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From the Editor



Leadership and Sustainability

With the recent passing of Nelson Mandela the world agreed in unison that we had all lost a great leader. Mr Mandela was a man of great courage, steadfastness and endeavour for his fellow man.

Where are the rest of our great leaders?

Have we all so specialised in our own fields that we do not see or do not feel we need to see what is happening elsewhere. Someone else we hope is taking care of the rest.

We are now starting to see the *great aftermath*. We are starting to reap the consequences of a long-time lack of real leadership, especially those leaders who represent the needs of all humanity – global leaders.

Major decisions are being made regarding the use and misuse of the world's real resources by very small 'leaders' indeed, those whose interests are purely their own and the distribution of wealth from these small minded decisions goes to even fewer people.

In the name of such practices globally, whether they be by companies, national governments and state governments, dictators, military juntas, organised crime, or whoever, our planet is being grossly and unnecessarily destroyed and depleted; ordinary humans are being put at risk of famine, flood, wildfire, rising sea levels, salinity, relocation and many other factors that can lead to extinction of many species including us. Already it is going to be a long hard fight to get our planet back in order.

We need fearless leaders and respected leaders to pick up the cudgel. We have the intelligence and the endeavour. We need to apply it in all that we do.

As David Attenborough, the famous naturalist, known for his *Life on Earth* television series, said (our inability to stop our wasteful, destructive practices which are a threat to humanity itself is) 'sheer lunacy'.

We all know something needs to be done and one of the urgent needs is to find effective leadership in these matters on a global scale whether that be by countries, municipalities

company directors, academia, organisations of fellows, religions, and associations or just individuals.

Now is the time we too must stand together for what really counts in these lives we live, and to extend the freedom and wisdom that Nelson Mandela fought for, to common sense and the common good of all humans and recognise and appreciate the finite resilience of the planet itself.

Lesley Pocock
Editor

'Strategic Coaching' and Consulting: More Similar than Meets the Eye

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1. Introduction

Coaching is currently one of the fastest growing professions in the corporate world (Ives, 2008). Whilst practitioners and scholars alike fail to agree on the purpose and nature of the practice, many recognize and advocate the value added by the profession. This paper explores the purpose of coaching, comparing and contrasting it with management consulting - paying special attention to the nature of, and the competencies required to succeed within, both professions. Given the broad application of the term 'coaching', this paper is concerned with what the author terms 'strategic' coaching; the interaction between coach and coachee(s), intended, either directly or indirectly, to improve professional performance within the work environment.

2. The Purpose of Coaching

As one researches the growing body of literature comprising the relatively newly recognized discipline of coaching, it quickly becomes apparent that there are virtually as many definitions of coaching as there are authors writing on the subject. Certainly any 'emerging' discipline unable to agree on a common definition can be viewed as 'problematic' (Parsloe and Wray, 2000). Examples highlighting this diversity include:

"Coaching is unlocking people's potential to maximise their own performance. It is helping them to learn rather than teaching them. After all, how did you learn to walk? Did your mother instruct you?"

We all have a built-in, natural learning capability that is actually disrupted by instruction." Whitmore (2002, p. 10)

Whitmore (2002) emphasizes 'unlocking potential', 'maximizing performance', 'learning (the coachee)' vs. 'teaching (the coach)', and purports that 'we (human beings)' have an 'innate' learning 'capability' that isn't conducive to 'instruction'.

In contrast, Parsloe and Wray (2000, p. 22), describe coaching as:

"The aim is to help and support people to manage their own learning in order that they may maximise their potential, develop their skills, improve their performance and enable them to become the person they want to be."

Thus, Parsloe and Wray (2000) emphasize 'personal development' (self-learning capacity), 'personal potential maximization', 'skill development', 'improving performance', and 'personal growth'.

Yet another perspective comes from Gallwey (2000, p. 176) who states that:

"Coaching can be defined as the facilitation of mobility. It is the art of creating an environment, through conversation and a way of being, that facilitates the process by which a person can move toward desired goals in a fulfilling manner."

By contrast, Gallwey (2000) focuses on 'mobility', 'environment', 'interpersonal communication', 'behavioral patterns', 'goals', and 'personal growth'.

According to Parsloe and Wray (2000), the apparent lack of uniformity as to coaching and its purpose is at least partially explained by the fact that we are 'in the middle of an intellectual revolution'. What's more, the term coaching has been employed in such diverse areas as sports mentoring, education, corporate settings, personal growth applications, etc. Ives (2008). Cavanagh (2006) points out that there are no clear parameters to distinguish coaching from other approaches - including mentoring, thereby adding to the ambiguity.

Ives (2008, p. 100) sums things up nicely:

"While coaching has been immeasurably enriched by the injection (sic) new ideas and techniques, it has led to increased confusion about the precise nature of coaching and what it is designed to achieve. Consequently, coaching has become increasingly difficult to define." (Stober and Grant, 2006).

Ives (2008) further proposes three dimensions that can assist in distinguishing the various approaches to coaching (see Appendix A):

- i) Directive versus non-directive
- ii) Personal development versus goal-focused
- iii) Therapeutic versus performance-driven

Whilst categorizing coaching into nine diverse approaches:

- i) Humanist
- ii) Behaviorist
- iii) Adult development
- iv) Cognitive
- v) Goal-focused
- vi) Positive psychology
- vii) Adventure coaching

- viii) Adult learning
- viii) Systemic coaching

Based on the evidence exposed by the literature, the author agrees with Ives (2008) that there is no 'right or wrong', 'better or worse' model for coaching. Rather, the approach taken should be appropriate to the objective sought (see Appendix A), thereby establishing the 'art of coaching' (Gallwey, 2000) as being contingent upon the situation. That coaching has no single definition, and seems to cover broad territory - depending on the approach taken, and perspective of the proponent - has been described as being 'problematic' (Parsloe and Wray, 2000).

On the contrary, numerous converging and emerging concepts and disciplines have gone through (and continue going through) such phases and stages as they establish themselves. Two immediate examples related to this paper would be Business Studies and Emotional Intelligence - both of which emerged and draw from other related fields.

3. Coaching Versus Consulting

There are many approaches to coaching (Ives, 2008); see Appendix A. Likewise, consulting can take many forms. Certainly there is overlap between the two disciplines (Nelson, 2010). To assist in comparing and contrasting the two somewhat ambiguous professions, the author proposes to employ the following dimensions as instruments to measure levels of congruence (or nonconformity):

- i) The overall objective
- ii) The problem
- iii) The role of the incumbent and the relationship with the client
- iv) The skills and competencies required for success

3.1 The Overall Objective

As noted earlier within this paper, the objective of coaching can range from: human change, behavioral modification, personality development, fostering

cognitive ability, solution/goal-oriented, self-directed learning, growth through challenge, systems-based initiatives - and beyond (Ives, 2008). Comparatively, consulting can also cover broad ground: e.g., executive support, image creation/maintenance/modification, goal or performance-oriented, etc. Kolli (2000) classifies consulting objectives into two areas: 1. Progressive problems and 2. Creative problems

That said, regardless of the nature of the coaching/consulting task at hand, or the type applied, more-often-than-not, there are at least two very important commonalities between the initiatives - both require 'change' and 'enhanced performance' e.g., Nelson's (2010, p. vii) definition of performance:

"Firstly, that coaching is focused upon raising performance. The goal of coaching is to raise performance. Whether it is applied in organizational, community, family or personal contexts, the concept of raising performance is used here as a very broad descriptor. It goes way beyond winning a cup or achieving a business target and extends to many different areas of life - such as working with a client to: Develop more effective interpersonal relationships, define or redefine what he wants in his life, raise personal confidence levels, increase effectiveness at work, make fundamental choices about life's directions."

3.2 The Problem

With coaching, the 'problem' (or topic) is typically identified by the client/client organization (Nelson, 2010; Ives, 2008). In contrast, the focus of the consulting project may be clarified upfront by the client, or, may represent the 'problem' itself, left to the consultant to distinguish. Kolli (2000, pp. 1-2) states:

"The main objective of management consulting is to improve the performance of a client organization in areas such as profitability, quality, product, and service. Organizations use management consulting services for the following reasons: 1. To rectify a situation where performance has deteriorated (progressive problem). 2. To create a totally new situation (crea-

tive problem)... a creative problem arises in a situation where there is no urgent problem or deteriorated situation, but where an opportunity for new actions or strategies is sought..."

Typical consulting problems falling within the above two categories would be: to identify the cause of a growing problem with product quality (progressive). Or, how best to enter an emerging market where the organization expects that demographically, the purchasing power of the population is at the cusp of triggering dramatic demand for their product or service (creative).

The nature of the 'problem' (topic) to be addressed by coaches and consultants, as well as who identifies the issue - and how all point to the role of the incumbent, client, their relationship, and the skills and competencies required for success in both capacities (i.e., coaching and consulting).

3.3 The Role of the Incumbent and the Relationship with the Client

The consultant (generalist or specialist) is hired by organizations as one holding 'expertise', and a person who can analyse, identify, recommend, and implement the desired changes required by the enterprise. Kolli (2000, pp. 2-3) describes the consulting process as moving from: Entry > Data collection and diagnosis > Solution development > Implementation > Conclusion. Kolli (2000) proposes two basic roles in consulting: 1. The resource role (expertise in identifying what to change). 2. The process role (expertise in suggesting how to change). Within both capacities, the consultant exercises his/her content knowledge in a highly directive way, maintaining a professional relationship with the client, based on a problem-solving issue or dilemma.

In contrast, these are perhaps the most controversial aspects of coaching, raising questions concerning: the need for expertise, directive versus non-directive guidance (i.e., teaching versus facilitating and 'reflecting'). Ives (2008, p. 104) identifies these diverging areas within coaching as:

- i) Directive or non-directive
- ii) Personal-development or goal-focused
- iii) Therapeutic or performance-driven

There is staunch support in the literature advocating - to a greater or lesser degree - the coach as an 'expert' who should be engaged with the coachee in a mentoring (Druckman and Bjork, 1991; Cox, 2003) or even instructional role (Peterson and Hicks, 1996), with a very directive relationship (Druckman and Bjork, 1991). Cavanagh (2006 p. 342 in Ives p. 105) advocates that a coach lacking expert knowledge within the area to be coached amounts to nothing more than a "well meaning (sic) amateur".

However, another well-established school of thought advocates a more 'hands off' approach to coaching, finding 'expertise' concerning the topic to be coached - unnecessary (Parsloe and Wray, 2000; Whitmore, 2002; Grant and Stober, 2006; see Appendix B for a comparative chart). Nelson (2010, p. 42) sums things up nicely, writing:

"Coaching's approach to problem resolution is to understand the issue and the context from the client's perspective. What does it mean for the client? Rapport, empathy, concern, support, patience, care and understanding are the coaching qualities here."

The art of the coach is to withhold judgement, be with the client, help with the sense-making. Expect the journey to be ambiguous, sometimes uncomfortable, sometimes confusing. From this, routes forward will emerge, generated by the client and it may take time. But if the client has ownership of the problem, there is a far greater potential for change."

3.4 Skills and Competencies Required for Success

Perhaps the most important skill or competence in consulting is that of general or specialist expertise within an area. Without such content knowledge, there is no need for the consultant. Other competencies include:

- i) Consulting process skills - examine the organization, understand the individuals and the departments, assess the nature of power and politics, sift through the maze of detailed information, separate the causes from symptoms, isolate the important factors, use related business practices and creativity to suggest innovative solutions.
- ii) Interpersonal and communication skills - Drive: self-confidence, courage, initiative, and perseverance; Communication: ability to listen, ability in both oral and written communication, ability to teach and train people, and the ability to motivate and persuade; Emotional maturity: ability to withstand frustration, uncertainties and work pressure, stable behaviour, self-control at all times, ability to draw unbiased conclusions, flexibility and adaptability to changing conditions; and Behavioral: Ability to anticipate and evaluate human reactions, ability to gain trust and respect, courtesy and good manners, tolerance and respect for others.
- iii) Technical skills - knowledge and experience in a technical subject. (Kolli, 2000, p.15)

The author would like to offer the following competencies as being critical for successful coaching:

- i) Coaching process skills - Ability to understand/employ the coaching process; the interaction between 'awareness/responsibility, deep listening, effective questions' (Nelson, 2010).
- ii) Interpersonal and communication skills - Emotional Intelligence and its elements (Neale, Spencer-Arnell, and Wilson, 2009; Nelson, 2010) e.g., "self-esteem, regard for others, self-awareness, awareness of others, emotional resilience, personal power, goal directedness, flexibility, personal connectedness, invitation to trust, trust, balanced outlook, emotional expression and control, conflict handling, and interdependence (Neale, Spencer-Arnell, and Wilson, 2009, pp. 21-24).

- iii) Technical skills and expertise (under debate)

There appears to be a great deal of overlap between the disciplines of coaching and consulting; much seems to depend upon the chosen approach to coaching and one's persuasion as to the role of the coach and nature of the coach - coachee relationship (Ives, 2008). It should be noted that the processes will differ i.e., strategic organization focused versus coachee-focused. That said, cognitive factors, EI, communication, and interpersonal skills are required by both professionals.

4. Critical Competence: Emotional Intelligence

"I believe that Emotional Intelligence and coaching are inseparable - in fact that emotionally intelligent people tend to behave in a coaching way even if they have not attended a coaching course." (Sir John Whitmore in Neale, Spencer-Arnell, and Wilson, 2009, p. v)

Emotional Intelligence (EI or EQ) was first comprehensively defined as:

"...the ability to recognise the meanings of emotions and their relationships and to reason and problem-solve on the basis of them. Emotional Intelligence is involved in the capacity to perceive emotions, assimilate emotion-related feelings, understand the information of those emotions, and manage them." (Mayer, Caruso, and Salovey, 1999, p. 267)

However, it was Goleman (1995), based on the work of Gardner (1983; 1999), Salovey, and Mayer (1990), Mayer, Caruso, and Salovey (1999) - as well as the scholarship in the area of competencies/supra-competencies (Boyatzis, 1982), who redefined EI in a less clinical - competence-based model. Goleman (1998) later applied his EI research to the workplace, claiming that:

"To sum up: For star performance in all jobs, in every field, Emotional Intelligence is twice as important as purely cognitive abilities..." (Goleman, 1998, p. 33)

Goleman (1995; 1998) proposed five broad areas of competence comprising EI:

- i) Self-Awareness (intrapersonal)
- ii) Self-Regulation (intrapersonal)
- iii) Motivation (intrapersonal)
- iv) Empathy (interpersonal)
- v) Social Skills (interpersonal)

Looking at Appendix A, reminds one that regardless of the 'coaching

approach' or 'objective of the coaching', coaching is broadly based on 'performance' (Nelson, 2010), communication, interaction, and a relationship between the coach and coachee (or client).

Gallwey (2000) expresses performance as: $P = p - I$ (Performance = potential - interferences). Gallwey (2000) maintains that in essence, each of us has an 'inner game' to attend to, which involves eliminating 'interferences' so as to 'unlock' our individual potentials. Neale, Spencer-Arnell, and Wilson (2009, p. 8) interpret Gallwey's 'interferences' in EI terms, as being: "negative attitudes, beliefs, and habits that prevent us from performing as well as we could".

"If the coach is going to be comfortable and effective working with the psychological and emotional dimensions of others, than a critical success factor will be his ability to analyse and reflect upon his own thoughts and feelings... This is why the preparedness of the coach to undergo self-development is such an important element within coaching growth... Emotionally intelligent coaching involves: attending to, empathising with, and working with the client's thoughts and emotions; attending to one's own thoughts and emotions in response to the client; managing a safe holding environment for the client to explore these safely; working within the organizational climate that exists (if working in an organization)." (Nelson, 2010, p. 78)

Rosenthal (Goleman, 1998), developed an 'empathy' measurement instrument (Profile of Nonverbal Sensitivity, PONS), involving an 18-country study, the results of which revealed that:

1. Non-verbal communication accounts for as much as 90% of interpersonal communication; and
2. That empathy was the competence responsible for understanding the nonverbal communications. Furthermore, those individuals with the higher levels of empathy also were the most popular at work, and had the most successful personal relationships. As noted by Goleman (1995; 1998), empathy is one of the five critical competencies forming overall Emotional Intelligence. Rogers (1951) stressed the necessity of 'empathic' (reflective) listening. Without which, a coach cannot effectively assume an effective non-directive and empathic approach to listening and understanding the client (Nelson, 2010).

"Emotional Intelligence applies as much to the coach as it does to the client. By being self-aware, by managing one's emotions, by being aware of others and by building relationships with others, the coach has the capacity to work in an emotionally intelligent manner." (Nelson, 2010, p. 79)

5. Coaching and Consulting Sharing the Same Strategic 'Toolbox': Example SWOT Analysis

According to Nelson (2010) coaching is a 'journey'. Furthermore, some view the purpose of coaching as being to 'improve performance' (Whitmore, 2002; Gallwey, 2000; Nelson, 2010). As such, it seems sensible to compare the practice of professional coaching with strategic management concepts, insofar as they both can be employed as facilitators of improved performance. To this end, the author has selected the SWOT analysis (and associated TOWS matrix) to demonstrate the potential value of applying strategic management concepts to the field of coaching.

'SWOT' is an acronym representing 'Strengths, Weaknesses, Opportunities, and Threats'. As a strategic management instrument, it is utilized towards the beginning of the strategy formulation process, as a means to identify

an organization's current situation, by 'scanning' the business environment (internal and external factors), and taking inventory of the most significant strengths and weaknesses i.e., internal factors, and opportunities and threats i.e., external factors (Wheelen and Hunger, 2012).

The author postulates that a coach could effectively employ the SWOT analysis as a practitioner, for the purpose of taking inventory of his/her own 'strengths and weaknesses', whilst simultaneously distinguishing possible 'opportunities and threats' within the external environment (task environment; see Figure A in section 5 for an example). Alternatively, or additionally, the opportunities and threats could be proposed from the coaching environment (especially when it constitutes a different locale from where the coach is used to operating e.g., an organization, home, public place, etc).

Likewise, a client (coachee) or group of clients (e.g., within an organization), could apply the SWOT analysis for divulging strengths and weaknesses along with opportunities and threats, as a first step in determining possible strategies to pursue in addressing the identified opportunities and threats. Similarly, within the coaching itself, a SWOT analysis could be employed to describe the current situation; and could be further enhanced by employing the associated 'TOWS' matrix, as mentioned earlier (see Figure A in section 5 - below).

The 'TOWS' matrix inverts the strategic factors identified by the SWOT analysis, thus allowing the strategist to match the identified 'external' factors i.e., opportunities and threats, with the internal factors i.e., strengths and weaknesses, "to result in four sets of strategic alternatives. This is a good way to use brainstorming to create alternative strategies that might not otherwise be considered." (Wheelen and Hunger, 2012, p. 111).

In essence, the process of determining the strengths, weaknesses, opportunities, and, threats, followed by the organizing of the factors into a TOWS matrix, requires both critical and creative thinking, resulting in a clearer picture of the present, the future, and viable paths forward.

6. Conclusion

Coaching is one of the fastest growing functions within organizations (Ives, 2008). As a growing profession, many opportunities are arising across industries. Although this rapid demand for coaches has left many questions pertaining to the nature of the discipline, approaches, qualifications, regulations, etc., its exponential development is

also creating massive demand for those keen to assert themselves.

There appear to be many common competencies/skills required for success in the capacities of both 'strategic' coach and management consultant e.g., EI, creative/critical thinking, interpersonal, and communication - skills to mention a few. The relationship between the incumbent and the customer will most likely depend on the situation, as well as the preferred working styles of both parties i.e., the role of expert and the associated specialized knowledge. In the author's view, 'strategic' coaching and management consulting, whilst not being identical professions - are also not mutually exclusive, and are far from being mere overlaps on a Venn

diagram. Their core purposes are both to improve professional performance via human beings (directly or indirectly).

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Figure 5A: TOWS Matrix

	Strengths	Weaknesses
Opportunities	SO Strategies Generate strategies here that use strengths to take advantage of opportunities .	WO Strategies Generate strategies here that take advantage of opportunities by overcoming weaknesses .
Threats	ST Strategies Generate strategies here that use strengths to avoid threats .	WT Strategies Generate strategies here that minimize weaknesses and avoid threats .

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Appendices

Appendix A: Approaches to Coaching/Objectives of Coaching

Coaching Approach	Objective of Coaching
Humanist	"Coaching is above all about human growth and change" (Stober, 2006 p. 17)
Behaviorist	"The purpose of coaching is to change behaviour" (Peterson, 2006 p.51)
Adult development	Coaching is about helping clients develop and grow in maturity
Cognitive coaching	Coaching is foremost about developing adaptive thoughts
Goal-focused	"Coaching is a goal-oriented, solution-focused process" (Grant, 2006 p. 156)."
Positive psychology approach	"Shift attention away from what causes and drives pain to what energises and pulls people forward" (Kauffman, 2006 p. 220)
Adventure coaching	Stretching the client through entering into challenging situations and the learning that arises.
Adult learning	A learning approach that helps self-directed learners to reflect on and grow from their experiences
Systemic coaching	"Coaching is a journey in search of patterns" (Cavanagh, 2006 p. 313)

(Source: Ives, 2008, p. 102)

Appendix B: Comparative Chart of Controversial Coaching Dimensions

Type of coaching	Directive vs. non-Directive	Solution vs. development focus	Therapeutic vs. performance
Humanist	Non-directive	Development	Therapeutic
Behaviourist	Directive	Solution	Performance
Adult development	Directive	Development	Therapeutic
Cognitive coaching	Directive	Development	Therapeutic
Systemic coaching	Non-directive	Development	Therapeutic
Positive psychology	Directive	Development	Therapeutic
Adventure coaching	Directive	Development	Performance
Adult learning	Non-directive	Development	Therapeutic
Goal-oriented	Non-directive	Solution	Performance

(Source: Ives, 2008, p. 102)

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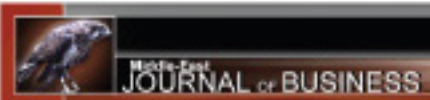
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Sustainable Development and Islam: Is Religious Teaching Invalid?

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Abstract

The concept of sustainable development has become one of the most talked about issues in the development literature these days. It is said that the traditional development strategies only focused on overall economic development by ignoring the issues of environment, inequality, financial crisis and ethics. The concept of sustainable development covers all these issues along with economic development. The article, by referring to several Qur'anic verses concludes that though the concept of sustainable development is a new issue for the secular Westerners, it is not a new issue for the Muslims and it was an integral part of Muslim way of life since the seventh century. Almost fourteen hundred years back, Al-Qur'an dealt with all these issues and gave sufficient guidelines for sustainable development.

