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*Between many scientific journals, we introduce "Zarqa Journal for Research and Studies in Humanities" as an indexed refereed scientific journal, specialized in humanities. The coverage of the journal includes all new findings in the research works which are original and contribute to human knowledge. The journal was established in 1999, and specialized in humanities in 2009. Volume 9 is the first volume published in humanities closely. The journal publishes papers submitted by researchers from all countries in the world in Arabic or English languages. It covers all aspects of research in humanities. Submitted articles are peer reviewed by distinguished specialists in their respected fields. Two issues of the journal are yearly published: The first in June, and the second in December.*

***Editor -in- Chief***

***Prof. Yousef Abu Al-Udous***

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# Saudi EFL Learners Self Perceptions and Readiness for Learner Autonomy

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**Abstract:** *Learner's readiness for independent learning plays an important role in establishing learner autonomy as a successful mode of learning in formal education. This is an important issue in the contexts of university level education in Saudi Arabia which is currently witnessing a shift from traditional classroom education to more learner centered approaches prevailing worldwide. This study explored students' opinions about their own abilities to act autonomously. Also, the learners' perceptions of teacher and learner responsibilities will be identified. The autonomous language learning activities employed by the language learners outside classrooms will be investigated. The respondents were 260 Third and Fourth year Saudi female ESL learners of Faculty of Arts, age ranging from 19-22 years. The learner's questionnaire measuring the roles of learners and teachers in language learning process was used. Results indicated that Saudi female learners were ready to take more responsibility in the learning process in language classroom. It was observed that for some items, students shared the responsibility with the teachers and scores of some items showed individual responsibility of teacher and learner. The results were statistically significant.*

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## Introduction:

Over the past few decades, like almost all faculties, English as a Second Language teaching has also been prone to a shift from teacher-centered learning towards more individualized, student centered learning and the core of class activities lays higher stress on learner's role in learning and focuses on their learning needs, strategies and styles.

As stated in Kocak (2003), student or learner centered education is a collaborative process between teachers and learners rather than a set of rules to be transferred to the learners from teachers. As cited in Kocak (2003), Tudor says, it is an approach which views students to have more active and participatory roles in the learning and teaching process than in traditional approaches.

## What makes an autonomous learner?

As mentioned in Austin (2006), Thanasoulas describes an autonomous learner as the one who:

- are aware of their learning styles and strategies.
- Take an active approach to the learning task at hand.
- Be willing to take risks – i.e. to communicate in the target language at all costs.
- Complete homework whether or not it is assessed.
- Place importance on accuracy as well as appropriacy – edit own work.

Self-directed learning, self-regulated learning and learner autonomy are some of the concepts that teach students thinking skills, critical problem solving and controlling their own learning. Therefore, these concepts about self-directed learning lead to develop approaches for autonomy in language learning.

Terms like 'self-instruction', 'self-access', 'self-study', 'out-of-class learning' or 'distance learning' are not sufficient to describe autonomous learning. Although these concepts represent various ways and degrees of self-learning, they cannot be considered as synonym for learner autonomy which refers to the learners abilities and attitudes that control one's own learning. (Naizhao & Yanling).

## So, the question is that what is learners' autonomy?

As several researches on learner autonomy have been done over the decades to explore its possible role in formal education, many different definitions have been proposed to explain the concept of learner autonomy.



As mentioned in Yildirim (2008 a), Learner autonomy can be basically defined as the capacity to take control over, or responsibility for, one's own learning; that control or responsibility may take a variety of forms in relation to different levels of the learning process (Benson, 2001).

As cited in Naizhao & Yanling, Holec defines autonomy as the ability to take care of one's own learning. Also, Littlewood explains it as learners' ability and willingness to make choices independently. But as Yildirim (2008 a) goes on to explain further, learning independently does not mean complete isolation from teachers and peers. It means interdependence with teachers and fellow learners and working together towards a shared goal.

If learners get more involved in their self-learning process, the outcome may be better as they learn what they are ready to learn using their suited learning strategies within or outside the classroom. This is also emphasized by Yildirim (2008 b).

As cited in Naizhao & Yanling, Wenden suggests that successful autonomous learners are expert or intelligent learners who have learned how to learn. They not only are aware of their own learning styles and strategies to acquire knowledge, but also develop skills that allow them to use this knowledge confidently and flexibly.

Wenden further says, "ability depends on possessing both knowledge about the alternatives from which choice have to be made and necessary skills for carrying out whatever choices seem most appropriate." (Naizhao & Yanling).

The level of control on their learning that the autonomous learners need to have and the role of teachers in autonomous learning are issues that require attentionm. (Zhong, 2010).

Providing facilities and resources for self-study is not enough for promoting learner autonomy. Investigating the readiness of learners and their teachers in a particular educational environment is important before shifting to autonomous learning. That is, before bringing about any change in teaching methodology, we should emphasize initially on how ready students seem to take on the autonomous learning conditions and opportunities. (Chan, 2003)

Various researches in the field of learner autonomy suggest that the perceptions about learner autonomy vary among cultural and educational contexts and also among learners and teachers. (Gremmo & Riley, 1995; Littlewood, 1999; Benson, 2001).

Learner's readiness for independent learning plays an important role in establishing learner

autonomy as a successful mode of learning in formal education. Poor use of resources, wasting self-study time available, lack of proper support and training may cause students to prefer traditional classroom based education. As stated by Little, "autonomy may be the last thing learners want". (Breeze, 2002).

Researchers like Little (1995), Ho & Crookall (1995), Scharle & Szabo 2000) and Chan (2003) have mentioned that understanding learners readiness for learner autonomy is crucial in designing curriculum, material revision and adaptation, classroom practice and teacher training. (Yildirim, 2008).

### **Rationale:**

The purpose of conducting this study at university level Saudi language learners' autonomy is to understand the learners' readiness to adopt autonomous learning, and their capacity and actual practices of autonomous learning. The learning activities employed by Saudi learners were investigated to gain more knowledge on effective tasks more suited for autonomous learning.

This is an important issue in context to university level education in Saudi Arabia which is currently observing a shift from traditional classroom education to more learner centered approaches prevailing worldwide. Hence before adopting any new methodology, it is crucial that the people involved in designing the curriculum are aware of learner's perceptions and readiness for the change to foster better learning.

The study covered the following objectives:

- To investigate the perceptions of Saudi English Language learners for learner's autonomy.
- This study will also explore their opinions about their own abilities to act autonomously.
- Also, the learners' perceptions of teacher and learner responsibilities will be identified.
- The autonomous language learning activities employed by the language learners outside classrooms will be investigated.
- How different are the perceptions of Saudi language learners for learner autonomy as compared to those of Turkish and Malaysian language learners.

## Methodology

In this study, the beliefs of Saudi university level language learners about learners' autonomy and their level of autonomous learning are examined.

## Subjects:

The respondents of the study were the Third and Fourth year English undergraduates of Faculty of Arts, age ranging from 19-22 years. A total of 260 questionnaires out of 300 were successfully completed by the sample who are currently taking English as a Second Language major. The entire Subject sample consisted of female ESL learners.

## Questionnaire:

The questionnaire used for this study is called the learner questionnaire measuring the roles of learners and teachers in language learning process. It was adapted from Yildirim (2008 a) and Spratt, Humphreys and Chan (2002). The questionnaire consists of thirty eight items divided into three sections and scored on a 5-point Likert scale.

First section consists of 13 items focusing on students' evaluation of their own and their teachers' responsibilities in the language classroom. Second section evaluates students' confidence in their ability to operate autonomously by 11 items. Third section with 14 items goes on to measure students' actual practices of autonomous learning practices outside the classroom.

The questionnaire was evaluated for content validity, face validity and clarity of the items. The Cronbach's alpha coefficient showed that the questionnaire has reliability with a high level of internal consistency.

