the efficiency and effectiveness of work processes, innovate, and solve problems (Kozlowski & Ilgen, 2006). These are formally created groups to achieve specific organizational objectives and are concerned with coordination of work activities. These groups tend to be relatively permanent, although there may be changes in the actual membership, and a proper understanding of the group dynamics helps members to satisfy their needs or help the group to accomplish its tasks (Toseland & Rivas, 2005). Formal groups, which are deliberately formed groups, are a reflection of groups that exist in public institutions. According to (Forsyth, 2006), formal groups are formed by an external authority for some purpose, and the goals, rules, relationships and norms of behavior to ensure proper functioning are identified and established externally. This seems to suggest that the pattern of the organization structure and arrangements determines group formation for the division of work. Effectiveness in a workgroup refers to individual members' ability to combine their individual resources, coordinate knowledge, skill, and effort to resolve task demands. According to (Jordan, Neal, Charmine, & Hooper, 2002), effectiveness in workgroup depends on the level of training. Training individuals in the group improves both individual performance and group performance. In this view, trained members are apt to make far better decisions than the ability of the best decision maker in the group. Effectiveness in the workgroup depends on the ability to communicate, degree of disturbance, motivation to work or engage in group activities, and the ability to relate to others in the group (Benson, 2001). Similarly, (Campion & Gina, 2001) indicated that effectiveness in the workgroup depends on strong and focused leadership, individual accountability, the

group's mission (this is the same as the broader organizational mission), individual work-products, and run efficient meetings. In the above context, effective workgroups depend on the practical ways they are set up, organized and run. Group process is the synergy that makes the workgroup attractive in corporate organizations despite the possible problems and time spent in formation of the group (Trevithick, 2005). According to (Pipas & Jaradat, 2012), group process refers to how the members of an organization collaborate and get their targets achieved. These processes describe aspects of interaction and pattern of organizing that transforms input and outputs. Similarly, group processes include factors underlying the exchange of information in the workgroup such as coordination, conflict management, social relationships, communication, decision making and performance feedbacks (Meade, 2013). From the above definitions, it can be observed that rendering much consideration to group tasks and problems without due attention to processes may diminish or even destroy the value of the group. According to (Tschan, Semmer, Vetterli, Gurtner, Hunziker, & Marsch, 2011), planning, trust, and structuring; are relevant process variables at forming stage, while bonding, adapting and learning may be core concerns at the functioning stage. Similarly, McGrath and Tschan (2004) as cited in Tschan *et al* (2011) identified three group process levels: purpose level, planning level and action level. The purpose level concerns processes related to how the group selects, accepts, or modifies the group's projects. Planning level concerns structure processes (what will be done, when, by whom and how); and action level that consist of a series of interrelated "orient-enact-monitor-modify" cycles. Considering the ambiguity in understanding group processes and how they relate to effectiveness, the present study examined three processes that continue throughout the entire life of a workgroup: communication process, decision-making process and leadership process.

2.1.1 Communication

Communication is the process by which people convey meanings to each other by using symbols. As group members communicate to one another, a reciprocal pattern of interaction emerges, which can be beneficial or harmful to the group (Toseland & Rivas, 2005). The level of interaction helps the group to achieve desired goals, ensure socioeconomic satisfaction, enhance potency, social support, workload sharing and cooperation within the group; strengthens social integration and influences group culture. In a related view, (McFadzen & O'Loughlin, 2000) noted that people who are familiar with communication processes are less likely to be victimized as harmful leaders to the group since communication increases deliberations, goal congruence, and information access; and decreases distractions (McFadzen and O'Loughlin, 2000). Group communication requires an understanding of the dimensions of information flow and social interaction between supervisor and subordinate. According to (Abubakar, Dilbeck, &

McCroskey, 2010), supervisor-subordinate communications in a workgroup may be positive, negative, upward-openness or job-relevant. Positive communication focuses on the supervisor seeking suggestions from the subordinates and relating with them in a manner that shows interest in them. Negative communication deals with the supervisor ridiculing subordinates and criticizing them in the presence of others. Upward communication allows opportunity to question a supervisor's instruction and vary their disagreements with the supervisor, while job-relevant communication includes a supervisor's feedback on performance, goals and visions, job instructions and rules. Regardless of the dimension, sharing information is relevant as some form of information sharing could be ineffective to the workgroup. For example, groups tend to focus on information they have in common rather than sharing their knowledge (Paulus & Yang, 2000). Any person who may be trying to introduce some new ideas may stand chances of social discrimination, which lowers their individual contribution to group ideas (Gruenfeld, Paul, & Elliot, 2000). This form of social discrimination is likely to inhibit sharing of novel ideas, unique expertise, and task handling.

2.1.2 Leadership

Although leadership has been variously construed, a widely accepted definition is that leadership "is a process of social influence through which an individual enlists and mobilizes the aid of others in the attainment of collective goals" (Thomas, Martin, & Riggio, 2013). In a related view, leadership is "an influence relationship between leaders and followers who intend real changes that reflect their mutual purpose" (Zimmerli, Ritcher, & Holzinger, 2007). The above definitions seem to suggest that leadership is not about influencing alone, but also attaining goals. Zimmerli, Ritcher, & Holzinger (2007) found out that good leadership should be ethical and effective. Ethical leadership means getting things done morally, while effective means getting things done the way they are set. According to (Ojeaga, Ononsenwalu, Ilevbare, & Odejimi, 2014), the leader's ability to control groups and ensure efficient flow of information among group members affects output performance. It can be concluded that ensuring efficient flow of information among group members is good leadership while being effective without being conscious of the morality of the job and the person doing the job is poor leadership. Supervisors who focus on the individual behavior of subordinates receive favorable support from them like affect, loyalty, and professional respect (Hassan, Keith, & McCroskey, 2010). This occurs as the group leader influences others' commitment towards recognizing their full potential in achieving goals, visions with passion and integrity (Nanjundeswaraswamy & Swamy, 2014). This is a transformational leadership, which influences group members' perception of empowerment and cohesiveness, which are indicators of group effectiveness. Direct and personal interaction of the supervisor and the staff gives an impression of

staff concern (Therkildsen, Tidemand, Bana, Kessy, Katongloe, & Bwetunga, 2007). Supervisors who make an effort to communicate directly with individuals or groups in meetings or informal settings are highly appreciated.

2.1.3 Decision Making

The term group decision making refers to being involved in making decisions, which takes place at different degrees. According to (Schermerhorn, Hunt and Osborn (2011) as cited by (Lunenburg, 2011), the benefits of group decision making are many. They include more knowledge and expertise available to solve the problem, a greater number of alternatives are examined, the final decision is better understood and accepted by all group members; and there is more commitment among all group members to make the final decision. Decision making in workgroup environment is evaluated through its important aspects as creativity and quality (Mazhar, Iqbal, & Zaheer, 2010). Creativity in decision is the innovative idea, which might emerge in the process of decision-making, while quality in decision is about, how much decision has acceptability and teamwork potential in the workgroup. If one has a highly quality decision but nobody buys it, the outcome will likely be negligible (Murray, 2007). This seems to suggest that the more the commitment and personal desire to make the decision work, the more the quality of the decision. Decision-making can be both consultative and democratic (Lunenburg, 2011). In the consultative sense, the leader consults with members before making a decision. In the democratic sense, the problem is given to the group and group members are empowered to make decisions. When group decision-makers have to wrestle with a difficult problem, they will not succeed in solving it until they break out of the narrow band of familiar opinions (groupthink) and explore a wider range of possibilities (Ely, 2004). However, if the stakes are sufficiently high and the stars are in proper alignment, a group can overcome the tendency to criticize, and inhibit its members and, tentatively begin to consider new perspectives. While it is practically difficult to make shift from expressing your own opinions to understanding a wide diversity of other people's perspective, consensus remains the best approach to decision making (Murray, 2007). Making decisions when all group members agree to commit to the decision, regardless of personal preference is essential particularly when the commitment of those to implement is important. Decisions must be taken by people affected by them, who will understand the consequences (Johnson & Williams, 2004). Otherwise, when the members' demonstration of preferred solution is high, counter-intuitive phenomenon is likely to develop.

3.0 Methodology

The study employed a cross-sectional research design, in which both quantitative and qualitative approaches were used to collect and analyze data on respondents' feelings, attitudes and perceptions about workgroup processes. Purposive and simple random sampling techniques were used to select 215 participants from a target population of 486 employees. Procedurally, data were collected using self-questionnaires and analyzed using percentages, frequencies and statistical mean. Software for data analysis (SPSS 15.0) was used to establish which process affects workgroups the most.

4.0 Results

A reliability test to test the consistency with which measurement of items measure the study variable was established. Cronbach's Alpha value of 0.70 and above is acceptable and indicates that the items consistently measure the study variable, and the study revealed a Cronbach's Alpha coefficient of 0.764. The study investigated three processes that affect workgroup effectiveness in Nebbi District that is communication, leadership and decision-making. Responses were summarized in table 1.

Table 1: Workgroup processes

Variable indicator	Disagreement (%)	Do not Know (%)	Agreement (%)	Mean score
Communication				
1. Social interaction	12.9	6.7	80.3	3.8
2. Feedback	16.0	10.4	73.5	3.6
3. Contribution to group ideas	18.7	7.3	74.1	3.6
4. Access to information	19.2	11.9	68.9	3.7
Average				3.68
Leadership				
1. Attaining goals	5.2	3.1	91.7	4.2
2. Performing job tasks morally	4.1	3.6	92.2	4.2
3. Keeping workmates committed	7.3	4.2	88.6	4.2
4. Communicating to workers directly	7.3	4.1	88.6	4.0
Average				4.15
Decision-making				
1. Decisions are made as group than individual	32.1	19.2	48.7	3.3
2. Decisions are made after exploring many options	33.2	28.0	38.9	3.1
3. Decisions are made without regard to personal preference	40.4	17.1	42.5	3.1
4. Decisions are made by those who understand the consequences	30.6	21.2	48.2	3.3
Average				3.15

Source: Field research, 2016

From the study, the most influential process in determining effective workgroups in Nebbi district was leadership (mean = 4.15), followed by communication (mean = 3.68) and decision-making (mean = 3.15). In particular, leadership ensures tasks are performed morally (92.2%), set goals are attained (91.7%), workers' commitment is maintained (86.6%), and communication to workers is direct (86.6%). In a relative importance to influencing workgroups, communication promotes social interaction (80.3%), encourages contribution to group ideas (74.1%) and provides feedback (73.5%). Regarding decision-making however, respondents were not sure of how much decision-making affects workgroups. The low percentages on affirmation indicate this. In particular, only (48.7%) confirmed that decisions in their organizations were made as a group than individuals,

(48.2%) revealed that these decisions were made by those who understand the consequences while (42.5%) asserted that decisions were made without regard to personal preferences. There is some evidence that group members are brought on board in time of making decisions. From personal interviews with administrators, respondents pointed to coordination, performance appraisal, communication, planning, team building, decision-making and leadership as key processes in workgroup effectiveness. In view of what makes workgroups effective, one administrator reiterated, "there are a number of ways of improving the working environment within an organization so that the creative energies of the employees can be released: coordinate members' thinking, manage conflicts, and balance member participation".

