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### **Announcements:**

- [CIK 2019 Conference](#) – April 17<sup>th</sup> to 21<sup>st</sup> 2019, MIT, Cambridge, USA
- [CIK 2018 Conference](#) – March 4<sup>th</sup> to 7<sup>th</sup> 2018, ESCA and UM5, Casablanca and Rabat, Morocco
- [CIK 2017 Conference](#) – April 14<sup>th</sup> to 16<sup>th</sup> 2017, MIT, Cambridge, USA
- [CIK 2016 Conference](#) – March 15<sup>th</sup> to 17<sup>th</sup> 2016, The American University in Cairo, Egypt
- Guidelines for submission to CCJ - <http://www.cyrusik.org/ccj/submission-guidelines/>

**CYRUS CHRONICLE JOURNAL (CCJ):**  
**Contemporary Economic and Management Studies in Asia and Africa**

*The flagship journal of the CYRUS Institute of Knowledge*

THE CYRUS CHRONICLE JOURNAL (CCJ)

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**Purpose:**

The CYRUS Institute of Knowledge (CIK) Journal is a refereed interdisciplinary journal. The editorial objective is to create opportunities for scholars and practitioners to share theoretical and applied knowledge. The subject fields are management sciences, economic development, sustainable growth, and related disciplines applicable to the emerging economies in Asia, Africa, and other emerging economies. Being in transitional stages, these regions can greatly benefit from applied research relevant to their development. **CCJ** provides a platform for dissemination of high quality research about these regions. We welcome contributions from researchers in academia and practitioners in broadly defined areas of management sciences, economic development, and sustainable growth. The Journal's scope includes, but is not limited to, the following:

Business Development and Governance  
Entrepreneurship  
Ethics and Social Responsibility  
International Business and Cultural Issues  
International Economics  
International Finance  
Innovation and Development  
Institutions and Development  
Leadership and Cultural Characteristics  
Natural Resources and Sustainable Development  
Organization and Cultural Issues  
Strategy and Development  
Women and Business Development

Authors are responsible for the views expressed and the accuracy of the facts provided. Authors' opinions do not necessarily reflect the position of the CYRUS Institute of Knowledge, the Editor, or the Editorial Advisory Board of **CCJ**.

**Editorial Advisory Board Members:**

Professor Tagi Sagafi-nejad is the editor of **CCJ**. Dr. Sagafi-nejad is ex-editor of International Trade Journal, the author, in collaboration with John Dunning of The UN and Transnational Corporations: From Codes of Conduct to Global Compact, (2008) and "The Evolution of International Business Textbooks" (2014). He was the Radcliffe Killam Distinguished Professor of International Business, founding Director of the PhD Program in International Business, and Director and Center for the Study of Western Hemispheric Trade at Texas A&M International University (2003-2013). Dr. Sagafi-nejad is well-known internationally and has outstanding credentials to develop The Cyrus Chronicle into a high quality publication.

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[Nasgary@Cyrusik.org](mailto:Nasgary@Cyrusik.org). **CYRUS Institute of Knowledge (CIK), Box 380003, Cambridge, MA 02238-0003, USA**

He will be assisted by an editorial board consisting of distinguished members from world-class institutions of higher learning, practice and industry.

We invite authors to submit their papers and case studies to [Editor@Cyrusik.org](mailto:Editor@Cyrusik.org). We will have a quick turn-around review process of less than two months. We intend to begin with two issues per year consisting of about 5-8 papers and case studies per issue. The first issue is being planned for the fall of 2015. A selected number of papers submitted to the CIK conference will be double-blind reviewed for inclusion in **THE CCJ**. We intend to have special issues on themes that are within the scope of Journal. Also, we will have invited guest issues.

### **THE CCJ: An imprint of the CYRUS Institute of Knowledge (CIK)**

#### **Background:**

This is a historical time for the mentioned regions, and The Cyrus Chronicle intends to offer what is most urgently needed. There is no question that organizations and businesses that are capable of analyzing and applying advanced knowledge in management sciences and development are in high demand, and especially during transitional periods. It is an unusual time in the target regions and the world, a time which requires active intellectual participation and contributions. It is the era of revolution in terms of communication, technology and minds for billions of people. It is a time for intellectuals, entrepreneurs, and philanthropists to help enlighten minds and therefore enrich the quality of life for millions. It is a time to focus intensely on the regions' historical characteristics, achievements, human and natural resources, and its significant deficit in development, management sciences, and democracy. CIK's vision, "to cultivate the discourse on human capital potentials for better living," is the appropriate response to current challenges, and the journal is a platform for sharing the perspectives of scholars and practitioner with a wider audience.