1.0 Introduction

The term development is often used interchangeably with terms like 'advancement', 'improvement' and 'progress'. Giving an effort to 'develop' or to 'improve' has become a common practice in the state level in almost all the countries around the globe. By taking various development initiatives, nations all over the world want to improve their current situation and reach a better position. There is no doubt that if we want to get a better life for us, we have to initiate several development activities. In many ways, these activities can add values to the citizens of a nation. Development activities can either solve an existing problem or can lead us to a better way of living.

All over the world, development activities are performed both by government and by many local and international institutions. In the past, the word 'development' was mainly used to represent only the 'economic' development. If the economic performance indicators of a country showed better results, it indicated that the country was running well. It was thought that economic development will ultimately ensure educational and technological development and thus the standard of living of the people will rise.

Mainly after the industrial revolution, science and technology became the part and parcel of the development issue. Many nations in the world started to focus on market economy. Big industries, huge machineries, lavish architecture, extraordinary infrastructure,

market competition etc. became the integral parts of our daily lives. There is no doubt about the fact that these developments have changed the lives of the people substantially. In many ways, these have tried to solve the problem of unemployment and thus helped in generating the income of the people around the world. As a result of the increase in income, people could raise their life standards.

But this development did not come with the benefits alone. It came with some costs also. It made people more materialistic and wasteful. It also increased the difference between the income of the rich and the poor. It created new ideas of exploiting people as well as nature (in many cases, in a negative manner). Though this development enriched the lives of some people, high level of industrialization, high accessibility to available resources at low cost, increased market size and too much emphasis on consumerism gave rise to many social and global problems both in the short and long run.

In extremely industrialized capitalistic societies, the lives of the people become competitive. People also become highly materialistic. Their stance towards life becomes money-oriented and thus they become self-centered. Lifestyles become luxurious and expensive. People want to be high achievers and thus they suffer from anxiety and become corrupt with greed. Creating a balance between family life and work life becomes difficult as well. So,

problems like addiction to alcohol and drugs, broken families, increased number of suicides, violent crimes, fraudulent activities, social injustice etc. become common phenomena.

Extensive industrialization in the capitalistic societies has created problems for the natural environment also. Because of imprudent utilization of natural resources and unrestrained industrial pollutions, the world's climate started changing adversely.

Over the years, all these phenomena proved that if we emphasize only on the economic development, it will be just a temporary development (as it comes at a cost of degradation of overall social and environmental condition) and it will not be able to ensure a peaceful and sustainable living in the world. As a result, the concept of sustainable development came into the development literature.

The modern concept of sustainable development does not have a history of more than forty years. Sustainable development suggests a kind of development that can fulfill the needs of the present but it does not compromise with the future so that the future generations can also meet their own needs. The term emphasizes on living a better life by following a balanced integrated approach in order to meet the current needs by considering the current environmental, social and economical limitations and resource constraints.

As mentioned earlier, the mainstream development approaches are mainly driven by a specific particular need - economic achievement. That is why these approaches did not give ample emphasis on the social and/or environmental impact (both for now and for the future). The most vital indicators used for measuring a country's development still are - the Gross National Product (GNP) and Gross Domestic Product (GDP). However, this view of development is being questioned increasingly as it has led the world towards an unsustainable development. This traditional development concept has led us to:

1. The overconsumption of the resources,
2. The widened income gap between the rich and the poor,
3. Pollution of the available natural resources,
4. Lives full of competition, tension, anxiety, and,
5. The escalation of the rate of global warming.

The impacts of these phenomena are so bad that it is said that all these can lead the world to near destruction. That means, the world leaders and the thinkers of the past have failed to understand the real meaning of development as development is not a one dimensional concept. Just material progress cannot ensure an efficient progress. Many scholars argue that the main cause behind these problems is the 'too much emphasis on science'. This huge reliance on science made the people of the world more materialistic and thus they went far away from the values. Many try to relate these problems with the idea of abandoning the teachings of the religion. If we analyze historically, we shall be able to find out that mainly from the 19th century, science and religion took two separate paths. Scholars attached religious thinking to irrationality and science to rationality. The view was that religion has nothing to do with human development. If we want development, we have to base our thinking on scientific rationality. Though science was not against humanity, but rationality, in many cases, does not go hand in hand with values. It was believed that the modern development initiatives are noble as they provide equal opportunities to all. However, it failed to address the issue that everyone is not born with same level of capability. As a result, the benefits of development have been shared within a limited part of the society and the gap between these beneficiaries and the rest of the world kept on being on the rise.

So here the question comes as to whether abandoning religion completely from the concept of development was a fruitful idea or not. However, at this point it should also be noticed that the idea of separation between

religion and development took place mainly in the then Western societies where religion was no more considered as the guidelines for the decision making authorities. This article focuses on this issue. By taking the views of a particular religion - Islam (which is considered as the complete guide for sustainable life by one religious group - the Muslims), the article suggests that religion (in this case, Islam) has introduced the concepts of 'sustainable development' as an integral part of the way of living.

This paper is divided into five main sections. This section has already introduced the evolution of the modern concept of sustainable development in the Western world. The next section provides evidences of a direct relationship between unsustainable development and social, environmental and economical disaster. It specially emphasizes the impact of climate change and attempts to create urgency for sustainable development. The next section explains the evolution of sustainable development from the economic point of view. Then the article explains the benefits of sustainable development and the final section investigates the interrelationship between sustainable development and Islam.

2.0 Unsustainable development - the consequences and the future

As discussed in the earlier section, the traditional development strategies actually gave birth to a development that in many ways destroyed the future of our next generation. In search of the short term benefits, we have invited long run sufferings. As a result of these irresponsible and myopic initiatives taken from the responsible part of the society, these days the world is suffering from many disorders like inequality, global warming, financial crisis etc. This section of the article highlights the relationship between this unsustainable development and social, environmental and economical disaster.

2.1. Economic Development, Globalization and Inequality:

Capitalism gave birth to a bunch of social problems. The Marxist criticism

of capitalism highlights the inequality between bourgeoisie and proletariat. Industrialization obviously has created employment but it could not ensure a better living standard for the proletariats. Industrialization could only make the rich and powerful richer and more powerful. When Marx proposed his thesis, he mainly concentrated on the inequality practices of the society. Over the years, his thesis became overwhelmingly popular in different parts of the world. Many countries adopted his doctrines in the state level. Many political movements took place in favor of socialism. This idea of Marx became popular even in the Asian countries where poverty rate was high. But in the late 1980s and early 1990s, we saw the fall of communism especially with the fall of the superpower Soviet Russia and the crush of the Berlin wall.

At that point of time, though the debate between the capitalists and the socialists continued, there was no doubt that capitalism survived in most of the parts of the world. Now the question comes, is capitalism the best solution for the humankind? The answer to this question may be - no. Just because it survived we cannot say that it is the solution for all problems in the world. Many say that capitalism survived at the cost of humanity. The powerful weapons of capitalism kill humanity. Though apparently our present becomes better, our future becomes questionable.

There is no doubt that this huge industrialization and the capitalistic spirit have increased the gap between the rich and the poor. It also widened the gap between the rich countries and the poor countries in the world. There are some countries in the world that are unnecessarily rich and there are also many countries that live in disgraceful poverty. Today, the exploitative nature of capitalism has crossed all borders. This happened because of globalization. Huge political influence of one country over the others and the colossal growth of multinationals have increased the level of exploitation at a massive level. Definitely these are having a negative impact on humanity.

2.2. Global Warming:

Environmental pollution has become a burning question these days. There is no doubt that though a massive environmental pollution started just after the industrial revolution, we have identified its devastating impact mainly in the late twentieth century. Throughout the world, air, water and land pollution have affected the humankind in a negative way. From the early 1990s the world came to know about the Greenhouse Effect. The recent buzzwords for environmental pollution and its effects are 'global warming' and 'climate change'. The main causes of this global warming are the unplanned massive industrialization and the high-tech lifestyle of people. The emission of carbon dioxide from the burning of fossil fuels in the power plants and from the burning of gasoline in the automobiles has increased the level of global warming. Deforestation is another cause of global warming. Destroying forest areas for creating the residences of the overgrowing population is a common practice in many underdeveloped nations nowadays. Moreover, using wood and other forest resources in the industries have resulted in a substantial decrease in the forest areas of the world. Trees are responsible for controlling the level of carbon dioxide in the atmosphere. Loss of trees thus increases global warming. Using chemical fertilizers and pesticides in the land creates land and water pollution as well as increases environmental pollution.

The world, day by day, is becoming warmer and the climate all over the world is changing. Worldwide, the sea level is rising. In future, this will cause a problem for countries like Maldives and Bangladesh (a representative of the Third World). Each year, different sea shores of the globe are getting attacked with predator storms. This is also a result of global warming. As global warming is having a huge negative impact on the air and water, crop production is being hampered. Moreover, as it is having an impact on the ecology, many important animal species are getting extinct. Coral reefs are disappearing and thus the ecosystem of the seas is getting disturbed.

2.3. Global Financial Crisis:

A third negative impact of unsustainable development is the global financial crisis. There is no doubt that this is also a result of the capitalistic spirit. In many cases, capitalism begets economic crisis. A main cause of global financial crisis is the failure of money and capital market. There is overdependence on the interest-based banking system. Credit card has become a part and parcel of our lives. Doing things by taking loans and mortgages is a common practice. People around the world are trying to meet their demands by taking loans. The so-called attractive loan packages offered by the banks and other financial institutions have become a silent killer. Because of all these, people around the world are living in anxiety and tension.

Over last few decades, two major financial crises have shaken the world vehemently. The first one is the Asian crisis that hit the world in the late 1990s. The other one is the notorious crisis in 2008. In both of these, we found that the developed nations were affected badly. As the developing and the underdeveloped economies of the world are also dependent on the developing nations, they were also affected significantly. The giant companies all over the globe had to go for severe cost-cut strategies in order to survive. As a result they had to sack a good number of workers. Unemployment, like an epidemic, spread around the world.

2.4. Decline in Ethics and Moral Values:

People around the world are running after a better life standard. Corporate houses all over are trying to attract the people with their products though constant alluring advertising. Customers are becoming more demanding and as a result, companies are becoming competitive. People all over are looking for satisfying material needs. Thus values are becoming less important in our lives. We are ensuring our benefits at the cost of doing harm to others. Corruption has become a common phenomenon. We see the high level of corruption both in the national and international political arena. Corporate corruption has also become a common issue. Ethical behavior can no more

be ensured in this corrupted greedy environment. Giving and receiving bribes, illegal negotiations/collusions among the interested parties, cheating with customers, manipulating accounts, illegitimate manipulation of the share market - all these are now common practices.

From these discussions, it becomes clear the traditional philosophy of development can only ensure a temporary apparent improvement but it destroys the future. This strategy is imprudent, unwise and thoughtless. Development strategies must be thoughtful and sustainable. That is why the issue of sustainable development has become popular in the 21st century. The next section of the article elaborates the concept of sustainable development.

3.0. Sustainable Development: A Short Introduction

The issue of sustainable development came into the development literature mainly in the 1970s and later it became an important topic of discussion in the fields like politics, economics and environmental science (Astrom, 2011). The concept was 'formalized' mainly by the Brundtland Commission (Pulselli, Bastianoni, Marchettini and Tiezzi, 2008). At this point of time, sustainable development has become one of the most talked about issues among the intellectuals of the world:

"Sustainable development has become the watchword for international aid agencies, the jargon of development planners, the theme of conferences and learned papers, and the slogan of developmental and environmental activists" (Lele, 1991).

The concept of sustainable development originated because of the problems that arose from the imprudent development strategies followed before:

"The reason behind the emergence of such a concept was the growing awareness of the depletion of natural resources, and worsening environmental conditions on the one hand and increasing

world population on the other hand, i.e., demand-supply discrepancy" (Astrom, 2011).

World Commission on Environment and Development (1987) defined sustainable development as the 'development that meets the needs of current generations without compromising the ability of future generations to meet their needs and aspirations'. IUCN, UNEP and WWF (1991) gave the following definitions of sustainable development:

"...development that improves the quality of human life while living within the carrying capacity of supporting ecosystems"

There is no doubt about the fact that among the various important issues of sustainability, to most of the authors, the issue of ecology and environment got the most importance. The main feature of sustainable development is that it sees development beyond the economic development and economic growth. Mitchell (1994) highlighted the following themes for sustainable development:

- (a) Satisfying the basic needs of human beings;
- (b) Establishment of equity and social justice;
- (c) Social self-determination and cultural diversity;
- (d) Management of ecology and focusing on biodiversity;
- (e) Integration of environmental and economic concerns.

According to the World Commission on Environment and Development (1987), the following elements should be included in the concept of sustainable development:

- (1) A right political system that ensures popular participation in decision making and policy making.
- (2) A production system that takes into consideration its responsibility towards the ecology.

(3) A technological system that encourages sustainable commercial practices.

(4) An economic system that brings harmony in development interventions.

(5) An administrative system that is capable of changing itself with the changing situation.

Khan (2001) identified the following fundamental features of sustainable development:

- a. Prudent and efficient use of limited resources.
- b. Evaluation of the performances of development practices.
- c. The least disturbances with the natural balance.
- d. Participation of the citizens in the political management.
- e. Sustainable trade and commerce.
- f. Prudent technological development.
- g. Cooperation among the communities.

If we analyze the above discussions, we shall be able to understand that the concept of sustainable development mainly works with removing the problems created by the traditional concept of development. It urges for a balanced development by considering multidimensional aspects like politics, economics, commerce and ecology. The development activities should be pursued by considering all these matters at the same time otherwise these will create imbalance in the world. According to Heinen (1994):

"Sustainability must be made operational in each specific context....at scales relevant for its achievements, and appropriate methods must be designed for its long-term measurement"

4.0. Sustainable Development and Islam

The traditional approach of development was a product of secular thinking. In this approach religion was separated from science and it was believed that human actions should be based on

rationality. It means that human beings should be scientific in their thinking. There is no place for spirituality and values in this rational positivistic development approach. But from the previous discussions it becomes evident that the traditional development approach could not serve its purposes successfully. Rather, in many ways, it created problems for humanity. So the question arises here that was it necessary to detach religion and religious values from the concepts of development? Can science serve the purposes of humanity by ignoring values and spirituality? The recent Islamic scholars often question that do we really need a separate concept called 'sustainable development' if we follow the guidelines of Islam properly? They are thinking that separation of religion from the development process gave birth to many crises. The remaining portion of this article gives an effort to find out the answer of this question.

Muslims believe that the religion of Islam acts as a complete guideline for how to lead a balanced life. It is said that Islam is a way of life. Islam believes in having a balance in everything. Islam always encourages its followers to take a middle path rather than going for any extreme.

The Islamic scholars who dealt with the issue of sustainable development try to say that though this is a new concept for the secular thinkers, if one analyzes the Qur'an (The words of the one and only God - Allah) and the Sunnah (the words and activities of the Prophet of Islam), he/she shall be able to understand that this is not a new concept that was developed in the last century. The problems of unsustainable development were identified in the holy religious guidelines like the Qur'an almost fourteen hundred years ago. These can be discussed as follows:

1. Islam's emphasis on natural resources and balance:

It is said that Allah - the one and only God (according to the Muslims) has fashioned the universe with flawless order and balance (Khan, 2001). Allah created everything with a plan and everything belongs to Allah:

"See you not that Allah created the heavens and the earth in Truth? If He so will, He can remove you and put (in your place) a new creation?" (The Holy Qur'an 14:19)

"To Him belongs what is in the heavens and on earth and all between them, and all beneath the soil" (The Holy Qur'an, 20:6)

"...do no mischief on the earth after it has been set in order; that will be the best for you, if you have faith." (The Holy Qur'an, 7:85)

In the holy Qur'an Allah has mentioned it again and again that the plants, animals and the natural resources are given for the benefits of men and men should use them in proper order for their benefits:

"Who has made the earth your couch, and the heavens your canopy; and sent down rain from the heavens; and brought therewith fruits for your sustenance; then set not up rivals unto Allah when you know (the truth)" (The Holy Qur'an, 2:22)

This verse of Al-Qur'an clearly states the importance of natural resources for sustenance of mankind. The following verses also highlight nature as a source of sustenance and balance:

a) *"And the earth we have spread out (like a carpet); set thereon mountains firm and immovable; and produced therein all kinds of things in due balance"* (The Holy Qur'an, 15:19)

b) *"And we have provided therein means of subsistence- for you and for those for whose sustenance you are not responsible"* (The Holy Qur'an, 15:20)

c) *"It is He who sends down rain from the sky: from it you drink, and out of it (grows) the vegetation on which you feed your cattle"* (The Holy Qur'an, 16:10)

d) *"With it He produces for you corn, olives, date-palms, grapes and every kind of fruit: verily in this a sign for those who give thought"* (The Holy Qur'an, 16:11)

e) *"It is Allah Who has created the*

heavens and the earth and sends down rain from the skies, and with it brings out fruits wherewith to feed you; it is He who made the ships subject to you, that may sail through the sea by His command; the rivers (also) has He made subject to you" (The Holy Qur'an, 14:32)

From these verses, the importance of nature becomes conspicuous. The gifts of Allah in the form of sun, moon, fruits, animals, rains and rivers are evident in these verses. Men on the earth are actually the vicegerents of Allah. As a result, they should take care of what Allah has created and they should understand the fact that everything in the universe belongs to Allah and men have no right to misappropriate anything. Misusing resources is not permitted in Islam:

"O Children of Adam! Wear your beautiful apparel at every time and place of prayer: eat and drink: but waste not by excess, for Allah loves not the wasters." (The Holy Qur'an, 7:31)

So, according to this religious teaching, it is the duty of mankind to conserve and save nature and use its resources in a prudent and sustainable manner.

If we analyze the causes behind the introduction of the concept of sustainable development, we shall be able to understand that the excessive and imprudent use of natural resources is liable for the miseries that we now face. Too much use of oil has shaken the western world's future and that is why they are initiating wars against the middle-eastern countries in the name of anti-terrorism. In the name of science and rationality, the secular world has forgotten values and responsibilities.

Too much industrialization of the society has polluted the environment all over the world and thus there is a negative impact on biodiversity. The plants and animals are becoming extinct. Maybe, if the teachings and guidance of the religion - in this case Islam, were followed properly, men would not have to create a new concept called 'sustainable development' as it is always there with them. Islam focuses on peace and harmony that can ensure a sustainable development

"As Islam means peace and harmony, an Islamic way of life implies living in peace and harmony. One can think of three different but not mutually exclusive aspects of living in peace and harmony: to live in peace and harmony with oneself, with fellow beings, and with everything else that God has created." (Ansari, 1994)

2. Islam's Emphasis on Reducing Economic Inequality:

As discussed earlier, the traditional concept of development was mainly concerned with the issue of economic development by taking into consideration the concepts of GNP and GDP. Later it was found that these were not suitable indicators to highlight whether a balanced development took place or not. As a result, the economic inequality between rich and poor was widened. The main problem in this case was that, though there was huge earning, the distribution was not equitable. In this case, Islam takes a different approach by taking both earning and distribution under consideration. Islam emphasizes on honest earning from productive sources:

"Islam disapproves of people being in poverty and need; it decrees that every man earn his living by his own work so long as he can, but that he receive his share from the public monies when for any reason he is unable to work" (Kotb, 1945).

Islam also emphasizes on distribution by making poor-tax (zakat) compulsory for the Muslims:

"And be steadfast in prayer, practice regular charity; and bow down your heads with those who bow down (in worship)" (The Holy Qur'an, 2:43)

Kotb (1945) highlights poor-tax as 'the outstanding social pillar of Islam':

"Payment of poor-tax is a duty which is laid on property; in one aspect it is a form of worship, in another it is a social responsibility.... Hence, it is called zakat, which means purification and growth... It is a purification of soul and the heart from the natural instinct of avarice, and from

the disposition to love wealth; for money is powerful, and possession is an enviable thing, so that when a man can give away his money generously to others, he cannot but be purified, and elevated, and improved."

Moreover, the issue of charity got huge importance in Islam:

a) *"If you disclose (acts of) charity, even so it is well, but if you conceal them, and make them reach those (really) in need, that is best for you; it will remove from you some of your (stains of) evil. And Allah is well acquainted with what you do"* (The Holy Qur'an, 2:271)

b) *"Those who (in charity) spend of their goods by night and by day, in secret and in public, have their reward with their Lord: on them shall be no fear, nor shall they grieve"* (The Holy Qur'an, 2:274)

Poverty has become a curse in today's world. It is a huge social problem. Poverty not only represents a sub-standard living condition of people but also gives birth to crimes, movements, unethical activities and other deviant behaviors. All over the world, governments and several development institutions (for example, World bank) are trying hard to alleviate this poverty. In most of the cases they are adopting interest-based (which is also prohibited in Islam) loan programs in order to assist the poor people. Over the years we have seen that despite several programs and actions undertaken by these authorities, a huge portion of the world population are still living under the poverty line. Interest based loans, in many cases did not function well and made the poor people poorer. That is why economic inequality persisted and was widened also. Rather than interest-based loan programs, Islam suggests Zakat and charity from the part of the capable people in the Ummah. According to Kotb (1945):

"Islam disapproves also of the existence of class distinctions in a community where some live on a standard of luxury and others on a standard of hardship; it disapproves even more of hardship becoming privation and hunger and nakedness."

Another important Islamic concept in this respect is Waqf. According to Kahf (1998): "..... Waqf may be defined as holding a Maal (an asset) and preventing its consumption for the purpose of repeatedly extracting its usufructs for the benefit of an objective representing righteousness and/or philanthropy". According to Ali (2009), 'Waqf is a special kind of voluntary charity that has permanence and capacity to generate income'. The income stream of Waqf can be used in fulfilling the needs of the Muslim community and thus it ensures the society's socio-economic welfare (Ali, 2009). So, we can understand that Islam supports philanthropy. The interest-based loan programs adopted by several governments and development institutions cannot be considered as philanthropy. Rather, in the effort of paying the interests, poor people become poorer in many cases.