Table 2: Correlations

		Communication	Leadership	Decision making
Communication	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	193		
Leadership	Pearson Correlation	.193(**)	1	
	Sig. (2-tailed)	.007		
	N	193	193	
Decision making	Pearson Correlation	.295(**)	.084	1
	Sig. (2-tailed)	.000	.244	
	N	193	193	193

** Correlation is significant at the 0.01 level (2-tailed).

The findings indicate a weak positive significant correlation ($r = .295$; $p < .05$) between communication and decision-making. The correlation between communication and leadership ($r = .193$; $p < .05$) is much weaker but significant. However, the correlation between leadership and decision-making ($r = .084$; $p > .05$) appears to be very weak and statistically insignificant. These statistics indicate the absence of a significant linear relationship between leadership and decision-making, which leaves communication and leadership to be a better combination of processes that build effective workgroups.

5.0 Discussion of Results

The study indicated a high contribution of group processes in workgroups public post-primary education institutions within Nebbi district. Respondents confirmed that the pattern of communication in their organization encouraged social interaction. This finding is in line with (Abubakar, Dilbeck, & McCroskey, 2010), who maintained that supervisor-subordinate communication supports social interaction between supervisors and subordinates. Supervisors relate with the subordinates in a manner that seeks suggestions from them and shows interest in them. Respondents declared that the pattern of communication in their organizations provided feedback and increased access to information. This outcome agrees with (Meade, 2013) who emphasized that exchange of information in the workgroup allows feedback, particularly supervisor's feedback on performance. Respondents were conscious and mindful of their moral responsibilities while performing job tasks. This outcome supports (Ojeaga, Ononsenwalu, Ilevbare, & Odejimi, 2014) who established that being effective without being conscious of the morality of the job and the person doing the job is poor leadership. Respondents who indicated to be leaders ensured that their subordinates remain committed to work. This finding supports (Nanjundeswaraswamy & Swamy, 2014) who stressed that transformational leadership influences others' commitment towards recognizing their full potential in achieving goals, and visions with passion. In the same line, (Thomas, Martin, & Riggio, 2013) advanced that leadership is a social influence in

which an individual enlists and mobilizes the aid of others in the attainment of collective goals. Respondents indicated that decisions in their organizations were made as a group than individuals. This outcome agrees with (Lunenburg, 2011), who declared that group decisions bring more knowledge and expertise to solving problems. Group decisions examine a number of alternatives, which make the final decision better understood by all group members and bring more commitment among all group members to the final decision. Respondents indicated that decisions were made without regard to personal preferences. This outcome is in line with (Murray, 2007) who advised that group decision should be made in a manner that commits group members without regard to personal preference. Decisions were made by those who understood the consequences. The finding supports (Johnson & Williams, 2004), who recommended that group decisions must be taken by people that will be affected, and will understand the consequences.

6.0 Conclusions

The most influential process affecting workgroups in Nebbi District is leadership. Leadership ensures group members' perform their job tasks morally, are concerned about the attainment of set goals, are kept committed and communication is direct. In the event that members are new to a particular workgroup, leadership is essential in assimilating new members into the group; and to respond positively to their fears about relocation. A right blend of leadership shapes new members, and matches their personality to the right set of responsibilities. Coordination of members' thinking, manage conflicts, and balance member participation are key roles, which leadership can play to release the creative energies of group members to perform to their full potential. Whether communication and decision-making are essential processes in workgroups, their effectiveness rests on the nature of leadership.

7.0 Recommendations

Heads of institution should adopt leadership styles that do not favor one type of personality over others but try to match personality to the right set of responsibilities. Since diverse personalities exist in many workplace environments, heads of institution should provide a management function that maximizes the potential benefits from each personality while minimizing areas where these personalities might conflict. Heads of institution should observe that it is difficult to find a personality that works and fits well in all working environments.

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LEADER'S LOVE

Dr Lau Hok Wan*

The complete version of this summarised article is available at:
<http://www.stclements.edu/Articles/Leader's-Love.pdf>

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Preface

There is a special kind of force between people. Although this force is invisible and cannot be heard, it can be seen through the interaction between people. Its ideological form continues to appear in our surrounding environment. It is not easy to be forgotten. Someone born for love, or even died for it. We always read some love stories, so we can feel love within words. We can also feel love in the films or television programs. What is love? Love is like a weapon, it can make people get hurt. However it is not dangerous. Sometimes it makes our life so beautiful and excited. We cannot measure the weight of love, but love helps us feel the weight. When love goes into our heart, we will understand more about the feeling of its weight. The more we struggle in love, the more we feel the hardship in love. Love is born in our life. It is God's gift for us. The bible tells us God so loved the world and often mentions "love". What is the difference between the love of God and the love of man? Let us explain in the next chapter.

The definition of leader's love

Love is the essence of human. People in different countries have different interpretations about love. In conclusion, love includes human's love, the love among relationships of man. Different people have different degrees of love. In fact, love is an abstract concept. It needs to be felt through experience and feelings. It is more difficult to express in words. Leaders must learn how to use 'leader's love' so that they can help others to feel "love". God's leaders must have a love-based "feeling of empathy." This means that although they have not experienced the experiences of others, they can, with their imaginations, feel like they are experiencing others situation. This is a high level of resonance. The leaders of God must have the "love soul" heart. The motivation of worldly leaders lies in their own; the motivation of spiritual leaders lies in love and the love for God. What God is looking for is not the Christian judges who turn His words into patterns of action. He wants those who have already received grace, see His glory, can be sympathetic, can love, can be satisfied, can be full of kindness. God is full of compassion and kindness of love, because this is to change our power, and it will

also be the most useful element in changing others. Different levels of "love" appear in life: the love of compassion. Love is a kind of sentimental emotion. The best definition of love may be an initiative to treat a certain entity (can be a person, an object, or a god) with sincerity so that the whole world can live in the satisfaction of love. In Greek, the word love can be explained as a several words, they are "eros", "philia" and "agape".

First Corinthians Chapter 13 Explains the "Love of Leaders"

Paul said in 1 Corinthians 13 that the basic meaning of love is patience. Love is kindness. Love does not boast, does not show arrogance. Love does not shy, does not seek his own benefits, does not count on evil, does not like unrighteousness. This is the character of a leader : patience, kindness, humility, respect, selflessness, tolerance, honesty, and loyalty. 1Corinthians Chapter 13 can be seen as the relationship between leadership and love. Love can be defined as the hard work of man in order to meet the reasonable needs of others. Also to place others aspirations and needs in the first place and seek the best interests for others.

David applies leadership love to life

David made good use of "Leader's Love". Leaders must know how to love their spiritual leaders. The foundation of the ministry of a spiritual leader is to have faith in God and to love God. Leaders must know how to respect others because before they wanted to be respected, they must respect others. The obedience of leaders is to set aside their own interests. Although they suffer, they still submit to the authority of the upper leader. Leaders must not only lead others but also establish relationships with the team. Maintaining a good relationship with the team is friendship. A leader who knows how to establish friendship can enable the team to develop appropriately. When leaders feel the compassion, they can exert unexpected effects on the team, just like David. This is a group of humble people who eventually become conquerors. The leader's love is derived from the incomparable courage of love, dare to face different challenges, and when he determines the direction of God, he goes forward courageously. God's character is the character of the leader. The leader's good character is to love others and he does not want others to be hurt. When someone offends a leader, the leader immediately forgive him even if he is being hurt, this shows the love of the

leader. True spiritual leaders can truly obey others and true love brings better reputation. With good reputation, personal development can be even higher.

The love crisis of the leader

The leadership work will inevitably face different crisis and temptations. Each leader should not underestimate it. Leaders love power in a wrong way. Power or authority is the influence on people and the environment. People are given power by God and the church. The emergence of power is for the advancement of society and spiritual life. If it is used improperly, it may harm the society or others. Leaders may also love money in a wrong way. When the leader has power, he can use and manage more assets than others. In the kingdom of God, there is no teaching about the principle of financial management. However, the leaders must pay attention to the fact that without money, many tasks cannot be completed. Money is important, but it creates problems. In God's eyes, everything is good, so the body of men and women is also "good". When leaders did something wrong, it caused serious impacts.

Conclusion

The spiritual leader must love the person with "true love". Agape's love is to give oneself and to commit to the one he or she loves. Agape's love is not the love of choice, but the love for everybody. In our hearts, some people always make us unhappy, but we know that God's will is to love us. In the eyes of the world, some people really are not deserved to be love. They may hurt us, insult us, and hate us. But God's will is in us. Love him and give God's love to them. Or some of our loved ones disappoint us, discourage us, and frustrate us. But God requires us to love them and give them the love of God.

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FUTURE TRENDS OF TAXATION 2028: AN INTERNATIONAL AND NIGERIAN PERSPECTIVE

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The complete version of this summarised article is available at:
<http://www.stclements.edu/Articles/Future-Trends-of-Taxation-2028.pdf>

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1. INTRODUCTION

My study on the future trends of taxation started with the question, why future trends, when there are challenges now. The response is that the business environment on which taxation is dependent on plans for the future, especially in the area of technology. In the United States of America, predictions are being made about the price of crude oil in 2030(\$95) and 2050(\$117)¹. There are interrelationships of economic factors around the world.

