



TOURISM SECURITY-SAFETY AND
POST CONFLICT DESTINATIONS

INTERNATIONAL CASE STUDIES IN THE MANAGEMENT OF DISASTERS

Editors

BABU GEORGE
QAMARUDDIN MAHAR



International Case Studies in the Management of Disasters

Tourism Security-Safety and Post Conflict Destinations

Series editors: Maximiliano E. Korstanje and Hugues Seraphin

Since the turn of the century, the international rules surrounding security and safety have significantly changed, specifically within the tourism industry. In the age of globalization, terrorism and conflict have moved beyond individual high-profile targets; instead, tourists, travellers and journalists are at risk. In response to this shift, the series invites authors and scholars to contribute to the conversation surrounding tourism security and post-conflict destinations.

The series features monographs and edited collections to create a critical platform which not only explores the dichotomies of tourism from the theory of mobilities, but also provides an insightful guide for policy makers, specialists and social scientists interested in the future of tourism in a society where uncertainty, anxiety and fear prevail.

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International Case Studies in the Management of Disasters: Natural - Manmade Calamities and Pandemics

EDITED BY:

DR. BABU GEORGE

Fort Hays State University, USA

DR. QAMARUDDIN MAHAR

Isra University, Pakistan



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About the Contributors

Ali Akbulut graduated from Istanbul Gelişim University Architecture Department with a scholarship. He is still at the thesis stage of Istanbul Aydın University Architecture master's program. Also he is still working in Istanbul Parking Facilities, Inc., under the supervision of studies and projects as an architect. Email: mimaraliakbulut@gmail.com.

Ananthi Rajayya is a prolific author of management case studies with 13 years of experience in management education. She has authored 30 case drafts in various disciplines and has been as resource person for FDPs/workshops on case writing and analysis in more than 10 colleges. She is also passionate about participating in competitions and has won best case awards in various case study competitions at national and international level. She may be contacted at ananthi.r@siims.ac.in.

Anil Yasin Ar received his PhD in International Business and MSc in Organizational Leadership from the Southern New Hampshire University. He is currently Visiting Professor in the Department of International Business and Logistic at Tecnológico de Monterrey. His main research interests are international business strategy, corporate social responsibility, and emerging market firms' innovative capabilities. He is also teaching international business and management classes. He may be contacted at anil.y.ar@tec.mx or anilyasin@icloud.com.

Babu George is Professor of International Business and Associate Dean in the School of Business, Christian Brothers University, Memphis, USA. He is the co-editor of *The Changing Landscape of Global Businesses* (2019), *Strategies for Promoting Sustainable Hospitality and Tourism Services* (2020), and *Digital Transformation in Business and Society* (2020). He may be contacted at bgeorge@cbu.edu.

Darryl Bobb holds a Bachelor of Science degree in Public Administration from John Jay College of Criminal Justice. He may be contacted at bobb.darryl@gmail.com.

Filip Lestan is an Alumni of International Business at the School of Entrepreneurship and Business, Häme University of Applied Sciences Ltd. (HAMK). His research interest includes crisis management, sustainable international business during times of uncertainty. He is a Chief Operation Officer in the small-sized

business operating in the Oil and Gas Industry. He may be contacted at filip.lestan@gmail.com.

Frank Haas is President of Marketing Management, a consultancy providing strategic and management services focused on Hospitality and Tourism. He has managed projects for clients in Hawai'i, the US Mainland and Internationally. He has published papers and case studies on Destination Management and Smart Tourism. Email: frankhaas808@gmail.com.

Gökçen Firdevs Yücel Caymaz is Associate Professor and Head of Department of Industrial Design Department at Istanbul Aydın University. She received her BArch from Istanbul University, Landscape Architecture Department, and MSc in Landscape Planning Program from Istanbul Technical University. She earned her PhD degree in Landscape Planning Program from Istanbul Technical University. Her major research interests are landscape design, environmental perceptions, and street furniture. She has been an associate editor of *A+Arch Design* journal of Istanbul Aydın University Architecture and Design Faculty since 2015. Email: gokcenfyucel@aydin.edu.tr.

Jerry Agrusa, PhD is a Professor of Travel Industry Management in the Shidler College of Business at University of Hawaii. He is well regarded for his expertise in research and teaching in the area of hospitality and tourism management. Professor Agrusa may be contacted at jagrusa@hawaii.edu.