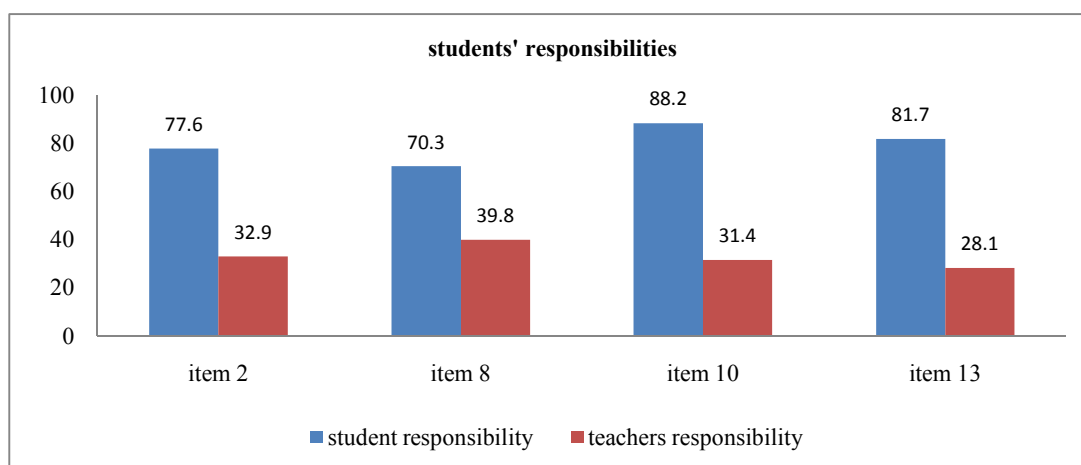
## Data Analysis

Data was analyzed manually and statistically using descriptive statistics. The data was presented through percentages of responses for each item in each section and comparisons were run between 'teacher's responsibility' and 'student's responsibility' parts and students' responsibilities and their own abilities.

## Results:

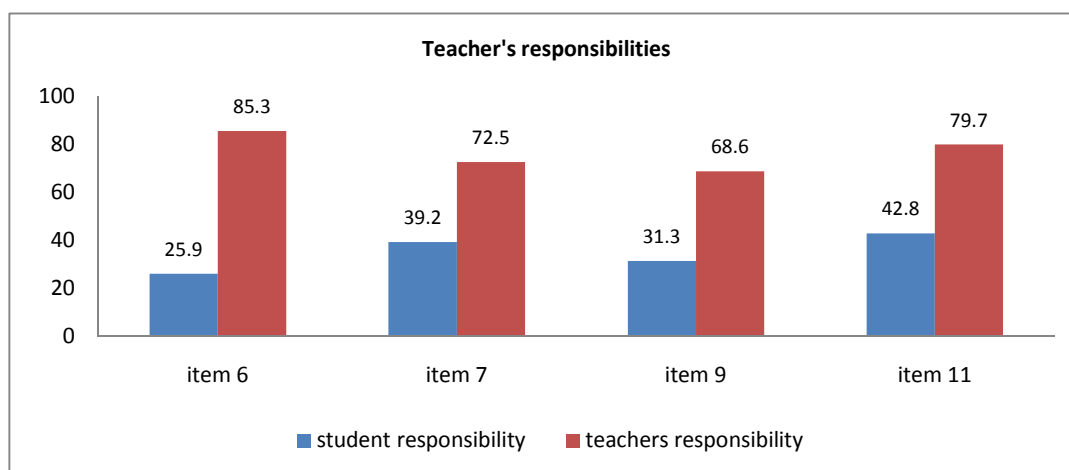
As the scores for each item in section one was calculated, it was observed that for some items, students shared the responsibility with the teachers and some items were shown individual responsibility of teacher and learner. The results were statistically significant.

The items that students felt were their own responsibility were item 2 (make sure you make progress outside class), item 8 (choose what activities to use to learn English in your English lessons?), item 10 (choose what materials to use to learn English in your English lessons?) and item 13 (decide what do you learn outside class?).



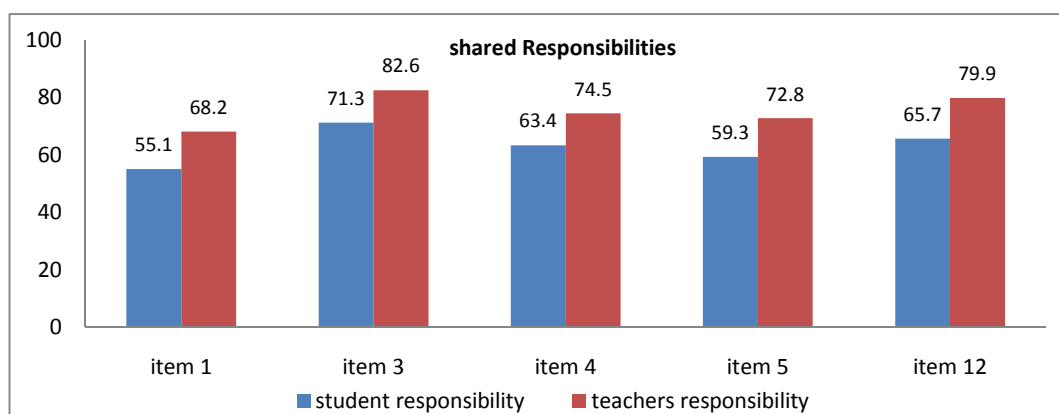
The items which students considered to be the responsibility of teachers are item 6 (decide the objectives of your English classes?), item 7 (decide what you should learn next in your English lessons?), item 9 (decide how long to spend on each

activity?) and item 11 (evaluate your learning?). There was significant difference between perceptions of the responsibilities for students and teachers for these items.



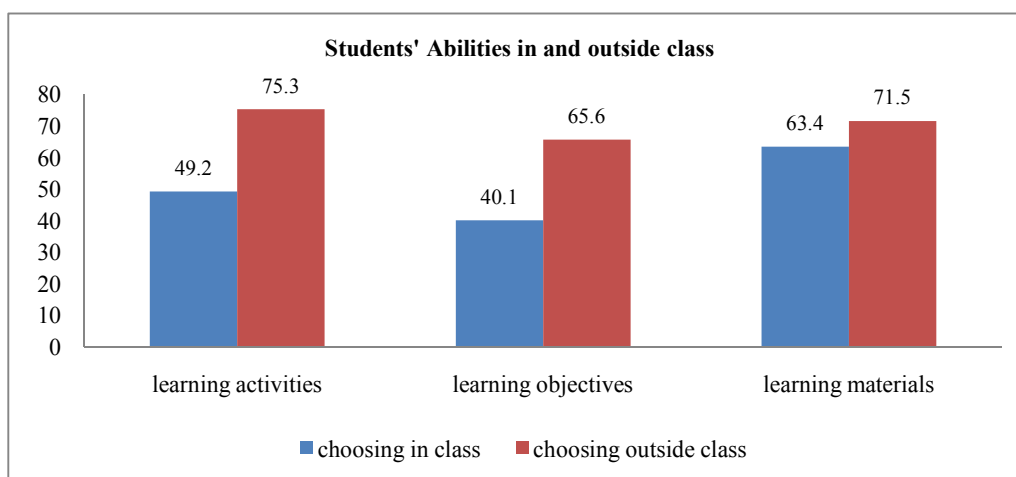
The items in which the students gave almost equal scores showed a sense of shared responsibility indicating a possibility of having capability of initiating self-learning. Such items were item 1 (make sure you make progress during lessons?), item

3 (stimulate your interest in learning English?), item 4 (identify your weaknesses in English?), item 5 (make you work harder?) and item 12 (evaluate your courses?). The p-values for these statements were under 0.05, hence they were significant.



