



# 20<sup>TH</sup> INTERNATIONAL CONFERENCE ON BUSINESS MANAGEMENT

*"Resilience and Reinvention for Sustainable  
Development in the VUCA world."*

# PhD Colloquium

## PROCEEDINGS BOOK

*01<sup>st</sup> March 2024*



Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura  
Nugegoda, Sri Lanka



20<sup>th</sup> International Conference on Business Management  
(ICBM 2024)

*“Resilience and Reinvention for Sustainable Development in the VUCA World”*



Proceedings of the PhD Colloquium  
2024

**Faculty of Management Studies and Commerce**

University of Sri Jayewardenepura

Nugegoda

Sri Lanka

**01<sup>st</sup> March 2024**

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Tel: +94 11 2803052

Fax: +94 11 2803653

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Mr. P.D.B. Athurupane

Ms. L.I. Assalaarachchi

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## **Preface**

The Faculty of Management Studies and Commerce at the University of Sri Jayewardenepura, renowned in Asia for its Management education, offers diverse degree programs and sustains a rich research culture, aligning with its vision to “Prosper Lives through Education”. PhD Colloquium is a prominent event that is organized along with the International Conference of Business Management and let some selected PhD candidates to share their doctoral research with a distinguished audience. This event allows selected PhD candidates to present their research to a distinguished audience. It aims to offer a scholarly environment where PhD students can receive constructive feedback and advice on their theses and research plans. Participants engage in discussions within an international setting, benefiting from a supportive atmosphere alongside peers and experienced researchers. This Colloquium is an opportunity for networking and learning from experts in various business management research fields, encouraging junior academics in their doctoral pursuits.

We are grateful to Senior Professor Pathmalal M. Manage, Vice-Chancellor, University of Sri Jayewardenepura, and Dr. Dushan Jayawickrama, Dean, Faculty of Management Studies and Commerce, Senior Professor (Chair) R. L. S. Fernando, PhD Program Coordinator, the PhD Unit, Senior Professor Neville Warnakulasooriya, current PhD Research Coordinator, the PhD Unit of the Faculty of Management Studies and Commerce, the Co-Chairs of ICBM 2024, Dr. Sandamali Galdolage and Dr. L.D.C.S. Subhashini, the Chair of PhD Colloquium 2024, Prof. Roshan Ajward and the organizing committee of PhD Colloquium for their valuable and continuous support rendered to us to make this event a success. Our special thanks go out to our Keynote Speaker, Prof. Johannes Dumay for his immense contribution rendered to make this event a success. We would also like to extend our sincere thanks to the PhD candidates who presented their research at the session. Furthermore, a special thanks should go to the Session Chair, Prof. Wasantha Perera and the Discussants of the papers for their valuable contribution making the Colloquium an academically rewarding experience for all the participants. The honorable reviewers and all the ICBM Committee members should also be appreciated for their immense support given for the successful completion of the PhD Colloquium.

Finally, we are also pleased to acknowledge the contributions made by the academic staff and all the other participants.

Organizing Committee – PhD Colloquium

ICBM 2024

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## **Message from the Vice Chancellor, University of Sri Jayewardenepura**



It is indeed a great honor for me to compose this congratulatory message for the PhD Colloquium of the 20th International Conference on Business Management (ICBM 2024), organized by the Faculty of Management Studies and Commerce (FMSC) of the University of Sri Jayewardenepura, themed around “Resilience and Reinvention for Sustainable Development in the VUCA world”.

With the overarching vision of “Prosper Lives through Education,” the University of Sri Jayewardenepura remains steadfast in its commitment to the continual dissemination and creation of knowledge through teaching and research. As a trailblazer in management higher education in Sri Lanka, the University of Sri Jayewardenepura continues to make significant and enduring contributions to the sustainable intellectual development of our nation and the global community.