Jianhua Zhang is Professor and Dean in the School of Economics at Huazhong University of Science and Technology, Wuhan, China. Email: jhzhang@mail.hust.edu.cn.

John B. Cullen is Professor Emeritus of Washington State University. He received his PhD from Columbia University. He may be contacted at cullenj@wsu.edu.

Joseph Lema, PhD is Professor/Chair in the Food & Beverage and Event Management Department in the Harrah College of Hospitality at the University of Nevada, Las Vegas, USA. Professor Lema's professional experience includes hospitality industry management in ultracompetitive markets. He is a Fulbright scholar through the US State Department and a US-ASEAN Fulbright Specialist who lectures and conducts research in the area of international hospitality and tourism services. Email: joseph.lema@unlv.edu.

Karla Maria Nava-Aguirre (PhD, MBA, BA) is Full Professor of International Business at Universidad de Monterrey (UEM) Business School in Mexico. Dr. Nava has participated as a researcher in international projects, conferences, published articles, and book chapters. He is a member of the National System of Researchers (SNI) from CONACYT in México. Email: karla.nava@udem.edu.

Kinza Yousfani is Assistant Professor in the Management Science Department of Isra University, Hyderabad, Sindh, Pakistan. Email: kinzayousfani@gmail.com.

Kseniia Puzyreva is a research associate at the Centre for German and European Studies, St Petersburg State University – Bielefeld University. Her research

interests include sociology of disasters, sociosemantic network analysis, and coevolution of knowledge structures in disaster management. She may be contacted at ksempiapuzyreva@gmail.com.

Lena Bucatariu is Faculty member in the area of professional communication in the School of Communication and design of RMIT University, Vietnam. Healthcare management in the special context of mental health in Vietnam is one of her major areas of expertise. Email: lana.bucatarui@gmail.com.

Manoj Menon brings over 29 years of experience and expertise in strategic information technology planning with special emphasis on the healthcare sector. As CIO of SPOTCHECK, he leads the cutting-edge wellness technology company and introduces innovative solutions to market. Manoj has been credited with Patents. He also has many publications and posters under his name apart from giving numerous presentations at high-profile healthcare conferences. His academic profile encompasses Doctor of Management. He can be contacted at manoj.m@spotcheckglobal.com.

Maria Alejandra Gonzalez-Perez (PhD, MBS, Psy) is Full Professor of Management at Universidad EAFIT, Colombia. She is the regional chapter chair for Latin America and the Caribbean of the Academy of International Business (AIB-LAC) (2018–2021). Dr. Gonzalez-Perez has published 16 books, over 60 academic peer-reviewed papers. Email: mgonza40@eafit.edu.co.

Maximiliano E. Korstanje is a leading global cultural theorist specializing in terrorism, mobilities, and tourism. Dr. Korstanje serves as Senior Researcher at the University of Palermo, Buenos Aires, Argentina, and Editor in Chief of the International Journal of Safety and Security in Tourism and Hospitality. In 2015, he was Visiting Professor at the Centre for Ethnicity and Racism Studies (CERS) at the University of Leeds, United Kingdom; TIDES at the University of Las Palmas de Gran Canaria, Spain, in 2017, and the University of La Habana, Cuba, in 2018. Email: mkorst@palermo.edu.

Miguel Cordova Espinoza (PhD(c), MBA, Eng) is an Associate Professor of Management at PUCP, Peru. His research interests are Power and Influence, Sustainable Supply Chain Management, and Entrepreneurship. He was a visiting professor at INSEEC Business School in Paris, UDD in Santiago, ESADE in Barcelona, and UDEM in Monterrey. Email: cordova.miguel@pucp.edu.pe.

Nikita Basov is a senior researcher at St Petersburg State University and scientific manager of the Centre for German and European Studies, St Petersburg State University – Bielefeld University. His research interests include cultural sociology and sociosemantic network analysis. He may be contacted at n.basov@spbu.ru.

Peter Mameli is an Associate Professor in the Department of Public Management at John Jay College of Criminal Justice. He may be contacted at pmameli@jjay.cuny.edu.