My understanding of economic principles is that there has always been a historical insufficiency of tax revenue for economic development. This state of insufficiency has led to the development of various strategies aimed at identifying new sources of revenue with a view to finding a solution. Of all the sources of funds, the cheapest and most sustainable is tax revenue².

Globalisation and profit motivated flows of investments across the globe determine the amounts of incomes and properties available on which tax will be imposed at any given time. To this extent, Multi-National Enterprises (MNEs) create the tax base. MNEs invest around the world for the purposes of incomes and profits maximization. However, MNEs have to pay taxes and levies in the various Tax Jurisdictions where they operate. These Tax Jurisdictions have different tax laws, some of which are more attractive. MNEs go for the more investment attractive tax laws. In addition, with the aid of technology they often exploit mismatches in various tax laws to artificially move profits to lower tax jurisdictions, where they pay lower taxes, at the expense of places of economic activity. This gives rise to issues of transparency and equity. Fortunately, some International Inter-Governmental Organisations have started pushing for fair share of taxes. This will impact on future tax trend.

Further to the above, a major objective of the study was to identify other factors that would contribute in shaping the future trends of taxation and to recommend the creation of appropriate tax regimes. In view of the seamless digital global operations of MNEs, I explored how the Revenue Authorities can collaborate with one another, using digital technology, to reduce tax revenue leakages from 2018 to 2028. In addition to technology, one of the factors identified is population, to the extent that it will impact on the consumption of goods and services, and therefore investment patterns and their destinations.

2. DYNAMICS OF THE FUTURE OF TAXATION

Strategic tools in tax revenue administration include the use of tax types, tax systems, tax rates and technology for improved performance. In particular, tax rates are used in income redistribution, tax revenue maximization, to redirect and to attract investments. Multiple rates Value added tax (VAT) structure appear to be more commonly used to achieve these goals. No wonder since origin in 1954, VAT has been implemented by one-hundred and sixty-seven 167 countries. In spite of its popularity, it faces the challenges of the determination of place of consumption, taxation of services and intangibles. VAT has a major role to play in future tax trend.

2.1 The Effect of Global Investments on Taxation Trends

The global investment trend shapes the future tax trend. During the 2018 summit of World Economic Forum (WEF) it was emphasised³ that digital, robotic and 3D technologies have impacted on the world as to what to produce, how and where they are produced and how people earn livings. Machine intelligence and robots are taking away jobs. While it is imperative for Tax Authorities to catch up with the latest and future technologies, an issue for the tax system is to make a difference in those areas human beings have an advantage over machines, such as use of creativity in behavioural areas.

- (i) On the whole, there will be increased use of real-time access and analysis of tax data to improve tax

¹ The future of growth: Technology @
<https://www.weforum.org/>

² Chris Onyegbule, Strategies for Tax Revenue Maximization Through Voluntary Compliance, Lambert Academic Publishing, Germany

³ <https://www.weforum.org/>

revenue compliance. Country experiences are given below;

- (a) Portugal used a central VAT compliance monitoring device, connected to electronic systems of companies, to improve compliance;
 - (b) In China, an electronic device known as Golden Tax Software System was developed and deployed for use in issuing VAT invoices;
 - (c) Brazil uses an electronic device to collect raw data from transactions made by taxpayers as a check against tax returns when they are eventually filed⁴; and
- (ii) Another trend in taxation is tax harmonisation so as to reduce gaps exploited by taxpayers. This trend is expected to grow.

2.2 Business Practices of MNEs That Create Risks to Tax Revenue Maximization Efforts

MNEs create the future technologies in their own interest, to achieve their objectives. However, the profit maximization and tax minimization tendencies of MNEs, which are facilitated by technology, are exclusive and run contrary to tax maximization goals of Revenue Authorities. There is therefore the need to bridge the technological gaps Revenue Authorities find themselves. To this extent, Revenue Authorities should strive to acquire blockchain technologies⁵ to enable efficiency and effectiveness.

2.2.1 Consequential Challenges Faced by Tax Authorities

The competition amongst the Tax Authorities for the expansion of tax base and for tax revenue maximization often results in the granting of generous tax incentives that may end up being counterproductive. This is christened race to the bottom. This is because some MNEs migrate elsewhere, at the end of a tax incentive regime to shop for more generous tax incentives. They sometimes deploy digital technologies for cross-border digital transactions that undermining the tax system. Unfortunately, Tax Authorities are not proactive in developing appropriate technologies now and for the future⁶.

They are therefore compelled by circumstances beyond their control, to collaborate with International Inter-Governmental Organisations and Regional Economic Blocs. To the advantage of these Bodies, in addition to having the backing of governments around the world, they have the benefit of global reach that nearly matches the MNEs. Also, the development of the rules

for information sharing, fairness in the determination of place of economic activity is to their credit. However, this scenario is a threat to the sovereignty of benefiting countries, especially less developed ones. It is a pointer to tax administration dependency tendency in the future.

The possibility of MNEs' relocation of their operations from place to place is a threat and intimidation of host nations. To this extent the MNEs are capable of jeopardising economic activities and tax yields of various countries. They use this as a leverage to get tax concessions. Apple is a case in point. Ireland gave Apple preferential corporate tax treatment. This led to legal disputes at the instance of the European Union, as to its propriety and ethical issues⁷. Apple exploited gaps in tax laws to perpetrate its tax avoidance scheme. Others US companies such as Starbuck and Amazon are similarly involved⁸. The competition to shore up domestic tax revenue will most likely lead to the offer of more generous tax incentives, such as reduced corporate tax rates and friendlier regulatory environment. In this scenario, MNEs will be motivated to continue to engage in tax reduction schemes.

2.2.1.1 Harmful Tax Planning

Issues began to arise in tax minimization practices when tax avoidance developed to the level of shopping for and exploiting loop-holes in the tax revenue laws. The offensive tax planning tools in use include, base erosion profit shifting, thin capitalisation and transfer pricing. These harmful tax practices are the proximate causes of interventions by some Multi-Lateral Institutions (MLIs).

2.3 The Stabilizing Interventions by International Inter-governmental Organisations and Other Stakeholders

The pioneering conference, of February 14, 2018, that involved the United Nations (UN), the International Monetary Fund (IMF), the World Bank (WB) and the Organisation for Economic Cooperation and Development (OECD), on taxation matters, underscores the importance of tax revenue. The conference focused on how to generate more revenue to meet Sustainable Development Goals (SDGs). The conference was organised by the Platform for Collaboration on Tax (PCT). The participants discussed key directives needed for tax policy and administration to meet the SDG by 2030. It is remarkable that the Secretary-General of UN, the President of WB, the Managing Director of IMF and the Secretary-General of OECD attended the conference. The objectives of the conference indeed define the future trends of taxation.

In the face of aggressive competition amongst the Revenue Authorities for bigger share of tax revenue,

⁴ Chris Onyegbule, "The Future Trend in Taxation:2018-2028", PD Report, St Clements Institute, 2018

⁵ OECD Data, <https://data.oecd.org>

⁶ <https://www.researchgate.net>

⁷ Chris Onyegbule, op.cit, page 20

⁸ R.Barrer@<http://www.tandfonline.com>

the International Inter-Governmental Organisations have assumed additional role of providing level playing field and ensuring fairness in the movement of income and profits across borders and the consequential loss of taxing rights by some Revenue Authorities.⁹

2.3.1 Complementary Role of European Union in Promoting Fairness in the Tax System

In an attempt to counter the manipulation of the laws for tax avoidance purposes, Regional Economic Groups have stepped in to ensure fairness in tax compliance. One of such is the European Union (EU). On March 22, 2018, Economic and Finance Ministers of EU met and took far reaching decisions on tax matters and adopted the directive on mandatory disclosure of aggressive tax planning schemes.

The interventions of International Inter-Governmental Organisations and Regional Economic Blocs point to an emerging harmonised global tax system. The objectives of this global tax system of the future are to strengthen tax revenue systems of various countries and to ensure fairness.

3. FUTURE TRENDS IN TAXATION FROM NIGERIA'S PERSPECTIVES

3.1 Population

The locations of places of production of goods and services, and the destinations for consumption, are calculated, amongst others, on the basis of human elements that will ultimately consume the goods and services. Therefore, the fact of the huge population of Nigeria, estimated at 198 (one hundred and ninety-eight million) people¹⁰ in 2018, is material in the consideration and creation of future trends of taxation. By the year 2028 the population would be 267 (two hundred and sixty-seven) million people¹¹.

The huge population will ordinarily put the country in the map of investors, either for purposes of production of goods and services and/or the consumption capacity. An implication is that huge tax revenue will be required to fund lumpy capital investments adequate for the basic needs of the population and in 2028. Unfortunately, the fact of six (6) per cent tax-to-GDP (gross domestic product) is low as against a global benchmark of thirty (30) per cent. There is also the burden of decaying infrastructural facilities and high debt service to revenue ratio¹².

In spite of its huge population, Nigeria's economy is monocultural and is based largely on crude oil and a

little of gas. Prices of crude oil fell sharply late 2014 and early 2015, and are only just recovering but at prices far lower than the peak prices. In view of this, Nigeria needs to make its tax system more efficient and effective to deliver the amount of revenue required to meet the needs of its teeming population, now and in the future.

3.2 Nigeria's Future Taxation Trends

Tax-to-GDP ratio needs to grow exponentially to meet the benchmark of thirty (30) per cent required to meet basic needs¹³. At a growth rate of three (3) per cent of GDP annually, Nigeria may achieve the minimum threshold in 2026. The three (3) per cent growth rate is the minimum, in view of population growth rate estimated at 3.2 per cent. Going forward, the tax-to-GDP will be thirty (36) per cent by 2028. The Platform for Collaboration on Tax expects that fifteen (15) per cent of GDP in revenue will be required to finance basic services. A digitalised tax system is a sine quo non to raising the amount of revenue required to provide the basic needs of the huge population and to match new digital technologies in use by big taxpayers. These technologies should be linked to harmonised, integrated and robust data bank, capable of delivering and processing data real-time. The fact of its existence and operation is a deterrent against tax fraud.