The PhD Colloquium of the 20th ICBM 2024 serves as a pivotal platform for PhD candidates to showcase their ongoing research endeavors to the academic community and other intellectually inclined audiences. This invaluable opportunity not only facilitates the refinement of their research theses to meet the highest standards but also fosters their professional development. It is heartening to witness the growing number of students participating in postgraduate programs, indicative of the increasing interest in advanced academic pursuits.

I extend my deepest appreciation to the Dean of the Faculty of Management Studies and Commerce, Conference Co-Chairs, Chair of the PhD Colloquium, and the entire Organizing Committee for their unwavering dedication and tireless efforts in ensuring the success of this event. My heartfelt congratulations go out to all the PhD candidates for their commendable contributions and for sharing their research experiences with the audience.

**Senior Professor Pathmalal M. Manage**

Vice-Chancellor

University of Sri Jayewardenepura

## **Message from the Dean, Faculty of Management Studies and Commerce**



It is an honour to extend a few words representing the PhD Colloquium at the 20th International Conference on Business Management (ICBM 2024), hosted by the Faculty of Management Studies and Commerce (FMSC) of the University of Sri Jayewardenepura.

Renowned as the beacon of excellence in management education within Sri Lanka, the FMSC is committed to elevating the standards of teaching, learning, and research across various management disciplines. At the heart of our mission lies a dedication to fostering a multidisciplinary intellectual milieu with a global outlook, catering to the needs of our diverse stakeholders.

We take immense pride in hosting the 20th ICBM, a flagship event of our Faculty renowned for its rich intellectual discourse and scholarly endeavours. This year, under the theme “Resilience and Reinvention for Sustainable Development in the VUCA world,” the conference seeks to advance research and disseminate knowledge across 19 management-related tracks.

The PhD Colloquium stands as a cornerstone event within the 20th ICBM, providing a vital platform for PhD students to share their research journeys and receive invaluable feedback from the academic and professional community.

I am confident that the PhD Colloquium at ICBM 2024 will leave a lasting impact on our community, fostering meaningful dialogue and collaboration between academia and industry across diverse research perspectives. My heartfelt congratulations to the PhD paper presenters and all contributors. I extend my sincere appreciation to the Organizing Committee for their unwavering dedication and tireless efforts in making this event a resounding success.

In your PhD journey, we wish you success in completing your degree and evolving into a transformative academic through your experiences.

**Dr. Dushan Jayawickrama**

Dean, Faculty of Management Studies and Commerce  
University of Sri Jayewardenepura

## Message from the Co-chairs, ICBM 2024



Dr. Sandamali Galdolage  
Co-Chair, ICBM 2024



Dr. Shashikala Subhashini  
Co-Chair, ICBM 2024

With genuine warmth and profound admiration, we extend our heartfelt congratulations to all distinguished attendees of the PhD Colloquium at the 20th International Conference on Business Management (ICBM 2024), graciously hosted by the esteemed Faculty of Management Studies and Commerce (FMSC) at the University of Sri Jayewardenepura.

Embracing the captivating theme of “Resilience and Reinvention for Sustainable Development in the VUCA world,” this colloquium emerges as a beacon of scholarly excellence, offering a pivotal platform for our esteemed PhD scholars to illuminate their pioneering research and scholarly endeavors. Their unwavering dedication and search of knowledge serve as an inspiring testament to the spirit of academic inquiry.

To our esteemed PhD scholars, your passion for research and scholarly pursuits is truly commendable. Your groundbreaking insights and transformative research endeavors continue to enrich the academic landscape, igniting new paths of discovery and innovation.

In closing, we extend our warmest congratulations once again to all the paper presenters and participants of the PhD Colloquium. Your combined efforts and unwavering dedication to academic excellence truly epitomize the dynamic intellectual community we are privileged to cultivate here at the University of Sri Jayewardenepura.