K. Praveen Parboteeah is the inaugural COBE Distinguished Professor and Director of the Doctor of Business Administration program at the University of Wisconsin-Whitewater. He may be contacted at parbotek@uww.edu.

Qamaruddin Mahar is Associate Professor of Management at Isra University, Pakistan. He coordinated the Collaborative Research Program between Ball State University, USA, and Isra University, funded by the U.S Department of State (2012-2015). He also served as a book and monograph reviewer for the Higher Education Commission (HEC) of Pakistan during (2017-18). Email: qamaruddin.mahar@isra.edu.pk

Sahrok Kim is Assistant Professor of Management at California State University, Stanislaus. He received his PhD from Washington State University. His research interests include disruptive innovation and the effects of cultural values and social institutions on ethical, crisis management, and other managerial outcomes. He may be contacted at skim25@csustan.edu.

Sajal Kabiraj is a Principal Lecturer of Strategy and International Business at the School of Entrepreneurship and Business, Häme University of Applied Sciences Ltd. (HAMK). He has received Best Teacher Award – 2008, 2011, 2014, 2018, Xinghai Friendship Award – 2015 (Municipal Gov't. of Dalian, PR China), Outstanding Contribution Award – 2018 (DUFE, PR China). He may be contacted at sajal.kabiraj@hamk.fi.

Smarty Mukundan is a Member of Faculty, at State Bank Institute of Leadership (SBIL), an apex training Institute of SBI at Kolkata. She has been training and teaching aspiring management graduates, consultants, and technocrats in HR and OB and skills development for the past 17 years. Her research interests lie in Emotional Intelligence, Conflict management, Leadership, and HR analytics and has published several research articles, coauthored a book on analytics, and a peer reviewer for some top international management journals. She may be contacted at smarty.mukundan@sbi.co.in.

Thomas R Panko is Professor Emeritus in the School of Criminal Justice, Forensic Science and Security, at University of Southern Mississippi, USA. His research interests include criminal justice, safety, security, and crisis management.

Tony L. Henthorne is currently a professor in the William F. Harrah College of Hospitality at the University of Nevada, Las Vegas, USA. Previously, he investigated emergency management topics in the contexts of the Tsunami that hit the Indian Ocean countries (2004) and the Hurricane Katrina that hit the US Gulf Coast (2005). He may be contacted at tony.henthorne@unlv.edu.

Vivake Anand is Assistant Professor in the Management Science Department of Isra University, Hyderabad, Sindh, Pakistan. Email: vivake.anand@isra.edu.pk.

Zakkariya K.A. Professor in Management and the Director of DDU KAUSHAL Kendra (a center for vocational studies) at Cochin University of Science and Technology, Kerala, India, with more than two decades of experience in teaching and research. He has published over 70 research papers in reputed national and international journals and is reviewer of half a dozen top international journals. He has been a member in various academic and administrative bodies of different universities in India. He may be contacted at zakkariya@cusat.ac.in.

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Foreword

We live under the constant spell of disasters and they seem to be outpace our abilities to predict them. We were no more cognizant about the emergence of COVID-19 hitting us than the previous generation knew about the devastating arrival of the Spanish flu. Does this mean, the study of disasters is of no practical use? The answer is a resounding “no”. For one thing, certain disasters are truly outlier events and our incapacity to predict them need not be overblown. What matters is whether we are better prepared to deal with it when something of a similar kind hits us. We did learn about managing pandemics from the previous outbreaks and this knowledge is currently being used. Of course, management, even as we term it a scientific process, is also muddled with the compulsions of our political and public administration leadership. These complex equations make it difficult to fully leverage the accumulated knowledge from previous crises with emerging crises.

While the COVID-19 pandemic is a current worldwide pandemic mentioned in the same breath as the plague of the seventeenth century in Europe, and the outbreak of influenza in 1918–1919, I have experienced the disastrous wrath of nature in the form of hurricanes. Three remain vividly etched in my memory. While going through the chapters of this book, my own memories of living through those disasters quickly came to mind. I had a scholar’s understanding of these calamities but that alone was insufficient.

Betsy hit Louisiana the day I arrived in Baton Rouge in September 1965. I was born and raised in Michigan but had transferred universities. I had no idea what hurricanes were like but found out that night as Betsy tracked through and hammered the state capital. I was holed up in a hotel and can still hear the fury and howling of the storm. The next morning, I went to the top of the state capital and surveyed the damage. Uprooted trees, damage to buildings, and many other reminders left in the storm’s wake. What a reception to my new home!