CIK associates tend to have a foot in two worlds. First, most of the associates possess a wealth of intellectual and experiential knowledge which is enhanced by their active involvement in business, consulting and scholarly research and collegiate teaching. Second, some associates are sons and daughters of the affirmation regions and possess an ethnic identity, language skills, and the insights only embraced by insiders. Third, most of the CIK board of directors' members and associates are well-known scholars, members of editorial boards of journals, and even editors. CIK possesses depth, breadth, and a competitive edge to successfully manage chronicle.

CIK is committed to developing knowledge that positively contributes to the life of the world citizens, especially, the target regions. CIK is a charitable, educational, and scientific organization that has been in operation since 2011. It is a secular and nonpartisan organization that has many scholars and practitioner as member.

## Editor's Introduction

Since inception in 2012, the Cyrus Institute of Knowledge has held five annual meetings. Two years ago, we published the first volume of *Cyrus Chronicle Journal (CCJ): Contemporary Economic and Management Studies in Asia and Africa* in conjunction with the 2016 annual conference.

CYRUS Institute of Knowledge (CIK) has had two successful international conferences since. Between the CIK March 2016 conference at the American University of Cairo and the April 2018 at Morocco, we have accepted 54 abstracts and 10 complete papers from 12 countries and 35 institutions, organizations, and companies. Please see CIK website for detail information in this regard. For some plenary sessions we had up to 150 participants.

The acceptance rate for this issue of CCJ is less than 20% considering many papers that were submitted for review and full papers for the conference. Our aim is to publish the highest quality papers that pass through multiple review process. CIK colleagues and conference participants have proposed and suggested special issues of the journal which is based on core topics (i.e., entrepreneurship, innovation, ethics, and sustainable development) and/or country specific. Therefore, we welcome your articles which meet these characteristics. We already have several papers about Iran.

Now we welcome you to the third issue (CCJ.V3). The journal intends to cover scholarship pertaining to emerging economies in Asia, Africa, and other emerging economies. Scholarship dealing with these regions tend to be either ignored or misunderstood, and there are limited outlets for scholars who work in these countries to share their scholarly outputs. Focusing on these two continents will help researchers from both developed countries as well as these two continents - which together account for the largest portion of the world population and growth. The CCJ intends to fill these gaps. An examination of our mission may shed some light on this question. The primary purpose of the journal is four-fold:

1. To share and promote knowledge of economic, management, and development issues facing countries of Asia and Africa and other emerging markets. Focusing on assessment, evaluation, and possible solutions help advance countries in this which has the largest world habitats. Development challenges are global; virtually every country faces problems concerning economic development, sustainability, food and water, population and environmental degradation. Yet no country gains by shunning opportunities that globalization can provide, with the possible exception of a few countries whose leaders lack a full understanding of the opportunities that globalization can offer. To take advantage of such opportunities, knowledge is the primary requisite. And this journal aspires to make a contribution to this body of knowledge.
2. To encourage the generation and dissemination of knowledge by local scholars whose access to mainstream academic outlets may be limited? We know many scholars from academic, public and private sector organizations whose first-hand knowledge of problems and solutions isn't being shared for lack of an appropriate outlet for dissemination. The CCJ may provide an opportunity for spreading such knowledge.
3. To focus on countries that span the northern band of Asia – from China to Turkey – to the northern tier of Africa, areas that have not previously been the subject of much attention. In the past, these countries have tended to gain the attention of scholars and the media only in times of man-made or natural crises. But in fact, these nations have many challenges similar to those of others. They wrestle with shortages of food and water and the growth of population and pollution. Although they have educated their own citizens, especially in countries that had been under the shackles of dictatorship for decades, now they have become freer to express ideas in journals such as this.
4. Academic scholarship emanating from the region under the journal's coverage tend to get lost in the academic jungle where the pressure of "publish or perish" leaves behind the younger and less experienced members. This journal will give an opportunity to the scholars with first-hand knowledge of these areas to publish their research and thereby make important contributions to the management and development body of scholarship on which the journal will concentrate. We need to know more about these topics in countries such as Afghanistan, Kazakhstan, Morocco and Tunisia as well as other countries covered by this journal. The CCJ will provide a platform for established as well as younger scholars who might collaborate with them in their research.