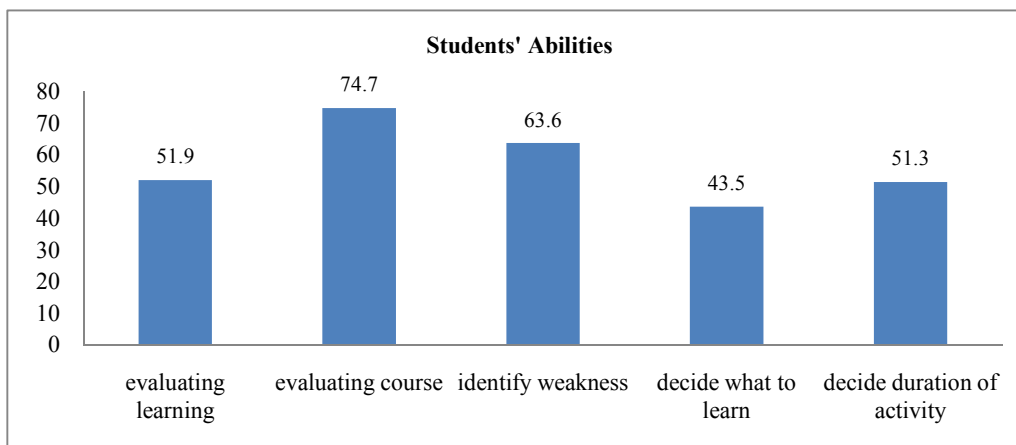
The students' perceptions about their ability showed a positive response for learning autonomously. 49.2% students felt that they are able to choose learning activities in class while 75.3% were more positive for choosing

learning activities outside class. Similarly, 40.1% students felt that they are able to choose while 65.6% were more positive for choosing learning activities outside class. Ability to choose learning materials in and outside class was perceived almost equally by the students with 63.4% and 71.5% respectively.



Among other abilities, 51.9% students thought they are able to evaluate their learning, while 74.7% for item no. 21 (ability to evaluate their course), 63.6% for item no. 22 (identifying your weaknesses

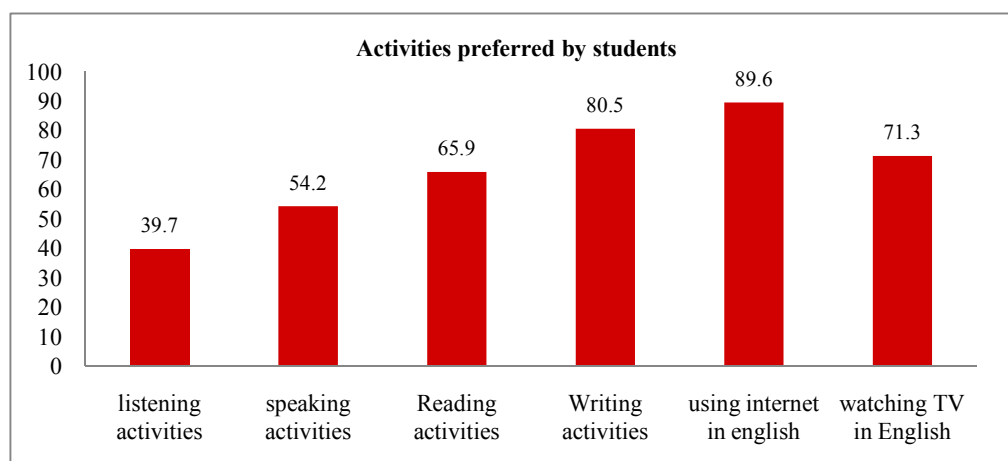
in English?), 43.5% for item no. 23 (deciding what you should learn next in your English lessons?) and 51.3% for item no. 24 (deciding how long to spend on each activity?).



The third section, containing items stating actual autonomous learning activities showed that 39.7% students used listening activities like 'listening to English radio (Item 30)?' and 'listened to English songs (Item 31)?' while, 54.2% students used speaking activities like 'practicing using English with friends (Item 32)?' , and 'using English with a native speaker (Item 38)?'

65.9% students used reading activities as shown by their responses to item no. 25 (read grammar books on your own?), item 26 (read newspapers in

English?) and item 28 (read books or magazines in English?). 80.5% of students used autonomous activities like item 33 (done English self-study in a group?), item 34 (done English self-study in a group?) and item 36 (written a dairy in English?) while, 89.9% used internet in English as stated in item 27 (sent e-mails in English?) and item 37 (used the Internet in English?). Also, the responses to item 29 (watched English TV programs?) and item 35 (watched English movies?) showed that 71.3% of students enjoyed watching TV in English.



### **Discussion:**

The total number of students who successfully completed the questionnaires was 260 out of which third year sample size was 164 and that from fourth year were 96. Third and fourth year undergraduate students were chosen because they have had sufficient experience of classroom learning and can give their perceptions about the learning methods most suited to them in an unbiased way.

Identifying student's views about their own and their teachers' responsibilities is crucial because in the process of establishing learner autonomy, there is a shift of learning responsibility from teacher to learner.

The first part of the questionnaire focuses on responsibilities of learners and teachers in language learning process. The more responsibility is given to self; the readier are the learners for autonomous learning, while more responsibility to teachers shows dependency on classroom teaching.

The results showed that there was a significant difference in responsibilities that Saudi female ESL students thought to be their own, their teachers' or shared both by them and their teachers.

Students felt themselves responsible for making progress in class, for their learning outside class and also for the activities and learning materials required outside class while they considered their teachers to be responsible for choosing the learning objectives, duration of learning activities used and to evaluate the level of learning achieved.

The main outcome of this research lies with the items that show shared responsibility of both the students and the teachers. These shared items show that the students are taking initiative in their own learning and are ready for autonomous learning. The results showed that students considered making

progress in course and working harder is as much as their responsibility as their teachers'.

Also, in a study by Yildirim (2008 b) on pre-service Turkish English teachers about the learners and teachers responsibilities shows somewhat similar results. In this study, the subjects (future teachers) had a notion of shared responsibilities for some items but the items concerning learning outside class were sole responsibility of the learner.

In the second section, when the students' perceptions about their abilities to perform autonomously were checked, it showed that they reciprocated with their perceptions of responsibilities of their teachers and themselves. They thought to have the abilities for tasks which they thought were their own responsibilities including shared ones. It may be due to the fact that the students thought themselves to lack abilities that corresponded directly with teaching profession and role of teachers in a traditional curriculum.

While in the third section, some activities like those in listening and speaking categories were less preferred by Saudi students. It can be due to fewer opportunities to speak English in an Arabic dominant society. Also, it may be due to the ease of using native language. Reading and writing categories are preferred because most of the items in these categories are related to English course and group study which students may feel obliged to do. Internet and TV are an integral part of life and it might be suggested that owing to social constraints in Saudi Arabia, female students might find them an easier source of learning and practicing English at home.

The use of various autonomous learning activities by Saudi students suggests their readiness for autonomous learning and indicates that students can be relied upon for their learning and teachers can

give them more responsibilities in class promoting self-learning. Also, if the activities preferred by students for self-learning are adapted by their teachers in classroom, the learning can be enhanced.

A similar study conducted by Yildirim (2008 a) on Turkish university level students showed somewhat similar results with some differences in the shared responsibilities and learning activities used but in essence the study showed readiness of Turkish students for learner autonomy. We can say that Saudi ESL learners are not very different than their Turkish counterparts in their readiness to adopt learner autonomy.

### Conclusions:

Until now, learner autonomy has not yet been very successfully explored in case of ESL, but research shows that students find it more rewarding and interesting to learn autonomously. It is also observed that educational goals and learning objectives may be reached more easily by incorporating activities that promote learner autonomy in class.

This study aimed to explore the possibility of successfully using autonomous learning activities in Saudi ESL classrooms. The first step towards this goal was to identify the extent to which our learners are ready to cope with autonomous learning. The results showed that Saudi ESL learners are used to autonomous learning activities and are ready to share responsibility of learning with their teachers in and outside class.