4. RECOMMENDATIONS

The future trend in global taxation points to increased use of consumption tax. The future taxation system should focus on invigorated and digitalised VAT administration in the manner of 'golden tax' of China. It is the most suitable tax policy tool for income distribution, using the multiple rates. It provides a solution to the taxation of the informal sector and underground economy. In addition to VAT, property tax is a veritable tool for taxation of expenditure and consumption of high net worth individuals. This source of revenue, in addition to inheritance tax, should be optimised.

One of the outcomes of the PCT is the need to protect the environment. Taxation is one of such means. In this regard, tax on environmental pollution should be stepped up including;

- (i) Increasing the fees payable for gas flaring;
- (ii) Introducing carbon tax on fuel; and
- (iii) Other taxes and levies on pollution.

In addition to new and reinvigorated sources of revenue administered with digitalised operations, software development should be a feature of the tax system. This will enable internal interface and collaboration with Revenue Authorities in other Tax Jurisdictions and facilitate the emergence of harmonised global tax administration.

⁹ Chris Onyegbule, op.cit page 28

¹⁰ The Guardian, 12 April, 2018

¹¹ Internet World Stats@

<https://www.internetworldstats.com>

¹² Channel Television Online, 16 July, 2018

¹³ Chris Onyegbule, op.cit, page 70

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THE REASONS, TENDENCIES AND PECULIARITIES OF NATIONALISM IN BELGIUM: RISKS ASSOCIATED WITH IT

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"Belgium is a federal state made up of communities and regions." With such words begins the first article of the Constitution of Belgium. In other words, the power authority in Belgium is not centralized, but is distributed among the following entities:

Federation; three Communities: the French Community, the Flemish Community and the German-speaking Community;

Four regions: the Walloon Region, the Flemish Region, the German region and the Brussels-Capital Region.

The Federation is in charge of matters relating to all residents of Belgium. These include: international affairs, defense, justice, the financial system, social protection, health (in part) and internal affairs. The federal government represents Belgium and the subjects of the federation in relations with the international organizations of which it is a member. The competence of the federal authorities also includes all other issues that are not directly assigned to communities and regions.

Three Societies are formed on the basis of linguistic and cultural criteria. Their sphere of competence includes education, culture, social security for children and young people and certain aspects of health care. The competence of the three regions includes issues of territorial development, including landscaping, agriculture, employment, land use and environmental protection.

Each constituent entity of the federation has its own legislative and executive authorities. In Flanders, the authorities of the region and the Community are united in a single government and parliament.

Belgium is aimed at multilateral cooperation, since the main challenges of the 21st century are no longer limited to national or regional borders, and global responses to them are becoming increasingly relevant.

The Council of Europe deserves special attention in view of its historical role in promoting human rights and democracy. In addition, the activities of multilateral organizations have a significant impact on the policies and operation of the participating governments.

Long-term reforms, on the one hand, have led to a complex but strong institutional system in Belgium.

Governments of all levels are formed on a coalition principle, that is, parity of various representatives of communities is observed, parties are also divided according to linguistic and regional characteristics, but on the other hand, with the achieved consortialism there is a political crisis.

The compromise character of the state building is declared, but the political weight of the communities remains different. A feature of the socio-political structure of Belgium today is the growing gap in the indicators of the results of popular elections at the federal, regional and local levels. Under such conditions, the federal authority cannot always function efficiently. In order to improve this situation, it is necessary to analyze the processes taking place in society that affect the results of elections at all levels.

It is important to remember the events that changed the world over the past 25 years. This was written by the famous German psychologist for human rights Ulrich Beck. Such events he called cosmopolitan. He referred to them: "The current financial crisis, the ongoing climate change, fraught with long-term consequences of the nuclear disaster in Fukushima, the failed "Arab spring", the euro crisis. All these events are connected, at least, with two common features: 1- They occurred and occur quite unexpectedly, that is, they are beyond our political and sociological categories and our imagination; 2- They are transnational or global in scope and impact."

He stressed that: "It would be an obvious underestimation of the situation to say that European sociology, like sociology in general, needs to understand the modernization of other societies only in order to gain a more complete picture of the world. After all, we ourselves are Europeans, we can understand only when our sociological method will become the ability to look at the world through the eyes of others." This understanding of the global image is called "a global shift" in social and political theory and social and political research. (1) One of the nation's enemies in the modern world of dangers is nationalism.

How does nationalism affect the political life of Belgium and society as a whole, and why is it necessary to assess the consequences and risks associated with it sensibly? And what are the reasons for the support of the nationalist parties?

Often the basis of nationalism is primarily a defensive reaction to the ongoing social transformations, negatively affecting the lives of ordinary people. Increased unemployment, fear of losing relative prosperity, a gap in income between the top and the rest of society. Previously, it was easier for the state to pursue a social justice policy, but increased competition in world markets and the need to support one's own national economy do not allow to significantly increase social spending.

The process of globalization also affects all political institutions of society, and primarily the state. In modern world politics, the state, on the one hand, performs the functioning of various national and international organizations through its participation in the necessary agreements and treaties.

On the other hand, it delegates important powers to supranational bodies, losing elements of its sovereignty in the process of signing such contracts. As a result, the "internal" competence of sovereign states is narrowed and "international" is expanding. However, the second process at the transnational level takes place outside the framework of democratic procedures used at the national level. Globalization is gradually replacing the vertical hierarchical system of global governance with a horizontal-network system.

In addition to state alliances, integration associations, transnational corporations, international and regional organizations of various status (non-governmental, non-commercial) social movements, criminal and terrorist networks have emerged. Accordingly, the role of the state in modern political practices decreases.

The transition to a post-industrial society and globalization have significantly changed the material conditions for the existence of many people and have led to changes in political views, sympathies, value orientations of virtually all segments of the population, and significantly influenced the political situation as a whole.

The growing popularity of extreme right-wing political groups reflects the discontent of the part of the population that hardly fits into the processes of society's transformation, and acts from the standpoint of nationalism, criticizing the existing political order, condemning integration and liberal immigration policy, cultural unification and homogenization. At the same time, the need to preserve what is his culture and traditions is emphasized.

All such movements should be understood as symptoms of social disorientation, wear and tear, and, at times, rupture of those threads, from which the familiar network connecting people in the community was woven. "The strength of such xenophobia," writes E. Hobsbawm, "in fear of the unknown, in front of the darkness that can descend upon us as soon as the boundaries of the lands, which seem to us, are

objective, permanent, positive limits of our joint belonging to some whole". (2)

"Despite the erosion of the national state foundations of European countries, nothing in modern reality, according to the just remark of the American political scientist S. Hoffman, is able to replace the nation as a legitimate source of social identity". (3) Therefore, millions of citizens who have lost confidence in their situation and tomorrow are beginning to look for salvation in nationalism, ethnic separatism and isolationism.

Thus, they hope to return to the state the value lost to them and, in turn, with its help to protect themselves from the negative phenomena of the modern era. The struggle for economic survival very often unites, people according to the principle: "strangers" are to blame for everything. Therefore, it became characteristic to focus attention on the problem of foreigners. The slogans of protecting national identity and limiting the rights of immigrants come to the forefront. The Belgians are increasing their fears of losing their national identity.

Equally dangerous for the welfare of the country is the nationalism that separates Flanders and Wallonia. It has two natures-economic and ethnopolitical. For decades, Flemish nationalists tore Belgium apart, transferring more and more powers to the regions of the country. Now they are stuck with the federal government, bound hand and foot and embarrassed by these very regional powers, for which they fought so hard. "It's pretty annoying," said Carl Devos, a professor of politics at Ghent University. "If you are actively advocating for rights for the regions ... then you can not just say that these rights must then be violated." (4)

The "New Flemish Alliance" (N-VA), the largest party in Belgium and the driving force of the Flemish nationalists, is particularly concerned about Wallonia's obstruction of the Integrated Economic and Trade Agreement with Canada. The party has power at the federal level, but can not force the southern region to fulfill its wishes.

"The general feeling is that "little Belgians" cannot agree again ... This is bad for our image," said Dr. Carl Devos. Belgium can serve as an example of a non-violent form of manifestation of ethnopolitical conflict, because the long-standing conflict between people who live in Wallonia and Flanders has not resulted in the death of a single person. But even such a "peaceful" form of contradictions leads to devastating consequences. Belgium is the "heart" and the capital of a united Europe. Therefore, the "Belgian model" is very important for the future of the EU.

The Belgian question is extremely important for the emerging mechanisms of the "united Europe". The language problem and the ethnopolitical conflict that underlie the Belgian contradictions are key for the

European Union as a multi-cultural political association. The existence of the integrity of such a heterogeneous state is intended to serve as an example of the possibility of harmonious coexistence of two cultures.

Belgian experience is necessary throughout Europe. This is why it is necessary to be cautious about the tendencies that can weaken the country. Any internal contradictions are solvable without any doubt. Nationalism, "according to some, even nationalists, is not a full-fledged ideology, because it does not sufficiently talk about specific social solutions that should be made within the political management of the nation." (5)

So, he is not only unable to resolve internal contradictions and undertake the necessary social reforms, but also to respond to society's requests, give him true freedom and full-blown happiness. "We are the only country wondering if it exists," says the Belgian poet Daniel de Bruker.

Of course, nationalism can not be understood outside of the connection with the state. And of course it can be different. Some of its types, types and forms can, under certain conditions, more or less combine with liberalism and democracy.

The problem of the compatibility of nationalism with liberal values has become most famous due to Michael Lind's article "In Defense of Liberal Nationalism" (M. Lind., In Defense of Liberal Nationalism // Foreign Affairs., 1994. Vol. 73. No. 3. May-June.). Lind argues that mistrust of nationalism, even in its liberal, democratic and constitutional form, is a gross misconception. Such mistrust presupposes the blind support of any, including despotic, multinational states.