Co-Chairs

20<sup>th</sup> ICBM 2024

## Message from the Chair, PhD Colloquium 2024



It is a great pleasure to forward this message to the Proceedings of the PhD Colloquium of the International Conference of Business Management 2024 (ICBM 2024). Organizing this colloquium around the theme "Resilience and Reinvention for Sustainable Development in the VUCA world" is noted to have high contemporary significance and tremendous impact. Since its inception, the PhD Colloquium of the ICBM has aimed to provide a platform for PhD candidates to present their ongoing research to a globally recognized panel and scholarly audience. We are pleased to note the overwhelming response we received from PhD candidates, demonstrating their enthusiasm and trust in the ICBM PhD Colloquium.

The theme of ICBM 2024 resonates deeply with the PhD Colloquium, reflecting the challenges faced by Sri Lanka amidst economic turmoil and post-pandemic recovery efforts. We strongly believe that this ICBM PhD colloquium plays a crucial role in this endeavour of recovery, contributing significantly to the advancement of related Sri Lankan doctoral studies.

We extend our gratitude to all the presenters for their contributions to this intellectual forum and wish them success in their future endeavours. The Chairman of the technical session and the discussants of each paper are highly appreciated for their noteworthy contributions to the advancement of knowledge and the work of the PhD candidates. The dedicated PhD Colloquium team deserves special recognition for their invaluable support from the outset. We also thank the Co-chairs and the main ICBM 2024 team for their positive contributions to the Colloquium's success. Additionally, our appreciation goes to the PhD Coordinator and the Research Coordinator of the Faculty of Management Studies and Commerce (FMSC) for their guidance and assistance.

We trust that the ICBM PhD Colloquium 2024, organized by the FMSC, University of Sri Jayewardenepura, will be a rewarding experience for all participants.

We wish you all the best!

**Professor Roshan Ajward**  
Chair-PhD Colloquium

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# THE FACETS OF SUSTAINABLE CONSUMPTION AND DIGITALIZATION: A SYSTEMATIC LITERATURE REVIEW

**Dinesha, P.K.C.<sup>1</sup>**

*University of Sri Jayewardenepura, Sri Lanka, pkchamaridinesha@gmail.com<sup>1</sup>*

**Jayarathne, P.G.S.A.<sup>2</sup>**

*University of Sri Jayewardenepura, Sri Lanka, amilaj@sjp.ac.lk<sup>2</sup>*

**Galdolage, B.S.<sup>3</sup>**

*University of Sri Jayewardenepura, Sri Lanka, sandamali@sjp.ac.lk<sup>3</sup>*

## **Abstract**

*To achieve true sustainable development in the twenty-first century, it is now imperative to consider the interaction between digitization and sustainable consumption. The adoption of a “sustainable well-being” approach by numerous businesses, which dynamically adjusts to changing market and environmental situations, is a result of the widespread recognition of the importance of moving away from unsustainable consumption patterns. The Sustainable Development Goals (SDGs) of the United Nations have galvanized nations throughout the globe towards a more sustainable future, underscoring the global gravity of these concerns. In turn, digitalization acts as a potent accelerator, allowing companies to perform a wider range of tasks more sustainably. Moreover, existing reviews and research on digitalization and sustainable consumption are helpful, but the majority of the studies frequently have a narrow focus on the nexuses between the section on sustainability and digitalization. Thus, the purpose of the paper is to explore the possible avenues in a nexus phenomenon of digitalization and sustainability through the reviewing of literature, and its different applications are very important and broadly discussed in the current literature. However, there is a lack of research in numerous venues on sustainable consumption and digitalization as a new setting in diverse areas. Academic research on this phenomenon has proliferated significantly and extended to the last decade. Accordingly, the current study presents a literature review of published articles in selected scientific journals during the past ten years since 2013. This study used the systematic literature review (SLR) methodology and the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. Following the predetermined inclusion criteria, 151 articles from the selected database were included for review and finally, through the review, five research lines for further studies on digitalization towards sustainability were identified.*