It can be concluded that fostering learner autonomy in Saudi ESL classrooms can be obtained easily by encouraging and facilitating autonomous behavior in Saudi students' keeping in mind culture specific conditions and their readiness for autonomous learning.

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## إدراك المتعلمين السعوديين واستعدادهم لتعلم اللغة الإنجليزية بوصفها لغة أجنبية للتعلم الذاتي

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إن استعداد المتعلم للتعلم المستقل يعدّ وسيلة ناجحة في التعليم الرسمي، و نظرا لأهمية هذه المسألة في التعليم الجامعي، فإن جامعات المملكة العربية السعودية تحاول التحول من التعليم التقليدي إلى التعلم الذاتي. وتهدف هذه الدراسة إلى اكتشاف آراء الطالبات في مقدرتهن على التعلم الذاتي المستقل، وإدراكهن لدور الأساتذة في الصف الدراسي. وتتألف عينة الدراسة من 260 طالبة سعودية في قسم اللغة الإنجليزية من المستويين الثالث و الرابع، وتتراوح أعمارهن بين 19 - 22 سنة. وقد استخدمت الباحثة استبانة لقياس دور المتعلم و المعلم في العملية التعليمية. وقد أسفرت النتائج عن أن المتعلم قد أصبح جاهزا ليأخذ دورا أكبر، ومسؤولية أهم في العملية التعليمية.

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## Operational Tasks and Decision Making to the Flow of Goods through a Major Chain of Supermarkets

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**Abstract:** *The growth in competition and the changes in behavior and habits of consumers have been fundamental in promoting significant changes in retailing. It becomes a must for any company to develop effective logistics solutions for meeting the challenges of global competition. Logistics activities facilitate the process of globalization as they integrate the flow of materials, resources, services and information to satisfy customer's need. This research aims to identify supermarkets management policies related to quality control, inventory, and purchasing decisions. To fulfill the requirements of this study and analysis of logistics and operation management concepts, the researcher used Acquaintance with logistics and operation management trends. It's found that the management of the supply chain is a chained process in which materials and services flow from the suppliers to the terminal users or consumers. The strength of the chain is determined by its weakest link. Unlike the management of the traditional logistics, the management of the supply chain concerns not only the flow of physical materials but also the mutual reliance and support of partners. To realize this objective, the key to the management of the supply chain in supermarkets should be the coordination of the relationship among organizations participated in the chain. Furthermore the management of the supply chain of the fresh produce in the supermarkets should include two aspects: one is the management of the logistics of fresh produce, including the development and management of different varieties, implementation of criteria, supervision of quality, packing, transportation, storage, processing and distribution; the other is the management of the relation and organization, including the selection of suitable logistic channels and partners, determination of contracts, allocation of added value, and maintenance of long-term partnership and smooth running of the supply chain.*

**Keywords:** *Logistics management, supply chain management, chain supermarkets.*

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### Introduction:

The growth in competition and the changes in behavior and habits of consumers have been fundamental in promoting significant changes in retailing. The growing competition between outlets with the same format, as well as between different types of stores, have obliged companies to introduce cost reduction programs, and measures to rationalize operations, as well as to differentiate their services in order to attract more customers.

The modifications observed nevertheless cover a search for greater operating efficiency, as well as improvements in the management of companies, in ways that allow them to obtain sustainable comparative advantages that are increasingly centered on cost structures, product quality, and quality of services offered, rather than on selection of products and prices, which tend to be very similar.

These advantages are principally based on:

- A correct definition of the mix of products, a vital factor for the profitability of companies;
- Combination of services in a form that is evident to the consumers, offering more for less;
- Information technology as an element of increasing importance in the retail chain, as well as a support to distribution;
- The deployment of new systems, tools and techniques, such as inventory management.

Thus, it becomes a must for any company to develop effective logistics solutions for meeting the challenges of global competition. Logistics activities facilitate the process of globalization as they integrate the flow of materials, resources, services and information to satisfy customer's need.



Today, the supermarket industry is a multi-billion dollar business. According to the U.S. Census Bureau, 2005 sales at grocery stores amounted to \$463.9 billion, or 12.5 percent of total U.S. retail sales (which excludes food services). This value was third behind the total retail sales of motor vehicle and parts dealers, which garnered 24.1 percent of the market, and general merchandise stores, which captured 14.1 percent of the market. Meanwhile, grocery stores remained ahead of gasoline stations, and building materials and garden equipment and supplies dealers, which held 10.4 percent and 8.8 percent of the market, respectively.

### **Research Objectives**

This research aims to:

- Identify supermarkets management policies related to quality control, inventory, and purchasing decisions.
- Discuss the basics of the planning process and inventory control.
- Recognize the concept of modern management processes and strategic objectives of major chain of supermarkets.
- Illustrate the importance of Supermarkets planning capacity.

### **Research problems**

This research tries to answer the following question: Is the management of the supply chain a chain process in which materials and services flow from the suppliers to the terminal users or consumers?

### **Research Hypothesis**

To answer the question of the study, the present study has the following null hypothesis:

**HO1** Materials and services flow from the suppliers to the terminal users or consumers in retailing industry is not considered as a chain process.

### **Methodology Adopted and Data Collections**

To fulfill the requirements of this study and analysis of logistics and operation management concepts, the researcher used the following methods:

- Acquaintance with logistics and operation management trends.
- Gathering information from different literatures conducted with the aim of examining the performance of supermarkets sector
- Access to primary sources of information, such as reports and bulletins issued by the institutions, companies, and agencies. As well as the internet.

### **Literature Review**

There is evidence that large-scale processors such as global dairy firms such as the Swiss firm Nestlé in Brazil (Reardon and Farina 2001), 84 T.REARDON vegetable processors such as the Swiss firm Gerber, or cereal-processing firms like the Mexican firm Bimbo, set private standards for quality and safety of products in the developing country markets – often in advance of the specification to them of standards regarding processed products by the supermarkets, simply because they are harmonizing these standards with standards of their global operations to increase efficiency. This can lead to harmonization of private standards for processed foods over regional markets, such as in Mercosur (Farina and Reardon 2000). In the 1990s, roughly at the same time and in some cases preceding the rise of supermarkets, there was a rise of large-scale food-manufacturing firms such as those mentioned above.

This often followed an initial proliferation of small and medium firms after liberalization of output markets with structural adjustment in the mid to late 1980s – and then reconcentrations of the processing sectors. The general story is told in Reardon and Timmer (in press) and there are interesting case studies such as that of Brazil in the dairy sector, told in Jank et al. (Jank et al. 1999b) and in Chile by Dirven (1999), and in Argentina by Gutman (1999), or wheat processing in Brazil, told in Farina and Furquim de Azevedo (1997).

On the other hand, large-scale processors and supermarket chains have a tendency to "symbioses". Supermarket chains tend to source from large-scale processors in order to reduce transaction costs by using a few large suppliers who have adequate logistics and transportation capacity, to be assured of consistent quality and safety from companies with the capacity to monitor their quality (and enforce standards on their suppliers in turn), and to get the SKU (stock-keeping unit) range they want in 'one-stop shopping'. Examples include the Xiaobaiyang chain in Beijing shifting from 1000 to 300 processed-food suppliers as it has centralized procurement over the years 2000-2002 (Hu et al. 2004), or the leading Russian chains focusing on a handful of large foreign and domestic dairy-products manufacturers for the reasons noted above (Dries and Reardon 2005). Moreover, large processors tend to want to supply to supermarket chains because the volumes are larger, their market coverage is broader (and growing rather than shrinking as with the traditional retailers), they can build product diversity and thus manage market

risk through them, and supermarkets have the cold chains that the traditional retailers do not have, to handle the shift that suppliers' seek toward shorter-shelf-life products with higher margins.