In this third issue of the *Cyrus Chronic Journal*, we include four articles and one request for book chapters and cases. Scholarly articles, from established scholars and policymakers, cover the gamut from US-China relations and anomie and dysfunction in the Middle East to direct investment in the MENA countries, inclusive business in supply chain and, finally, barriers that Western educational entrepreneurs face in pursuit of educational initiatives. As part of our mission to advance

knowledge about the region and subjects of our coverage, we will continue to include reviews of major scholarly books relevant to the Journal readers.

On the journal's operational side, we want to make the publication more accessible to a wide audience across the world, and so, consistent with the 21st -century trend toward electronic media, we will publish this journal online. To maintain rigor and originality, articles submitted to the journal will undergo the standard blind review process. Reviewers' anonymous comments are shared with authors, as appropriate. Submission guidelines and procedures are delineated on the journal's website: <http://www.cyrusik.org/research/the-cyrus-chronicle>

As the first editor of the journal, I am pleased and proud to accept this challenge. I bring some experience; my first editorial assignment was as an undergraduate at the then Pahlavi University in Shiraz, Iran, a top-ranking institution in the region. A few students and I founded and published Danesh-Pajouh (knowledge seeker). In those days when freedom of expression was severely limited, we managed to publish one issue in March 1965 before the censors put a stop to the enterprise.

Years later, while directing a doctoral program in international business in Texas in the early 2000's, I also was the co-editor - and eventually editor - of the International Trade Journal (ITJ) until my retirement in 2013. Under my leadership, the ITJ acceptance rate fell below 10%.

Publishing an academic journal is simply a labor of love. The rewards are many-fold and include working alongside a dedicated team of colleagues – Nader Asgary, Alf, Nancy Black Sagafi-nejad, and the entire editorial Board. In addition, of course, we thank our contributors who have trusted their work of scholarship is being published in a new but growing and promising publication. They have spent many hours working to polish and prepare for the journal for publication. In this third issue, we have already reached a threshold of about 20% in acceptance. Still, CCJ needs your support and so I ask for your help in the following ways:

- We are interested to offer special issues based on themes and country case studies. Your support, suggestions, and contributions are welcomed;
- Contribute articles, case studies, and book reviews and commentaries;
- Encourage your colleagues to do the same;
- Spread the word, especially in countries where CCJ can be most effective;
- Cite the articles published in this journal in your own research when applicable;
- Attend the annual conferences of the CIK (<http://www.Cyrusik.org>), physical platforms that serve every year as spawning ground for articles that may ultimately be published in this journal;
- Give us your feedback by telling us how we can further promote and improve the journal.

Welcome and thank you.  
Tagi Sagafi-nejad, Editor

# Middle Eastern Tourism: A Macro and Micro Perspective

Alf H. Walle<sup>33</sup> and  
Nader H. Asgary<sup>34</sup>

*Description of a proposed book on Cultural Tourism in the  
Middle East*

## Book Executive Summary

The Middle East needs a thoughtful discussion regarding tourism and how to involve local communities and ethnic enclaves within this industry with an eye towards economic development, ecological preservation, and cultural empowerment. The proposed project will help the people of the Middle East to choose and implement appropriate tourism strategies that are sustainable and equitable. The focus is upon active engagement of local peoples to control their destinies in ways that simultaneously mesh with and reinforce national strategies in an equitable manner. Doing so will advance bottom up development and is an excellent method of defusing potentially adversarial relationships while encouraging cooperation.

## Overview

The book can be used as a textbook for students and as a professional handbook for those working as tourism practitioners in the Middle East. General strategies of cultural tourism are considered as well as the distinctiveness of the region. Insights regarding balancing economic development and the needs of specific and unique communities are emphasized. Case studies and local examples reinforce the lessons provided. These case studies will provide local people with an opportunity to publish.

We look forward to receiving Abstract/summary of case studies and chapters within the domain of topics.