3. Islam's Stance against Interest:

The world economy these days can be treated as an interest-based economy. The overgrowths of banking system and people's overdependence on loans have popularized the issue of interest. People all over the world are living on credit cards. Mortgages, car loans, education loans, house loans etc. are becoming the buzzwords of modern society. Credit and interest based economic systems have made people the slaves of the products. The needs of life have increased unnecessarily. Taking loans has become a part of the life and repayment of loan has become an issue of anxiety. Interest has become the most important aspect of today's capitalist economy. It is said that one of the main reasons of the worldwide economic recession of 2008 was the interest based banking and mortgage system. Islam prohibits interest. Allah, in Al-Qur'an, in many of the verses has constantly highlighted that Interest is Haram:

a) *"Those who devour interest will not stand except as stands one whom the Evil One by his touch has driven to madness. That is because they say: "Trade is like usury"; but Allah has permitted trade and forbidden usury".* (The Holy Qur'an, 2:275)

b) *"Allah will deprive usury of all growth, but will give increase for deeds of charity:*

for He loves not creatures ungrateful and wicked". (The Holy Qur'an, 2:276)

Though interest is forbidden in Islam, interest based banking system is very common even in the Muslim countries. Though over the years, we have seen a growth of Islamic banking, still the mainstream interest-based banking system remains popular.

4. Islam's Importance on Business

Ethics: At this moment, when each and every activity of humankind has come under the domain of business, ethics in business has become an important issue all over the world. Corporate fraud has become a common issue. Performing business activities are encouraged in Islam. But Islam emphasizes on doing business in a just and ethical manner. Islam emphasizes on consumer rights by asking the businessmen to provide with right product at right weight to the consumers. In Al-Qur'an we can see many verses in support of this:

a) *"Give just measure and weight, nor withhold from the people the things that are due; and do no mischief on the earth after it has been set in order."* (The Holy Qur'an, 7:85)

b) *"Give full measure when you measure, and weigh with a balance that is straight; that is the most fitting and most disadvantageous in the final determination"* (The Holy Qur'an, 17:35)

c) *"Give just measure and cause no loss (to others by fraud)"* (The Holy Qur'an, 26:181)

d) *"Woe to those who deal in fraud- Those who, when they have to receive by measure from men, exact full measure. But when they have to give by measure or weight to men, give less than due. Do they not think that they will be called to account?- On a mighty day, A day when (all) mankind will stand before the Lord of the Worlds?"* (The Holy Qur'an, 83:1-6)

From these verses it becomes clear that Islam does not support fraudulent activities. Islam hates those who are fraudulent in their dealings. Allah reminds men that they are accountable for their own deeds. What men do will be reported and measured.

It is to be remembered here that Islam does not support income from any unproductive source. 'The only method in Islam of gaining right of acquisition is by work of any kind of variety' (Kotb, 1945). In today's world, a good number of people are dependent on the stock market. Actually secondary stock market is a place where people earn money without any productive work. It is almost a kind of gambling that is prevailing legally all over the world. Stock market crash is a common phenomenon around the globe. It happens everywhere in the world - from very rich countries to very poor countries. In many cases, the stock market works as a source of financial crisis. Islam suggests a productive way of income. According to many religious scholars, only the methods of income and acquisition suggested by religion (in this case Islam) can ensure a sustainable economy. According to Kotb (1945):

"Capital only reaches the disgracefully swollen proportion which we see today when it is amassed by swindling, by usury, by oppression of the workers, by monopolies or exploitation of the needs of the community, by robbing, plundering, despoiling and pillaging - and by all other semi-criminal methods of contemporary exploitation. This is what Islam does not permit"

5.0. Conclusion

At the beginning of this article, the issue of unsustainable development was introduced. It was said that this unplanned unsustainable development strategies created several problems for humankind by just focusing on the economic development. As a result of this imprudent strategy, at this moment, the world is facing challenges like economic inequality, global warming, financial crisis and lack of ethics. The development authorities all over the world (like governments, developmental institutes etc.), over the years, thought about these problems and came up with the concept of sustainable development. They said that only economic development cannot solve all the problems of the world, rather this one-eyed development strategy can beget lot of other problems for humanity. So, what we need at this moment is a balanced strategy for development consider-

ing all these problematic issues. The concept of 'sustainable development' became the buzzword in the development literature.

By mentioning the teachings of a religion - Islam, this article highlights that though the concept of sustainability is a new issue in the development literature, Al-Qur'an actually highlighted all the issues of sustainable development almost fourteen hundred years back. Economic inequality is hated in Islam and that is why, the concepts like Zakat, charity, Waqf etc. were encouraged in Islam. Misappropriation of natural resources is also forbidden in Islam. Over and again, in the Qur'an, we can find the mentioning about the order of the world and the importance of natural resources for humankind. Wastage is forbidden in Islam. It was also identified that in the root of worldwide financial crisis there lays the extensive popularity of interest-based banking system, mortgages and other financial instruments. Interest is forbidden in Islam. Lastly, it was identified that the modern business world is going far away from the ethical behavior. As business has become the part and parcel of modern lifestyle, unethical practices from the part of the business world will create huge problems for humankind. Islam permits ethical business and prohibits all kinds of unethical activities in trading, earning and acquisition of properties. So, in a way, the concept of sustainable development is not a new issue. Allah suggested this through Al-Qur'an long ago.

Even after having all the guidelines of sustainable development in the holy book, the Muslim world failed to follow these in proper manner. The Muslim world got influenced by the activities of the modern world. Muslim countries are also suffering from the problems created by unsustainable development. In the case of developmental issues, many Muslim countries, nowadays, depend on the guidelines of the modern secular thinkers who rely on the belief of separation of religion and science.

The main objective of this article was to give rise to a question whether the separation of religion from science was a necessary requirement for human

development. By referring to the teachings of one major religion in the world - Islam, it can be seen that the concept of sustainable development is not contradictory to religious beliefs. The same investigation can be done with the teachings of other major religions of the world to find out whether development and religion are contradictory to each other. This article does not look for any solution to this question rather it attempts to open up new avenues for thinking: are the teachings of religion invalid in the modern world?

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[The translated verses of the holy Qur'an are taken from the translated version of Al-Qur'an by Abdullah Yusuf Ali]

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Women's Status in the Labor Market: Canada versus the UAE

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is mentioned in both studies. (Gallant & Pounder, 2008)

In 1993, a study was conducted and looked into the impact of extra-organizational or "new structuralism" factors on employment status of women in Canada. They used the sample of 43 federally regulated firms. The results should be interpreted as suggesting that women are filling positions within an equivalent salary range, not that women are filling identical positions to men. The negative relationship between the representation ratio and organizational size was unexpected. However, in our study we represent the status of women in the labor market; such as the challenges that are faced in terms of the gender equality and wage gap and show the history of women in the labor market. (Gallant & Pounder, 2008)

Another study discussed the status of women in the UAE in terms of job satisfaction. The purpose of this study was to investigate the factors that contribute to job satisfaction for employed Emirati females in the UAE. They used survey data in both private and public sectors. The results indicate three prominent factors that enhance job satisfaction: age, education, and income. As job satisfaction is one of the important elements in the labor market, we discuss in our study the status of women in the UAE and Canada in terms of challenges and HRM that they are facing and the government's role in both countries for women. (Shallal, 2011)

Moreover, a study was conducted about the dimensions of inequality in Canada; it explains the changes in earnings inequality in Canada among women historically. That study and our study represent the same situation for women in the labor market of inequality comparing with men and the result of this study reveals that the Canadian labor force continues to be more gender differentiated than ethnicity-differentiated. However, in both studies it was not mentioned how to alleviate these inequalities (Kovacs, 2007)

Abstract

This paper discusses women's status in the workforce in two countries; one in the West, namely Canada, and the other is in the Middle East, namely the UAE. The paper takes us back to the history of working women in both countries. The history of Canada takes us through many eras; however in the UAE the paper tells us a story about working women in the past through an interview. In addition, it illustrates female participation in the workforce in the last 10 years in both countries, which also gives us the facts about the current situation. Moreover, it provides an overview about the government's role in supporting women, as well as initiatives undertaken to enhance women participating in the labor market in both countries. For example, in the UAE the government supports the role of women in the labor market through the Emiratization process and many other initiatives. In Canada, the government signed several agreements to improve the gender equality. Finally, the paper concludes by giving snapshots of HRM and women's challenges in both countries.

Keywords: Emiratization, Women's Status, Workforce

Introduction

The aim of this research paper is to examine and analyze women's status in the labor market in two countries; one is in the West, namely Canada, and one in the Middle East, namely the UAE. There are many differences between both countries such as the country's age; Canada is almost 146 years old, and the UAE is only 42 years old. In addition, Canada is a developed country, whereas the UAE is a developing country. This paper reaches its conclusion by answering the question of: in which country is the status of women in the labor market better, Canada or the UAE? (Country Profile: United Arab Emirates, 2007)

Several studies were conducted about women in the labor market in the UAE and Canada. In 2008, a study was conducted and discussed the employment of female nationals in the UAE. The purpose of that paper was to evaluate the reasons why the employment of Emirati females in the UAE was not by then realizing its potential. The paper was one of the few attempts to assess the effects of culture on the incidence of employment of female nationals in the UAE. Moreover, it indicates that cultural factors are largely responsible for inhibiting the level of employment of Emirati females in the UAE. Our study and that study represent the status of the women in the labor market in the UAE and indicate the economic situation, history and the culture for women. In addition, the government leadership

The History of Female Labor Force in Canada

At the end of the 19th Century, women started working in factories with very low wages and they only represented 13% of the total workforce. Women's common jobs were dressmakers, teachers, servants and saleswomen. (Women in the Labour Force, 2012)

During the first half of the 20th century, there was a law against married women, which did not allow them to work outside their home. In addition, men worried that the huge number of women in the workforce would affect their wages. The actual work for women in Canada started during World War I; women replaced men who joined the army. After the war, women were strongly urged to leave the workforce and married women were forced to leave work by law. (Women in the Labour Force, 2012) In the early 20th century, women fought for equality particularly in political rights which was characterized by the suffrage movement. Women won the right to vote in 1918, voting commenced in 1922 and women in all provinces except Quebec could vote. In Quebec they won the right to vote in 1940. In addition, women were eligible to hold seats in the Canadian Senate by 1929. During World War II, the same story was repeated again, however, this time women stayed in the workforce. By mid-20th century all females could enter the workforce. (Women in the Labour Force, 2012) Female participation in the workforce increased steadily from 1975 to 1989; women represented 40% of full time labor force and over 70% of women represented part-time labor force. (Reavley, 1993)

The History of Female Labor Force in the UAE

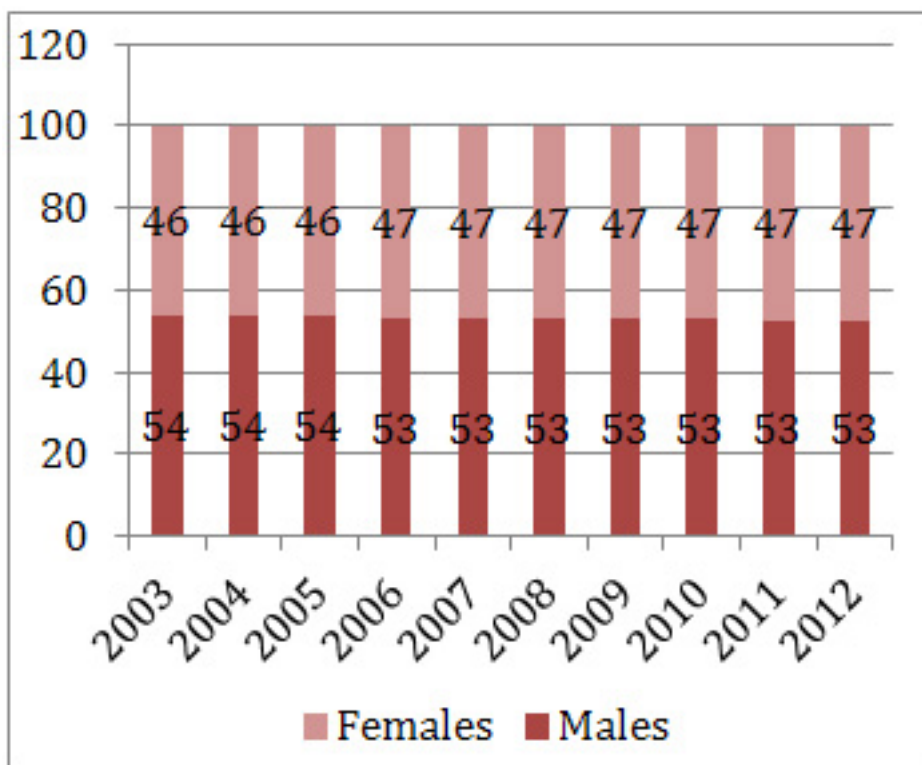
The UAE has passed through three periods; the boom of the pearling industry, trade with neighboring countries, and oil discovery has made a lot of changes. (Al-Sayegh, 2001) An informal interview was conducted with His Highness Sheikh Khalifa bin Zayed's mother, who reflected on the status of working women in the past. She said that a man's basic job was diving for pearls and fishing. A woman's role was basic-

ly to help their husbands in these basic economic activities by selling those pearls and fish in the market. She added that they used to collect wood and carry it on camels they owned and later on sell it in the market. In addition, sewing was another job that they used to do, she said that she remembered when she was a child she used to help her mother sew clothes and sell them either in the market or to the neighbours. According to the interview, women in the past did not go to school, they went to Al Mutwa, the man who was responsible for teaching Quran, and she added: "In our days I learned Quran by Mutwa Called Darwish Bin Karam". (Khalifa, 2013) After the UAE was established in 1971, Sheikha Fatima, wife of the late His Highness Sheikh Zayed, established the Abu Dhabi Women's Development Association on November 8, 1973. It was considered as the first women's organization of its kind in the country and it aimed to educate women. (The Emirates Center of Strategic Studies and Research, 2013) Khalifa's mother and other women have joined Women's Development Association in order to have education. Finally, the interview concluded by highlighting the status of working women in the UAE in the last 40 years. Sheikh Khalifa's mother said that there was a huge focus on women's education. For example her daughter studied in UAE University, and later she became a teacher. UAE culture in the past did not allow women to work with men; women had limited choices and could work only in women's environment such as being a teacher in female schools. She added that today she can see women working everywhere in hospitals as doctors, as ministers side by side with men. (Khalifa, 2013) All that women achieved was because of the UAE leader Sheikh Zayed bin Sultan who believed in women, he said: "Young women have the right to work in all spheres; there are no obstacles before them. We know that 'educational systems in MENA need to accommodate rapid growth in student population' (Hodgson & Clausen, 2012) and we expect young women to proceed with everything undertaken by their brothers, the youth of the UAE, and that there will be fruitful cooperation between the young women and their brothers in the different spheres." (Al-Nahyan, 1987)

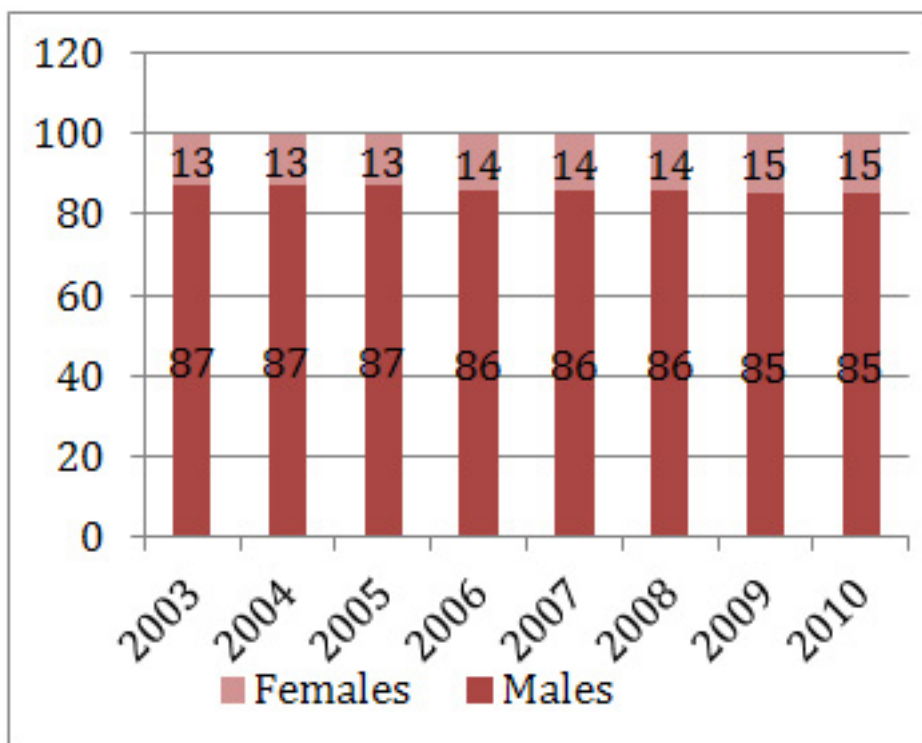
Figure 1 (next page) shows the percentage of the labor force between males and females in Canada and the UAE from 2003 to 2012 illustrating that Canada has a relatively high participation rate of women in the labor market. The percentage of male to female is relatively close. In the last seven years, the percentage of females was 47% and males were 53%. In contrast, the UAE female labor force was dissimilar to Canada as the males dominated the labor market and the female labor force was (in the last report of World Bank) at 15% in 2010, slowly increasing from five years ago. (The World Bank: database, 2013)

Government Support in Canada

Women's participation in the labor force has grown rapidly since the mid 1960s. However, women in Canada are still suffering from discrimination both in their right as a citizen to participate in the workforce because of some limitations in working fields as well as there is no pay equity; females' wages are lower than males' even for the same job. Canadian women believe that the United Nations and Canadian government do nothing for them in order to ensure their right of equality. However, if we go back to the history we will find that the Canadian government has signed several agreements with the United Nations for human rights. In September 1995, Canada adopted a UN Agreement - the Beijing Platform for Action (PFA) - which changed laws and policies to ensure equal rights for women and their right to access different economic resources. In addition, similar agreement has been signed in July 1985, the Nairobi Forward, which ensured the full participation of poor women in decision-making to ensure women's access to equal economic opportunities. Moreover, in 1981 Canada agreed to an international binding treaty, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). (Roberts, 1996) Those years since mid 1960s in Canada saw government actions in order to erase the discriminatory treatment of women in the workforce. In Canada there are a number of organizations that promote female participation in the workforce and one of these organizations is the Status of Women Canada (SWC) which encourages full participation of women in the



Labor Force in Canada By Gender



Labor Force in the UAE By Gender

economic, social and democratic life of Canada. It is also working hard to advance women's equality and removing all barriers that hinder women's success in the workforce by putting particular emphasis on increasing women's economic security and eliminating violence against women. (Status of Women Canada)

Married working women are still suffering from the differences in pay between them and men as they earned on average 25% less than men. According to the 2010-2011 Statistics Canada survey of women's economic and employment status, women in 2009 earned only 75% of what men earned during that time. This inequality in pay between men and working mothers put Canada behind Slovenia, Portugal and Estonia and another 15 countries in terms of being a good place for women to be mothers. (Statna, 2012)

Government Support in the UAE

Emiratization is an employment policy geared towards ensuring that UAE nationals are given first priority in terms of employment opportunities both in the public and private sectors. (Randeree, 2009) In this part of our research paper we focus on how the UAE government supports the women's role in the labor market through the Emiratization process. The government tries to inject more women in some sectors and councils that are mainly dominated by local or expatriate men such as the Federal National Council (FNC) and the judicial sector. (Augsburg, Claus, & Randeree, 2009) In 2008, Khoula Al Daheri was appointed by His Highness Sheikh Khalifa bin Zayed to be the first female judge in the UAE and Dr. Amal Al Qubaisi was also appointed to be the first female member of the FNC. (Augsburg, Claus, & Randeree, 2009) Her Highness Sheikha Fatima bint Mubarak, the Mother of the Nation established many campaigns to increase the number of Emirati women in the work force in both the private and public sectors. (Women in the United Arab Emirates) According to Sheikha Fatima, "UAE women have become major and active players in the process of development in the UAE." They now account for 66% of the government workforce and hold 30% of senior jobs

at the decision-making level. They also account for 15% of the teaching staff at UAE University. In addition, they account for 60% of the workforce in medical care, education, nursing and pharmacies. They have also joined the armed forces, police and customs. Following the establishment of the Businesswomen's Council, they have also begun to make their mark in business. The Council now has 12,000 members, managing 11,000 investments estimated at 12.5 billion AED. Women now account for 37.5% of the workforce in the banking sector, which is one of the pillars of the UAE economy. (Augsburg, Claus, & Randeree, 2009) Sheikha Fatima summarized the female contribution in the UAE workforce and showed the support they received from the government to participate effectively in both the private and public sectors.

Moreover, the UAE labor law contains a number of laws that maintain and support women rights in the workforce side by side with men. Article (30) of the UAE Labor Law states that working women have the right to maternity leave for forty five days with full pay and for those who may discontinue work due to illness and have a medical certificate they will have a period of one hundred days. (UAE Labour Law: Federal Law No. (8) of 1980 , 1980) Also, in Article (31) the government continues its support for working women in nursing their children by giving them two breaks each day for half an hour for eighteen months after the delivery. (UAE Labour Law: Federal Law No. (8) of 1980 , 1980) Furthermore, Article (32) breaks the glass ceiling and ensures the equality between men and women wage wise as this law stated that men and women had to be paid equally if they do the same job. (UAE Labour Law: Federal Law No. (8) of 1980 , 1980)

In the Abu Dhabi Economic Vision 2030, the government aims to ensure that social and regional development fairly reaches the whole of the society throughout the Emirates. The government's desire is to see the creation of higher-value employment opportunities especially for nationals and maximizing participation of women in the workforce. (The Abu Dhabi Economic Vision 2030, 2008)

In 2012, the UAE government represented by Vice President, Prime Minister and Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid made it compulsory for all public and private sector organizations to include a female representative on their board of directors. (McGinley, 2012) Another good example proving that women in the UAE have the same chance for participation in many fields is their joining the police. Recently, in 2012 Dubai police which has been recognized by the United National Award for being the first police entity in the world, which has the highest number of female participation. (Jandaly, 2013)

"Every citizen shall be free to choose his occupation, trade or profession within the limits of law." (Article 34, UAE constitution) (Women in the United Arab Emirates: A portrait of progress) Finally, this quote from the UAE constitution shows that the UAE government gives full support to their citizens regardless of gender as each one has the chance to draw and shape their future.