### Origins and Definition

The term "logistics" originates from the ancient Greek "λόγος" ("logos"—"ratio, word, calculation, reason, speech").

Logistics is considered to have originated from the military's need to supply themselves with arms, ammunition and rations as they moved from their base to a forward position. In ancient Greek, Roman and Byzantine empires, there were military officers with the title 'Logistikas' who were responsible for financial and supply distribution matters.

The Oxford English dictionary defines *logistics* as: "*The branch of military science having to do with procuring, maintaining and transporting material, personnel and facilities.*" Another dictionary definition is: "The time-related positioning of resources." As such, logistics is commonly seen as a branch of engineering which creates "*people systems*" rather than "*machine systems*."

**Logistics** is the management of the flow of goods, information and other resources, including energy and people, between the point of origin and the point of consumption in order to meet the requirements of consumers (frequently, and originally, military organizations). Logistics involves the integration of information, transportation, inventory, warehousing, material-handling, and packing, and occasionally security. Logistics is a channel of the supply chain which adds the value of time and place utility. Today the complexity of production logistics can be modeled, analyzed, visualized and optimized by plant simulation software.

Logistics as a business concept evolved only in the 1950s. This was mainly due to the increasing complexity of supplying one's business with materials and shipping out products in an increasingly globalized supply chain, calling for experts in the field who are called Supply Chain Logisticians. This can be defined as *having the right item in the right quantity at the right time at the right place for the right price in the right condition to the right customer* and is the science of process and incorporates all industry sectors. The goal of logistics work is to manage the fruition of project life cycles, supply chain and resultant efficiencies.

In business, logistics may have either internal focus (inbound logistics), or external focus (outbound logistics) covering the flow and storage of materials from point of origin to point of consumption. The main functions of a qualified logistician include inventory management, purchasing, transportation, warehousing, consultation and the organizing and planning of these activities. Logisticians combine a professional knowledge of each of these functions so that there is a coordination of resources in an organization. There are two fundamentally different forms of logistics. One optimizes a steady flow of material through a network of transport links and storage nodes. The other coordinates a sequence of resources to carry out some project (Wikipedia).

### Why Do We Need Logistics Management

Nowadays, logistics management is amongst the most action-packed fields all over the world. One of the unbelievable aspects of logistics management is that it is over and over again known as a science of planning, organization, and implementation. It comes into view when any industry wants to deliver the mandatory products or services to the obligatory party on the dot at the right location. These days it has made its importance documented due to its individuality and worth worldwide.

Most importantly, logistics management in the commercial sector makes use of advanced technology for safety, assessment, case study, forecasting, asset tracking, development and implementation. Therefore the art of logistics would play an essential role in organizing plentiful companies with others for carrying out distinct goals and objectives productively. Accounting, short-term analyses, performance judgment, transportation of products and services, and distribution of resources indisputably come in collective logistics management. Consequently it will represent an insight to boost measures for matching the commercial operations and efficacy efficiently. Perfect strategy, means & possessions, ways and carters for transportation at a cut rate will be professionally determined by extensive logistics management.

Commercial operational procedures are acknowledged for organizing different activities of the business sector proficiently. Market surveys weigh up the buyer needs also come under the top logistics management. Unprejudiced and money-

spinning supply chain in trade can be determined by a precious service of outsourcing, transport, distribution, and property organization. Logistics management would then show a single-minded performance knack that can be accomplished by a thriving contribution.

In short, logistics management is mandatory for a booming operational procedure of order processing, manufacturing, delivery, financial planning, allocation, distribution of resources, and judicious consignment of obligatory wares and services at the right location. Thus a flourishing logistics and supply chain management can provide plentiful benefits to the business sector for example enhanced delivery process, increased sales volumes, instant revenue generation, customer & employee satisfaction, and business identity development.

### **Responsibilities of Logistics Manager**

The primary responsibilities of logistics management specialists are:

- To identify all activities that will be involved in providing needed logistical support;
- To integrate the actions required of each activity into a comprehensive logistics plan in support of or to be incorporated into overall program plans;
- To monitor progress toward meeting the logistics plan and to identify the cause and impact of delays or other problems (varying degrees of responsibility for taking actions to prevent or overcome such problems may also be included);
- To adjust plans and schedules for all related actions as required by delays or changes to logistics requirements; and
- To evaluate plans for and provision of logistical support for feasibility, efficiency, and economy, and to develop alternatives when required.

### **Logistics Strategy Map**

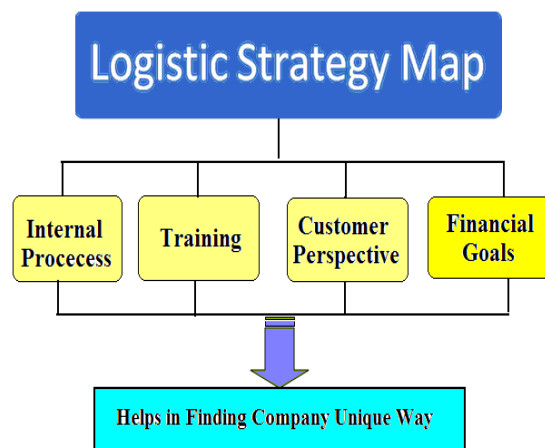
Any organization needs to know where it is moving and what goals it wants to achieve. If it does not know what is doing and what methods are relevant for achieving certain goals, it will be destined to lose. There are no excuses in the world of business. Without strategic planning one has very few chances to succeed.

There is a rule applicable to any business type – if company stops developing, its business will cease to exist someday. Taking into account modern realities, this will happen very soon, as there is a tough competition in all markets.

Organization strategy map is a must for all businesses. Sometimes it is very difficult to take into

account everything that a company needs to do to be successful. Different businesses should have different strategy maps that consider peculiar features of a certain business type. But in general, most strategy maps cover 4 major directions in the company development. They concern financial perspective, relations with customers, internal processes and training of personnel, these directions are clear in chart 1.

**Chart (1) Logistic Strategy Map**



It needs saying that it is often impossible to reach certain goals without completion of secondary objectives. Thus, everybody seems to be focused on net profits only. But a strategy maps will point out that in order to increase net profit you need to improve a number of key performance indicators. It is not wise to think that one may have more revenue without improving relations with customers or paying much attention to processes taking place inside your company.

### **Supermarkets Industry**

Although the terms supermarket and grocery store are often interchanged, they are not the same. Milton Cooper, Chairman Founder of Kimco, the largest strip center retail REIT, offers a good definition of what a grocery store is. He defines it as a store that is “less than 10,000 square feet... [and sells] produce, meat, canned goods and dairy products”. This type of stores is less common these days, but the supermarket is ubiquitous. Webster defines a supermarket as “a large self service grocery store selling groceries and dairy products and household goods”, and in 1971 a New York Court of Appeals defined supermarkets as “a large self-service grocery store selling groceries and dairy products and household goods”. Although these are somewhat loose definitions,

they sufficiently convey the message that the supermarket is more than just a little corner store.

It is a large retail destination where one can go and buy food and food related items. Increasingly, this definition is changing as supermarkets have expanded their offerings well beyond food items.

Although grocery stores date back thousands of years, the supermarket came about in the early part of the 20th century. In 1910, The Great Atlantic & Pacific Tea Company (A&P) developed the supermarket's predecessor, the "Economy Store", which sold basic dry and canned goods as well as tea and coffee. The term "supermarket" dates back to around the late 1920s and was applied to relatively large self-service outlets. The advent of personal cars allowed people, for the first time in history, an easy way to carry large amounts of grocery items back home with them. Savvy entrepreneurs capitalized on the concept by opening large "grocery stores" located mainly in warehouses outside major cities. The trend caught on and the supermarket industry was born.

Willard Bishop's annual Future of Food Retailing study predicts that between 2005 and 2010, traditional supermarket stores have declined from a 50.4 percent dollar share of the grocery and consumables market to 44.1 percent, while non traditional formats (Super Centers, wholesale clubs, and dollar stores) have increased their dollar share from 33.4 percent to 40.5 percent in the same time period.