The notion of nationalism as an outdated phenomenon from the archaic past is a prejudice that does not correspond to political practice. Not all cases of separatism are bad, and the policy of supporting the integrity of multinational states at all costs is not always good. (6)

However, one can speak about liberal nationalism only if the following conditions are met:

- statehood is declared on behalf of all citizens residing in a given territory or people in the understanding of the community of people living in the given territory;
- the structure of the state is a liberal-democratic type that ensures the supremacy of laws, universal suffrage, the representative nature of power, the election of power as a form of implementation of the principle of representation, the separation of powers into legislative, executive and judicial;
- political and legal equality of citizens is ensured, including the right to be elected to public office;
- pluralism and freedom of political activity, freedom of speech, the right to formulate and defend political alternatives are allowed; the possibility of internal

disagreements in the discussion of values, ideals, including national, ethnocultural, linguistic, the essence of the community itself and its boundaries in forms acceptable to the disputing parties, avoiding extremism and violence;

- there are political institutions that ensure the diversity of cultures, minority rights;
- the free right of the individual to choose a nationality is guaranteed.

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A COMPREHENSIVE ENVIRONMENTAL ANALYSIS MODEL – ‘CDPESTLEG’

Dr Tarun Pathak*

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INTRODUCTION

The key point about the environment is that it keeps changing, but the rate and impact of the change is uncertain and disputed. Recent researchers document how economic, social and technological changes show an *accelerative thrust* with the crucial implication that companies need to invest more to keep abreast by using strategies that are flexible, versatile and finely tuned to their environments.

Carter *et al* (1984)ⁱ defines a Business Environment as:

“The set of elements that affects the system, but are not controlled by it. Though clearly relevant to the system, they are regarded as falling outside the boundary.”

One has seen that the environment consists of those factors that can affect an organisation’s operations, but which its management has little or no power to influence or control. An organisation can be thought of as an open system, which is influenced by a complex, political, economic, social and technological structure of variables, which can change.

Remember Pathak’sⁱⁱ Phrase:

“**The Key to success is to be IN CONTROL and never UNDER CONTROL.**”

‘CDPESTLEG’ FACTORS

Many textbooks and awarding bodies tend to believe that the old **PEST** Analysis (Political, Economical, Social and Technological) factors would suffice in analyzing the Environment. Then over time, the legal factors were embraced to give the **SLEPT**, or even **PELTS** or **SLEPT** factors, and even later on, the **Ecological** factors were included giving rise to the **PESTLE** factors.

The author argues that there are still other environmental factors that need to be included in the analysis, especially when analyzing Competition, Demography and the International environment. Hence the **PESTLE** analysis was further extended to form the **CDPESTLEG** factors that make up:

- Competitive Environments;
- Demographic Environments;
- Political Environments;
- Economic Environments;
- Social and Cultural Environments;
- Technological Environments;
- Legal Environments;
- Ecological Environments;
- Global Environments.

Although each of the segments has been listed separately, they tend to overlap. However, breaking down the environment into segments is useful in order that an attempt is made to evaluate the relative importance of each of these to the organisation.

The factors can be explained as follows:

- **The Competitive Environment:** Competition is the existence of rival products or services within the same market, and in addition to analysing all the company’s critical competence and resources, strategic management needs to survey competition in its totality, including such critical strategic elements as the competitors’ Research and Development capabilities, sales, services, costs, manufacturing and procurement of raw materials and finished goods. Strategists thus need to put themselves mentally in the place of the planners in rival companies to persistently search out the main perceptions and assumptions on which competitors’ strategies are formulated. A thorough knowledge of competitors is thus vital in order to know how many substitutes the business is competing against, especially in the face of perfect competition whereby a large number of buyers and sellers exist and there are many barriers to entry and exit.
- **The Demographic Environment:** This is the study of the major characteristics of the world’s human population. The strategic planner would be interested in using the science of demography to determine the size, type and location of the market place for the company’s products and services. Population patterns will have special significance of people that vary in a number of categories, such as Age Groups, Gender, Lifestyles, Interests, Occupations, Family Sizes and also Educational Background. Although this is more to do with the tactical marketing of a

product or services, every business should realise that the circumstances of people are changing rapidly, so businesses need to continuously plan and take advantage of opportunities that come their way. One may confuse the Demographic Environment with the Social Environment, whereas the Social Environment looks at the cultural impact of people, the Demographic Environment looks purely at how the population is spread.

- **The Political Environment:** Government planning remains primarily a system of influencing rather than controlling the market, so the notion of a *hands-off* Government is non-existent. The overall political trend, however, is towards an extension and not a contraction of state regulation, irrespective of the political party in power and it can be assumed that this trend will continue. Most governments, for example find themselves taking action against monopolies and restrictive practices, exercising direct and indirect control over tariffs, quotas, working conditions, hire-purchase restrictions; providing financial assistance to selected ailing industries and companies; controlling the economy by monetary and fiscal policies; taking action to protect the environment. The political policy (and its consequences) react to new social pressures and is obviously influenced by the dogma and attitudes of the political party in power. This has been rather influential on initially inviting international students, business persons to come to the UK, and now, a U-turn, whereby those already in the UK are being evicted back home, and very few new International people being allowed entry into the UK.
- **The Economic Environment:** The general state of the economy influences prospects for all businesses. In general, economic growth produces a healthy environment for most goods and services. Macro influences such as inflation and interest rates, unemployment, and micro influences such as the demand and supply for the goods and services, as well as the type of market the firm is in, would all undoubtedly have a profound impact on the business. Developing countries have seen the growth in primary and secondary industries, so in rural countries there are farms whereby produce such as Cacao Beans and Cotton are grown, and in, say, the Asian countries, a lot of textile manufacturing plants, for instance, exist. Tertiary industries are commonplace in the more developed countries, hence specialised firms such as furriers, car showrooms; etc can be found in the major cities.
- **The Social and Cultural Environment:** The type of goods and services demanded by consumers is a function of their social conditioning and their consequent attitudes and beliefs. Core cultural values are those firmly

established within a society and are thus difficult to change. They are perpetuated through family, religious organisations, educational establishments and the institutions of society and act as relatively fixed parameters within which firms are forced to operate. Cultural values, however, tend to be less strong and therefore most likely to undergo change, although there have been firms with very strong corporate cultures that have been rather resistant to change. In the modern world however, one would need to embrace such vicissitudes, as in, say, the work environment, people now have different attitudes towards their working lives, as there are some who would prefer '*home-working*', or adopt a '*flexitime*' regime to suit their personal circumstances.

- **The Technological Environment:** Technology is a major macro-environmental variable, which has influenced the development of many of the products we take for granted today, for example, calculators, computers, e-mail. Marketing firms themselves play a part in technological progress, many having their own research department or sponsoring research through universities and other institutions, thus playing a part in innovating new developments and new applications. Every enterprise should thus watch any developments in technology, yet at the same time appreciate that it is limited by the laws of nature. The latter is definitely true as even the '*techno-giants*' are slowly but surely running out of ideas as to how this so called technology could change or improve the ways of life and business. These giants may have even *shot themselves in the foot* as technology now has become the *gremlin of life*!
- **The Legal Environment:** This is a complicated area covering the Companies Acts, employment legislation (determining the basic employment rights), health and safety regulations, consumer legislation (credit regulations, etc.) taxation law, and so on. Legislation serves four main aims: to protect business entities from each other, such as laws putting limits on market dominance, to protect consumers from business entities with hosts of detailed consumer protection regulations covering packaging, labelling, food hygiene and advertising, and much more. Strategic planners thus cannot plan intelligently without a good working knowledge of those laws and regulations that affect their own companies and the businesses they operate in. They should thus know the reasons these laws exist, how they are being interpreted in the courts, and furthermore any developments or updates to the various legislations. The legal environment could thus be construed as the most constraining environmental factor, but it is something that neither an individual, nor a business can avoid!

- **Ecological Environment:** These are the physical factors that understand the natural or weather factors that a business faces. For example, a business sited in an earthquake zone, like near Mount Etna, might need special contingency plans, should such disasters happen. Or perhaps energy businesses, such as nuclear power plants involve the excessive consumption of natural resources. Public concerns with the effects of business activities on the physical environment have come to the forefront. The expansion of media coverage (e.g. famines and Bob Geldoff's contributions to combat such issues), along with wider discussions of long-term environmental trends (e.g. how *Global Warming* is affecting the weather and the harvest), have created vast hysteria amongst the public. As many people and organisations have chosen to go greener, there has been a greater demand for ecologically friendly products and technologies. More products are being recycled, more people are converting to electrical cars rather than the standard petrol fuelled cars, and also less trees are being felled for resource purposes.
- **Global Environment:** This is a very formidable variable that has 'knocked the socks off' the modern businesses – without an international interaction, there is really no way a modern business can survive. As a result, there has been growing attention to the development of international companies in the past 40 or so years. Until around 1992, some large companies saw a threat to their future expansion by the development of trade barriers around Europe, thus inviting Japanese companies such as Nissan to establish production units in the UK. Even companies not trading internationally also need to appraise the Global Environment. A company is essentially a resource-conversion engine that consumes material, labour, machines and funds. The necessary resources are often obtained from overseas sources, even if indirectly. How well the company buys depends upon how well it grasps the workings of the international commodity and currency exchange markets. Despite all this however, with the imminent Brexit coming, many International companies are losing trust in the UK and would rather manufacture, or sell their products or services elsewhere in the world!

CONCLUSIONS

Whatever the case, every organisation and industry is in a delicate balance with the forces in its environment. Whether change is a long-term trend (which is about as exciting as watching the movement of the hour-hand on a clock) or a sudden short-term newsworthy fad, it calls for a creative adaptation or response on the part of the organisations interacting with it. In this sense, strategy follows nature itself. Entropy is what the natural sciences use to measure the disorder in a system. Entropy always increases and available energy diminishes in a closed system, such as a sealed

chemical reaction. In an organisation, which is rigid in its ways, or which responds inappropriately to its changing environment, entropy increases. Available energy, (such as financial resources) decreases and the company becomes vulnerable both in the High Street and in the City.

The environment has to be understood, before the need for strategy can be appreciated and appropriate plans formulated. The business environment is evolving all of the time. Change breeds uncertainty, the latter is the seed of strategy, which in turn is change. In fact, the only thing that is certain in business is uncertainty.

Remember Peter's Lawⁱⁱⁱ: ***The Unexpected always Happens!!***

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UNDERSTANDING THE BUDDHIST DIPLOMACY

Professor Dr Kemal Yildirim*

Abstract

This research paper will provide some knowledge about the Buddhist cultural diplomacy and how one should understand the concept of the diplomacy through Buddhist cultural aspects. I will therefore provide some information about the chief actors such as Modi's foreign trips and acts on diplomacy in view of Buddhist cultural features etc.