Camille hit the Gulf Coast in August 1969 with the highest windspeed at landfall ever recorded – worldwide. 190 miles per hour. Devastation on the coast, only an hour’s drive, was horrendous but what really got my attention was the flooding, about three feet of water in my in-law’s home. That water also brought in snakes and swarms of fire ants riding on the water, two critters I can do without.

Katrina in August 2005 flooded about 80% of New Orleans. Thousands sought refuge in the Superdome. Category 4 and 5 hurricanes cause so much damage,

displacement, and death. Official hurricane season is June 1 to November 30 but peak activity occurs from mid-August to late October.

Living in the Pine Belt of Mississippi just an hour's drive from the Gulf Coast provided no escape from Katrina's fury. A few personal examples: tree limbs from towering pines punched through the roof and into my living room and bedroom. Electric power was out for three weeks (thankfully, I had purchased a generator specifically for such purpose) as was phone service. It took two full days and several eighteen-wheeler truckloads to clear my subdivision's main street. The physical and social constraints on living are enormous when a hurricane pummels an area. Every crisis is different but, in the end, all people want and need it to be over. As I write, hurricane season has officially opened and there is a tropical depression whose projected cone has Baton Rouge in the center. Although it is not certain whether this will develop into a hurricane, it is predicted to bring large amounts of rain. Its counterclockwise motion will assuredly bring much precipitation to south Mississippi where I reside.

Residents living near the Gulf Coast are accustomed to standard hurricane warnings and instructions. Tracking maps are widely available and contain information on safe places if needed. Based on studies and experiences with many previous hurricanes, protocols have been developed for precrisis, crisis, and postcrisis circumstances. Steady PSAs on radio and television advise on a storm's progress, direction, and strength. As is the case with any disaster, information is key in reducing losses and returning to normalcy.

COVID-19 has killed hundreds of thousands of people and put many more in hospitals and other medical settings. The final total is far from being determined. Social distancing, wearing of masks, and self-quarantining are among the coping measures until a vaccine can be developed. Each measure must be closely followed because, contrary to the visible havoc a hurricane can wreak, the coronavirus like the plague, influenza, and other medical afflictions is invisible and does not leave readily observable scars on the landscape. However, the fear of contracting the virus exerts immense psychological pressure. In the end, its "costs" (social, economic, etc.) can be just as great or even more devastating than the physical forces of our world. Our understanding of disasters and coping methodologies is enhanced by studies such as those contained in this book.

General, universally valid theories of disasters or their management are neither possible nor feasible. For the best possible practical impact, there is need for developing nuance-laden case studies that touch upon specific disasters, yet presented in a manner as to integrate these with the wider body of literature on disaster management. It is refreshing to see this compendium of case studies taking shape at a time when it most needed. To reassert its timeliness, a substantial number of contributions in it connect with topics related to COVID-19. Case studies on other topics, drawn from a diverse mix of international contexts, make the book worthy of reading for a greater cross section of readership.

I am impressed that the contributions in this volume have impacts far beyond academia attributable, in part, to the nature of the topics and also because of the credentials of the contributors. The contributors come from a diverse range of

disciplinary and practice areas, offering a wide variety of perspectives upon disaster management. They include sociologists, economists, psychologists, geologists, ecologists, technocrats, and business management consultants, among others. This book is significantly interdisciplinary in nature, with management studies as its interlinking element.

The disaster preparedness aspect of the case studies will be of most interest to planners and public policy makers. While case studies in rehabilitation part will be of greatest interest to psychologists, those focusing on the economic impacts of disasters will be of more interest to economists. All the case studies, in one way or another, showcase real-world disaster management practices that will be of immense use in planning for and mitigating impacts.

I earnestly hope this book will be a valuable reference guide for disaster management practitioners and a supplementary educational resource in the graduate courses in related areas.