Nowadays, supermarkets play an important role in serving the local community. They are places where the majority of the public shop for goods, food and grocery. In this competitive business, it is important for supermarkets operators to maintain an edge, sustain business development and foster consumers trust. This can only be achieved through upholding an ethical business and adopting good practices in their operations.

### Basics of Chain Supermarkets

A supermarket, also called a grocery store, is a self-service store offering a wide variety of food and household merchandise, organized into departments. It is larger in size and has a wider selection than a traditional grocery store and it is smaller than a hypermarket or superstore. The supermarket typically comprises meat, fresh produce, dairy, and baked goods departments along with shelf space reserved for canned and packaged goods as well as for various nonfood items such as household cleaners, pharmacy products, and pet supplies. Most supermarkets also sell a variety of other household products that are consumed regularly, such as alcohol (where permitted), household cleaning products, medicine, clothes, and some sell a much wider range of nonfood products. The traditional suburban supermarket

occupies a large amount of floor space, usually on a single level, and is situated near a residential area in order to be convenient to consumers.

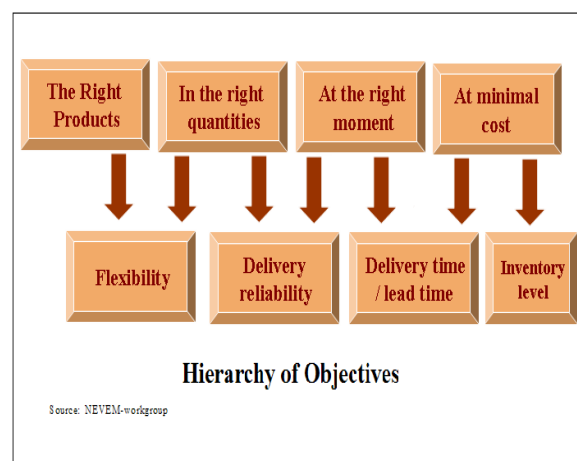
### Definition of Supply Chain Management

Supply chain management (SCM) is the term used to explain the planning and control of materials and information flows as well as the logistics activities not only internally within a company but also externally between independent companies (CHEN; PAULRAJ, 2004). SCM is also defined as a strategy that assumes a leader company is responsible for the planning information flow, monitoring and enforcement of other agents' activities/actions (BOEHLJLE *et al.*, 1998).

### Issues in Supply Chain Management

The classic objective of logistics is to be able to have the right products in the right quantities (at the right place) at the right moment at minimal cost. Chart 2 translates this overall objective into four main areas of concern within supply chain management.

Chart (2) Logistic Objectives



The two middle boxes in the lower row of Fig. 2, delivery reliability, and delivery times, are both aspects of customer service, which is highly dependent on the first box, flexibility, and on the last box, inventory. These terms will be discussed in this chapter.

### Why Moving to Integrated Supply Chain Management?

In traditional procurement the companies may only be linked by contracts that have been procured on lowest price against fixed specifications. The supplier is asked to deliver the specified product or service as cheaply as possible. There is no motivation to work in the client's interest. In some cases the supply chain is not even linked by

contract. Designers and contractors often have separate contracts with the client, for example. Modern procurement methods are moving to the appointment of integrated supply chains where the parties in the supply chain have a long-term objective to work together to deliver added value to the client. These long-term relationships enable the power of supply chain management to be fully realized.

The benefits for individual companies in the supply chain include (Construction Excellence, 2004):

- Reduced real costs, with margins maintenance
- Incentive to remove waste from the process
- Greater certainty of out-turn costs
- Delivery of better underlying value to the client
- More repeat business with key clients
- Greater confidence in longer-term planning

The benefits for end-users and project clients include a more responsive industry delivering facilities that better meet user needs, delivered to time and cost with minimum defects. This in turn creates higher customer satisfaction levels and an improved reputation for the industry.

### **Factors for the Supply Chain Management in Supermarkets**

The management of the supply chain is a chained process in which plans, organizations, materials and services flow from the suppliers to the terminal users or consumers (David J. Bloomberg and et al. 1999). The strength of the chain is determined by its weakest link. Unlike the management of the traditional logistics, the management of the supply chain concerns not only the flow of physical materials but also the mutual reliance and support of partners. To realize this objective, the key to the management of the supply chain in supermarkets should be the coordination of the relationship among organizations participated in the chain.

The complicated distribution or marketing channels in the chain usually determine the final success of a firm. In reality, professional managers often face a lot of channel options. They have to do a lot of planning and negotiations before they determine the channel structure. Even after they determine the channel structure, these channels will constantly change due to various factors. So the ultimate goal is to establish an excellent channel with competitive advantages.

Supermarkets operators are learning the advanced management methods from their competitors and trying to improve their own management of the supply chain. Unlike other goods, fresh produce easily goes to decay and has a higher requirement for safety. Consumers demand for the diversity of it due to their constantly changing tastes. All these determine the

following characteristics and requirements for the management of the supply chain of the fresh produce (Song Ya and Dong- Ying, 2007):

- Fresh produce shall be moved from the field to the table as soon as possible;
- The quality of fresh produce during transportation shall be maintained;
- Consumers shall be provided with fresh and safe varieties;
- The waste during the transportation shall be decreased and the cost of transportation shall be lowered down;
- Fresh produce shall be a core competitive advantage for the supermarkets.

We think that the management of the supply chain of the fresh produce in the supermarkets should include two aspects: one is the management of the logistics of fresh produce, including the development and management of different varieties, implementation of criteria, supervision of quality, packing, transportation, storage, processing and distribution; the other is the management of the relation and organization, including the selection of suitable logistic channels and partners, determination of contracts, allocation of added value, and maintenance of long-term partnership and smooth running of the supply chain.

### **Inventory Management**

When we think about inventory control, we consider things like lost sales, overstocks, shrink, etc. These are all important facets of the inventory management process, but what are the underlying reasons for this?

Managing the inventory properly can first and foremost reduce the cost of doing business. If we maintain the proper stocking levels of the items that we actually sell, then we can reduce overhead in the form of excess inventory, or inappropriate inventory, whether it's out of season or simply overstocked for the season. This is a no-brainer and will reduce the bottom line operating costs in the business, making everything else we do more profitable. Next, you can increase sales. This works two ways. First, if we have the items that people actually want, and we always have them in stock, then customers will become repeat customers because they know they can get what they want from us, and not the guy down the street. We have to pay close attention to item sales trends and pick stocking and shelving arrangements carefully to highlight popular items so people will come to us first.

Second, keeping inventory lean and efficient allows being flexible. We can use that extra cash

flow to invest in new and innovative products, or the latest styles, positioning store as a trend leader, rather than a commodities broker. Finally, a careful eye on inventory levels allows understanding the ebb and flow of business as it relates to overhead, sales trends, and more. This mastery will help control cash flows and make more effective business owner, increasing profits and efficiency.

### **Developments in Inventory Managements**

In recent years, two approaches have had a major impact on inventory management: Material Requirements Planning (MRP) and Just-In-Time (JIT and Kanban). Their application is primarily within manufacturing but suppliers might find new requirements placed on them and sometimes buyers of manufactured items will experience a difference in delivery (Floyd D. Hedrick and et al. 2008).

*A material requirement planning* is basically an information system in which sales are converted directly into loads on the facility by sub-unit and time period. Materials are scheduled more closely, thereby reducing inventories, and delivery times become shorter and more predictable. Its primary use is with products composed of many components. MRP systems are practical for smaller firms. The computer system is only one part of the total project which is usually long-term, taking one to three years to develop.