Every religion has different influence on the understanding and shaping of diplomacy and diplomatic practices in aspects where religious traditional values bind the understanding of the concept of diplomacy where practiced.

For instance Arab countries are taking advantage of their historical background in diplomacy while practicing it and at the same time Turks have an ottoman and secular way of understanding their diplomatic practices through cultural influence. So Buddhist leaders have also been influenced by cultural heritage of their beliefs and traditional values by their religion and I will simply try to outline how Buddhism shapes the attitude in cultural diplomacy.

Keywords: *diplomacy, culture, Buddha, Buddhism, foreign policy.*

Introduction

Narendra Damodardas *Modi* is an Indian politician serving as the 14th and since 2014, as a prime minister of India, took a role in expanding the Buddhist heritage across Asia. I think the Buddhism card plays on the diplomatic arena among China, India and Nepal and Myanmar on different fronts while diplomacy is in question. If we give an example to the fact of the Buddhist card it could be an example that Modi's unprecedented move of making Buddha Purnima to be celebrated as official holiday each year seems to be a political attempt from the view of both local and international consumption.

Meanwhile the Government also has plans such as "blitzkrieg of novel projects"¹ designed to reach out to the entirety of Asia, but with a specific concentration on East Asia in which it includes conferences with policymakers, academics, and monks, and visits by prominent Buddhist masters to Indian sites, all under the observation of the Foreign Office's branch for

cultural diplomacy, the Indian Council for Cultural Relations.

Modi's urgency in action either to push Buddhism as a core rubric of cultural diplomacy or, put more assertively, Indian soft power, in a way may be disproportionate provided how a number of people in India are actually Buddhist: around 0.7 per cent of the population in the 2011 census (a decline from the 0.8 per cent recorded in the 2001 census). The most insightful and worthwhile conferences and seminars therefore often may preach to the converted or among similar circles of high Governmental officials, scholars, religious figures, and eminent journalists.

Meanwhile to some extent of knowledge, Buddhism may simply appeal to the neo-Buddhist Dalit community. If Modi really convinced himself in the diplomatic and domestic benefits of Buddhism, Modi may perhaps may also require a deeper analysis of his political and academic engagement in which he is believed to be rather successful in his decision making policies and he is more open minded for a possible prospective adaptation to create changes in the composition of the religious demographics of Indian society.

To me Modi's intentions are not dogmatic but instead more pragmatic as well as nostalgic: since India is looking eastwards to the economic powerhouses of China, Japan, South Korea, and Taiwan and also Myanmar.

Modi is in the notice that a need of offering a relationship that runs deeper than the hunger for trade or GDP growth. To many it is likely that Buddhism itself is the only one to lobby that connects these vastly different countries with different allegiances and overall aims to a single spiritual source from 2,500 years ago.

Many experts in the field of decision making of foreign policies easily understand that local glance is likely to appear quite different. Even though India hosts the Dalai Lama and one of the most important Tibetan communities in the world in Dharamsala, Buddhism use effectively no inner dynamic, respectability, or an overall outcome.

Moreover, Modi's party is a nationalist party in which it also advocates the Hindutva ideology of revolutionary Vinayak Damodar Savarkar (1883–1966) as one of the largest political movement in India. However according to Hindutva, Hinduism does not only have religious practice but cultural and social belonging as well.

¹ *The Telegraph India*, he is taking the Buddhist emphasis in diplomacy even further. The paper reported in a comprehensive article on 30 August.

In spite of Modi's strong promotion of Buddhism, it is unlikely that he has much domestic hysteresis, to advocate for Buddhism as vibrant common and usages.

While there seems to be no single obstacle on the propagation of Buddhism in India², in practice it has little to no voice in conservative Indian society and politics. But it is surely more understandable (even commendable in some way) that politicians perhaps may look for a better religious belief for the purposes of peaceful diplomacy and cross-cultural understanding.

The argumentation of Savarkar amongst India's pluralist and diverse faiths, it may still be harder to ensure harmony due to his significance on loyalty to Hindu political and cultural identity with contemporary ideals of a pluralist political agenda.

We are not sure if it is an important decision making policy to encourage whether Buddhism might be an important emphasis on both political and cultural practice of diplomacy in India.

However, if it is serious about encouraging Buddhism to be a significant social and political force in India, then Modi's governance should be ready to negotiate a louder domestic voice for Buddhists, thereby enabling their numbers to increase more rapidly.

Spreading Buddhism and Buddhist teaching at universities and schools might be a way of touristic investment as an encouraging study of Buddhist art, philosophy, and literature in Indian universities," and thus "by assuring internationally acceptable infrastructure for faith-based tourism and scholarship" would probably be the central core activities that would benefit India's soft diplomacy in the long term.

As a result neither India nor China is a Buddhist state at the moment. So in fact Buddhism, though begun in India as an anti-caste, anti-Brahmin, and anti-Vedic tradition, declined and virtually vanished from India after the thirteenth century, where it had been battered by Islam, and was then reabsorbed by a resurgent Hinduism. Although at the institutional level, Buddhism was rejected in Hinduism as *nastika* ("heterodox") and subject to "centuries of anti-Buddhist polemics".³

Finally, Tibet remains a domestic and foreign policy issue in which Buddhism spills across the Sino-Indian border.

Conclusion

India and China are in different starting positions regarding how easily each can use Buddhism in its public diplomacy. There a number of historical reasons for this but I will not argue here because India can claim to be the birthplace of Buddhism, while China has long had the biggest number of Buddhist adherents as well. As a result of this, Chinese leadership is using Buddhism tactically, as the country has "shown increasing interest in tapping Buddhism as a convenient diplomatic resource."⁴

China's and India's use of Buddhism clearly indicates that a number of facts of bilateral cooperation but also some greater extents these factual elements of regional competition between the two states. Such competitive Buddhist features feed into the larger battle across the Indo-Pacific for relative dominance between China and India. The fact is that, the historical geo-cultural setting of Chinese-shaped Buddhism versus Indian-shaped Buddhism reflects the current geopolitics of regional competition between these neighbouring states. As to where the potential for future developments may lie, a continued mix of cooperation and a larger competition around Buddhism appears to be likely, a microcosm of China-India relations as a whole.

From the other hand, Modi governments to expand the Buddhism as a component of both cultural and religious practice in his decision making policy of understanding the diplomacy reaches to Indian civilization, not just as a valuable memory of the past that connects India to other Asian nations but also as a relic perhaps.

It is difficult not to conclude that Modi's Buddhist diplomacy is similarly riddled with contradictions. However, it is in negotiating and working within these tensions that creative and impactful solutions can be found. However to sum up Narendra Modi has taken a particularly strong lead in invoking the Buddha and Buddhism, a lead that represents "an amalgamation of cultural and faith-based diplomacy".⁵

Because political hang-up of contemporary, largely Hindu, India with its Buddhist past is symbolized as appropriate by the Lion Capital of Sarnath, which is used as the Indian state emblem.

It was first designed by an emperor who, most Indian historians proudly note, converted to Buddhism after a transformation of conscience, yet was chosen to be post-British India's emblem by nationalists who based their statecraft on Hindu identity.

In the Hindutva groupings of the Mahasabha and the Rashtriya Swayamsevak Sangh (RSS), Buddhism was seen as a reform wing of Hinduism and as a vehicle for wider Indian influence. This "geomimaginary of Asia

² Freedom of religion is enshrined as a fundamental right in Articles 15 and 25 of the Indian constitution.

³ (Klostermaier 2010: 375).

⁴ Zhang 2012: 27

⁵ Chauhan 2015: 2

reflected what Vinayak Damodar Savarkar considered as the unifying identity marker of Asia: the Hindu-Buddhist religion". Thus Hindu nationalists take into account that Buddhism to be a subset of Hindu heritage, with Siddhartha Gautama being an avatar of Vishnu. This reclamation of Buddhism appears to be a popular in Hindutva circles.

Buddhist culture has always had very special importance in the cultural exchange of the two countries.

"Buddhism played an important role in the process of the communication between the two countries" and that "such a role is continuing to function, and will function well in the future".⁶

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⁶ (Hindustan Times 2007).

THE HISTORY OF THE FIGHT AGAINST POLIO IN MALAWI

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The complete version of this summarised article is available at:
<http://www.stclements.edu/Articles/History.pdf>

This is a summary from the paper written for the St Clements University Doctor of Letters degree program.

This is just a brief history about the fight against polio in Malawi.

Before 1978/9 polio was not known in Malawi and was therefore not heard of. It did indeed exist outside Malawi but it was taken as something that is a story. Just like we hear about war in Iraq, in Syria, in Afghanistan etc. these are taken as things happening thousands of kilometers away and that they cannot affect us. To explain well about the history of the fight against polio in Malawi, perhaps let me split the issue into parts.

GEOGRAPHY OF MALAWI

First is the Geographic condition of the country. This is important because no country can start a war with another country before knowing its geographical features. This is expected to help the soldiers in their movement from one end to the next. Similarly it is necessary to know how Malawi as a country is built and situated. Malawi is an elongated plateau with rolling plains and some mountains in the southern end of the Great Rift Valley and is positioned in the eastern region of Africa. It is important to know this as anybody wanting to imagine what would be needed if he were assigned to go to Malawi to provide any kind of assistance to the communities there.

The country is divided into four regions each with its own administrative center. There is the Southern Region with the biggest population and its administration centre is Blantyre which is the commercial hub of the country. Close by is the Eastern Region with Zomba, the original Capital city of Malawi, as its administration centre. It has to its name four Districts. Then there is the Central Region about three hundred kilometers from Blantyre with Lilongwe the Capital city of the country as its administrative headquarters. This region is next to the south in population in that it has also quite a good population and looks after nine districts. Lastly in the far North about six hundred kilometers away from Blantyre and about four hundred kilometers from Lilongwe is the Northern Region with the smallest population density and five districts with Mzuzu as its headquarters. All this is just to show any person interested in reading this paper how the country called Malawi is molded and how hard it is to get from one end to the next. Speaking about roads, there is one road that stretches from the lower part of the country all the way to the North

which is about a thousand kilometers. There are many district roads which are mostly dirt, very bad and not easy to drive in.