Thomas R. Panko, PhD
Professor Emeritus,
School of Criminal Justice, Forensic Science and Security,
University of Southern Mississippi, USA
Email: thomas.panko@usm.edu

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Introduction

According to the United Nations Office for Disaster Risk Reduction, disaster refers to a serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability, and capacity, leading to one or more of the following: human, material, economic, and environmental losses and impacts. Disaster management has become a major topic of discussion, given the increasing incidents of different kinds of disasters around the world. Greater investments are made in disaster preparedness and in disaster recovery. Best practice case studies are especially being sought out by disaster management practitioners as well as scholarly researchers.

Disaster management interfaces various disciplinary and professional areas: Business, Economics, Environment, Ecology, Economics, Tourism, Geology, Culture, Disasters, Technology, Community Development, Policy, among others. It involves theoreticians and practitioners coming from different academic streams and professional practice areas. This includes sociologists, economics, psychologists, geologists, ecologists, technocrats, and business management consultants, among others. The editors were keen to support interdisciplinary research in disaster management, where this was relevant and impactful. Wherever appropriate, we were explicitly committed to helping scholars achieve real-world impact with their work. Thus, case studies with immediate practical applications were particularly welcome. The choice of chapters in this volume was significantly driven by the need for them to be interdisciplinary in nature, with management studies as the interlinking element.

While initially floating the proposal, this book was aimed at presenting a diverse range of case studies on how disasters, both natural and manmade, are managed in different parts of the world. However, while the call for papers was being circulated, something totally unexpected and of a global proportion happened – a disaster of a very rare kind, something that most of us have never before gone through in our lifetime. The COVID-19. With this in the backdrop, the call for papers to be included in this book acquired a special dimension. The editors got several researchers expressing interest in writing chapters on managing the COVID-19 crisis. Given the currency and the ramifications both in time and space, we encouraged them to contribute on this theme. As a result, this volume now has several chapters examining COVID-19 from a crisis

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management standpoint. That said, we did not exclude papers on various other kinds of crises. So, you would find in this volume case studies on managing flood through famine.

In the chapter titled *Analyzing site security design principles in a built environment and implications for disaster preparedness: The case of Istanbul Sultanahmet Square, Turkey*, the authors offer a critical examination of security enforcement with a special focus on disaster readiness. A checklist is designed to measure the security design process around the building and is tested. It is concluded that, in order to mitigate disasters, vehicular and pedestrian access, parking lots, lighting and trash receptacle designs around Sultanahmet Square need to be improved.

Kseniia Puzyreva and Nikita Basov, in their paper titled *Local knowledge in Russian flood-prone communities: A case study on living with the treacherous waters*, discuss how at-risk communities develop their local knowledge and put it to use as they struggle with adverse impacts of flooding, when the existing flood protection means are insufficient. When it comes to traditional communities that have a long and deeply entrenched history in place, their knowledge is axiomatic and tacit, acquired performatively through daily interaction with their natural and sociotechnical environments. This knowledge cannot be easily codified or generalized for the benefit of external parties. Yet, these authors seemed to have achieved some of these objectives, to some extent.

Vivake Anand, Kinza Yousfani, and Jianhua Zhang discuss a similar issue but highlight the economic consequences of the disaster. In the absence of leverageable social capital, communities faced with disasters are often at peril. *Financial implications of natural disasters: a case study of floods in Pakistan* concludes with lessons for averting a number of mistakes while faced with a disaster of national consequence. This paper also highlights the role of nongovernmental and other community organizations.

Frank Haas, Jerome Agrusa, and Joseph Lema gather together a set of succinct case studies each of which highlights disaster management in tourism destinations around the world. Disaster management practices in Vietnam, Hawaii, and Nepal debated. The authors argue that a multidimensional approach to disaster tourism should consider not only the physical destruction but also other aspects such as the social, political, emotional, psychological, and in many instances spiritual perspectives that not only provide a well-rounded experience for visitor but also a transformational learning experience that can last a lifetime. Tourism is often seen as a confounding factor that redirects essential recovery resources, often to the dismay of local residents. The chapter *Micro case studies on managing tourism destinations in the aftermath of disasters* showcases some of these efforts and associated tensions.

In their contribution titled *Comparing the experiences of African States in Managing Ebola Outbreaks from 2014 into 2020*, Peter Mameli and Darryl Bobb invite readers to a better understanding of successful disease management where public health epidemics are concerned. These lessons have a lot to speak to the current coronavirus scare that we face. This paper concludes that early investment in cultivating disease-specific practices, combined with establishing cooperative

networks of actors across levels of political response, enables improved mitigation and response during outbreaks.