**Keywords:** Digitalization, Sustainability, Sustainable Consumption, Systematic Literature Review

## **EXPLORING INEFFICIENCIES WITHIN SUPPLY CHAINS OF SMALLHOLDER TEA FARMERS: A CASE STUDY IN A DEVELOPING NATION**

**Fernando, W.M.<sup>1</sup>**

University of Moratuwa, Sri Lanka, fernandowwpm.22@uom.lk<sup>1</sup>

**Thibbotuwawa, A.<sup>2</sup>**

University of Moratuwa, Sri Lanka, amilat@uom.lk<sup>2</sup>

**Ratnayake, R.M.C.<sup>3</sup>**

University of Stavanger, Norway, chandima.ratnayake@uis.no<sup>3</sup>

**Perera, H.N.<sup>4</sup>**

University of Moratuwa, Sri Lanka, hniles@uom.lk<sup>4</sup>

### **Abstract**

*The effective control of supply chain inefficiencies within smallholder farmer businesses is crucial, involving a thorough examination of waste patterns. Previous research emphasizes the need to investigate the sustainability of smallholder farming networks through a supply chain lens to provide policymakers with an accurate overview. This study uses an integrated method, combining Value Chain Mapping (VCM), lean thinking, and Interpretive Structural Modeling (ISM), to identify the complexities and interdependencies that exist in smallholder tea producers' supply networks. The research attempts to overcome the challenges faced by Sri Lanka's smallholder tea grower business by identifying key sources of supply chain inefficiencies and the underlying causes of such concerns. The study's data collection approach mixes focus group discussions and stratified sampling. The findings show critical fundamental problems such as insufficient investment, policy gaps, technical constraints, and contractual concerns. The study emphasizes the importance of addressing these constraints to improve supply chain resilience and sustainability. Key drivers of supply chain inefficiencies, such as limited market access, reduced yield, poor quality, and low replanting rates, have been highlighted as susceptible areas that require immediate attention. The study suggests a comprehensive approach, highlighting strengthened regulations, seamless technology integration, and improved contractual frameworks. The study considers that doing so will result in a more resilient and sustainable supply chain, while also contributing to the overall environmental sustainability of the smallholder farming sector. In conclusion, this study explores the difficulties of managing supply chain inefficiencies in Sri Lanka's smallholder tea producer industry, providing comprehensive knowledge of the challenges, and presenting focused improvement measures.*

**Keywords:** Inefficiencies, Interpretive Smallholder Farmers, Structural Modeling, Supply Chain, Value Chain Mapping

# MODERNIZING VEGETABLE SUPPLY CHAINS IN DEVELOPING ECONOMIES THROUGH DIGITAL TRANSFORMATION

**Jayalath, K.P.W.M.M.<sup>1</sup>**

*University of Moratuwa, Sri Lanka, jayalathm19@gmail.com<sup>1</sup>*

**Perera, H.N.<sup>2</sup>**

*University of Moratuwa, Sri Lanka, hniles@uom.lk<sup>2</sup>*

**Ratnayake, R.M.C.<sup>3</sup>**

*University of Stavanger, Norway, chandima.ratnayake@uis.no<sup>3</sup>*

**Thibbotuwawa, A.<sup>4</sup>**

*University of Moratuwa, Sri Lanka, amilat@uom.lk<sup>4</sup>*

## **Abstract**

*The path for digital transformation of vegetable supply chains in developing economies including the movements of digitization and digitalization offers a promising solution to address challenges. Further, it has the capability to eliminate waste, foster sustainability, increase profitability, and enhance food security and safety. The integration of digital solutions associated with Industry 4.0 has the potential to revolutionize these supply chains and enhance their overall performance. This research investigates into the case study of traditional vegetable supply chains of Sri Lanka, to comprehend the intricacies and information gaps in its traditional vegetable supply chain. Utilizing in-depth interviews and value chain analysis, the study identifies prevalent digital transformation behaviours among stakeholders, categorizing most as “Paper Masters” and “Digital Migrants,” showcasing limited digital adoption. To overcome these challenges and propel digital transformation, the study proposes a conceptual architecture that involves implementing a data collection platform through a mobile-based application which seeks to improve efficiency, transparency, and decision-making by facilitating real-time data collection and sharing among stakeholders. Amidst these challenges, the study underscores the potential benefits of digital transformation, including enhanced crop monitoring, optimized resource allocation, increased transparency, and reduced waste in terms of material, financial, and information. The research emphasizes the necessity for effective change management to ensure the successful adoption of digital solutions. In conclusion, it provides valuable insights for developing economies, urging them to embrace digital transformation as a means to construct more sustainable and efficient vegetable supply chains for the future. Future research is encouraged to assess the digital readiness of the stakeholder community in traditional vegetable supply chains in Sri Lanka.*

