

anything about these songs but some of their parents and grand parents did. A major reason the songs were not familiar was due, in part, to political conflicts and war.

It was then that I decided to make these Tygrinya songs accessible through a work I'm preparing titled "No One Dared": Twenty-Three Tygrinya Songs from Mendefera, Eritrea and Beyond." Along with commentary and analysis, these songs will serve as an historical document of an oral tradition of a certain place and time. One could say I am returning these songs to the people who first gave them to me in hopes that the next generation will learn and enjoy them, and pass them on. Tygrinya songs of that era appear to share characteristics similar to songs found in the East, thus opening up new avenues of inquiry about possible links between the music and the arts of Asia and the Horn of Africa.

I've often asked myself, when did I really begin to travel? When I was growing up in San Francisco, my parents allowed my older sister and I to explore the City on Saturdays. At that time parents did not seem as concerned about matters of safety and security and besides, public transportation was cheap. The City was my world and I was free to travel without a passport—to other neighborhoods, each as interesting and invigorating to me as the last. These explorations in the world of my childhood transformed into the world at large where I continue to explore, not only in the physical sense, but also in the regions of my mind. Part 3 that follows summarizes my experiences encapsulated with a set of observations that may prove useful in management situations.

Part 3

TWELVE CONCEPTS DRAWN FROM LIFE EXPERIENCES USEFUL FOR STUDENTS OF MANAGEMENT STUDIES

Cynthia Tse Kimberlin

Abstract

A list is given of twelve observations generated by the author's remarks made in Parts 1 and 2 that might prove useful in management discussions. A list of references and other resources follows.

1. Life experiences can be adapted as useful teaching tools to understand how management strategies operate within various work environments.
2. The transnational and conceptual should be added to geographical and ethnic group categories in evaluating seemingly disparate entities, the results of which may also reveal shared commonalities.
3. Geography can be thought of as one's destiny as each time one moves to a different locale, one can choose to recast one's own sense of self.
4. An advantage of the perennial outsider and a peripatetic being makes for a more observant individual.
5. The art of being observant can be honed through reading where education and literacy open windows to the world beyond oneself.
6. Navigating unfamiliar geographical and cultural environments where one has never been with no signposts as guides, forces one to trust and depend on strangers for assistance. Working and living in such environments prepares one physically and mentally, and over time enables one to better adapt to new situations. Honing one's negotiating skills in such situations can lead to gaining confidence in one's ability to mediate.
7. Taking risks, embracing the unknown, and learning from failure are useful management tools. Chance, and the related concepts of luck and accident, can play as powerful a role in decision making as choice. Although the examples I described are about conducting fieldwork, they are also applicable in management related issues.
8. Political correctness, a peculiarly North American phenomenon, is ideological and dogmatic and can either help or hinder one's efforts, depending on what political forces are in vogue at the time and where on the political continuum one is situated. Overt and covert discrimination against Asians still exist although their outward manifestations may have changed.
9. *The Encyclopedia of the Chinese Overseas* by Lynn Pan in 1999 offers a "home" to all individuals of Chinese ancestry who live outside China; it is the author's mission to document the contributions of the Chinese Diaspora worldwide. This concept of diaspora can be applied to other groups.
10. Persistence in following one's intuition coupled with compiling and analyzing

hard data, and imagination can lead to fruitful results.

11. Gender roles (culturally defined) and a person's sex (biologically defined) can play a part in how one is treated and influence the choices one makes.
12. Mentors contribute by providing advice, lifelong access, and contacts.

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²⁹This 6-volume set contains more than 2,000 entries ranging in length from brief definitions to 4,000 word essays, covers topics such as arts, education, government and politics, science and technology, sports and other fields. Also includes significant events as well as shifts and counter shifts in U.S. immigration policy.

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Owing to certain unintended printing errors, this paper is the re-publication of the paper "Chance, Choice, and Opportunity: Effective Tools for Management," authored by Cynthia Tse Kimberlin.