Virus outbreak is scary, to say the least. And, viruses do not know caste or creed. The State Government of Kerala, India, earned laurels for the way it managed the Nipah (NiV) outbreak in 2018. Authors Smarty Mukundan, Ananthi Rajayya, and Zakkariya K. A. narrate this disaster and response. Their paper, *Kerala nipah virus outbreak, 2018: the need for global surveillance of zoonotic diseases*, also provides a critical analysis of the disease control modes followed. In this paper, the authors discuss the need for transforming public health surveillance and proactive measures that must be taken by governments across the globe to prevent human being and animals from outbreaks of such zoonotic diseases.

Mobility has positive and negative definitions. Mass tourism has a lot of negative connotations. Study and research abroad, on the other hand, has a generally accepted positive meaning. The COVID-19 dented even this. For one thing, cross-border travel itself became close to impossible. Add to that the perceived stigma that scholars face as thieves of intellectual property. Focusing on Latin America, the case study titled *Managing visiting scholars' program during the COVID-19 pandemic* aims to provide insights about how planned activities related with visiting international scholars suffer major disruptions and how managerial interventions could be geared for success.

E-Commerce and e-business are lifelines of financial transactions when people are locked down in their homes and when businesses operate virtually. Anil Yasin's paper, *Managing e-commerce during a pandemic: Lessons from Grubhub during COVID-19*, is an account of how Grubhub, a food ordering service, employed new measures and devised new ways of conducting business to protect its competitiveness. The COVID-19 crisis has forced several companies to innovate and find novel means of doing their businesses. While necessity is touted as the mother of inventions, not everyone could deal with an exogenous force like the global spread of the novel coronavirus. Can Grubhub stay in business during the pandemic and be able to meet expectations of not only its shareholders but also stakeholders? Read this case study to find the answers!

Both internal and external communication are critical for organizations faced with a calamity. Infodemic is a cousin of pandemics and it is important that this be nipped in the bud. With Vietnam in context, Lena Bucatariu attempts to highlight the role of effective communications in dealing with COVID-19. Her paper titled *The role of communications in managing a disaster: The case of Covid-19 in Vietnam* investigated the effectiveness of official Vietnam government communications, the sentiment of foreign media reporting on Vietnam, and any challenges. Official government communications were quite accurate, timely, and effective in displaying transparency, employing war symbolism, and shared responsibility, but should more clearly separate between state and expert, offer differing views, and highlight the benefits of compliance.

Gaze is important in appreciation and consumption in general. Tourists gaze at objects, including people in destination areas, to consume their appearances and underlying properties. COVID-19 changed this equation. Now, tourists are

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the victims of the gaze. The nature of the gaze has turned wicked, too. The present crisis reveals a new unknown process of feudalization which is here to stay, observes Maximiliano Korstanje in his contribution titled *Passage from the tourist gaze to the wicked gaze: A case study on COVID-19 with special reference to Argentina*. Hopefully, when the clouds are removed and the skies become clearer, a more sustainable and mutually respectable form of new tourism would emerge.

How can a government ensure in an understandable and efficient manner toward the habitants, the importance of the already undertaken emergency measures? Sajal Kabiraj and Filip Lestan delve into the Finnish style of management of disasters. *COVID-19 outbreak in Finland: Case study on the management of pandemics* is a valuable user manual for public policy officials looking for good and promising practices. Although Finland did not manage it as effectively as several other countries, their style is informed by sound principles of available research.

South Korea's style of managing COVID-19 is in stark contrast. Yet, The Republic of Korea too gained many fans for its disaster management efforts. Evidently, there were ups and downs and the end results are yet to be known. In the case study titled *The COVID-19 crisis management in the Republic of Korea*, authors Sharok Kim, Praveen Parboteeah, and John Cullen employ a sociological approach, in examining various social institutions and cultural facets to understand how South Korea is handling the crisis while drawing important implications for other countries. The authors hope that Korea's approach lead to greater international collaboration for better preparedness when such pandemics occur in the future.