HRM and Women's Challenges in Canada

The labor market of Canada has been characterized by diversity with the entry of more women and immigrants into the workforce. Women's participation rate in the country's labor force is expected to increase but to a lesser extent. The gradual decline of women's labor participation could be due to the declining educational levels among women. In the year 2011, women accounted for 57.9 % of the workforce as compared to 65.9% of men. Meanwhile, the employment rate among mothers has sharply risen over the past two decades. The main challenge is the concentration of women in traditional female occupations that provide lesser opportunities for growth. In particular, Canadian women mostly work in occupations related to teaching, nursing, services and sales. (FAFIA, 2008)

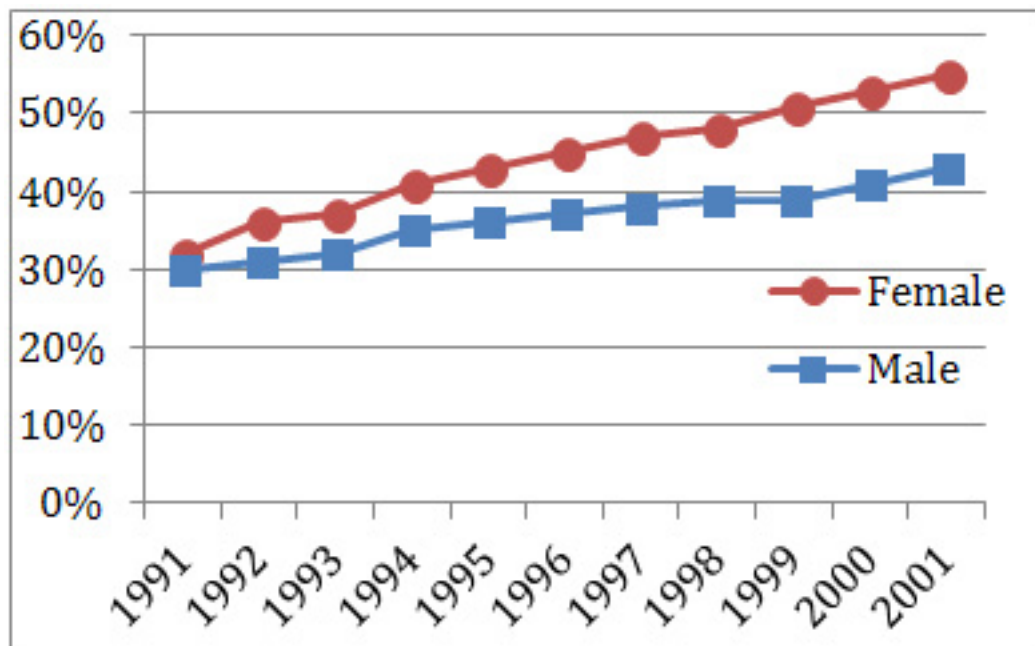
Another main challenge is gender equity. Canadian working females are suffering from this issue, as they do not have equal rights to men especially at work. To achieve the economic growth

and development in any country, both genders should have the same rights in term of position, responsibilities, and opportunities. (Baines, 2005) See Figure 2, which shows that women have a larger proportion of educational attainment than men. Although, women in Canada exceed men in qualification terms and educational attainment at secondary and university levels, they faced a glass ceiling in the labor market and they cannot reach higher positions at work. (OECD , 2004) In addition, female workers are facing wage gaps; different wages for genders doing exactly the same job and men are usually paid more than women for performing the same type of job. Canada has the largest wage gap compared to others in the OECD. (OECD , 2004)

High positions in the UAE for women account for almost 1 to 2% of the gender's population while holding 20% of the majority of administration positions. Women's share in the workforce of the country is 35%. Figure 3 shows the percentage of women's participation in the labor market in GCC countries. Emirati women have significant employment participation among the GCC countries garnering 59%, Kuwaiti women account for 41% and Qatari women at 37%. (Randeree, 2009) Likewise, female graduates in the country are working within professions that are mostly dominated by men such as in the oil industry, commerce, engineering, and law. The World Economic Forum has praised the fruits of the program with the increase in the number of females completing secondary education to 88% and almost 69% of women completing their college education. Public and private sector challenges in the area of human resource management for women in the UAE include the emphasis on education and training as major factors towards effective and efficient nationalization of the workforce. In particular, the human resource department of a company in the UAE must have linkages with universities and colleges to guarantee the competence of educational outcomes for college graduates joining a specific company. (Randeree, 2009)

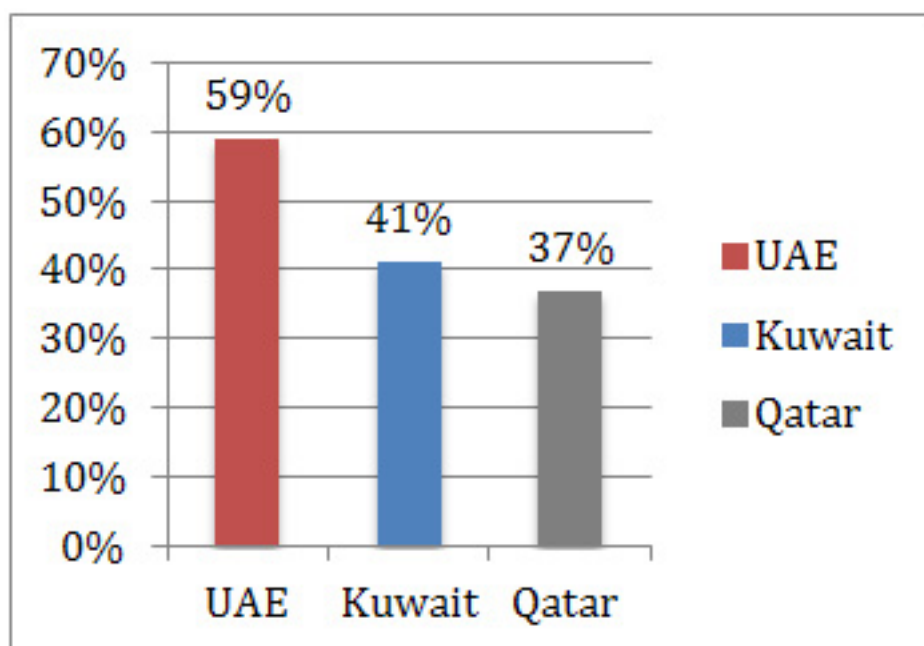
Other challenges include further providing education and training support for women employees by awarding scholarships for a specific qualification.

Figure 2: Growth in Tertiary Education in Canada By Gender



HRM and Women Challenges in the UAE

Figure 3: The Percentage of Women's Participation in the Labor Market in GCC Countries



The UAE has improved on its gender equality; the UAE labor law gives female workers equal rights and salary to men doing the same job. (Jenaibi, 2010) UAE is leading the Arab world on the Global Gender Gap Index and females have equal opportunities and equal rights at work. (Kapur, 2011)

Differences and Similarities in HRM in Canada and the UAE

There are some differences between both countries such as that women's employment in Canada is more mature than that of the UAE since they have been exposed to a variety of industries for a longer period of time. Another difference between the two countries is on the policy perspective as the UAE sets a quota for the number of female immigrants to be employed in the country while Canada has an open

access system for female expatriates to promote diversity in the workforce.

Both countries appear similar in HRM. For example, human resource management practices are beneficial for women as they offer various benefits in the area of attracting and sourcing qualified applicants for a job. (Ulrich, 2005) Both countries provide benefits such as vacation, maternity leave, sick leave, bereavement leave and other monetary and non-monetary benefits

provided for female employees. Training programs are also available for female employees to improve their capacities enabling them to meet the demands of their jobs. (Bondarouk, 2004)

Conclusion

In conclusion, in the beginning we thought that women's status in Canada would be better than women's status in the UAE. However, after the comparison and analysis of women's status in the labor market between Canada and the UAE, we found that a woman's status in the UAE is much better than a woman's status in Canada. Canadian women face many barriers in the labor market, however women in the UAE did not face as many. In addition, when we compared the government support in both countries, we found that the UAE government has lots of initiatives that support women in the labor market such as Emiratisation. On the other hand, the Canadian government has some initiatives to support women, such as agreements to improve the gender equality, but in comparison the UAE has done a great deal more. Women in Canada are suffering from gender and wage gaps, however, in the UAE, women in the labor market have equal rights and pay. Although the UAE is a young country (almost 43 years old), we found that women in the labor market progress faster in a shorter time frame. Canada is almost 146 years old; women seem to be progressing at a slower pace. So to conclude, women's status in the labor market in the UAE appears to be far better than Canada.

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Epidemiological migrant studies within the Eastern Mediterranean Region: A bibliometric analysis of the indexed literature in PubMed and a call for more studies

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Introduction

Epidemiological migrant studies can be defined as: "studies taking advantage of migration to one country by those from other countries with different physical and biological environments, cultural background and/or genetic makeup, and different morbidity or mortality experience. Comparisons are made between the morbidity or mortality experience of the migrant groups with that of their current country of residence and/or their country of origin. Sometimes the experiences of a number of different groups who have migrated to the same country have been compared (1)."

Based on this definition migrant studies categorize as types of ecological analyses, which could provide a unique environment to study the relative contributions of environmental factors and genetics in risk of a given disease (2 & 3). For instance, one of the best-known migrant studies was conducted on Japanese who migrate to the United States. In Japan the risk for stomach cancer is high whilst the same risk in the United States is low. The results of the migrant studies revealed that the rates of the stomach cancer decreased in the second generation of the Japanese who migrated to the United States, indicating that a considerable environmental factor is involved (4).

Evidence suggests that wars, armed conflicts, natural disasters, religious and political persecution, poverty etc. might also force substantial numbers of people to migrate. This kind of migration is usually named "forced migration" the impact of which for both migrants and the people of the adopted countries are substantially higher than usual migration (5 & 6). The aim of the present review article is to assess the number of epidemiological migrant studies carried out in the Eastern Mediterranean Region and which are indexed in PubMed.

Getting to know the Eastern Mediterranean Region

The World Health Organization (WHO) categorized the countries in the world into six different regions based on their geopolitical situation. The EMR is one of these regions which in the year 2000

Abstract

Aims and objectives: During the past decades, wars, armed conflicts, natural disasters, poverty etc. have forced a substantial number of people within the Eastern Mediterranean Region (EMR) to migrate. The aim of the present review article is to reveal how much this important issue is documented in scientific articles from the epidemiological point of view.

Material and methods: For reviewing the literature the famous PubMed search engine (<http://www.ncbi.nlm.nih.gov>) was searched in October 2013 by using two keywords i.e. "epidemiology" and "migrant" anywhere in the text of the paper and the whole name or partial name of each country within the region in the title of the paper. For comparison purposes the same search strategy was conducted only for Australia.

Findings: In whole only 88 epidemiological migrant studies within the region are retrieved. The Islamic Republic of Iran with 14 studies (15.91%) and Bahrain, Cyprus, Djibouti, Iraq, Libyan Arab Jamahiriya plus Syrian Arab Republic with 0 studies (0.0%) having the highest and the lowest number of epidemiological migrant studies within the region. The number of indexed studies within the whole region is less than those studies which were retrieved for Australia (i.e. 111 studies).

Conclusion: The results highlighted that forced migrations within regions have not been properly studied and documented in the forms of scientific articles. Since forced migrations not only can have devastating effects on the migrants but also might deteriorate the health situations of the people of the adopting countries or places, therefore, it is vitally important that health researchers closely study the health impacts of forced migrations within the region.

Key words: Epidemiology, migrant studies, Eastern Mediterranean Region (EMR)

consisted of 22 countries. These countries alphabetically include Afghanistan, Bahrain, Cyprus, Djibouti, Egypt, Iraq, Islamic Republic of Iran, Jordan, Kuwait, Lebanon, Libyan Arab Jamahiriya, Morocco, Oman, Pakistan, Qatar, Saudi Arabia, Somalia, Sudan, Syrian Arab Republic, Tunisia, United Arab Emirates and Yemen (7). The region is the cradle of many religions including Zoroastrianism, Judaism, Christianity, and Islam. The last religion is the faith of the 90% of the people within region (8).

For its geopolitical situation and enormous natural resources including enormous oil reservoirs, the region has endured a great deal of wars and armed conflicts throughout human history (9). As the statistics show in the year 2000 mortality caused by war-related injuries has been estimated to be the 18th leading cause of death in this region (7). Similarly, natural disasters hit the region to a great extent (10). To name a few and in terms of man-made disasters one could refer to recent wars in Iraq and Afghanistan and in terms of natural disasters one could refer to recent earthquakes in Iran and Pakistan which all resulted in substantial material losses and huge forced migrations (11).

Material and Methods

For conducting the literature review, the famous PubMed search engine (<http://www.ncbi.nlm.nih.gov>) was searched in October 2013 by using two keywords i.e. "epidemiology" and "migrant" anywhere in the text of the paper and the whole name or partial name of each country in the title of the paper.

The whole names include "Afghanistan","Bahrain","Cyprus","Djibouti","Egypt","Iraq","Islamic Republic of Iran","Jordan","Kuwait","Lebanon","Libyan Arab Jamahiriya","Morocco","Oman","Pakistan","Qatar","Saudi Arabia","Somalia","Sudan","Syrian Arab Republic","Tunisia","United Arab Emirates" and "Yemen". The partial names of the countries also include "Afghan","Iran","Libyan","Somali","Syrian" and "Emirates".

In order to have some more data for comparison purposes the same search strategy was conducted for "Australia" as this country has a renowned history for migration. It has been stated that Australia has one of the highest rates of ethnic diversity and also one of the highest proportions of residents born abroad (12).

Findings

The results of the search within the literature using the above mentioned search strategy are depicted in Table 1. This table reveals that Islamic Republic of Iran with 14 studies (15.91%) and Bahrain, Cyprus, Djibouti, Iraq, Libyan Arab Jamahiriya plus Syrian Arab Republic with 0 studies (0.0%) have the highest and the lowest number of epidemiological migrant studies within the region. The other countries have a number of studies between 13 and 1. In whole only 88 epidemiological migrant studies within the region were retrieved.

The number of epidemiological migrant studies which were retrieved for Australia is equal to 111 studies.

Name of country	No	%
Islamic Republic of Iran	14	15.91
Pakistan	13	14.77
Kuwait	13	14.77
Somalia	7	7.95
Sudan	7	7.95
Egypt	6	6.82
Saudi Arabia	5	5.68
Afghanistan	4	4.55
United Arab Emirates	4	4.55
Jordan	3	3.41
Morocco	3	3.41
Tunisia	3	3.41
Lebanon	2	2.27
Qatar	2	2.27
Oman	1	1.14
Yemen	1	1.14
Bahrain	0	0.00
Cyprus	0	0.00
Djibouti	0	0.00
Iraq	0	0.00
Libyan Arab Jamahiriya	0	0.00
Syrian Arab Republic	0	0.00
Total	88	100.00

Table 1: Number and percentage of epidemiological migrant studies that were retrieved within EMR Region

Discussion

The results of the present study have revealed that despite huge forced migrations happening within the region, overall there are shortages of well-documented epidemiological migration studies. Especially, these shortages come to light when we compare the number of relevant publications of the whole region with a single country such as Australia.

These shortages of well-documented epidemiological migration studies may partially be explained by three following facts:

Firstly, the overall biomedical publication of the countries within the region is low. This happens while some of the countries within the region are among the richest countries in the world due to their natural resources such as oil. However, it seems that this wealth is not used for scientific biomedical investigations for the wellness of the people within the region (13 & 14).

Secondly, there might be epidemiological migration studies that have been carried out within the region but the results have been published in journals that are not indexed by PubMed. This needs further exploration by searching the other well-known international search engines or even

national or local search engines by the scientists within the region who are familiar with local languages and local biomedical journals.

Thirdly, it might be possible that there are other migrant studies that have been carried out within the region and indexed in PubMed however our search strategy had failed to retrieve them. This is a correct fact since with changing the search strategy (e.g. by searching "refugee" instead of "migrant", etc.) we might be able to retrieve more articles. However, we should bear in mind that by changing the search strategy we are also able to retrieve more articles for other countries such as Australia as well. Therefore, this is not going to change the shortages of studies within the region compared with other single countries.

The results of the present study have also highlighted that the Islamic Republic of Iran has the highest number of epidemiological migration studies within the region. This might partially be explained by the fact that during recent years Iran has had a soaring biomedical contribution to the world's biomedical knowledge. This has happened as a result of Iran's new research policy in which the number of researchers, the number of research centers and the financial support for biomedical research has increased substantially. All these have resulted in a huge increase of Iranian scientists' biomedical publications which are indexed in well-known search engines such as PubMed and/or ISI Web of Science (15 & 16).

Based on these results it can be suggested that the biomedical research policies within the region should undergo fundamental changes in order to produce enough evidence for the well-being of the people in the region and all over the world. Especially the impact of any migrations either usual or forced, should be studied and documented precisely.

Future studies in the field of epidemiological migration studies within the region should take into account the following limitations of migrant studies:

Firstly, it is vitally important to realize that the migrants might not be a representative sample of their original population. Furthermore, the sex of a migrant, the age of him/her at migration, the years he/she spends in his/her country or place of adoption etc. might greatly influence the results of the migrant studies (2 & 3). There is no need to emphasize that all these limitations are greater in forced migration (5 & 6).

In addition, the process of migration might directly affect to a large extent the health situation of the migrants. From this point of view, migrants could be considered as a cohort who share a common event i.e. migration. This common event not only shapes their lives but also might have some influences on the people of the country or place of adoption (2 & 3). Therefore, it is absolutely necessary to follow the health impacts of the migration process for both the migrants and the people of the country of adoption (6 & 17).

Conclusion

During the past decades, wars, armed conflicts, natural disasters, poverty etc. have forced a substantial number of people within the Eastern Mediterranean Region to migrate. These forced migrations not only have devastating effects on the migrants but also might deteriorate the health situation of the people of the adopting country or place. Despite these huge forced migrations within the region, this review on the literature has highlighted that there is still a shortage of epidemiological migration studies within the region. Therefore, it is vitally important that health researchers closely study and monitor the health impacts of forced migrations.

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To what extent can the U.S. BIT Model (2012) approach resolve Business Disputes?

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Abstract

A Bilateral Investment Treaty (BIT) often includes a clause that obliges the host state to observe specific undertakings towards its foreign investors. Bilateral Investment Treaties (or "BITs") generally provide broad guarantees to investors in foreign States. Usually a BIT contains provisions. Foreign investors can initiate arbitration proceedings against the host State for violations of the treaty, in many cases through the ICSID using the investor-state or the host government's judiciary process using the state-state dispute settlement method. The United States negotiates BITs on the basis of a model treaty.

Keywords:

Bilateral Investment Treaty (BIT), Foreign Direct Investment (FDI), Trade-Related Investment Measures (TRIMS), International Center for the Settlement of Investment Disputes (ICSID), Investor-state Dispute Settlement (ISDS), United Nations Conference on Trade and Development (UNCTAD), Association of South-East Asian Nations (ASEAN), Trans-Pacific Partnership (TPP) and Umbrella Clauses.

Methodology

The research technique has relied on secondary data, collected through Literature review, Case studies in other countries, Journals, and Research articles. Research based on secondary data often runs the risk of being journalistic with the potential of being superficial and can be difficult to analyse. However, the article discusses the differences between the two procedures. It first examines in detail the US Model BIT 2012, and compares it with the equivalent BITs of Australia and Europe. Then it discusses the Umbrella Clause cases with reference to the two procedures. It concludes with some decisions about whether one procedure is preferable to the other, or whether it is appropriate to keep both procedures and vary them depending on the parties to the treaty.

Introduction

A bilateral investment treaty (BIT) is an agreement between two countries in establishing terms and conditions for private investment by nationals and companies in one state to another state. This kind of business investment is called foreign direct investment (FDI). BITs are established through Trade pacts. It gives preference to certain countries in facilitating trade and commerce investment between the home country and the foreign country by eliminating tariffs, import quotas, export restraints and other trade barriers. Most BITs grant investments made by an investor of one Contracting State in the territory of the other a number

of guarantees includes fair and equitable treatment, protection from expropriation, free transfer of means and full protection and security. BITs allows for an alternative dispute resolution mechanism, whereby an investor whose rights under the BIT have been violated could have recourse to international arbitration, often under the auspices of the ICSID (International Center for the Settlement of Investment Disputes), rather than suing the host State in its own courts. Some BITs also include conditions for the establishment and the banning of certain trade-related investment measures (Trade-Related Investment Measures - TRIMS). Therefore, investors can claim damages from states which do not meet the requirements of the contract through international arbitration. Since 1990s a large number of BITs dramatically increased, and today there are about 2,700 BITs, of which the US is a party to more than half of the contracts.

New Model US BIT 2012

The 2012 Model US BIT is an update of the 2004 Model US BIT. A summary of the principal changes follows (Mayer Brown, 2012).

Financial Services (Article 20)

Modification of the financial services provisions of the Model US BIT was motivated in part by concerns about claims that might have been asserted under existing treaties as a result of US government actions in response to the recent financial crisis.

• Added to Article 20 which clarifies the scope of “prudential reasons” and makes clear that exempted “measures relating to financial services” for such reasons can include measures to preserve “safety and financial and operational integrity of payment and clearing systems”

• Article 20.3(e) incorporated and allowing a respondent State to require a Tribunal to promptly decide upon the application of these prudential measures and financial services exemptions

• Article 20.8 includes, BIT does not prevent financial services measures which are necessary to ensure compliance with laws and regulations otherwise consistent with the BIT, including measures to prevent fraud.

State-Owned Enterprises (Article 2.2)

Article 2.2(a) allows that the application to a state enterprise of the substantive obligations of the BIT also extends to entities that have been delegated governmental authority. The 2012 Model US BIT includes a new footnote (no. 8) that clarifies “a legislative grant, and a government order, directive or other action transferring ... governmental authority.” This additional language ensures that even when governments delegate their authority to SOEs through informal means, such enterprises are still bound to abide by the obligations of the State in the BIT.

Performance Requirements (Article 8)

Article 8 has been amended (at 8.1(h)) and includes a prohibition against a State requiring an investor to show a preference to (i) the host State’s technology and/or (ii) any particular technology.

Transparency (Article 11)

Transparency and public participation were given significant weight during the BIT review. Some significant changes resulted.

Standards-Setting (Article 11.8)

The provisions found under Article 11.8 of the 2012 Model US BIT requires a host State to allow investors to participate in the development of standard-setting within the host State. It includes the development of product

standards and technical standards by central government bodies within the host State. The provisions under Article 11.8 are subject to State-State dispute resolution, rather than to investor-State arbitration.

Regulatory Transparency (Article 11.2)

The provisions concerning the publication of regulatory actions and transparency in host State regulatory and administrative matters have been expanded in the 2012 Model US BIT. While the 2004 Model US BIT required parties to publish in advance any laws, regulations, procedures, administrative rulings of general application and adjudicatory decisions, a new article (11.3) has been added to the 2012 Model US BIT.