*Just-in-time* inventory management is an approach which works to eliminate inventories rather than optimize them. The inventory of raw materials and work-in process falls to that needed in a single day. This is accomplished by reducing set-up times and lead times so that small lots may be ordered. Suppliers may have to make several deliveries a day or move close to the user plants to support this plan.

### **Effective Inventory Management**

Maintaining an efficient inventory management strategy can help industrial plant managers improve and ensure the success of their operations. When addressing inventory management, there are several major factors to consider. Perhaps the most important is recognizing that inventory costs extend well beyond the initial purchase price of materials. Other factors to consider are additional costs for handling and storage, different types of stocks, accurately estimating the replenishment quantity and predicting the appropriate timing to reorder.

Furthermore, the effort and sophistication needed for a successful inventory strategy should be balanced with the size, complexity and, most importantly, the cost of the inventory to be handled. Here are five of

the most important factors that need to be considered (Dave Janida, 2005).

#### **• Carrying Costs**

Carrying costs are associated with holding or "carrying" inventories over time. In other words, the company has to pay more money on top of the purchase price of the oil for things such as storage, insurance, extra equipment and personnel.

- Understanding your stock

Another factor impacting the efficiency of one's inventory management strategy is the role of the inventory. Inventory is composed of two separate stocks — working stock and safety stock. Working stock supports day-to-day operations and will continuously cycle up and down as the material is consumed and replenished. Safety stock is basically an insurance policy against uncertainty.

#### **• Replenishment Quantity**

The most economic replenishment quantity, commonly called the EOQ (Economic Order Quantity), represents the lowest total sum cost of total inventory and inventory acquisition costs (order placement costs, invoice processing costs, payables costs, freight, etc.). Large replenishment quantities will be translated into fewer replenishment orders but larger inventories. Small replenishment quantities will reduce inventories but will increase the number of replenishment orders needed.

The EOQ is a function of the consumption rate, carrying cost, inventory value and inventory acquisition costs.

#### **• Reorder Point**

The appropriate time to reorder inventory can be determined by how quickly the inventory is being consumed and the order lead time designated by the supplier.

For example, if a business consumes 10 gallons of oil per day and it takes five days to receive material from the supplier, reordering should take place when the working stock gets down to 50 gallons. If one's inventory management system works to maximum efficiency, one's working stock will get to zero gallons as the replenishment arrives.

#### **• Inventory Cost Reduction Opportunities**

Reducing inventory and related total inventory costs do not always go hand-in-hand. So, how can one further trim inventory costs, beyond the tips provided above, without running the risk of running out of necessary materials? First, and perhaps the most basic element in reducing costs, is to work with suppliers to shorten cycle order

fulfillment times to minimize the need for excess safety stock. Another area in which one can achieve cost savings is through product consolidations. Multiple individual safety stocks can be combined into one typically smaller safety stock. Consumption rates for consolidated products are higher, making smaller order quantities more economical. The higher consumption rates are also typically more ratable, which can be translated into further safety stock reductions with no increased risk of run outs.

In every operation, it is important to develop an efficient inventory management strategy so as to achieve a competitive edge in the marketplace. By paying close attention to the key factors mentioned above, plant managers can build and sustain an efficient inventory management system that saves time and money.

### Controlling Inventory

To maintain an in-stock position of wanted items and to dispose of unwanted items, it is necessary to establish adequate controls over inventory on order and inventory in stock. There are several proven methods for inventory control. They are listed below, from simplest to most complex.

- *Visual control* enables the manager to examine the inventory visually to determine if additional inventory is required. In very small businesses where this method is used, records may not be needed at all or only for slow moving or expensive items.
- *Tickler control* enables the manager to physically count a small portion of the inventory each day so that each segment of the inventory is counted every so many days on a regular basis.
- *Click sheet control* enables the manager to record the item as it is used on a sheet of paper. Such information is then used for reorder purposes.
- *Stub control* (used by retailers) enables the manager to retain a portion of the price ticket when the item is sold. The manager can then use the stub to record the item that was sold.

As a business grows, it may find a need for a more sophisticated and technical form of inventory control. Today, the use of computer systems to control inventory is far more feasible for small business than ever before, both through the widespread existence of computer service organizations and the decreasing cost of small-sized computers. Often the justification for such a computer-based system is enhanced by the fact that company accounting and billing procedures can also be handled on the computer.

– *Point-of-sale terminals* relay information on each item used or sold. The manager receives

information printouts at regular intervals for review and action.

– *Off-line point-of-sale terminals* relay information directly to the supplier's computer who uses the information to ship additional items automatically to the buyer/inventory manager.

The final method for inventory control is done by an outside agency. A manufacturer's representative visits the large retailer on a scheduled basis, takes the stock count and writes the reorder. Unwanted merchandise is removed from stock and returned to the manufacturer through a predetermined, authorized procedure.

### The Purchasing Plan

One of the most important aspects of inventory control is to have the items in stock at the moment they are needed. This includes going into the market to buy the goods early enough to ensure delivery at the proper time. Thus, buying requires advanced planning to determine inventory needs for each time period and then making the commitments without procrastination.

For supermarkets, planning ahead is very crucial. Since they offer new items for sale months before the actual calendar date for the beginning of the new season, it is imperative that buying plans should be formulated early enough to allow for intelligent buying without any last minute panic purchases. The main reason for this early offering for sale of new items is that the retailer regards the calendar date for the beginning of the new season as the merchandise date for the end of the old season. For example, many retailers view March 21 as the end of the spring season, June 21 as the end of summer and December 21 as the end of winter.

Part of supermarkets purchasing plan must include accounting for the depletion of the inventory. Before a decision can be made as to the level of inventory to order, managers must determine how long the inventory you have in stock will last.

For instance, a retail firm must formulate a plan to ensure the sale of the greatest number of units. Likewise, a supermarkets business must formulate a plan to ensure that enough inventories are on hand for production of a finished product.

In summary, the purchasing plans details:

- When commitments should be placed;
- When the first delivery should be received;
- When the inventory should be peaked;
- When reorders should no longer be placed; and
- When the item should no longer be in stock.



Well planned purchases affect the price, delivery and availability of products for sale.

### Pitfalls in Inventory Management

Based on knowledge and experience from supply chain management in electronics, computers, and automobile companies, (Lee and Billington, 1993) identify 14 pitfalls in inventory management. Five of which are found relevant to this project:

- **No Supply Chain Metrics:**

In a supply chain with multiple sites, each site will often have its fairly autonomous management team. The objectives of the various teams may differ, and even be conflicting. Inventory may for example be reduced at a Site A of a supply chain, and thereby, seen from a local perspective, the performance is enhanced. But the inventory is decreased and may also decrease Site A's flexibility.

Because Site A now responds more slowly to changes, Site B, which is Site A's customer will have to increase its inventory (of Site A parts) in order to maintain its flexibility and level of customer service. The lack of supply chain metrics has prevented managers at Site A to see that their local improvements has not lead to improved overall performance of the supply chain. The objective of supply chain metrics is to give the basis for evaluations of the performance of the whole supply chain as one system.

- **Inefficient Information Systems:**

Databases at different operation sites that describe system environment, inventories, backlog, future production plans, and so on are often not linked. Information must be retrieved manually, and this can be a long process. Planning cycles may therefore be long, using highly uncertain demand forecasts. The wrong products are made, and inventories and backlogs grow.

- **Ignoring the Impact of Uncertainties:**

Too often supply chains do not track uncertainties such as suppliers' delivery times, the quality of incoming materials, manufacturing process time, transit times, and so on. This leads to non-optimal stocking levels. In some cases uncertainties are properly tracked, but there is no follow-up.