**Keywords:** Digital Transformation, Digitization, Supply Chain Transparency, Vegetable Supply Chain



# INTEGRATING URBAN AGRICULTURE INTO RESIDENTIAL ARCHITECTURE: A SUSTAINABLE APPROACH FOR SRI LANKA

**Senalankadhikara, A.<sup>1</sup>**

*University of Sri Jayewardenepura, Sri Lanka, amandra.gayathri@gmail.com<sup>1</sup>*

**Udawattha, C.<sup>2</sup>**

*University of Sri Jayewardenepura, Sri Lanka, udawatthe@sjp.ac.lk<sup>2</sup>*

**Kaluthanthri, P.<sup>3</sup>**

*University of Sri Jayewardenepura, Sri Lanka, prathap@sjp.ac.lk<sup>3</sup>*

## **Abstract**

*Food insecurity, a pervasive global challenge, has been magnified by the far-reaching impacts of the COVID-19 pandemic. Sri Lanka faces persistent food insecurity issues, particularly within its urban areas. This paper aims to delve into the multifaceted challenges and potential solutions by exploring the integration of urban agriculture into residential architecture. The primary objective of this study is to assess the viability and effectiveness of infusing urban agriculture into the design of residential architecture in Sri Lanka. To achieve this, the paper seeks to understand the current challenges and opportunities to optimize architectural and landscape design for urban agriculture, evaluate environmental, economic, and social impacts, propose technological solutions, examine stakeholder perceptions, recommend policy implications, and explore the practicality of a novel veggie pantry system. The research employs a comprehensive approach, beginning with a literature review to understand the historical context of urban agriculture globally and specific initiatives in Sri Lanka. The research transitions into the design and development phase, creating prototypes of urban farming systems, including a novel veggie pantry. This veggie pantry, developed with locally sourced materials, is designed to fit seamlessly into the kitchen pantry area in houses. The system undergoes a testing period with a hydroponic setup, observing plant growth and other relevant factors. The analysis encompasses a critical examination of the challenges posed by food insecurity in Sri Lanka, the potential of urban agriculture, and the role of innovative technologies and programs in addressing these issues. Reference is made to global examples to draw insights into the Sri Lankan context. The discussion delves into the intricacies of the urban farming prototypes designed for different residential segments. The analysis also includes a detailed examination of the performance of the veggie pantry during weeks of testing phase. The tested veggie pantry presents a practical and locally adaptable solution, showcasing its potential to revolutionize household-level urban farming.*