Environmental Obligations (Article 12) and Labor Obligations (Article 13)

The new Model US BIT includes an obligation on host States to recognize and enforce domestic environmental and labor laws and to commit not to derogate from them (articles 12.1, 13.1, 12.2, 13.2). A consultation procedure has also been set out (articles 12.6 and 13.4), whereby parties are entitled to request a consultation with regard to these matters. However, these provisions are not subject to any kind of dispute resolution, other than the consultation procedure set out at articles 12.6 and 13.4. Under the 2004 Model US BIT, alleging that the provisions were weak and unenforceable.

Appellate Mechanism

In the 2012 Model US BIT, Annex D was deleted in favor of a provision in the text of the BIT providing that there is no fixed time period for commencing discussions, while in the 2004 Model negotiations over an appellate mechanism for investment arbitration within a fixed period of time.

Territorial Seas

The definition of the “territory” of a party has been modified to expressly include territorial seas as defined by customary international law earlier entirely blank, to be completed by the parties during the BIT negotiations.

US BIT Negotiations with BRIC countries : other developments

US BITs are essential tools for US companies and nationals when considering

investing abroad, or if faced by measures adverse to their investment by the host State of the investment. Many US companies have already resorted to arbitration pursuant to the dispute resolution provision of a BIT. Currently, there are at least 13 pending ICSID arbitrations that have been brought by a US company or individual under a US BIT. In addition, foreign subsidiaries of US companies have relied on BITs signed by third countries to bring claims against certain States (Mayer Brown, 2012).

In other developments, there has been a recent increase in interest in the conclusion of US BITs from at least some of the BRIC countries. China and the United States committed to scheduling a seventh round of negotiations for the conclusion of a BIT, and also committed to intensify such negotiations at the Fourth US-China Strategic and Economic Dialogue in Beijing, on May 4, 2012. Negotiations for a potential BIT between India and the US have made “active” progress. Russia is now interested in engaging in talks with the United States concerning a BIT (Mayer Brown, 2012).

The negotiation practice is not complicated and do not occur any conflict between national law and US laws, when the law is found to be applicable and therefore having precedence over national law. According to the US Commission it should be based on US law, even if it is not given its direct jurisdiction. Most US Member States are in favor of it, to preserve at least a pre-existing contractual obligation under the BIT previous model (non-discrimination, compensation for expropriation, dispute resolution). Professional public with the protection of foreign investments tend to pre-eminence of international law, i.e. the priority of BIT (Mayer Brown, 2012).

The US BIT model 2012 accepts anyone who invests a high enough amount of money - rates start at 100-150 thousand dollars, but may be less, depending on the nature of the business. If the movement of capital to or from third countries causes serious disturbances or threatens them, acting on a proposal

from the Commission after consulting the US Central Bank for a term not exceeding six months, to take protective measures against third countries. In particular, the procedure for the case under common foreign and security policy, the US Member States are bound by the decision of the Council, the Council of such a decision may not be approved by all US Member States.

In theory and in practice, we may therefore select the case that the Member States in a situation where no fault of his own, he is forced to either violate an obligation under international law. With regard to enforcement mechanisms within the US, it is conceivable that such a state would be inclined to breach its international legal obligation, under which a foreign investor was entitled to recover from such a (host) state compensation. The draft regulation maintaining the status quo provides a temporary solution by authorizing the continued existence BIT concluded between US Member States and third countries. The main objective of the regulation is to prevent the possible restriction of rights and benefits for investors and investments available under the BIT as international treaties (Mayer Brown, 2012).

US BITs as dispute settlement tools

US BITs are essential tools for US companies and nationals when considering investing abroad, especially when faced by measures adverse to their investment by the host State of the investment. BITs impose obligations on host governments to provide foreign investors with privileges and rights, and disputes can be brought over alleged violations of these rights, including the right to demand compensation for domestic policies that foreign investors claim reduce the value of their investments. There are two kinds of dispute settlement: the state-state and the investor-state (Mayer Brown, 2012).

The state-state (or state to state) dispute mechanism empowers the courts of the host countries to hear, arbitrate and settle disputes brought by the investing individual or state. According to Doug Jones (2007), the rationale underlying state-state dispute resolution,

in which the investor's state pursues the investor's case with the host state, is that "a wrong done to a citizen is a wrong done to the state itself".

On the other hand, the investor-state dispute settlement (ISDS) mechanism empowers foreign investors to bypass domestic courts and sue governments for cash damages in international tribunals. Many US companies and individuals have already resorted to international arbitration through the investor-state provision of dispute resolution, including actions in ICSID (International Center for the Settlement of Investment Disputes) and non-ICSID forums, such as the Permanent Court of Arbitration (Doug Jones, 2007).

A great deal of discussion has taken place over the relative advantages and disadvantages of the two dispute settlement mechanisms. The Trans-Pacific Partnership (TPP) agreement is a case in point. Defenders of ISDS argue that an independent arbitrator such as ICSID is free from bias, and that local courts should not have the power to decide in matters between different sovereign states. The United States has made it clear that it expects the TPP to include an Investor-State dispute mechanism based on the US Model BIT used in recent US FTAs. The US uses customary international law in an effort to narrow the scope of the obligation to provide fair and equitable treatment, letting the definition of what constitutes minimum standard of treatment lies with governments themselves, as opposed to investor-state tribunals. Many FTAs and BITs contain a loophole that allows corporations to skirt around their own country's domestic courts and law by filing Investor-State claims through foreign subsidiaries located in a FTA or BIT partner nation.

Opposition has been growing to the inclusion of these investor-state dispute powers, by which foreign corporations are not only allowed to circumvent sovereign immunity protections, but are empowered to sue governments to challenge domestic laws and regulations outside of domestic courts. Instead, defenders of the State-State mechanism argue that disputes should

be settled through the jurisdictions of the host state. This settlement method allows a host government to protect its assets and assert its sovereignty. In particular, the discussion revolves around the issue of whether ISDS places unreasonable restrictions on the right of governments to regulate for domestic social policy objectives in health, environment, or other areas of public interest (Tienhaara, 2009).

According to the United Nations Conference on Trade and Development (UNCTAD, 2007), the direct expropriation of foreign investment is now relatively rare. Many disputes arising in IIAs (International Investment Agreements or BITs) are concerned with "indirect" or "creeping" expropriation, which is "the effective loss of management, use or control or a significant depreciation of the value of the assets of a foreign investor" (UNCTAD, p. 4).

Critics of the investor-state dispute settlement methods argue that this right is too subjective and broad and opens the door to frivolous claims: a company can launch an investor-state challenge without ever actually having invested in the country, or claim compensation because an investment has not lived up to the investor's expectations (UNCTAD, 2007).

"Umbrella clauses"

The basis of jurisdiction for arbitral tribunals is the disposing of this kind of social and international agreements. They may be multilateral in nature, as for example, the Washington Convention of 03.18.1965 on the Settlement of Investment Disputes between States and Nationals of other States (Ibrahim, 1986). On the basis of the International Centre for Settlement of Investment Disputes (International Centre for Settlement of Investment Disputes - ICSID), it should be noted that they can also be bilateral in nature, as is the case for bilateral agreements for the promotion and reciprocal protection of investments for limits, which are defined as bilateral Investment Treaties (BIT's). They are very popular in instrument to protect foreign investments. They generally consist of some solid elements.

These include:

- The definition of “investment”;
- The obligation to refrain from actions depriving;
- A commitment to fair and equal treatment;
- The guarantee of non-discrimination;
- Provide investment guarantee full protection and security;
- The most favored nation clause.

These standards of treatment of foreign investments are intended to prevent government action that would deprive the foreign investor of all indications developed its investment, or restrict it to dispose of these profits. The mechanism of this protection is the internationalization of the duties of the state in which the investment is made. If the contractual standards will be the moved, the investor has the right to claim compensation in this respect before the international Journal of the arbitration panel.

Bilateral agreements on the protection of foreign investments break so in some NYM refusing the principle of private law in legal locus stand proceedings in which the defendant is a state. Frequently, an investment dispute arises in connection with a particular investment contract. To avoid any misunderstanding, the term can be used “international agreement ancestral” interchangeably with the word “treaty” and the name “contract” for the contract investment agreement between a foreign investor and the state or entity organization for which the state is responsible. This can be a territorial unit in such province or state, or a company controlled by the state. Such investment contract in addition to the provisions which determine the content of their contractual relations to a substantive, also contains additional agreements related to it, in particular components choice of the law applicable to the contract and the choice of court (general or arbitrary lien) for any disputes related to it. For a view of a particular investment contract, it must be determined what relations are to each other two regimes of liability: contractual and treaty (the results are illegal bilateral agreement

on the protection of foreign investments) (UNCTAD, 2005).

Arbitration has yet compared the proceedings before the general court of law in the case of investment disputes a number of advantages : it is usually one instance, the parties can choose the arbitrator working in the field without restrictions of nationality, they may choose procedural steps, the language in which the proceedings will take place, the place of arbitration, etc. The parties may also expressly authorize the arbitrator to decide the dispute in question on the basis of principles of justice.

In the case of proceedings before a general court is favored by the party against “whose” relevant general court proceedings are taking place, because he knows the rules of procedure and decision-making practice of the court, but for the judges operating at them, management takes place and all documents shall be submitted in “its” official language. And if we take into account that a party will state on whose territory is the general court, it cannot be excluded doubts about the impartiality of that court. In this context it should be noted that due to judicial immunity state foreign investor could successfully sue only for the general courts of the host State in whose territory hemade its investment. On the dispute, however, there was no general jurisdiction to the courts of another State, because of its provisions shall apply to the management of civil and commercial matters under dispute from which foreign investment can be difficult in some form of subordinated (David Gaukrodger, 2010).

Arbitration can take place, in principle, only if the parties sign an arbitration agreement. In the case of BIT part of the arbitration agreement is in the form of an arbitration clause and, therefore, should the foreign investor exercise his right to arbitration, the host state has a legal obligation to submit it.

Subject matter jurisdiction under BITs is not uniform: some covers only disputes relating only for claims of BIT violations. Others extend the jurisdiction to “any dispute relating to investments”

Others create international law obligations, of various formulations, in respect to investments. These provisions are commonly called, among other terms, “umbrella clauses”.

An umbrella clause protects investments by bringing obligations or commitments that the host state entered into in connection with a foreign investment under the protective “umbrella” of the BIT. Investors often rely on an umbrella clause as a catch-all provision to pursue claims when a host state’s actions do not otherwise breach the BIT. Umbrella clauses are usually broadly written to cover every conceivable obligation of the host state. Adding an umbrella clause to a BIT:

- Effectively circumvents that customary restriction by expressly stating that a violation of an investment contract is deemed a violation of the BIT.
- Removes the need for investors to rely on the dispute resolution clauses in an investment contract (which may, for example, give exclusive jurisdiction to local courts).
- Allows an investor to bring the claim before an international arbitration body, such as the ICSID.

Investors typically prefer ICSID awards over court-ordered awards, as the host state is more likely to comply with an ICSID award, since ICSID is part of the World Bank Group, and the host state’s failure to comply with the award may jeopardize the state’s access to World Bank funding or international credit in general (PLC Magazines, 2013).

The case of *SGS v. Paraguay* represents “a high-water mark for the operation of an umbrella clause in ICSID jurisprudence” (Casey, 2013). Casey states that the case is significant because it shows that the tribunal can exercise jurisdiction over claims under the umbrella clause, owing to the view that treaty rights provide an alternative choice for the investor and should not be easily whittled away.

Paraguay argued that an umbrella clause is implicated only if the host state abuses its power or exerts undue

governmental influence in breaching a contract or any other type of undertaking. Paraguay's alternative submission was that the claim for breach of the umbrella clause was inadmissible in light of the forum selection clause in the Contract providing for exclusive jurisdiction of the Paraguayan courts. The Tribunal rejected Paraguay's arguments in its entirety, citing the plain and ordinary meaning of the language of the umbrella clause, and took the view that the umbrella clause established an international obligation for the parties to the BIT to observe contractual obligations with respect to investors.

Casey concludes that it is now settled that the umbrella clause "means what it says and will cover any commitments", as the language of most of such clauses provides, subject to the caveat that umbrella clauses are not uniform and due regard must be paid to their exact wording. Such "commitments" include contractual obligations and must be specific, clear and unambiguous.

UNCTAD's view of umbrella clauses is clear:

The language of the provision is so broad that it could be interpreted to cover all kinds of obligations, explicit or implied, contractual or non-contractual, undertaken with respect to investment generally... the broad interpretation of the so-called umbrella clauses would have far reaching consequences, quite destructive of the distinction between national legal orders and the international legal order (Katia Yannaca-Small, 2006).

BITs in Australia and the EU

Australia's BITs provide guarantees against discrimination and the payment of market-based compensation in the event of expropriation. Unlike the United States, Australia does not accept the application in Investor-State dispute mechanisms in future FTAs, including the TPP; it no longer includes arbitration clauses in its investment treaties; now, disputes between foreign investors and host states are heard by the domestic courts of the host states (Titi, 2013).

In the past, Australian Governments have sought the inclusion of investor-state dispute resolution procedures. The Gillard Government discontinued this practice. Foreign businesses investing in Australia will be entitled to the same legal protections as domestic businesses but the Gillard Government will not confer greater rights on foreign businesses through investor-state dispute resolution provisions (Australian Government, 2011)

The government holds that international tribunals lack public accountability, standard judicial ethics rules, and appeals processes: cases are heard by tribunals composed of private sector lawyers, many of whom both serve as arbitrators and act for claimants against governments. The tribunals operate under the international arbitration rules of ICSID, and can order governments to compensate investors with taxpayer funds for a vast array of government actions that investors believe diminish their expected future profits. Importantly, Investor-State claims often involve matters of vital importance to the public welfare, the environment, and national security. However, international arbitrators are not ordinarily well versed in human rights, environmental law, or the social impact of legal rulings (Anderson, 2009).

The European Commission is also moving towards a BIT model that enables public regulation in the interest of domestic stability, putting its bilateral trade negotiations with Canada on a "collision course" with the US (World Trade Online, 2013). In particular, the disagreement relates to governments' obligations to investments, especially the obligation to provide "fair and equitable treatment." The US 2012 model BIT anchors these obligations to customary international law, while the EU's approach does not.

Conclusion

BITs typically protect investments of investors from one signatory state in the territory of the other signatory state (the host state). A number of protections are offered to investors covered by a BIT, which often include guaran

tees of fair and equitable treatment, fair compensation in case of expropriation, full protection and security, national treatment, non-discrimination and sometimes a most favored nation clause. An important characteristic of many of these treaties is that they entitle a foreign investor to conduct arbitration - often administered by the World Bank's International Centre for Settlement of Investment Disputes (ICSID) - directly against the state hosting their investment, for violations of the substantive protections. In most BITs, two distinct dispute settlement mechanisms are provided: one for disputes between two contracting Parties concerning the application and interpretation of an applicable BIT and another for disputes between the host country and an injured foreign investor. In addition, unlike claims commenced against a State in the State's local court, disputes under BITs are invariably determined by way of international arbitration by an independent panel appointed by the parties or by an impartial arbitral institution. The dispute resolution provisions allow for a number of options, including investor-state arbitration in accordance with the ICSID Convention, the ICSID Additional Facility Rules and the UNCITRAL Rules.

A Bilateral Investment Treaty (BIT) often includes a clause that obliges the host state to observe specific undertakings towards its foreign investors. An umbrella clause protects investments by bringing obligations or commitments that the host state entered into in connection with a foreign investment under the protective "umbrella" of the BIT. Investors often rely on an umbrella clause as a catch-all provision to pursue claims when a host state's actions do not otherwise breach the BIT. The 2004 US Model BIT modified this approach and provided in Article 26.2 that initiation of arbitration under the BIT that forecloses the claimant investor from thereafter initiating or continuing a proceeding before local courts or administrative tribunals of the host State. However, the commencement of, or participation by, the investor in a domestic court or other dispute settlement proceeding no longer precludes an investor from later pursuing investor-state arbitration under the BIT (Titi, 2013).

International investors can take advantage of BITs and the ICSID by the addition of umbrella clauses. For this and other reasons, critics have raised concerns about the ICSID and the investor-state dispute mechanism, recommending that investment disputes be resolved via the state-state mechanism. The United States 2012 Model BIT dispute resolution provisions include investor-state arbitration in accordance with the ICSID. There are also many cases of international investors taking advantage of BITs even when the home country of the investor is not party to the agreement. For example Bechtel, a US corporation, has used the Bolivia-Netherlands BIT to lodge a case against Bolivia, and Bechtel and GE (General Electric) used the India-Mauritius BIT and the India-Netherlands BIT to bring actions against India. Recent example, *Cemex v. Indonesia* (2004), a Singaporean subsidiary of the Mexican firm Cemex turned to ICSID arbitration in late 2003, invoking the provisions of the 1987 ASEAN (Association of South-East Asian Nations) Agreement for the Promotion and Protection of Investments, after the investor was unable to exercise an option to purchase a majority stake in the Indonesian cement firm Semen Gresik. The investor acquired a 25% stake in the Indonesian firm in 1998, but encountered political and labour opposition to its bid to take majority control of the firm.

Bilateral Investment Treaties (or "BITs") generally provide broad guarantees to investors in foreign States. These often include guarantees that the host State will: pay compensation if it "expropriates" (or takes) the foreign investment; accord "fair and equitable" treatment to the investment; provide "full protection and security"; and ensure that it does not impair the investment by taking unreasonable or discriminatory measures. The protections offered by investment treaties are critical to investors considering investing internationally. This is because a foreign investor's only recourse where a State has taken action which has harmed its investment may be to commence an action under a BIT. Usually a BIT contains provisions. Foreign investors can initiate arbitration proceedings against the host State for violations of the treaty, in many cases through the ICSID using

the investor-state or the host government's judiciary process using the state-state dispute settlement method. The United States negotiates BITs on the basis of a model treaty. Following a public review of the 2004 US model BIT led by the Department of State and the Office of the United States Trade Representative, the Obama administration in May 2012 released a new model BIT. The new US Model BITs define the protection accorded under the "fair and equitable standard" (and "full protection and security") as not going beyond the minimum standard of treatment to aliens in accordance to customary international law.

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Export Performance of Malaysian Furniture Industry: Rethinking Competitiveness

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Introduction

Malaysia's economy is largely dependent on the exports of several products. Since the 1990s furniture export has become one of the strongest earning sources for Malaysia. Behind the success of this industry the country has some comparative advantages such as the competitive pricing strategy and good quality products. Malaysia is able to achieve a position among the first 10 leading furniture exporting countries of the world (www.mtc.com.my).

In spite of several obstacles like the world economic recession, Malaysia's furniture industry has proven to be tough enough. Furniture export has increased dramatically from the 1990s to 2000. In 1990 the total amount of furniture export was RM 437 million and in 2000 it rose to RM 5.6 billion. As Malaysia's economy is stable and the government is very dedicated to helping this industry the furniture industry has flourished greatly. Beside all these factors the country has a big source of major raw materials.

Malaysia is now ranked among the top exporting furniture nations in both the US and Japan. Datuk Sri Rafidah Aziz said there was also a significant market

diversification with local furniture related products going to 142 countries in 1998 as compared with 116 in 1995. The furniture makers in Malaysia can be assured that the increasing demand of locally produced furniture range determines that buyers are satisfied with the quality and value. Malaysian furniture is recognized worldwide and we have been consistently producing good quality furniture at attractive prices ('Overview of Malaysian Furniture Industry', Malaysian Furniture Industry Council, www.mtc.com.my).

In 1995-96 there was an issue regarding the furniture industry of Malaysia. It was all about rubber wood, a vital raw material for furniture. The Government was worried that the amount of rubber trees was diminishing. But the major importers were not agonized. One of the important importers said that rubber trees are very fast growing so there is nothing to worry about. Rubber wood is mostly used for the furniture which is artificially polished rather than remaining natural colour (www.mfpc.com.my).

The previous name of the Malaysian Furniture Industry Council (MFIC) was the Federation of Malaysian Furniture Manufacturers and Traders Association

Abstract

Malaysia is one of the ten largest furniture exporting countries of the world. Behind the success of this industry there are several competitive advantages which are rare and difficult to copy by its competing nations. Hence the importance of measuring competitive advantages of the furniture industry of Malaysia has arisen. The concept 'competitiveness' is vast and vital for a nation to measure. The purpose of this paper includes, specifying the meanings and measurements of 'competitiveness'. After that the study will clarify the definitions of 'competitiveness' for the furniture industry of the country. 'Competitiveness' of any industry should be measured based on the appropriate objectives of any nation. In the measurements, the expectations of involved exporters, importers or clients and the worldwide demand and supply conditions should be brought under consideration which cannot be possible by a single measure of competitiveness.

Keywords: Competitiveness, Export Performance, Comparative Advantage, Constant Market Share, Shift-Share

(FMFMTA). It was established in 1978. It preserves interests of the Malaysian furniture manufacturers and exporters. In 1991, FMFMTA was renamed MFIC (www.mtc.com.my). The role of this institute is vital in building of Malaysia's furniture industry strength in the local market as well as in the world market. It is a 13 states furniture association. It represents at the national, regional and international levels. MFIC is the official institute of Export Furniture Exhibition (EFE) and EFE is presented by Malaysia Furniture Entrepreneur Association (MFEA) (www.ahec-singapore.com), (www.mfic.org.my).

There are several reasons for which the country has shone in the sector. The reasons may include the good quality and durability of furniture. Most of the furniture is made of high quality tropical hardwoods such as Meranti, Nyatoh and Ramin. Several Government organizations like the Ministry of Plantation Industry and Commodities and other relevant Ministries, articulate the important role of the furniture industry in the Malaysian economy. Under Government supports there are several key issues such as pro-business policies, responsive government, and attractive tax and other incentives, intellectual property protection etc. World-class logistics and communication systems are significant factors for the growth of this sector and its exports. Besides all these some natural resources like oil, gas, tin, timber, palm oil, rubber are also supportive. A proper skilled workforce is also supplementary. Educated, productive, multilingual population, comprehensive system of vocational and industrial training etc. are very crucial factors here. Under a vibrant business Environment, market-oriented economy, well-developed financial and banking sector, wide usage of English language, especially in commerce, large local business community with long history in international business, large foreign business community leave great contribution in the production and export of furniture of Malaysia (www.mfpc.com.my).