POLITICAL HISTORY

The country was initially ruled by the British who colonized it and declared it a British protectorate in 1891. They ruled it under a repressive system where the Africans then called natives had no say in the running of the country. The Chiefs who are said to be traditional leaders of the people were bribed with money motor vehicles, and big houses. That way they never said anything on behalf of their people or against the white rulers. In 1953 a Briton by the name of Sir Roy Welensky who was prime minister of a country near Nyasaland called Southern Rhodesia, now called Zimbabwe, came up with the idea of uniting Nyasaland, Southern Rhodesia and Northern Rhodesia now called Zambia. The idea was to put these countries together and form a Federation of Rhodesia and Nyasaland with the capital of Southern Rhodesia, Salisbury as the capital of the federation and Roy Welensky as prime minister. The two countries had minerals that needed to be extracted and Malawi would supply the cheap labour required for the work. The so called natives were not even asked to make their opinions heard on the matter. Indians, Europeans and Coloureds accepted that the federation should be created and even the local Chiefs accepted it. This however did not go down well with some of the semi educated Malawians who decided to inform Malawians that the said Federation was not in the interests of Malawians but the two Rhodesias. The Malawians tried to resist but the federation was imposed anyway. Malawi as Nyasaland was given a British Governor and so were the two Rhodesias with Sir Roy Welensky as Prime Minister. The imposition of the federation forced the politicians in Malawi who were failing to dislodge the white rulers to write to Dr. Banda in Ghana to come and help. Dr. Banda agreed to come back to Malawi but on his own terms. He was to be head of the Malawian resistance movement without questions from anybody. His arrival sparked the nationalism in Malawians and in no time at all Dr. Banda toured most of the country and multitudes followed him. Dr. Banda told the European rulers that he wanted Malawi out of the federation immediately and that Malawi should be granted independence.

When the white rulers so the resistance growing, Sir Roy Welensky declared a state of emergency in Malawi in 1959 and in March the same year Dr. Banda and some prominent politicians were arrested and to kill the spirit of resistance in Malawi, they took Dr.

Banda and most of the top leader and put them in prisons outside Malawi. This did not stop the Malawians but instead in fact increased their appetite for freedom. The country was literally on fire with riots everywhere and the white rulers had to ask for reinforcement soldiers from the two Rhodesias. Some months later though, they capitulated and released Dr. Banda and the rest of the politicians and Sir Robert Armitage who was Governor of Malawi was replaced by Sir Glyn Jones and in 1963, Malawi was granted self-Government with Dr. Banda as Prime Minister. In 1964 the country was granted independence as a Republic and Dr. Banda was its first president. The political history is important for this subject as each government has its own ways and policies for dealing with different issues.

The Government of Dr. Banda became autocratic and repressive after several of his ministers disagreed with him on policy matters about which side to align the country to Communist China or The democratic China as an example of their policy disagreements.

In 1978/79 a polio outbreak occurred in the country and other neighboring countries. As nobody had known about polio at the time, it was discovered late after it had left a lot of people disabled. This came to the knowledge of government when a certain bishop of the Anglican Church kept running into disabled people crawling to his church. He asked government to do something about it and as government did not believe it they asked for a survey which was conducted in one area of the country and during that survey five hundred people were seen who had become disabled by the polio epidemic. The Government then decided that there was a problem that needed immediate attention. That was the time when the fight against polio started. It was started by calling in OXFAM who pulled in the Rotary International and together they embarked on an extensive vaccination and immunization scheme during which time they attempted to vaccinate all children against the polio epidemic in Malawi. With this the epidemic was contained and polio cases in the country were reduced. The only polio cases that were being heard of were very few and in the neighboring Mozambique.

The fight against polio will never come to an end until all children in the world have been vaccinated and that I think is a very hard job which will not be accomplished soon. But the war must continue. It is said that trees have been found that can produce the polio vaccine. This is encouraging news as the fight against polio will continue without the fear of running out of vaccine worldwide thereby eradicating polio maybe forever.

Dr. Banda created the Malawi Council for the Handicapped to provide relief to people who had handicaps of different kinds. He also created the sheltered workshop in Blantyre for the employment of the handicapped. He also created resource Centre's for the visually impaired in two districts of the country. This was the first attempt at creating facilities for

disabled people in the country. And in part the fight against polio.

Dr. Banda's Government lasted from 1964 to 1994 or thirty years of one party dictatorship. In 1994 the people of Malawi opted for a multiparty system of Government and elected the United Democratic Front into Government. This was a Government of free for all. Robberies became the order of the day. If you were speaking on a cellphone, someone would come and tell you to finish your call quickly because they wanted to take the phone and they really would. Armed robberies banditry house breaking and conmen all came down and landed on poor Malawians. Ten years later at the end of its term, there was an attempt to extend the period but this did not come through. The president of that era is still answering charges of having stolen millions of Kwacha from the state coffers.

After that Government a new Government was ushered in with a minority in parliament but at its re-election, it won a landslide vote but unfortunately midway through its term, its president died and to follow the constitution, the vice president who had already left the ruling party was called upon to form a new Government without an elected party. It was a lady who ruled the country for the two years that were left by the previous president and by the time her two year period expired, in 2014 she tried desperately to remain in power even after she lost the elections. Her Government is suspected to have swindled billions of tax payers' money and she skipped the country and has not returned to Malawi to date. After her departure a new Government was elected which up to now is running the affairs of the country and is continuing with the fight against polio and all the other child killer diseases.

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FUTURE TRENDS IN TEACHING POLITICAL SCIENCE - A 20 YEAR PERSPECTIVE

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The complete version of this summarised article is available at:
<http://www.stclements.edu/Articles/FutureTrends.pdf>

This is an extract from a paper written for the St Clements Institute Professorial Diplomate program.

New Political Science

The history of the development of management science as a special science is based on the 17th century development council's "Camerarism" and "Political Science" studies. In 1729, however, official work began with the appointment of two university professors to conduct research on the subject in Prussia. However, in 1656 Veit Ludwig von Seckendorff was regarded as the first administrative scientist because of the publication "Teutsche Fürstenstaat" or "German Principality". Seckendorff has limited the topics that he has examined to be relevant to the management of small states. Because it considers the Seckendorff research as an attempt to exceed the uniqueness of everyday practice, however, the French author Delamare displayed a similar situation with his work "Traité de la Police" (1703-1738) or "Treatise on Polity". Delamare studied politics as a science under a principality. Both works are considered as a basic compilation in terms of giving historical, practical and legal information about the process of state administration and as contemporary scientific works according to the conditions of the period.

18th century scientists like Justi and Sonnenfels have approached the subject more theoretically. Justi and Sonnenfels have based their arguments on the theory of contract as the starting point of their work and have argued that the king or the prince must be able to peace through his administration or politics: "State administration deals with the organizational form of the state central administration as a form of science"

New values emerging in the modern understanding of science together with the Age of Enlightenment have revealed a positivist (egregious) management model. The first case study written in the field of management science in this period is the work of the French author Charles Jean Bonin called "Principe d'administration publique" (1812) or "Principle of Public Administration". According to Bonin, policy science is an application-oriented science that includes and balances law and social sciences. Bonin wanted to

design policy science as an example model for positivist (natural) natural sciences.

The most important initiative of the second half of the nineteenth century was the creation of a conception of management consciousness by the German scientist Lorenz Von Stein (1815-1890). Stein became the first person to characterize the modern state as a managerial state and to present its distinctive character. In spite of Stein, in this period, the specific administrative science in Europe has almost completely disappeared. The changing ideas about science and the removal of applied areas from universities have been effective in the formation of this result. Nevertheless, the rise of liberal ideas in state administration and society has also been an important influence. The meaning of the state administration has been narrowed down not as a field of social scientists, but as an exercise in law and as an area of interest for lawyers.

It can be stated that the political science has a relatively recent history if it is to be appreciated from the point of view of today. Political science, which is regarded as a separate branch of science by removing it from the science of politics which stood until the time of the Ancient Greek, has been brought to the understanding of today as a result of developments experienced in the last few centuries.

Political science has long struggled to become an independent discipline in the field of social sciences. In the first years of the science of politics, he continued to exist as part of conservative areas such as law, politics and economics. Today, it continues to develop as an independent science discipline and maintains its mutual relationship with many social science disciplines.

As policy science has begun to be examined as a separate science from political science from the last quarter of the nineteenth century, it has been speculated that policy science in France, Germany, the United Kingdom and the United States (USA).

Transition to New Political Science

The Keynesian policies and the Welfare State understanding adopted in 1929 to escape from the Economic Crisis have increased by changing the functions and duties of the state. Excessive

expenditures, which the state has made in order to fulfill its increasing tasks, have forced the state budget and become a matter of discussion of the state's functions, functions and organizational structure. As a result of these discussions, the necessity of transitioning from the classical model of the structure of policy consciousness, which is the state's executive tool, to a new structure has been agreed so that an effective state can be brought to the scene. This reconciliation and the efforts to make the state effective have resulted in the "New Public Management" approach which expresses the necessity of the government to work with business logic.

New Political Science approach is a result of the belief that classical policy science cannot meet the needs of the modern world and should be questioned. This approach emphasizes the necessity of policy science to be active rather than passive.

Social developments in the 1960s in the US have opened new horizons to policy discipline. These years, public administrators in the United States have focused on the "organization management development" phenomenon. The conclusions of the Watergate scandal and the Vietnam War have undermined the public's confidence in the public bureaucracy. In the 1980s, following this process, "public administration" emerged in the United States. With this phenomenon, however, the policy discipline has moved away from its identity and under the concept of government as a private enterprise, state management has entered a transition period towards business management.

It has been argued that political science is a management field in itself in an environment where political science has weakened its ties with the state, and even in an environment of neglect, and different fields have been included in the field of policy science. This situation led to the evaluation of policy science within the framework of organizational theory and to enter into the field of policy consciousness of business management.