**Keywords:** Food Security, Residential Architecture, Sri Lanka, Sustainable Development, Urban Agriculture

# **TECHNOLOGY AND COMMUNITY READINESS FOR ADVANCE CONSTRUCTION SYSTEMS: CONSTRUCTION 3D PRINTING IN SRI LANKA**

**Silva, N.<sup>1</sup>**

*University of Sri Jayewardenepura, Sri Lanka, ruvindis@uom.lk<sup>1</sup>*

**Udawattha, C.<sup>2</sup>**

*University of Sri Jayewardenepura, Sri Lanka, udawatthe@sjp.ac.lk<sup>2</sup>*

**Rajapaksha, U.<sup>3</sup>**

*University of Moratuwa, Sri Lanka, upendra@uom.lk<sup>3</sup>*

## **Abstract**

*This concept paper delves into an examination of the technology and community readiness associated with Construction 3D Printing (C3DP) in Sri Lanka. The research addresses the Construction of 3D printing applications and investigates the feasibility of integrating them into the unique socio-economic and construction environment of the country. The study is grounded in the premise that a timely evolution of the construction industry is imperative for keeping pace with global advancements. Developing countries, including Sri Lanka, encounter notable challenges in practically implementing innovative technologies, consequently impeding creativity and customer satisfaction. While Construction 3D printing emerges as a trending and economically viable construction methodology for developing nations, the cultural, contextual, and readiness factors in Sri Lanka may pose constraints to its seamless adoption. The research focus is limited to small-scale architectural designs, considering the specific footprints and capacities of the 3D printers involved. The key objective of the study is to gain insights into the Sri Lankan context, examine the perspectives of its people concerning construction advancements, and evaluate the potential barriers to the incorporation of Construction 3D printing technology. The methodology includes mixed methods, involving the systematic review of literature, survey data collection from industry stakeholders and community, and finally a sample-based experimentation construction. The final phase of this process entails conducting a comprehensive cross-examination of the prevailing community and industry-specific barriers against the backdrop of the actual scenario, serving as a pivotal verification mechanism. This concept paper focuses primarily on the systematic literature review. The findings of this study will structure the interviews and questionnaire-based survey to be more focused on the areas discussed. The study facilitated to get an insight into Technology Readiness barriers and Community readiness Barriers. Ultimately, this research seeks to contribute to the understanding of how Construction 3D printing can be cultivated and tailored to the unique needs of Sri Lanka, fostering advancements that positively impact the construction industry's trajectory and overall societal development.*

**Keywords:** Community Readiness, Construction 3D Printing, Technology Readiness

# **ENTREPRENEURIAL DEVELOPMENT FOR SUSTAINABLE LIVELIHOODS IN GALLE DISTRICT, SRI LANKA: ISSUES AND CHALLENGES**

**Weerasinghe, S.<sup>1</sup>**

*University of Sri Jayewardenepura, Sri Lanka, shanweerasinghe67@gmail.com<sup>1</sup>*

**Fernando, R.L.S.<sup>2</sup>**

*University of Sri Jayewardenepura, Sri Lanka, rlsf@sjp.ac.lk<sup>2</sup>*

**Jayasekara, P.<sup>3</sup>**

*University of Sri Jayewardenepura, Sri Lanka, padmijk@sjp.ac.lk<sup>3</sup>*

## **Abstract**

*Any government intervention in poverty reduction needs to empower human resources and adopt a sustainable approach to enhance livelihood assets. At present, policymakers and implementors of government institutions work within a political environment that is disintegrated and based on limited networks distorting their ability to carry out entrepreneurial development activities effectively. Therefore, there is a need for a new strategic framework of government institutions for entrepreneurial development towards sustainable livelihoods. This study has two main purposes; to identify livelihood assets-based issues of entrepreneurial development and propose a strategic framework for government institutions to enhance entrepreneurship to ultimately achieve sustainable livelihoods in the Galle district. Thereby, the study targeted 22 Divisional Secretariat areas and 211 entrepreneurs to identify livelihood assets-based issues of entrepreneurship. The research was mainly based on a qualitative approach, and ethnographic interviews and focus group discussions were deployed. The findings indicate that entrepreneurs in the Galle district are facing critical issues such as financial, marketing, technology, infrastructure, social networking and psychological issues. This study proposes a new strategic framework for addressing these critical issues. Further, this study suggests entrepreneurial councils for developing psychological and social capital at the divisional and district levels for developing entrepreneurship towards sustainable livelihoods.*

**Keywords:** Entrepreneurial Councils, Entrepreneurial Development, Livelihood Assets-Based Issues, Strategic Framework, Sustainable Livelihoods



**Faculty of Management Studies and Commerce**  
**University of Sri Jayewardenepura**  
**Nugegoda, Sri Lanka**

**Email: [icbm@sjp.ac.lk](mailto:icbm@sjp.ac.lk)**  
**Website: [www.icbm.sjp.ac.lk](http://www.icbm.sjp.ac.lk)**