Recently the industry has faced the problem of increased cost of raw materials which causes loss for the manufacturers. Another point is that in previous days industry labourers had to pay their

own tax but now the government has made a rule that tax be paid by the employers. Again the manufacturers are under burden. Further the Government has fixed a minimum wage rate for the labourers. All these affect the industry owners badly. Thus in 2012 the new issue is to urge the Government to assist the furniture industry of Malaysia (www.theborneopost.com). Hence the industry has to find some new competitive advantages to remain powerful in the local markets as well as in the highly competitive markets of the world.

The concept of competitiveness is a vital issue to be clarified nationally at both the micro level and at the macro level of firms. Published works on the Malaysian furniture industry are very rare to find and there is a great potential for research on this issue. The purpose of this paper is, firstly to find out the appropriate meaning of 'competitiveness' and secondly to find out the appropriate measure of 'competitiveness' and thirdly to introduce a definition of competitiveness for Malaysia's furniture industry. 'Competitiveness' for Malaysia's Furniture industry must consider the expectations and demand of its local and foreign clients and it is most difficult to capture 'competitiveness' by a single measure.

Defining Competitiveness

There are many different concepts and definitions of competitiveness. The term competitiveness is used to mean many different things by different people. It can be used as an excuse for protectionism, cost cutting etc. or it can be used to inspire innovation and productivity increases.

Economic dynamism, globalization and social progress and competitiveness go hand-in-hand. Competitiveness can be analyzed in any economy and society at macro level (Balkytė & Tvaronaviciene, 2010).

According to one dictionary, 'competitiveness' is "an aggressive willingness to compete" (The Free Dictionary, 2004). To obtain a deeper understanding of 'competitiveness', a literature review is needed. The definitions of 'competitive-

ness' are presented here by two categories such as national level and firm level, as they vary.

Defining Competitiveness at a National Level

Competitiveness can be defined as "the ability of a country to produce goods and services that meet the test of international markets and simultaneously to maintain and expand the real income" (Tyson 1992).

The OECD (1997) added some criteria that competitiveness is to be proved "under free trade and fair market conditions" and "over the long-term". These definitions all include an international element in the sense that products and services are exposed to international trade, competing with products and services produced by countries with different cost structures and/or more sophisticated features. At the same time, competitiveness of a nation implies rising returns on resources and rising real income for the citizens" (Union et al., 2004). Thus high-wage countries have to compete in international markets with low-wage countries. Hence productivity is achieving both low costs and high wages at the same time (Belkacem, 2002).

WEF defines competitiveness as "the ability of a national economy to achieve sustained rates of economic growth as measured by the annual changes in per capita GDP" (WEF 1996).

Competitiveness on a national level may include the relative performance of nations competing in the international market, or a nation's ability to attract global capital (Belkacem 2002). Boltho (1996) defines real exchange rate as an indicator of competitiveness that involves both export and import competitiveness.

In summary, national competitiveness is successful trade performance in the international markets and as a result of this there will be sustained and rising standards of living in terms of rising real incomes. The real definition stated by the National Competitiveness Council (NCC 2003); "competitiveness is the

ability to achieve success in markets leading to better standards for all."

Defining Competitiveness at a Firm Level

Few definitions in the literature were found to describe competitiveness at a firm level (Buckley, Pass and Prescott, 1988). One very important one can be, "Competitiveness is synonymous with a firm's long-term profit performance and its ability to compensate its employees and provide superior returns to its owners" (Aldington Report, 1985).

The Department of Trade and Industry (DTI 1998) states that; "for a firm, competitiveness is the ability to produce the right goods and services, at the right price, at the right time. It means meeting customers' needs more efficiently and more effectively than other firms."

Firm competitiveness can be related to market performance, with high productivity and low costs. Based on the literature very little is found about any vital objective of a firm. The general objectives of a firm may include: survival of the firm is the most important one then rising returns on its resources and rising returns to its owners (Union et al., 2004).

Conceptual Framework for Assessing Competitiveness

Competitiveness assessment is based on several specific parameters. A sector's performance can be dependent on

several human and non-human components as well. These can be performances of the farmer-producer, processor, exporter or retailer (depending on the channel of market participation), goods safety and quality, regulatory scenario, quality of human resources in the system or even the role played by the government in policy making. (Sagheer, Yadav, & Deshmukh, 2009)

From an economic point of view, it assumes that country A and country B are two of many countries that produce and export products. To simplify, assume that the two exporting countries do not consume that product, the product is a small part of their total economic activity, and there are no transport charges between countries.

Several important concepts relating to cost of production, productivity, trade and competitiveness can be shown by a simple model.

Let the curves F_A and F_B in Figure 1 represent export supply curves, at farm-gate price in countries A and B respectively. They represent the quantity that would leave the farm for export at alternative farm prices. Because there is not domestic use, curve F_A and F_B are also domestic supply curves. The curves XSA and XSB represent excess supply curves at the point of exit from the country. The vertical difference between the XS and F curves represents variable domestic "marketing" cost (e. g., strong transportation, and handling, includ-

ing any marketing and export taxes or subsidies). The world market in Figure 1 clears at price P_W , with country 'A' producing and exporting quantity Q_A and country B producing and exporting Q_B . The supply curves show that country A has high variable production costs and low variable marketing costs relative to cost in country B. Thus, the farm-gate price in country A, P_A , is higher than the farm-gate price in country B, P_B .

Suppose these cost curves were unknown but economists had accurately measured the average cost of producing and marketing of products in country A and B. After adjusting for year to year variability, they would likely find in country A that the average total unit cost of producing Q_A unit was P_A . The average variable production cost per unit would equal area $ABCD$ in Figure 1 divided by Q_A , and the per unit residual represents to fixed production factors would equal the area of BEC divided by Q_A . Total marketing cost per unit would equal the difference between P_W and P_A . Equivalent cost estimates could be obtained for country B.

According to the above concept, Sharples (1990) defined that competitiveness does not have a definition in neo-classical economic theory; it is a political concept. It is becoming conventional, however, for economists and others to perceive competitiveness as the result of the combined effect of market distortions and comparative advantage.

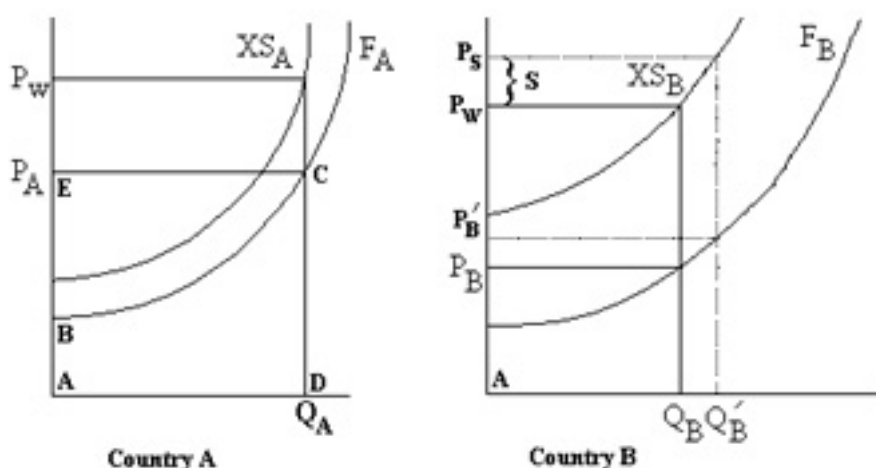


Figure 1: Comparative Advantage between Countries A and B (Source: Sharples, 1990)

Competitiveness Measurement

Competitiveness should be maintained and increased at each level like firm level or national level. Measuring competitiveness is not an easy task. The actual performance cannot be defined by a single measure of competitiveness. Thus multiple measures should be used. Potential can be turned into performance by measuring the management process.

There are many different concepts and definitions of competitiveness. The term of competitiveness is used to mean many different things by different people. It can be used as an excuse for protectionism, cost cutting etc. or it can be used to inspire innovation and productivity increases. Economic dynamism, globalization and social progress and competitiveness go hand-in-hand. Competitiveness can be analyzed in any economy and society at macro level. Competitive advantage is the function of the process through which a firm organizes and manages the activities. Competitive advantage can be born when a firm can innovate a new way, which is more effective and efficient than those of its competitors in the industry, to deliver value to the customers. In every competitive strategy, there are two different components like, the structure of the industry in which the enterprise evolves: the profitability may change hugely from one industry to another, another point is the positioning of the company in any industry (Balkyte & Tvaronaviciene, 2010).

Performance Measurement

International Market Share is a frequently used measure of competitiveness for specific types of commodity or industry (Krugman and Hatsopoulos, 1987). The margin of market share cannot be revealed by this measure, thus making profitable market share can be an informative measure (Buckley et al. 1988). By including imports as an element for measuring competitiveness, balance of trade figures serve as an established measure of international performance at a national level.

Domestic market activity cannot be a measure of competitiveness according to the measures mentioned. All these

measures individually or collectively reveal nothing about the future performance or sustainability, rather they focus on the past performance.

Potential Measurement

In a nation with comparative and competitive advantages, there are certain factors that contribute to those advantages (Scott 1985, Porter 1990). The factors are: access to natural resources, skilled labour and capital, supporting industries and sophisticated business strategies etc. Total Factor Productivity (TFP) can be the most important factor (Belkacem 2002). Productivity is one of the major contributing factors of competitiveness (Porter, 1990).

Conversely, a target can be achieved by productivity. This target may include certain measures like standard of living or return on resources at micro level like firm level and it can be at macro level like national level. Achieving targets or goals is not possible by productivity or other factors of potential measurements.

Management Process Measurement

It is possible to implement the plans of potentials and convert them into improved performance by proper management process. Generally management process measurement is qualitative but not quantitative. Therefore, it can create certain problems. Factors of the management process may include internal and external relations, marketing skill and risk, knowledge management (Union et al., 2004). "In multifaceted, dynamic business situations, it is difficult to assess and compare management processes" (Buckley et al., 1988).

Combined Index

A single measure of competitiveness cannot capture the total picture of the situation as there are diverse domains and there is immense relationship between and among the measures.

If competitiveness is measured on a national level, WEF and IMD use composite indices which include a great number of variables to appraise a

nations' competitiveness (Union et al., 2004).

Three basic observations can be drawn from the discussion of all definitions of competitiveness and its measures. These are: 1. objectives of a nation and firms as well should be considered; 2. high standard of living of citizens can be the objective of any nation and high return on investment can be the objective of any firm; 3. as a whole competitiveness can be described as the fulfilment of these sorts of objectives.

Goals and Appropriate Measures of Competitiveness for any Nation and Firm

GDP per capita used by WEF is the most powerful measurement of competitiveness for a nation. GDP per capita is adjusted to Purchasing Power Parity in few cases (Garelli 2002). Garelli (2002) argues that "GDP does not include many items that people would generally consider part of their standard of living". Hence the problem is, a nation can have a clear objective but which measure of competitiveness is appropriate for it, is ambiguous.

Each firm must formulate its mission in order to find the base or foundation of future management. It may include three basic elements; core values of the firm and the factors that affect the firm's basic commitment, major purpose of the firm for which the firm survives and the firm's vision and goals through which the firm will accomplish its mission (Collins and Poras 1996).

Goals and Appropriate Measures of Competitiveness for Malaysia's Furniture Industry

The appropriate measures of competitiveness can be identified only when the objectives are recognized properly as it is directly related with a set of specified objectives or mission. Now the objectives of Malaysia's furniture industry should be clarified.

The mission may include several objectives:

1. Increasing the production of furniture products

2. Increasing the export of furniture products
3. Contributing more in the country's GDP
4. Becoming more competitive internationally
5. Identifying and implementing new competitive advantages which cannot be duplicated easily by other competing nations

All these objectives match with the following measures of competitiveness:

Three major methodological tools can be used. Firstly, two methods are used to measure the changes of comparative advantage and competitiveness of a country's export using the Revealed Comparative Advantage (RCA) and Constant Market Share Analysis (CMS) method; the third method is used to identify potential export markets using the Shift-Share method. Detailed descriptions on these three approaches are provided in the following paragraphs:

Revealed Comparative Advantage (RCA)

"The revealed comparative advantage index (RCA) is a ratio of A/B, where A stands for the export value of a commodity of a country or region divided by the total export value of all commodities of a country or region, and B stands for the export value of every commodity of the world divided by the total export value of all commodities of the world" (Gong, 2011). Global business is vastly dependent on the fact of comparative advantage. Comparative advantage results from international trade and originated from the core thought that a country exports goods more efficiently compared to other countries. Comparative advantage theory measures a country's specialization in the international division of commodity. It is determined by the country's availability of cheap resources. It includes a country's domestic and international competitiveness and its technological advancement and innovation. (Russu, 2011)

Comparative advantage is the tendency for countries to export those commodities which they are relatively

more skilful at producing, than the rest of the world. If a country can produce a good at a lower relative cost than other countries, then with trade, that country should devote more of its resources to the production of that particular good (Serin & Civan, 2008). In different stages of product life cycle different competitive advantage strategies will be effective. In the introduction stage firms should offer relatively higher quality products to the quality conscious buyers and to decrease dissatisfaction with the purchases of defective, new products to gain competitive advantage. As the product reaches the growth stage, customers demand more promotional activities to facilitate them with more information regarding some issues like its performance, longevity etc. In maturity stage competitive advantages may include "high levels of operational efficiency, application of technological advances that lower manufacturing, distribution, and administrative costs" (Beal & Iii, 2010).

Revealed Comparative Advantage was first applied by Balassa (1965). He showed that two of the factors, which determine the value of a country's export share for a particular product, its relative size and the value of its aggregate exports, cause the export share to be a conceptually unsatisfactory measure of its revealed comparative advantage. As a result of eliminating these factors an adjusted export share is obtained for each country, and a set of these shares will correlate perfectly with their matching set of RCA indices.

Constant Market Share (CMS) Approach

The reason for which CMS has greater attention over the question of interpretation than other methods (based on explicit empirical models) is that it is based on an identity and is not derived from an explicit theory. CMS analysis involves a decomposition of terms of an identity and, as such, the empirical results can be consistent with any number of theories (Ahmadi-esfahani, 2006). The constant market share approach is a popular and simplified method of examining export growth by which a given change in a country's exports is partitioned into structural and competitive components.

Ariff (1984) made assessment on the Malaysian import and export performance using the CMS model. His study included destination countries such as Australia, Canada, some European countries, Japan, USA and other newly industrial countries like Hong Kong, South Korea, Taiwan and Singapore. The model assessed Malaysia export pattern to the destination countries and their import from Malaysia. He pointed out that the estimates of each effect (standard growth effect, commodity composition effect and market share effect) would depend crucially on the standard used in the computation. In other words, the magnitude of this effect would be affected by the standard against which the focussed exporting countries export to the focussed destination, was matched. A positive commodity composition effect would suggest that exports consist mainly of those items, for which import growth had been particularly strong in the focussed destination, while a positive market destination effect would suggest that the exports concentrated mainly on the most rapidly growing markets. The market destination effect however is relevant only where the focussed destination refers to a region. However, both the commodity composition and market distribution effect depend on the structure of exports in the base year and those subsequent changes in the commodity composition or market distributions during the intervals of investigation.

Shift-Share Technique

The essential idea is to analyze the extent to which the difference in growth between each region and the national average is due to the region performing uniformly better than average on all industries or to the fact that the region happens to be specialized in fast growing sectors (Esteban, 2000). It measures the growth of individual markets relative to all members of a chosen group. The shift share method is used as a technique for identifying export opportunities (Ahmed and Mark, 1995, Khalifa, 1996, and Peh Kian- Heng, 1999).

Shift-Share technique is a method, which is useful for identifying export opportunities. It analyses change in trade over time on the basis of the

changes in a country's export growth occurred in market share. This method aims at determining the percentage net shift, which is the relative gain or loss in growth of a particular member, relative to the group in the time period chosen. The net shift should be positive for members gaining shares over the period and negative for members losing market share. The members identified positive net shifts are the most potential.

Competitiveness of Malaysia's Furniture Industry Products' Export Performance

The furniture industry of Malaysia is highly competitive. It has achieved the position among the world's largest 10 furniture exporting countries. There are several factors that contribute greatly. These are: aggressive industry promotion, high technology involvement in the production and great market expansion internationally. The furniture industry of Malaysia has proved to have testimony and popularity by exporting to around 160 countries. According to mfpc.com the biggest competitive advantages are:

• Economic Factors

- Natural resources: palm oil, gas, timber, tin, oil, rubber
- GDP growth rate

• Government Policies

- Business policies
- Supportive government

- Lucrative tax
- Property protection Act
- **Skilled Workforce**
 - Educated population
 - Multidimensional skilled workers
 - Industrial training
- **Good Infrastructure**
 - Advanced highways and railways
 - Well-equipped seaports and airports
 - Quality telecommunications services
- **Sound Business Environment**
 - Market-oriented economy
 - Good financial and banking condition
 - Mass usage of English language
 - Good condition of international business involvement
 - Big international business group

Other very important factors of competitiveness of Malaysia's furniture industry may include:

Quality & durability

Malaysian furniture is very fashionable and durable because of the availability of high quality tropical hardwoods such as Meranti, Nyatoh and Ramin, technology, and the skilled labour.

Quality-driven explosive export growth

Within two decades Malaysian furniture has become a multibillion-ringgit industry.

Strong government support

The Malaysian government patronizes the furniture industry as it has great impact on the economy of the country, through the Ministry of Plantation Industry and Commodities and other relevant Ministries.

World-class communications & logistics

Reliable telecommunications system, internet access throughout the country, a network of modern expressways, world-class seaports such as Westport, Northport and the Port of Tanjung Pelepas, and international airports all contribute greatly in the expansion of the furniture industry.

From Table 1 and Figure 2 it is clear that Malaysian furniture export is declining a bit from 2010 to 2011 except in the sectors of seats and their parts and parts of furniture. The declining percentages are small but threatening. If it goes on then, this industry will lose great market share. Thus the country must focus on its competitive advantages and implement all these to regain and advance the position of furniture export in the world market.

Conclusion

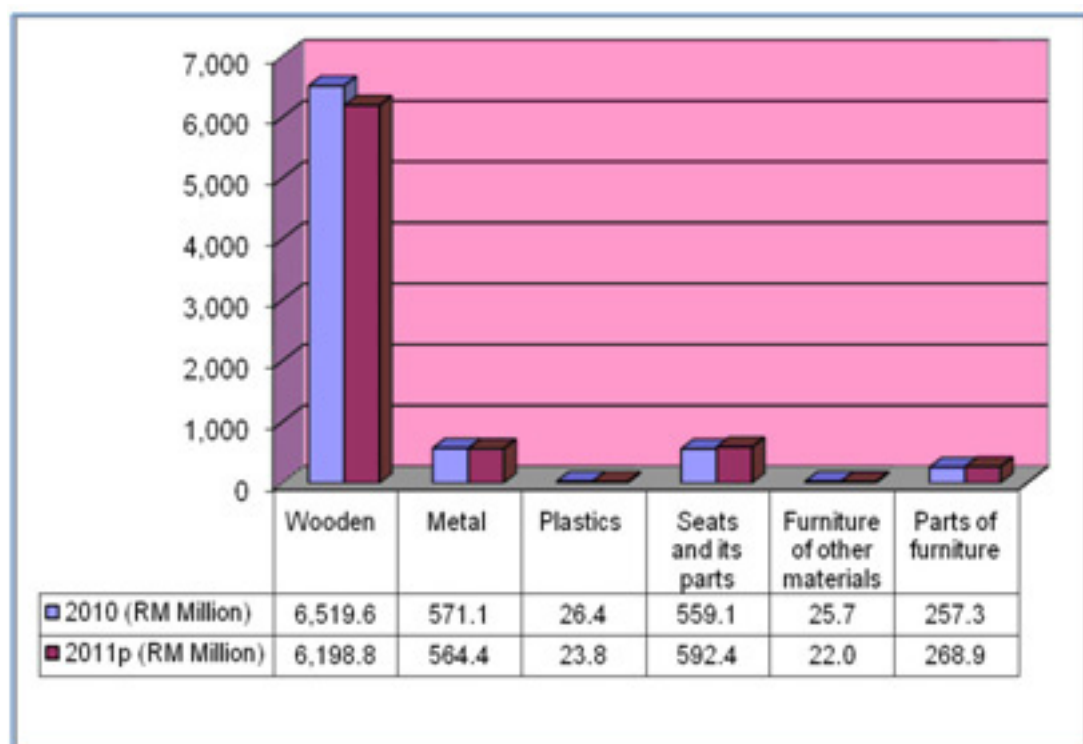
Today's multi-billion ringgit furniture industry of Malaysia was a cottage based industry in its early age. Great support of the Government, advanced technology and extraordinary creative designs have made the present status of this sector. Malaysia exports furniture to more than 160 countries

Table 1: Malaysian Furniture Export by Type 2011:

Type	2010 (RM Million)	Share %	2011 ^p (RM Million)	Share %	Change %
Total	7,959.2	100.0	7,670.3	100.0	-3.6
Wooden	6,519.6	81.9	6,198.8	80.8	-4.9
Metal	571.1	7.2	564.4	7.4	-1.2
Plastics	26.4	0.3	23.8	0.3	-10.1
Seats and its parts	559.1	7.0	592.4	7.7	6.0
Furniture of other materials	25.7	0.3	22.0	0.3	-14.4
Parts of furniture	257.3	3.2	268.9	3.5	4.5

Source: MATRADE

Figure 2: Malaysian Furniture Export by Type 2011



Source: MATRADE

(www.mfpc.com.my). Malaysia exports around 80% of its production. The country has already large markets in US, Japan and Australia. The export growth rate is very high in UAE, Saudi Arabia, the Philippines and Russia. Malaysia is now looking for countries like Algeria, Greece, Puerto Rico and Libya (www.miff.com.my). "Malaysia has always been known for its wood based furniture, owing to its natural resources. The government has set an annual growth target of 6.5% for wood based furniture, estimated to reach up to RM 53 billion by year 2020" (www.miff.com.my).

According to mtc.com, the European furniture market is slightly smaller than that of US and it is enlarging and creating great opportunity for the furniture exporting countries. Malaysian furniture industry has to penetrate this large market of Europe. This market demand includes basically high end medium price, high quality products. The European furniture market is worth about RM 50 billion a year after the enlargement. Another positive thing for the industry is, foreign buyers are looking to Malaysia because the country can meet their high production demand.