While the classical political consciousness of understanding has deviated from the importance given to rule, hierarchical structure, denotation, efficiency and the separation of politics and management, the issue of the reduction of the public sector has come to the agenda. But as a result, the question of how to make the public sector more functional has emerged. In this way, it has been emphasized on what issues can be solved with a reduced public sector and which questions can be answered.

The focus on the issues and the questions that have been sought have led to a new formation in public administration. This was foreseen to be a price-driven, bureaucratic, market-based and customer-preferred public service. The ultimate point of the understanding that public services can be enjoyed by citizens and presented in a completely citizen-oriented manner has emerged as a "New Political Science" phenomenon.

With the understanding of new political science, solid, bureaucratic and hierarchical politics have made a transition to a flexible, rigid and market based understanding of political science. This transition has not generally been perceived as a simple transformation, but has been recognized as a comprehensive change in the paradigm of political science in many countries. As a result of the evaluation of classical political consciousness as a general theoretical and practical field, prestige has been lost and a new turn has been entered with the understanding of New Political science. This period was regarded as a challenge to classical understanding of politics.

New Political Science emphasizes the differences between "management" and "business". While management results in intervention and direction depending on the rules, the enterprise refers to the process of using all the material resources obtained by setting targets and priorities and achieving the human element goals rather than acting according to solid rules.

As a result of considering political power as a solution center for administrative problems before the understanding of new political science, classic political consciousness approach continued to exist as a valid phenomenon. From the mid-1970s onwards, it has been argued that the negativities of the governments as a result of encountering serious financial crises should be limited to the main tasks of the state as the starting point. This idea is based on the need for the state to become a new management model that excludes the interventionist role and brings the private sector to the fore and allows for individual initiatives. However, from the perspective of classical political science, the process of transition to the structure of New Political Science has made a fundamental and substantial comprehensive change in the science of politics a necessity. In other words, after the process of change that took place in the field of political science, it has become a matter of reconstructing all the concepts, terms and working methods used by political science. Therefore, it is necessary to be aware of the fact that the theoretical bases will be changed when a new model is passed from the classical structure.

The legislative, executive and judicial powers that make up the state power have been distributed to different organs in order to guarantee the rights and freedoms of the people in the countries governed in a democratic order. In this context, the legislative power is given to the parliament, the executive power judiciary and the judiciary independent courts or courts. Political science is concerned with the executive power of these three forces. In terms of political science, although this situation has a reality in practice and in theory, different interpretations can emerge when politics is accepted as a scientific discipline and when the state is evaluated as a whole.

Above all, the state is gaining wealth as a result of the evaluation of these three forces as a whole. In other

words, a state that lacks executive power or does not have a judicial system is questionable as a state. Thus, while it is acceptable to separate the legislative, executive and judicial powers in order to protect the rights and freedoms of individuals and ensure democracy, these three forces constitute elements that should not be separated from each other in the context of the state of the state. When considered in terms of political science, it was a milestone in 1887 that Woodrow Wilson wrote "The Study of Administration" as a scientific discipline. Wilson's basic thesis is to distinguish politics and politics from each other and to study politics in an independent way and make it a discipline. This fiction was accepted according to the conditions of 1887 and this date has passed the literature as the date of the birth of the science of political science. In Turkey, this concept has gained acceptance in the 1950s. This distinction in my mind does not bring too much rational consequence. Because politics and politics are separated from each other and politics and science do not have value, politics and politics are all missing out. With this result, political intelligence is limited to the executive power only within the state forces. Political decision-making has a superior position with the quality of decision-making whereas political science has assumed a passive identity with its practitioner position. The fact that political science is in a purely practicing position constitutes a question (n) in the process of evaluating political science as a scientific discipline. Without questioning the instructions that come to him in an unquestioned manner, it should be debated whether there is an independent discipline or a scientific discipline without considering it and only applying it. Because there is not much choice of counter-party practitioner in politics, thus, it is not very realistic that political science is regarded as a discipline or a discipline.

The point that is emphasized in the study is the necessity that political science is not regarded as an independent element from politics. The combination of politics and politics brings together an inseparable body. This double-sided application, in other words, the situation that one party has unanimously adopted by the other party, makes a shortage in terms of state administration. Political science has to exist with both decision-maker and practitioner identity. If political science is to be regarded as a scientific discipline, the legislative, executive and judicial powers must be fully embraced and the field of responsibility must be assessed in a framework encompassing these three strengths. In practice, protection of the present situation of the democracy from the perspective of the future will be a rational behavior. In practice, however, the concept of governance, which means the integration of political science with non-governmental organizations and the concept of multiple governance, must dominate political science applications. In fact, when the scientific aspect of a phenomenon, such as political science, which is both a scientific discipline and a practical one, is examined, the absence of a practical application or lack of suggestions in this

respect means that one side of the evaluation of the subject is left incomplete. Therefore, in this study, the emphasis was also placed on the transition from the classical to the managerial understanding of the practice of political science. On the other hand, when examining the scientific direction of a discipline that does not have practice, confrontation emerges only as a concept. Only a theoretical contribution will be made to evaluate a non-applied concept. However, this is not the case for political science. Because we believe that if political science is overcome by scientific complexity, you can also be effective in practice.

As a result, the practice of political science should not be limited by the principle of separation of powers. In the present of political science, a structure that focuses on citizen-focused, local governments and civil society elements needs to be established. This can be done by giving management a sense of governance by giving up the classical practices in management. Governance brings together a sense of government in which citizens, the state, civil society and the private sector come together to form a democratic order.

The complete version of this summarised article is available at:

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IMPROVING MYANMAR ETHNIC MINORITY STUDENTS' PERCEPTION ON SCIENCE & MATHEMATICS TEACHING IN HIGHER EDUCATION VOCATIONAL INSTITUTIONS IN CITIES

Dr U Kyaw Naing*

The complete version of this summarised article is available at:
<http://www.stclements.edu/Articles/Learning-Environment-Book.pdf>

This is an extract from a book published for the St Clements University Doctor of Letters degree program.

ABSTRACT

There are a lot of ethnic minority students who left their birth places to attend higher education institutions in cities of Myanmar. As they came from the least developed areas, they face the challenging task of coping with city life as well as the requirement to try harder to have appropriate prior knowledge which is the background for their study. As education is important for their perspective in life and their understanding and willingness to maintain the unity and harmony between them and ethnic majority people, the task to set up a good classroom climate and teaching strategy that improves the educational objectives are important in educating them. I propose the study on how to improve ethnic minority students' perception on the classrooms and their teachers and find the teaching strategy to achieve a good classroom climate.

The reason for my interest in the problem

According to my experience, in my multi-ethnic classroom where they attend, the way to set the lesson is appropriate to their capability level influence on their behaviors. As the students move from least developed rural areas to higher education institutions without passing through the bridging training for enabling them to get academic foundation required for higher education classes, some of them did not acquire appropriate background of study and previous knowledge on which the next level of study and teaching is to be based.

Such students will not be interested in the lessons and they tend to misbehave in the classroom. Thus my interest is how to do the research work on their level of knowledge and how to prepare the teaching style and level of knowledge that are relevant to their diverse backgrounds and that motivates their learning so the misbehavior problems can be reduced.

As there are limitations in the aspect of time and staffing, each student cannot get an individualized tutor. The study is to be conducted on how it can improve their behavior in the classroom.

My reason to investigate the problem that sustains my interest over a period of time

Behavior management becomes an important issue in Myanmar schools, especially in multi-ethnic classes. The ethnic minority students who cannot face the level of difficulty and challenge created by lessons taught by ethnic majority teachers while the other ethnic majority students can do well will possess misunderstanding on teachers and education system and such is not a good thing for their attitude in the future. For a mathematics and science teacher who teaches multi-ethnic classrooms, as mathematics requires the strategies to develop students' understanding, the class with instability caused by misbehaved students will disturb the class and all learning environment can be destroyed. To provide effective and quality education to the students, behavior management is an important issue to me. Furthermore, the findings obtained from the research to resolve the matter of how preparation of appropriate lesson can improve the behavior of students is my interest.

SIGNIFICANCE

Why the matter is significant for me to investigate

As I am a mathematics teacher who teaches multi-ethnic classrooms as well as project officer of curriculum development for multi-ethnic classes, I possess responsibility which is not only to educate them but also to set the basis for harmony and unity between ethnic majority students and ethnic minority students. Performing the research to investigate the backgrounds of students and to set appropriate level of lessons that gives them to have interest and that assist them to improve their behavior is a significant task for me.

Why the behavior management problem is significant to others

Behavior management is also a great concern in the school as it is the most difficult and challenging task in the school. As there are significant numbers of students possess a poor academic background which is lower than that of the standard in which they are attending, how to have students' behavior better and how the appropriate planning of lesson can significantly improve their performance and behavior is also important and significant issue to others.

The topic that I select to do the educational research is how appropriate teaching method and curricula can improve the ethnic minority students' behavior in the transition period of changing from rural classrooms in their birth place to higher education schooling at colleges in cities area where they are ethnic minority.

The following two major research questions have been identified.

- (1) How does students' behavior deteriorate in transition period of changing from rural classrooms in their birth place to higher education schooling at colleges in cities area where they are ethnic minority?
- (2) How can appropriate teaching method and curricula improve their behavior in transition period?

According to educational studies, it is found that changing of learning environment occurs as students transfer from one education system to another different education system. The quality of teacher- student interaction was perceived to deteriorate in the dimensions such as a reduction in teacher's leadership, helping/ friendly, understanding and student responsibility/ freedom behaviors.

Changes in learning environments across transition and the role of the teacher with in those environments has a lasting detrimental effect on the attitudes of students.

To assess students' perception, the questions that I will use are to assess teacher- student interactional behavior with eight dimensions of leadership, helpful/ friendly, understanding, students' responsibility/ freedom, uncertainty, dissatisfaction, admonishing and strict behavior.

OBJECTIVE

As my objective to do the research is to investigate the behavior of the students and effectiveness of teaching strategies to improve their behavior, action research method is to be applied. Action research is a powerful form of professional development. The focus of inquiry and interest in action is my own practice in students' learning environment, behaviorism and assessing the effectiveness of my application of teaching strategies.

DECLARATION

I certify that the thesis linked to this article does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university; and that to the best of my knowledge and belief it does not contain any material previously published or written by another person where due reference is not made in the text.

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