In the paper, *Empowering Patients through Social Media and Implications for Crisis Management: The Case of the Gulf Cooperation Council*, Manoj Menon and Babu George highlight the centrality of patient empowerment in managing healthcare crisis situations. As a concept, empowerment is critical to effective engagement between patients and their healthcare service providers. Social media technologies have taken empowerment to a new dimension. It comes with more opportunities for empowerment but also poses threats to true empowerment because of the frictionless flow of misinformation on social media sites and the echo chambers they sustain. This is evident in the COVID-19-related news items being spread through popular social media outlets.

On a related theme, the final chapter of this book, titled *Technology in Medicine: COVID-19 and the "Coming of Age" of Telehealth* identifies the culmination of some logical processes in healthcare that were brewing and simmering over the last couple of decades. The topic of discussion is telehealth. The authors, Babu George, Lena Bucatariu, and Tony Henthorne, argue that COVID-19 provided the final push for telehealth. Even as the infrastructure and technologies were ready for this revolution to take place, it needed a "reason." This chapter highlights the role telehealth plays in mitigating the tragic consequences of COVID-19.

It must be admitted that disasters are of such variety that a book of this scope cannot include all of them. However, it might be beneficial to mention in this introductory chapter some of the key categories and what each of them entail.

We hope that the topics that we propose here would guide future researchers in their investigations.

Hurricanes: Hurricanes, one of nature's most powerful storms, can bring strong winds, storm surge flooding, heavy rainfall that can lead to inland flooding, tornadoes, and rip currents.

Droughts: Drought is the condition when people have not the availability of food, water, and dearth or absence of cultivation of any crops, the state brings lives to high risk that often lead to death. There are numerous reasons of occurrence of drought such as war, natural disaster, climatic change, inaccessibility of water or basic facilities of cultivation, and in some cases poor planning.

Volcanic Eruptions: A volcanic eruption transpires after hot constituents from the Earth's interior are thrown out of the volcano. Lava, rocks, dust, and gas compounds are some of the substances that are discharged during a volcanic eruption. A volcanic eruption can cause damage to human beings, economic goods, livestock, and the overall environment.

Floods: A flood is the surplus amount of water beyond its limits that overflow from the normal level of rivers, canals, watercourse and moves to villages, towns, and cities and sink them partially or fully. A flood can destroy human life and cause heavy economic loss and fatalities; in many cases it involves mass migration as well.

Earthquakes: Earthquakes are the abrupt trembling under the earth that in many cases cause devastation in different forms like plunging of houses, bridges, and other constructions at a high rate. Often earthquakes claim the lives of hundreds of people in a very short span of time.

Tsunamis: A Tsunami is an elongated, high sea wave that may be caused by an earthquake or other changes. Thus far a Tsunami has claimed hundreds of lives and provided heavy economic loss.

Tornados: Tornados are fast rotating winds that often cause economic losses and destroy anything that comes in their way. The study on Tornado comprises designing guidelines for protecting people and economic goods from Tornados, methods of measuring the magnitude of Tornados, and forecasting of Tornados.

Wildfires: Wildfires are huge, damaging fires that spread in a short span of time. The incidents of wildfires occur in various regions of the world, particularly in Australia, the US, and even some of the Asian and African countries. Disaster management in this situation involves developing technology for extinguishing wildfires, designing human resource training manuals to deal with wildfires, identifying people and places in forests that are at risk in the wildfire, and rescuing people toward a safe place.

Avalanches: An avalanche is a heavy piece of snow or rock that drops from mountains often on roadsides, valleys, and residential areas. Such incidents occur worldwide like in Canada, the US, Argentina, Afghanistan, and Slovakia. Avalanches can occur at any time, hence a thorough study and development of protecting tools from avalanches are essential.

Industrial Hazards: Every day, enormous manufacturing and industrial operations are going on, where millions of people work in factories, and sometimes

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their lives are at risk. Hence, they often come across numerous accidents. In the everyday changing situation of globalization, various types of risks prevail in our society that create live hazards such as the danger of use of lethal war weapons that may lead to perilous explosions.

Terror situations such as riots, mass shootings, and wars: Terrorism has become a reality of today's world. Globally various countries have suffered from terrorist attacks that have claimed the lives of thousands of people. Hence, management of victims of terrorism is proposed. The victims of terrorist attacks go through deep shock and severe injuries.