Because of original design as aesthetics and other important competitive advantages Malaysia is still in a good position even though there is great competition from low priced countries like China and Vietnam. There is a world economic recession but global demand for furniture is high. The government also plays an important role in nurturing the industry. Providing Pioneer Status for tax exemption and Investment Tax Allowance, the pro-business environment makes doing business easier and faster. Malaysian furniture industry can meet or even exceed the expectations and continue its expansion in the world market because of the extraordinary competitive advantages like good quality products with high potential markets and a business friendly environment.

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Morality, Ethics and Business

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Background

Most people are familiar with a common sense morality that is the right or wrong of an action. Ethics is occasionally named moral philosophy; we use it to criticize, defend, promote, justify and suggest moral concepts and to answer questions of morality. Philosophy is concerned with fundamental ideas of any subject. Business ethics is an applied philosophy as it deals with the real issues we come across in our lives, especially if one is engaged in business.

Over the time philosophers have suggested certain moral theories which persist to be elucidated. Ethics and morals have different meanings and are highly dependent on individual view. If being ethical were doing "whatever society accepts," then one would have to find out what society accepts. Ethics by definition refers to well-founded standards of right and wrong that prescribe what humans ought to do, usually in terms of rights, obligations, benefits to society, fairness, or specific virtues (Velasquez et al, 1997). Morality on the other hand has a broader use. Rational Morality creates out the decision dilemma, specific circumstances for moral principles and welfare rights.

Liberty and welfare emphasis of morality has been deliberated in detail. The free market has both - liberal principles and negative arguments. Market functions with diverse stakeholders, the buyers, sellers, merchants and is held active owing to competition between all. The author tries to prove that business ethics is the application of ethics in business. World Com (USA), Satyam (India) or economic meltdown of 2008

and 2009 brought forward the importance of business ethics and corporate governance. The Chapters under study have a slow escalation from the central issues of morality and ethics to free market.

Principles of Ethics and Morality

In the first chapter the author discussed Principle of Ethics and morality. He elaborated on the different theories of ethics. He stressed that morality rule is for everybody and he pinpoint the difference between fact and values. He stressed that the general personal objective in life, in short, is to live as good a life as possible. Yet there may be many different ideas about what constitutes a good life, and here, lies the main challenge for the development of an acceptable moral theory.

Ethical decisions are made based on preferences, and values. For a long time Philosophers have made a division between "matters of fact" and "matters of value." All ethical inquiry, including business Ethics, is about values: we want to know whether certain disputable, or inherently more doubtful than matters of practices in the business world are right or wrong, and many matters of value are liable to be settled by some kind of experiential procedure.

Origin of Ethics

Where do ethics come from? There are several possible candidates, from God, from an abstract world where concepts exist in some way, from agreement between people, from a consideration of duty, or virtue and from a consideration

of the consequences of various actions. Each person in this world has a bundle of values that regulate their actions, just as yours govern your actions. Habitually changes are made by people in their own sequences of actions, and that of other people's- that makes no sense. In addition you normally involved in behavior that is explicitly intended to encourage other people to act in ways different from what they might if they simply went under their own uninfluenced steam.

If the norm is indeed a rule, then correction of some sort may follow, contingent on how significant the rule in question is. The idea of a moral rule, in short, is the idea of a rule that everyone has reason to be concerned that everyone follows. Next we will look at several of the theories philosophers and others have come up with about morality.

Influential Moral Theories

It is important to be precise about how we are evaluating moral theories. We aspire for a moral theory that rests in reflective equilibrium with the moral convictions that we have after due reflection. (Arneson, 2005)

Aristotle and Virtue

Plato and Aristotle consider that: humans are composed of three parts (Rational faculty, emotions, and appetites). The main subject of moral virtue was the second part, and the moral goal is to get us into such a condition that we tend to control our emotions to the right degree. One of the drawback is the fact that, habits of character or worthy traits do not tell us how to deal with moral dilemmas or those cases of applied ethics that come up frequently, like abortion or the death penalty (Narveson, 2011).

Subjectivism

This brings us to another important outlook about morals: that morals are fundamentally subjective. Morality is obviously subjective in this sense. More fundamentally, there is a very strong reason why this cannot be true of morality. For morality consists of a set of behavioral requirements for everybody

and to be imposed by everybody (Narveson, 2011).

Theological Ethics in Theory and in Practice

A lot of people consider religion and morality are closely associated, and that they are just about the same thing. There are two chief characters associated with the idea of God that may sensibly be believed to shape morality. They are (1) supreme power, and (2) supreme goodness. A crucial problem arises. For if we have to know what comprises moral perfection before we can know what God is like, then of course we have to be able to know what's right and wrong impartially of the existence of God. What's right and wrong, therefore, does not depend for its truth on the existence of God (Narveson, 2011).

The God Theory has something in common with several other theories. They claim that morality consists in obeying the commands, or the will, of some supreme authority. There is wide variation in people's religious views, and there is no way to reconcile all of them. On the other hand people that back theological theories maintain that notwithstanding the fact that religions may have different set of morality yet they obey the same rules. A basic flaw in the application of religious morality is that it cannot be universal, as diverse religions define different laws of morality (Narveson, 2011).

Conscience

The belief of the conscience theory is that people should do what their consciences advise them to do. The nuances of this theory are similar to those of the God Theory. In general like the God and authority theories, if we were to agree that people may do whatever their consciences tell them, then we are going to be in a plight whenever their personal consciences give conflicting results (Narveson, 2011).

Relativism

A dominant idea is Moral relativism, though very tricky. Descriptive relativism is an empirical, social-science type of thesis. It considers that different per-

sons and groups of persons have rather opposing views about right and wrong. Normative relativism is the proposition that divergent moral rules and beliefs of different groups of people are right for their respective groups (Narveson, 2011).

Conventionalism

The conventionalist beliefs that what is right is governed by conventions. It is the spirit of a convention that it coordinates lots of people's behavior by a delicate process of social reinforcement (Narveson, 2011).

Legalism

Legalism, the view that x is right if and only if x is legal. Every society has a set of moral standards and almost every society has laws. Whereas, Morality is an informal institution. There are no written laws or books; there are no moral judiciary, and no special agency whose role is to enforce the moral Law. The question that comes to mind is what is legal necessarily what is moral? Laws can be unfair; they can oblige people to do what is unjust. Although there is obvious overlap in the behavior ruled by morality and that ruled by law, laws are often evaluated on moral grounds. Moral criticism is often used to support a change in the law (Dworkin, 1986).

The Natural Law

Natural law theory has been exceptionally powerful down through the years. The difficulty is how natural laws can become moral laws. The drawback of this theory is the fact that law of nature, portray nature, and inform us what is going on in the world, but they don't prescribe anything related to morality. In addition, it natural laws cannot be obeyed or disobeyed whereas morals are about what we can choose whether right or wrong. Therefore moral laws cannot be natural (Narveson, 2011).

Consequentialist theories

A number of ethical theories are known broadly as consequentialist, denoting that the morality or otherwise of an action is regulated by its consequences. They are labeled according to the answer we give to the question "conse-

quences to whom?" and run as follows; an action is morally sound for

- **Utilitarianism:** if the consequences are positive for everyone;
- **Ethical Altruism:** if the consequences are positive for others;
- **Ethical Egoism:** if the consequences are positive for the individual.

These theories appeal to experience to justify our ethical ideas, instead of something more vague like intuition or duty. Consequentialist thoughts are criticized especially utilitarianism. A typical example of a problematic issue is slavery: if a small proportion of the population was employed to support the majority, perhaps a great benefit could ensue to society at large as a result? However, slavery nevertheless appears wrong to many people; act utilitarianism appears to fail.

Elitism

Elitism will be great if you are a member of the elite, but if you aren't? Then the question why you should lick the boots of those particular people. The reason, perhaps they are very robust and will beat you up if you don't. A morality that aims to promote the interests of some particular group is a sham, - and an insult. Certainly the theory of elitism is wrong since morality has to be for everybody, not just some subset of the people, some group or other (Narveson, 2011).

Innate Moral Theory

Kant thought that all of us come furnished with two different sets of essential motivations. On the one hand we have this facility known as reason or pure practical reasons in the case of ethics. On the other hand, there are all of the usual desires, appetites, emotions, and so forth. These he called "inclinations". Morality is universal and objective, whereas inclinations are particular and subjective. Pure practical reason (PPR) orders us to respect the universal commands of morality, whereas Inclination advises us to do what we like. Kant's most famous contribution to moral theory is his proposed fundamental principle of morality, the

"Categorical Imperative," which says: Act only on maxims that you can universalize! If morality can be built out of that, it is on firm ground (Narveson, 2011).

Utilitarianism

One of the most eminent and effective of all moral theories. It aims to reduce all moral rules to just one fundamental one. The utilitarian has a theory that is simple to state; indeed, it can be done in two words - maximize utility! An action is right if its consequences are no worse than its alternatives. We make decisions, and resolve conflicts, by choosing always the course of action giving the greatest overall utility - the greatest general utility. The questions that are raised are whose welfare counts? And what is average versus total happiness? Utilitarianism is a precise interpretation of the idea of the social as opposed to the individual good. If the question makes any sense at all, it is impossible to see why the answer wouldn't be that he shouldn't. This brings us to the last theory that the author believes to be the best (Narveson, 2011).

Contractarianism

According to the social contract theory of morals, the principles of morality are a sort of agreement: a contract or agreement between each person and every other person.

The idea that morality is a sort of contract has two essential features. First: it implies that morals are in some sense conventional or artificial rather than natural. People are not just naturally moral, nor just naturally in possession of a code of moral requirements. Morality as we know it, in its de facto sense, is a social construct: people are taught what is right and wrong, different people are taught different things, especially in different societies, and the contents of moral codes are therefore subject to alteration, in principle.

Conclusion of Moral Theories

The first chapter of the book elaborated on the study of ethics as a general guide to life and individual or collective behavior. The argument is about

individual ethics versus collective or social ethics. Rules could be self-directed or directed by the society on all. Both need some kind of reinforcement, which is positive or negative. All theories from Aristotle to modern times debate on rationality of human being and general public good. Authoritarian regime and old kingdom believed that State knows best, but not in democratic societies. In ancient times theological morality held the power and God and his words through the holy books in all religion formed the basis for our conduct and behavior. God Theory has been debated on both the beliefs of supremacy of God and the idea of supreme good. Conscience as the base of morality is not persuasive to the argumentative mind. Other theories like the legalism, conventionalism, relativism or natural laws have partial usefulness in moral sense. Utilitarianism has a broader application, but modern social scientists accept social contract as the best morality theory as it applies to a civilized society.

The failure of any predominant theory to emerge is because in practice it may be difficult to rely on any one theory in all situations. Rather than specifying a theory and then trying to apply it in all cases, a better alternative may be to attempt to specify a comprehensive set of basic principles that may universally be regarded as having general moral value. A moral decision making process may then be defined as an attempt to optimally implement a balance of these principles in given circumstances. The problem then becomes initially one of defining what principles that is "good" for this purpose. A basic set of eight such principles, together with brief annotations, has been suggested by Resnik (1998) that include non-maleficence, beneficence, autonomy, justice, utility, fidelity, honesty, and privacy. The advantage of using a set of principles is that they are easier to understand, teach, and learn than moral theories.

Following Aristotle, "ethics" is sometimes taken as referring to a more general guide to behavior that an individual adopts as his own guide to life, as long as it is a guide that one views as a proper guide for others. When a general guide to behavior endorses self-inter-

est as primary this is usually because acting in one's self interest is taken as fostering the interests of all. However, Sidgwick (1874), in his *Methods of Ethics* regarded moral rules as any rational rules of conduct, and because he held that it is rational to take one's self-interest as primary, even if others are seriously harmed, he held that "ethical egoism" was an ethical theory. Because all moralities in the descriptive sense include a prohibition on harming others, ethical egoism is not a morality in the descriptive sense. Because all moralities in the normative sense not only include prohibitions on harming others but also are such that all rational persons would endorse that morality, ethical egoism is not a morality in the normative sense.

Rational Social Morality

The world contains a lot of individuals differing greatly in values, temperaments, abilities, and so forth, each of whom is a free agent. All are more or less self-interested, and while almost all are also interested in some other people, very few are universally altruistic. On what, if any, principle, then, are we going to get agreement among them all on rules for all to follow? The basic features of moral principles include universality and constrictiveness.

An important fundamental feature of the whole thing is that people are free agents, capable of making their own decisions and of formulating their own values. Many agents are not much interested in promoting the welfare of other people, for instance. It is easy enough to say that the de facto morality of some particular group is irrational. There are three conditions for moral principles that need to be satisfied in any social contract including: Universal benefit, practicality, and temptation. Even when rules are accepted by people there is always the problem of enforcement.

One of the fundamental principles of morality is to refrain from worsening the situations of others as a means of bettering your own. The liberty respecting principle entails two concepts non-violence and communicative honesty. Whereas the communicative honesty implies straight dealing and avoiding telling lies and breaking promises. When we look at the concept of right

and wrong. A right on the part of one person, say person A, is simply a status imposing a duty on someone else, say person B (Narveson, 2011).

The principle of justice says nothing about the notion of fairness which means treating people equally. There are both positive and negative rights. We have negative rights to ourselves and our basic freedom of action. In the Business Society, we may note, welfare rights are not assumed. Business ethics is basically rooted in ordinary, common-sense morality. According to Pareto Rules, "criterion of efficiency," a change, or rearrangement, of any social condition is said to be efficient if and only if its result is that someone is better off and no one is worse off as compared with the original situation (Narveson, 2011).

It is important to look at the difference between Liberty-Oriented moralities vs. Welfare oriented morality. The former is a morality that considers the fundamental social obligation to be that of respecting liberty, of allowing people to act as they see fit. The aim of the welfare is to maximize the welfare of the worst-off people in the society. However, society accepting liberty morality will not be one in which people actually have less welfare. On the contrary the supporter of the free market society has strong judgment to think that liberty-oriented morality is essentially superior for welfare than welfare-oriented morality (Narveson, 2011).

To take morality to refer to an actually existing code of conduct put forward by a society results in a denial that there is a universal morality, one that applies to all human beings (Haidt, 2006; Hauser, 2006; & De Waal, 1996). In the 20th century Hare (1952), in his book *The Language of Morals*, Freedom and Reason regarded moral judgments as those judgments that override all non moral judgments and that the person would universalize. Mill (1998) takes the avoiding and preventing harm element of morality to be most important, criticize all actual moralities that give precedence to purity and sanctity when they are in conflict with avoiding and preventing harm. Some psychologists Haidt (2006), hold that different

members of a society can and do take different features of morality as most important. Most societies also claim that morality has three foundations including, religion, tradition, and rational human nature. Ethical relativists deny that there is any universal normative morality and claim that the actual moralities of societies are the only moralities there are (Westermarck, 1960).

Other moral theories do not hold quite so strong a view about the universality of knowledge of morality, but many hold that morality is known to all who can be legitimately judged by it. Baier, Rawls and contractarians deny that there can be an esoteric morality (Singer, 1993). Parallel views seem to be held by rule consequentialists (Hooker, 2001). Kant, in accordance with the German word "moral" that is used to translate the English word "morality," regards morality as prohibiting harming oneself as well as prohibiting harming others. Hobbes (1660), Mill (1863), and most other non-religiously influenced philosophers in the Anglo-American tradition limit morality to behavior that, directly or indirectly, affects others.

Among those philosophers who use "morality" to refer to a universal guide that all rational persons who are fallible and vulnerable would put forward for governing the behavior of all moral agents, the differences in content are less significant than their similarities (Baier, 1958; Warnock, 1971). Both Kant (1785), and Mill (1863), distinguish between duties of perfect obligation and duties of imperfect obligation and regard not harming as the former kind of duty and helping as the latter kind of duty. Neither Kant nor Mill regarded themselves as inventing or creating a new morality. According to Mill, Utilitarianism provides the foundation for morality.

Some contemporary act consequentialists (Singer, 1993) claim that morality requires doing that act that would result in the best overall consequences. Whereas Gert (2005), consider "Morality is an informal public system applying to all rational persons, governing behavior that affects others, and has the lessening of evil or harm as its goal."

The Free Market

The idea of Free Market Society - sometimes known as "Capitalism". Which according to the author is the basic ethic of business? The market is where seller and buyer offer their goods or services for sale to other people who are interested in acquiring these goods. Buyers and sellers try to improve their situation by exchanging goods. The sellers hope to obtain as high a price as feasible, the buyers to pay as little as possible. All are in the market to improve their conditions. Nobody pushes them to be sellers or buyers. The market manifests the division of labour. This division of consumers and producers is not exclusive and exhaustive (Narveson, 2011).

The market encompasses two directly related ideas: Freedom and Property. The basic idea of freedom is that you are free to do x when nothing prevents you from doing x, and you are free to sell and buy any property if two parties agree to the deal. Conventional theory of procurement of property needs - one to acquire it because it was not owned by anyone or someone has willingly sold it; and the second that one makes it himself.

Milton Friedman (1970) had contended endorsement of public good by the management. A corporate executive is an employee of the owners of the business with a direct responsibility to his employers. Therefore businesses must be run as per stakeholders will, which is revenue maximization, while obeying the basic rules of the society and government (Freidman, 1970). In the free market all collaboration is voluntary and market procedure is non coerciveness. It is also considered to be competitive. He maintained that the social responsibility of a corporation is to make money for its shareholders, and believed that Corporate Social Responsibility a traitorous doctrine that endangered the very foundation of free enterprise society (Lee, 2005 quoting Friedman 1962). The influence can be perceived in the results - in 2001 the charitable contributions by U.S. companies fell 14.5% in real and over the previous 15 years, corporate giving as a percentage of profits had dropped by 50% (Porter 2002).

Business is not basically a game, though there are people who do, no doubt, play it as a game. However it's clear that real-world markets typically do not have any of the game properties - a fact which surely makes the idea of distinctly limited value for purposes of economic science, and of virtually no value for policy purposes. The perfectly free market. (PFM) is a market in which no violation of property rights occurs. The so-called perfect market of economic theory, on the other hand, has conditions that can't be fulfilled no matter what one does: competition is never perfect, information and transaction costs always exist, and so on. The Ideal Market is clearly something that doesn't and cannot happen: information always costs something; enforcement is very likely to be needed, people aren't fully rational; there are always transaction costs; and there are frequently externalities of various kinds (Narveson, 2011).

A perfectly free market on the other hand is, where no coercion is used to use a source beyond one's control. In markets with monopolies, government is the biggest culprit where natural barrier of high capital investment keeps competition away. There may also be imposed monopolies. Government-imposed monopolies, quite definitely do involve such a denial of market rights, for they exist precisely by prohibition of competition, or by imposing costs in a way that no market operator is free to do. A monopoly invariably tends to charge higher prices or overpay its employees or start shorting the customer on service or any number of other shortcomings develops, and the way is open for newcomers to take them on. The three issues that need to be tackled in monopolies include the following who is one's competitor, externalities and the invisible hand (Narveson, 2011).

Who is one's Competitor?

It is important in monopoly to know who are the competitors of any given business. Is the gas company competing only with other gas companies? Indeed not. They compete also with the electric and oil companies - and with woodlots, waste paper, and enhanced insulation. At the margin, they contest also with the food suppliers: for if Smith has to select between going cold and

going hungry, he may choose going cold (Narveson, 2011).

Externalities

An "externality" is a consequence on a third party which either leads that party having a cost enforced without a profit he would have been willing to pay that cost for, or having a profit given to him for which he has not had to pay any cost. Some worrisome types of externalities include crime; pollution; actions by irresponsible persons in positions of authority, and maybe a lot more (Narveson, 2011).

The Invisible Hand

Adam Smith in his book ³Wealth of nations' spoke about the invisible hand as.... " ... By directing [his] industry in such a manner as its produce may be of the greatest value, he intends only his own gain, and he is in this, as in many other cases, led by an invisible hand to promote an end which was no part of his intention. Nor is it always the worse for the society that it was no part of it. By pursuing his own interest he frequently promotes that of the society more effectually than when he really intends to promote it." (Adam Smith, 1776). His theory breeds a society where people respect contracts, obligations, individual rights to property and promise Welfare State and Social Responsibility.

In principle, a free market would be a panacea for a welfare state. Critics find setback in paying the bureaucrats who plan and hand over tax payer's money to those with low skills, unemployed or merely lazy to work. This may create some problems. In opposition with the corporate social responsibility and philanthropic motives, industrialist re-investing profit into the same or other business and enlarging it, will generate more jobs. Certainly business formation or entrepreneurship help others and society. This will be conceivable only if people persist to buy business products. Without violating other's rights every citizen can earn, spend and create wealth for the society at large. This constitutes the wealth of a Nation. Corporate social responsibility strengthens the separation thesis, or the idea that we should isolate business from

ethics or society (Freeman et al, 2005). Although the degree of their opinion may vary (The Economist, 2005), with the rationalization of CSR as a concept, more and more corporate managers are also persuaded that CSR can positively influence the financial performance of corporations (Lee, 2005).

But really, it is an illusion to think that happiness in a society as a whole can be achieved without justice. Do we suppose that a society with slavery might really be happier than one without? Or that Nazi Germany with its wholesale slaughter of millions might have been a happier society than if it had pursued more morally satisfactory aims? It is not clear whether we know the answer to this question - but then, that's another problem with the general welfare orientation: it is difficult indeed to say whether a given society is happier than another, whereas it is often comparatively easy to say that this or that individual has been badly used. Perhaps the wise policy is just to keep plugging away at these small injustices and let the happiness of society take care of itself. That may be the moral of Adam Smith's insight (Narveson, 2011).

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Rawalpindi Medical College Overseas Foundation (RMCOF)



- a charitable organization, registered in USA with a 501 c status.
Together we can make a difference in patients' lives.

RMCOF is striving to revive and upgrade the free renal dialysis unit
at Holy Family Hospital.

For donations, please visit our website at:

<http://www.rawalian.com/contactus.html>

Rawalpindi Medical College Overseas Foundation (RMCOF) - Together we can make a difference in patient's lives.

Avais Masud

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RMCOF is a duly registered charitable organization founded by the graduates of Rawalpindi Medical College who are practicing in various medical specialties all over the globe. The goals and objectives of this foundation are to ease the sufferings of poor patient population of Pakistan especially in and around the twin cities of Rawalpindi and Islamabad. It is a success story of RMC graduates, living and working in foreign countries working together for a noble cause.

It all began in 2005, when Northern Pakistan was hit by the worst calamity in nation's history, a devastating earthquake. The members of RMC Alumni association of North America

(RMCAANA), rushed to Pakistan to provide whatever help they could provide to ease up the suffering of the effected people. It was heartening to see the RMC graduates from all over the world arrived to join the relief efforts. From there, RMCOF emerged and became a reality when RMCAANA was joined by the RMC graduates from other countries to form an organization with a mission to finance and launch charitable projects to improve the delivery of health care to the poor and undeserved population, particularly in the Rawalpindi and Islamabad area.