## Target Markets

Cultural tourism in the Middle East is a major industry and it is poised to grow as local tensions in some regions subside. Tourism is also a way for “underdeveloped regions” to generate income because many tourists want to visit “unspoiled” and hinterland people.

In addition, because the Middle East is a “cradle of civilization”, many people want to experience its heritage, including archaeological sites. As a result of these assets, the future of tourism in the Middle East is bright, even if temporary hurdles remain. The countries, however, needs to focus upon (1) protecting resources, (2) preventing the land and its people from being pushed beyond their “carrying capacity” and (3) treating all stakeholders in an equitable manner. These goals and obligations are overtly discussed with the Middle East in mind. The book will serve as a university textbook and as a handbook will for professionals in the fields. As a result, the market for this unique book will be significant and long term.

## Annotated Table of Contents

Below, a rough outline of the project (as currently envisioned) is presented. This overview is tentative and subject to review and revision.

### Section 1: Facilitating Local Involvement

**Chapter 1 Community Based Resource Management:** Historically, governments and other decision makers have tended to make decisions with little input from local people. As a result, adversarial relationships have often developed, and the expertise of local people is easily ignored. To deal with these unfortunate consequences, Community Based Resource Management strategies are employed as a means of involving local people in the decision and management processes that impact them. Doing so is empowering to local people and can lead to allegiances, not adversary conflict.

**Chapter 2 Rural and Indigenous Entrepreneurship:** Entrepreneurship involves innovating new ways to achieve goals while taking a personal risk in the process. A broader definition involves people embracing techniques that have been developed elsewhere and introducing them to a new region or situation. Indigenous

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and rural people have a significant contribution to make involving entrepreneurship involving tourism. By encouraging such grass-roots activities, local communities can be empowered as outsiders gain allies and partners.

**Chapter 3 A New Synergism:** Where Community Based Resource Management exists, local people are in a better position to emerge as entrepreneurs. When this happens, a synergism can be developed that benefits tourism as well as all those who are involved with it. Such an approach can be empowering to local people.

## **Section 2: A View of Tourism**

**Chapter 4 Visions of Cultural Tourism:** The needs of specific groups and strategies that equitable address them are discussed. The analysis provides general perspectives while being adjusted to the Middle East.

**Chapter 5: Specific Middle Eastern Examples from archaeology.** Xx.

**Chapter 6 Specific Middle Eastern Examples Focused on Living Cultures.** Xx.

## **Section 3: The Implications of Serving Others**

**Chapter 5 Marketing: An Overview:** The mainstream methods of marketing seek to provide customers with what they want in order to generate economic activity. These methods and their full implications are analyzed with reference to tourism in the Middle East.

**Chapter 6 A Broader View of Marketing:** Paradigms of marketing exist that transcend the dominant convention that customer-oriented perspective is commonly used by mainstream strategists. This thinking culminates in Macro-marketing, a sub-discipline that looks at the full implications of marketing upon all impacted stakeholders. This orientation is invaluable when specific and atypical groups and/or communities are being asked to adjust in order to serve a marketing.

**Chapter 7 A Macro View of Cultural Tourism:** Tourism is analyzed with reference to macro-marketing and other macro issues that extend beyond serving customers in the quest of short-term profits. Middle Eastern examples demonstrate the value of the suggestions made.

## **Section 4 Managerial Issues**

**Chapter 8 Culturally Sensitive Management Styles:** A discussion of relevant management styles the implications of using them are discussed with reference to the needs, traditions, and expectations of distinctive local peoples. The implication for the Middle East are spotlighted.

**Chapter 9 Influencing the Decision-Making Process:** Local communities that seek to advance their cause in equitable and empowering ways need to negotiate with powerful outsiders. Suggestions and insights regarding how to do so are discussed.

Looking forward for suggestions for below chapters.

Chapter 10: Propose

Chapter 11: Propose

Chapter 12: Propose

## **Concluding Statement**

A final overview is presented that deals with cultural tourism and the Middle East in a practitioner-oriented and actionable manner.

## **Case Studies**

Case studies will be an important part of the book. They can be provided at the end of each chapter or nested in an appendix.

## **Additional Resources to Be Provided**

We plan to write a teacher's manual and creating PowerPoints for teachers to use within a classroom setting. A test bank might be created.