Pandemics: The occurrence of contagious diseases in each part of the globe is a common phenomenon these days that make the lives of people unsafe. In the recent era, HIV, Hepatitis, Polio, and other viral diseases are common. Besides, disease is not just a clinical occurrence, but there are various social factors that are associated with the spread and protection of a disease. In this regard, developing management of pandemic is essential.

Some of the chapters in this volume touch upon various governmental and nongovernmental disaster management organizations and their roles in disaster management. Globally various government and nongovernment organizations including the United Nations manage disaster situations. Each year million of dollars are spent to rehabilitate victims of floods, tsunamis, and so on. It is important to further expand on some of the following: measuring the effectiveness of disaster management organizations; examining the mechanism of financial support to government and nongovernment organizations; analysis of time scale on how long it takes to bring people into normal positions; the tools and techniques used to rehabilitate victims; gap or flaws in disaster management; and the innovative approaches and tools government and nongovernment organizations apply to bring rapid recovery of people; to list a few items.

Likewise, more attention needs to be devoted to case studies on the role of the private sector in disaster management. Although government and nongovernment organizations are doing their best, the magnitude of disasters has been increasing; hence, the private sector is another aspect that provides effective services on a commercial basis. Future researchers must examine the effectiveness of the private sector in managing disaster; for instance, what proportion of services is covered by the private sector in comparison with the government and the nongovernment sectors; and, how the government sought support from nongovernment organizations and private organizations during the disaster occurrences globally.

Codifying successful strategies in disaster preparedness and prevention is a great contribution we can pass on to the future generations. "Prevention is better than cure" is an old saying but it still works. Sound preparedness against disaster is essential. Disaster management must involve a proactive strategy that encompasses disaster communication system; forecasting of emergency, type of emergency, the magnitude of emergency expected; guidelines for staff, and people regarding taking essential measures during the occurrence of disasters; a protocol of shifting of people, precious things, and livestock to a safe place; developing protocol of Disaster Management Cell that engages numerous stakeholders such

as government, public, health department, police, fire brigade, and so on; and developing an effective training manual for staff who manage an emergency.

Contemporary analysis of disaster management is incomplete without referring to technologies, particularly social media. The use of technology is inevitable in forecasting of emergency, coping with emergency, reaching out to people stuck in emergency situations, and so on. Hence, further development in technology may take place that handles disaster in a better way. In this connection, both hardware and software applications may be made that can assist in reaching out to support for victims. These include devising applications that forecast the type, magnitude, and time of occurrence of disaster; devising gadgets that give signals to the relevant departments, for example if a person is stuck somewhere they can be reached out through signals; developing applications that guide people on how and where they can find support from the relevant organization; and developing applications that connect people, government, and other humanitarian bodies to seek support and register complains regarding any indiscrepancy.

Before concluding this introduction, we would also like to highlight the role of social capital upon community resilience and consequently upon disaster recovery. Coping with disasters is not the responsibility of government or humanitarian organizations alone but everyone in society must take ownership to combat the catastrophes. So, there is a dire need for developing value-based education that imparts a positive sense in stopping the things that bring emergency. Social capital is more effective than economic capital in the revival of affected communities, in many cases. Some of the case studies included in this volume directly speak to the value of shared resources and values held by communities. Addressing certain associated questions are truly valuable. Say, how being a human can we reduce disaster conditions? What sort of organizations and protocol may be made that mitigate emergencies and disasters in human lives? What kind of global networks are needed to mitigate disasters?

The scholarly community has studied disasters from various perspectives and we now have a rich knowledge field of disaster management comprised of theories, models, and frameworks. However, less clear is how all these can be applied to specific disaster contexts. In this regard, situationally bound and nuance-filled case studies, particularly those conducted in the aftermath of dealing with disasters, assume importance. There is a dearth of books meeting this need for the scholarly and practitioner communities. We hope this collection of case studies fill some of that void. We encourage readers to take both critical and reflective peeps into these case studies and develop actionable self-awareness on dealing with similar disaster situations. The case studies on COVID-19 are still of a formative nature – the crisis is still with us and we are still not sure how it would fully unfold. Our best hope is that what expands exponentially will also shrink exponentially. With that hope, we invite our readers to continue to read the chapters.

Babu George and Qamaruddin Mahar
Editors

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