Organizational structure: RMCOF is run by a board of trustees and most of the members of the board members are from USA but some are also from Ireland, UK and UAE. Most of the members from USA are those who had served as the executive council member of RMCAANA and wanted to continue its charitable work after completing their responsibilities as RMCAANA's executive council members. The trend is expected to continue and the current and future Executive Council members of RMCAANA will serve as the members of the board of directors in RMCOF. RMCOF is a charitable organization, registered in USA with a 501c status. It has no administrative expenses, as all the administrative cost is absorbed by broad members. All the money collected from the donors is spent on the patient care and related expenses. Key people in RMCOF: Without doubt, our donors are the most important people for the organizations and we do our best to earn and keep their trust. Following Rawalians have been the members of board of trustees, either now or in the recent past. Babar Rao, Neeraj Mehboob, Avais Masud, Shahid Rafiq, Amer Akmal, Mohammad Amir Nawaz, Rifat Zaidi, Nadeem Iqbal, Sohail Ikram, Nadeem Manzoor, Arshad Ali (all from USA), Shams Tabraiz (UK), Mohammad Faheem (Ireland), Imran Majeed (UAE). All of these Rawalians have been the backbone of the organizations and with their time, talent and donations have kept the mission of the organization well and alive. Neeraj Mehboob (c/o 1993) is a founding member of the organization. He used his personal resources, including his personal accountant, attorney and office staff to go through the extensive and expensive process of getting RMCOF registered as 501c status organization in USA.

Sohail Ikram (c/o 1984) was instrumental in organizing a very successful fundraising function at his home town Louisville KY, and raised almost \$10,000 which went a long way in establishing the burn center at Holy Family Hospital.

Shams Tabraiz also organized a fundraiser in England.

Babar Rao (c/o 1983) has been RMCOF's chairman and has been a key person in running the organization. For last 5 years, his office has been functioning as RMCOF's "headquarters". Imran Majeed, founder member of RMCOF, is playing a vital role in fund raising and mobilizing Rawalians living in the UAE.

We were also lucky to have Nadeem Afraz (c/o 1981) our partner in Pakistan who's administrative and financial help was instrumental in making it all possible. RMCOF's projects--- past , current and future: The first project launched by RMCOF was by far its most expensive, ambitious and demanding one. It was Rawalians Burn Center at HFH, which RMCOF built, equipped and ran from 2007 till 2010, when it was handed over to Punjab government which was a great effort by Babar Rao to get it done. All the expenses, including doctors and other staff's salaries, were funded by RMCOF.

In 2010, RMCOF with the help form other organizations, rehabilitated two villages near Darya Khan , which were totally destroyed by the devastating flood in river Indus. RMCOF constructed new homes and infrastructure and also constructed and staffed two girls schools. Prior to that, the area never had any kind of school. Our latest project is to revive and upgrade the dialysis unit at Holy Family Hospital. RMCOF decided to launch this project after discussing with Principal RMC Dr. Mohammad Umar, on his visit to USA in July this year. No doubt, the dialysis unit at HFH is practically non-existing and is in dire need of new equipment, staff and structural upgrading. Project is already underway and the unit is expected to re-open in third week of December. To the local Rawalians: RMCOF will greatly appreciate help of any kind from the Rawalians in Pakistan, lets joins together to make a real difference, for the better.



Dr. Imran Majeed (UAE)



Dr. Shams Tabraiz

To know more about RMCOF, please visit:

<http://www.rmcdocs.com/rmcof/index.htm>

For donation, please visit our website: www.rawalian.com

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Dr. Imran Majeed (UAE)

Dr. Shams Tabraiz (Rawalpindi-Pakistan)

About the author: Avais Masud (6th batch) is a founding member of RMCOF. He is Past President of RMCAANA (2000 to 2001). He is Project Director for the Dialysis unit projects at Multi Organ Failure (MOF) Center at Holy Family Hospital. He was also RMCOF's project director for the Burn Center at Holy Family Hospital.

Rawalpindi Medical College (RMC) - celebrating its 40th Anniversary

Manzoor Butt

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Rawalpindi Medical College

It is an immense honor for me to write about my Alma Mater at the moment of its 40th anniversary. This article describes RMC, Allied Hospitals, the first Rawalian Principal, Alumni Associations of RMC and a man known as encyclopedia of RMC in the following order;

- 1) Rawalpindi Medical College (RMC)
- 2) Allied Hospitals
- 3) Prof Umar, first Rawalian principal of RMC
- 4) RMC USA ALUMNI
- 5) RMC UK ALUMNI
- 6) RMC UAE ALUMINI
- 7) FAMS UK
- 8) GHAZANFAR SIAL

1) Rawalpindi Medical College (RMC)

RMC was established in March 1974 in another city Faisalabad far from Rawalpindi but in the same province Punjab due to unavailability of campus. In November 1974, the college was shifted to its present premises in Rawalpindi. So far it has trained 4500 doctors who are serving both at national and international levels. It has also trained doctors from many regions of the world who are now playing an important role in the health education in their own countries.

RMC is located in the heart of Rawalpindi city about 30 minutes drive from federal capital Islamabad. Rawalpindi Medical College is a comprehensive, state-assisted institution of approximately 1200 students that offers a diverse set of academic programs. All academic programs of the college are accredited by the College of Physicians and Surgeons of Pakistan and Pakistan Medical and Dental Council. The college is also recognized by the General Medical Council of U.K. Its graduates also have temporary registration in the state of Illinois, U.S.A.

The college strives to remain current and relevant through an adequate program of continuing medicine development and the exploration of innovative schedules, methods, and curricular design in keeping with the various needs of its diverse students.

The college has a distinguished record of research and scholarships. Members of teaching staff have won some of the most prestigious awards made by government agencies and private foundations. The college takes pride in the many scholarly books and articles written by members of teaching staff and in their contributions to upgrade the facilities provided to the humanity. Wherever possible, students are involved in research projects, the results of which are integrated into a related course of instructions.

Rawalpindi Medical College is committed to maintain a diverse and open community of medical students and doctors. Each year it welcomes new medical students from a variety of ethnic and cultural backgrounds from across Pakistan and many countries all over the world. This diverse mixture of talented students enriches its campus and lives of those who study here.

RMC is affiliated with University of Health Sciences (UHS) and is accredited by PMDC (Pakistan Medical & Dental Council). It is Listed in WHO, IMED (International Medical Education Directory) and FAIMER (Foundation for Advancement of International Medical Education).

College of Physicians and Surgeons of Pakistan (CPSP) and Pakistan Medical and Dental College (PMD) are members of International Association of Medical Regulatory Authorities (IAMRA) for authentication & accreditation of institutes for medical undergraduate and postgraduate education.

Extra-Curriculum Activities

The college offers a variety of recreational facilities for the students. These include a basketball court, a tennis court, cricket, hockey and football grounds in addition to facilities for table tennis, a gymnasium and an active hiking club. The annual sports week is the culmination of all sporting events and is symbolized by the active participants of large number of students and teachers.

Other activities include;

The college Magazine "Shifa"

Debating/Essay Contests

Recreational Trips

Students Federation for Poor Patients

Medicos Aid Society

Islamic Society

Art Society

Green Task Force

Sports Council

For more details about RMC, please visit following links

Faculties and Departments of Rawalpindi Medical College

<http://www.rmc.edu.pk/faculties.htm>

Program and Courses of Rawalpindi Medical College

<http://www.rmc.edu.pk/Program & Courses.htm>

Gold Medalist graduates of Rawalpindi Medical College

<http://www.rmc.edu.pk/Best Graduates.htm>

Principals of RMC

Late Professor Abdul Latif, MBBS, M.A (Toronto), FCPS (Pak)

Professor of Anatomy was Founder Principal and Chief Medical Superintendent of Allied Hospitals. His tenor extends from 02-03-1974 to 13-04-1987. Please visit the following link to know about all the Principals of RMC. <http://www.rmc.edu.pk/X-Principals.htm>

2) Allied Hospitals of Rawalpindi Medical College

Holy Family Hospital, Rawalpindi General Hospital (now renamed as Benazir Bhutto Hospital) & DHQ Teaching Hospital are three Tertiary care Teaching Hospitals allied to Rawalpindi Medical College. These hospitals are recognized & Accredited by CPSP & PMDC for Undergraduate Medical Teaching leading to MBBS degree & Postgraduate Medical & Surgical Training for Fellowship leading to FCPS qualification.

Besides serving the population of Rawalpindi and Islamabad, the teaching hospitals also serve as major referral centers for Northern Punjab and Azad Kashmir.

Please visit the following link to know more about allied hospitals; <http://www.rmc.edu.pk/allied.htm>

3) PROF UMAR, first Rawalian principal of RMC

Professor Dr. Muhammad Umar assumed charge as Principal of RMC and chief executive of allied hospital on 13-03-2013. He belongs 2nd batch of RMC and is first Rawalian Principal of these esteemed institutions. He is Professor of Medicine and his education is MBBS, MCPS, FCPS, FACG, FRCP (Lon), FRCP (Glasg), AGAF.

Professor Umar describes himself:

It is indeed a great honor and privilege for me to be the Principal of this great institution. It was not in my slightest imagination when I joined this college as a first year medical student 33 years ago that I would one day be given the honor of being the principal of this college. For me, RMC is not just a medical college, it is way beyond that. Everything that Allah has given me is because of RMC. Being the graduate of second batch RMC, being the first Rawalian FCPS, first Rawalian Assistant Professor, first Rawalian Professor and now the first Rawalian Principal - my love and passion for RMC, its faculty, its staff and above all the wonderful students is not describable by words. The vision of the founder Principal of RMC, Prof. Abdul Lateef (Late)



At RMC, a warm welcome to first Rawalian Principal Professor Mohammad Umar.

"Enter to learn; leave to serve." is engraved into every Rawalian. I am also grateful and appreciate the services of all our teachers and past and present faculty members who have given enormous services in the development of this institution.

Since its inception, Rawalpindi Medical College has produced many brilliant doctors who are serving all over the globe and bringing good name to the country and the institution. Apart from academic contribution, this institution also provides specialized Health care facilities via Holy Family Hospital, Benazir Bhutto Hospital and District Headquarter Hospital to a vast population of Rawalpindi/Islamabad and majority of Northern Punjab.

The excellent faculty of RMC ensures outstanding undergraduate and post graduate medical education and training. This is supplemented with great opportunities for research and extra-curricular activities, which help prepare our doctors for a career in practical medicine.

Throughout my career, I have learned that excellence is not a destination but a journey. Although it is a great honor for me to be the Principal, RMC but I also know it is a huge responsibility and challenge. Our goal for RMC will be excellent medical education without compromising patient care. I am optimistic that by the grace of Almighty ALLAH and dedication of our faculty, staff and students, we will be able to make this institution an icon of academic excellence and professional brilliance in Pakistan IN SHA ALLAH.

The achievements of Professor Umar before assuming charge as Principal

1) Center for Liver n Digestive diseases in Holy Family Hospi-

tal Rawalpindi is truly a great gift by Professor Mohammad Umar-Principal of RMC. Poor patients can have their free ENDOSCOPY, EUS n EUS guided biopsy, ERCP n FIBROSCAN .Soon there ll Liver dialysis machine in this center which is not less than miracle for the people of Pakistan. It has recently started MARS for liver failure. One of the greatest achievements of Professor Umar is establishment of Center for Liver and Digestive Diseases (CLD) at Holy Family Hospital (HFH). To know more about this center, please visit: [http://www.rawalianresearch.org/files/Center%20for%20Liver%20and%20Digestive%20Diseases%20\(CLD\).pdf](http://www.rawalianresearch.org/files/Center%20for%20Liver%20and%20Digestive%20Diseases%20(CLD).pdf)

2) Rawalians' Research Forum on GI & Liver Diseases <http://www.rawalianresearch.org/>

3) Multi Organ failure (MOF) treatment center at HFH

4) Professor Umar, his team and Rawlians restored the flood destroyed Noshera District Hospital (Flood 2010) in Khyber Pakhtunkhwa (KPK) province.

5) The latest development is the Molecular Adsorbents Recirculation System (MARS) method of Acute Liver failure at Center for Liver and Digestive Diseases, HFH.

4) Rawalpindi Medical College Alumni Association of North America (RMCAANA)

RMCAANA (RMC Alumni USA) is a very ambitious, totally autonomous, non political and nonprofit organization that is striving with a renewed spirit to do more for their alma mater. It consists of the Rawalpindi Medical College graduates who are in practice or training in the USA or Canada.

The main objectives of RMCAANA (RMC Alumni USA) are;

1) To promote social and professional interaction amongst RMC graduates in North America.

- 2) To help promote medical education in Pakistan and RMC.
- 3) To help aspiring and promising graduates of RMC to attain post graduate training in the USA.

To know more about this prestigious organization, please visit:

<http://www.rmcdocs.com/>

For pictorial view of RMCAANA's activities, please visit:

<http://www.rmcdocs.com/photogallery/index.htm>



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5) Rawalpindi Medical College Alumni Association of UK



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RMC alumni UK was founded in 2002 by Dr. Tayyeb Tahir. The idea was to get the graduates of RMC under one roof and build an organization that can once again link RMC graduates in the UK to their mother institute.

To date, it has had 5 presidents. (Tayyeb Tahir, Shams Tabrais, Asif Zia, Afzal Sawal and currently Shahid Latif) It has gone from strength to strength. Social gatherings in the form of annual conferences have reconnected old friends. The most recent event (June 2013) was held in Birmingham which generated an attendance of up to 270 people.

RMC alumni UK was an active participant and donator towards the burn centre in HFH. The alumni has also been active in organizing cricket matches, Eid parties and fund raisers.

RMC alumni has been able to generate in excess of £10000 for the renal dialysis unit in HFH and has pledged further support. The alumni is keen to continue to increase its membership and retain its Annual conferences and AGMs. The conferences hope to entertain social gatherings, charity events, sporting events for adults and children and musical events.

The current President Dr. Shahid Latif has been at the helm of the organization since 2004. He is supported by Vice President Dr. Ayaz Abbasi, and executive members Dr. Lalarukh Khan and Dr. Ayesha Zafar. They have an active Facebook group RMC Alumni UK.

Dr. Shahid Latif

MBBS, MRCPsych, DipNLP

Consultant Psychiatrist

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6) Rawalpindi Medical College Alumni Association in UAE



Contact person: Dr Imran Majeed

Urologist , Tawam Hospital, Al Ain, UAE

Founder member of Rawalpindi Medical College Overseas Foundation (RMCOF) Email: rawalian@hotmail.com

This Alumnus consists of approximately 30+ graduates of Rawalpindi Medical College belonging to various batches (3rd batch to 22nd batch). They are spread all over UAE and work in different specialties. Each and every member of this Alumnus has contributed for Up gradation of Renal Dialysis center at Holy Family Hospital (HFH). In past, they also played a vital role in relief activities during earthquake and flood in Pakistan.

Dr Imran Majeed (6th batch) has been very active for RMC since his early days as student. He is always concerned about RMC. His commitment for RMC is very evident and he uses Rawalian (graduate of RMC) as his official and personal email ID. In fact Imran's whole family is Rawalian. Elder brother Adnan Majeed 4th - batch , Mrs. Adnan Majeed 4th batch, Imran's Wife - 7th batch, Elder daughter graduated in 2013, and other 2 daughters are studying in 4th year and 3rd year of RMC. He was the first secretary of college magazine SHIFA, First Gen secretary and one of the founder member of Rawalian. He is Founder member of Rawalpindi Medical College Overseas Foundation (RMCOF).

He personally worked for building Burn Centre at HFH. Imran took very active part in its running and later handing over to Punjab government. During earthquake 2005, he personally went to Pakistan and handed over the donation they have collected from friends in UAE to the sufferers in need. During floods, he took active part in re establishing Nowshera District Hospital (KPK) along with Professor Mohammad Umar's team .

They are striving hard under the leadership of Dr Imran Majeed to play a more active, effective and organized role towards the welfare of students of RMC and development of allied hospitals.

Some very active members of this Alumnus are:

Dr Azhar Bilal Emergency Medicine , Dr Asif Baig Family Medicine, Dr Asim Khalid Plastic surgeon , Dr Hassnain Johar Family Medicine, Dr Irfan Elahi Neuro Surgeon, Dr Imran Tahir Plastic Surgeon, Dr Imran Zafar Emergency Medicine, Dr Imran Zahid Nephrologist, Dr Shahid Rashid Paediatric Surgeon, Dr Talat Family Medicine, Dr Imran Mirza Pathologist

7) Financial Assistance Medical Students (FAMS-UK)

FAMS (Financial Assistance for Medical Students) is independent to the RMC Alumni of UK. FAMS aims to assist medical students with exceptional personal hardships who are in desperate need of financial help, who otherwise would sadly be unable to complete their studies.

FAMS has established a robust scholarship program with the aim of providing financial assistance to needy medical students in Pakistan based on a transparent selection process.

While the responsibility of selecting these students rests on the local scholarship committee, FAMS Executive Council ensures the availability of funds for the 5 year MBBS course for each student. FAMS holds an annual fund raising dinner for this purpose. Each annual event has attracted more audience and support than the previous year. The number of people wishing to sponsor a student has almost doubled in the last couple of years. In addition to the annual event, smaller road shows have been conducted in the mid year to reach out to people in other cities not yet familiar with FAMS.

The program is being run under strict rules and regulations and the students' progress is monitored regularly every year. The Pakistani Community including doctors, businessmen, solicitors etc have given a tremendous response and contributed generously towards FAMS. Every year the number of individuals wishing to sponsor the students for the 5 year MBBS course has increased and we have now over 25 sponsors besides regular contributors.

FAMS takes pride in the fact that we have negligible administrative cost. There is no office, staff or expense on brochures or advertisement. The funds, hence collected, are paid directly as student's fee. FAMS accounts are checked annually by UK Charity Commission.

This is FAMS 7th year. They are currently supporting financially constraint medical students in more than 10 medical colleges across Pakistan but RMC is the home of FAMS and the bulk of students receiving the scholarship is from here. At the request of Pakistani doctors based in UK from other medical colleges, FAMS Executive Council decided to extend this scholarship program me to other medical colleges as well.

The Funding Network (UK) this year granted FAMS a generous £6000 for its outstanding contribution in helping medical students in Pakistan. FAMS also received the merit award from Association of Pakistani Physicians and Surgeons (APPS) UK in 2012.



Contact Person

Dr. Aamir Ayub,, Consultant Cardiologist, Tameside Hospital

NHS Trust is founding member and chief coordinator of FAMS. He is involved in other charity work such as annual 'Heart Health Check' for his local community. He is FAMS's celebrity doctor making regular appearances on Hidayat channel and DM digital TV and hosts regular shows on Asian Sound Radio.

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For more information about FAMSUK, please visit their website: <http://famsuk.co.uk/>

To know more about the team and executive council, please visit: <http://famsuk.co.uk/our-team/>

For pictorial view of FAMS UK's activities, please visit: <http://famsuk.co.uk/gallery/>

8) Ghazanfar Sial , Nishan-e-RMC

Ghazanfar Sial with his wife Professor Shagufta Sial



Dr (Hon) Ghazanfar Sial, Nishan-e-RMC is a walking encyclopedia of RMC. He was awarded Nishan-e-RMC , Life Time Achievement Award by RMC Alumni Association of UK (RMCAUK) in 2013.

Ghazanfar sial belongs to Jhang district of Punjab, Pakistan. He joined RMC in 1974 at Faisalabad. In 1974. When RMC was shifted to Rawalpindi, he came with it and still lives in Rawalpindi. He is married to a Rawalian Dr Shagufta (4rd batch) , who is a Professor of Gynae/obs department at RMC and Medical Director of District Headquarters Hospitals. He is official scientific photographer of RMC and CEO Smile Photo Desk, Hotel Pearl Continental, Rawalpindi.

Mr. Ghanzafar Sial is a great person who united all the batches of RMC and played a key role in Reunion of all the batches of RMC from the day one. He was awarded Mother of the City Award for his services for RMC in Feb, 2011 by Dr. and Mrs. Irfan Ullah Waraich who organize this celebration every year at Khushab in memory of their mother Late Mrs. Hameeda Ikram Waraich for her 52 years of services in field of Nursing. He was declared as Honorary Doctor in 1992 by Rawalians. All Rawalians recommend him for up gradation from honorary doctor to honorary professor. He connects all Rawalians. He has undertaken many unique humanitarian services like gifting a house in Bahria town to the family of late student clerk in RMC by interlinking local and international Rawalians. This has never happened in the history of RMC.

He has reserved one room in his house for stay of any Rawalian. This room is called Rawalian rest house and it is almost occupied throughout the year.

Professor Mohsen's academic advice series:

How to design a questionnaire in the area of research:

Introducing a ten-item checklist

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One of the most important steps in the research cycle is to collect data. There are different methods available to do so, including: application of a checklist, filling out a questionnaire or conducting an interview (1). However, evidence suggests that the most common method of gathering data in research is filling out a questionnaire (2-5). Therefore, it is very important that the applied questionnaires are designed so precisely that they help researchers to collect valid and reliable data. In this column I am introducing a ten-item checklist to facilitate this process especially for the novices.

- 1.** Make sure you conceptualize the aims of your study by extensive literature review. This is the first important step in your research that should not be overlooked.
- 2.** Make sure you design your questionnaire only when you have not found an already designed questionnaire that effectively meets the aims you have outlined in step 1. An already designed questionnaire saves your resources.
- 3.** Make sure you design a valid and reliable questionnaire which is not too long. Remember that for a self-administered questionnaire people do not spend more than 20 minutes filling it out.

- 4.** Make sure you begin your questionnaire with an opening letter in order to introduce yourself and the aims of your study.

- 5.** Make sure you provide your respondents with clear instruction on how to complete your questionnaire.

- 6.** Ensure you do not begin your questionnaire with sensitive questions. Leave them until the end of your questionnaire.

- 7.** Make sure you don't design an ambiguous question and a "Double-barreled" question i.e. a question which asks two items simultaneously.

- 8.** Make sure you end your questionnaire by acknowledging the cooperation of the respondents.

- 9.** Make sure you use an attractive format in terms of layout, font, size, paper, etc. for your questionnaire.

- 10.** Make sure you pre-test your designed questionnaire before actually using it on the targeted population. This helps you to pick up any unwanted mistakes or ambiguities.

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