- **Simplistic Inventory Stocking Policies:**

Stocking policies are often not linked to knowledge of the uncertainties mentioned above. Stocking policies are often based on the quantity usage of the items stocked. This says nothing about the uncertainty associated with the usage. Analysis show that stocking levels could be greatly reduced by transferring

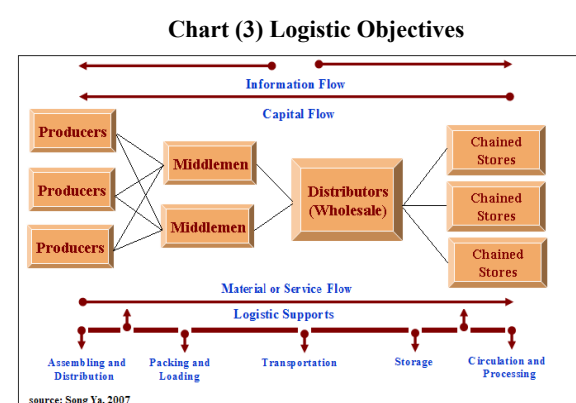
stocking policies from being quantity based to being uncertainty based.

- **Incomplete Supply Chain:**

Supply chain managers are often focused only on the internal supply chain. Going beyond the internal supply chain by including external suppliers and customers often exposes new opportunities for improving internal operations.

### Operation Management of Supermarkets

An ideal supply chain model should be a mutually benefited cooperation based on mutual trust and shared information. Chart 3 is a description of this situation.



### Information as a Valuable Role to the Supply Chain Management

Information plays a valuable role to the supply chain management and, consequently to overall competitiveness. In this sense, the co-ordination is restricted when negotiating based only on price information (spot market). Casson (1992) emphasizes the influence of collecting information and communicating it to firms, corresponding to different links in the chain. However, when under conditions of uncertainty or product differentiation, the price alone cannot transfer all relevant information to the whole supply chain in such a way to allow it to allocate resources efficiently. Thus, other forms, such as co-operative arrangements are prescribed to enable partners to share information. There are basically two kinds of information along the chain: the market information and technical information. The importance of making a distinction of both kinds of information, technical and market is due to the difference in the way each one is available. A manager can obtain market information depending on the nature of the prevailing economic organization (for example, the degree of concentration) while his access to technical



information does not. Holding up information also increase the power asymmetry. In this way, supermarkets are becoming chain leaders because of their closeness to end consumers and possession of market information. (Vesser; Vlaar, Neyes, 2000).

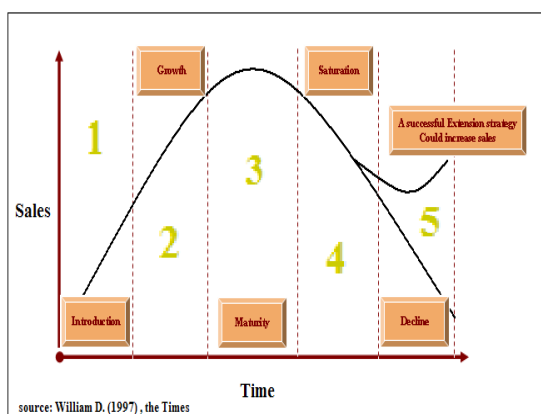
Information flow goes both ways (Morehouse; Bowersox, 1995; Verbeke; Viaene, 2000). On one hand, information goes from raw material producer to the end product, resulting on processes and products information transfer from production to end consumers. On the other hand, there is information from the market to the production, which informs end consumers' needs to all agents, leaving from end consumers to the whole chain. Information sharing relates to the existence of trust between agents. Fearné and Hughes (1999) suggest that effective communication between and within stakeholders is necessary, but that sharing information poses threats to independence and it is difficult when trading partners lack trust.

### **Supermarkets Product Life Cycle Management**

The product's life cycle - period usually consists of five major steps or phases:

Product introduction, Product growth, Product maturity, Saturation, and finally Product decline as shown in graph 4. These phases exist and are applicable to all products or services including supermarkets. These phases can be split up into smaller ones depending on the product and must be considered when a new product is to be introduced into a market since they dictate the product's sales performance (Ioannis Komninos, 2002).

**Graph (4) Supermarket Product Life Cycle**



#### **• Introduction Phase:**

The introduction phase of a product includes the product launch with its requirements to getting it launch in such a way so that it will have maximum impact at the moment of sale.

This period can be described as a money sinkhole compared to the maturity phase of a product. Large expenditure on promotion and advertising is common, and quick but costly service requirements are introduced. A company must be prepared to spend a lot of money and get only a small proportion of that back. In this phase distribution arrangements are introduced. Having the product in every counter is very important and is regarded as an impossible challenge.

Pricing is something else for a company to consider during this phase. Product pricing usually follows one or two well structured strategies. Early customers will pay a lot for something new and this will help a bit to minimize that sinkhole that was mentioned earlier. Later the pricing policy should be more aggressive so that the product can become competitive. Another strategy is that of a pre-set price believed to be the right one to maximize sales. This however demands a very good knowledge of the market and of what a customer is willing to pay for a newly introduced product.

A successful product introduction phase may also result from actions taken by the company prior to the introduction of the product to the market. These actions are included in the formulation of the marketing strategy. This is accomplished during product development by the use of market research. Customer requirements on design, pricing, servicing and packaging are invaluable to the formation of a product design. A customer can tell a company what features of the product are appealing and what are the characteristics that should not appear on the product. He will describe the ways of how the product will become handy and useful. So in this way a company will know before its product is introduced to a market what to expect from the customers and competitors. A marketing mix may also help in terms of defining the targeted audience during promotion and advertising of the product in the introduction phase.

#### **• Growth Phase:**

The growth phase offers the satisfaction of seeing the product take-off in the marketplace. This is the appropriate timing to focus on increasing the market share. If the product has been introduced first into the market, (introduction into a "virgin"1 market or into an existing market) then it is in a position to gain market share relatively easily. A new growing market alerts the competition's attention.

The company must show all the products offerings and try to differentiate them from the

competitor's ones. A frequent modification process of the product is an effective policy to discourage competitors from gaining market share by copying or offering similar products. Other barriers are licenses and copyrights, product complexity and low availability of product components.

Promotion and advertising continues, but not in the extent that was in the introductory phase and it is oriented to the task of market leadership and not in raising product awareness.

This period is the time to develop efficiencies and improve product availability and service. Cost efficiency and time-to-market and pricing and discount policy are major factors in gaining customer confidence. Good coverage in all marketplaces is worthwhile goal throughout the growth phase.

Managing the growth stage is essential. Companies sometimes are consuming much more effort into the production process, overestimating their market position.

Accurate estimations in forecasting customer needs will provide essential input into production planning process. It is pointless to increase customer expectations and product demand without having arranged for relative production capacity. A company must not make the mistake of over committing. This will result into losing customers not finding the product "on the shelf".

#### • **Maturity Phase:**

When the market becomes saturated with variations of the basic product, and all competitors are represented in terms of an alternative product, the maturity phase arrives. In this phase market share growth is at the expense of someone else's business, rather than the growth of the market itself. This period is the period of the highest returns from the product. A company that has achieved its market share goal enjoys the most profitable period, while a company that falls behind its market share goal, must reconsider its marketing positioning into the marketplace.

During this period new brands are introduced even when they compete with the company's existing product and model changes are more frequent (product, brand, and model). This is the time to extend the product's life.

Pricing and discount policies are often changed in relation to the competition policies i.e. pricing moves up and down accordingly with the competitor's one

and sales and coupons are introduced in the case of consumer products. Promotion and advertising relocates from the scope of getting new customers, to the scope of product differentiation in terms of quality and reliability.

#### • **Saturation Phase:**

This is the fourth stage of the life cycle and the point when the market is 'full'. Most people have the product and there are other, better or cheaper competitor products. This is called market saturation and is when sales start to fall.

#### • **Decline Phase:**

Sometimes it is difficult for a company to conceptualize the decline signals of a product. Usually a product decline is accompanied with a decline of market sales. Its recognition is sometimes hard to be realized, since marketing departments are usually too optimistic due to big product success coming from the maturity phase.

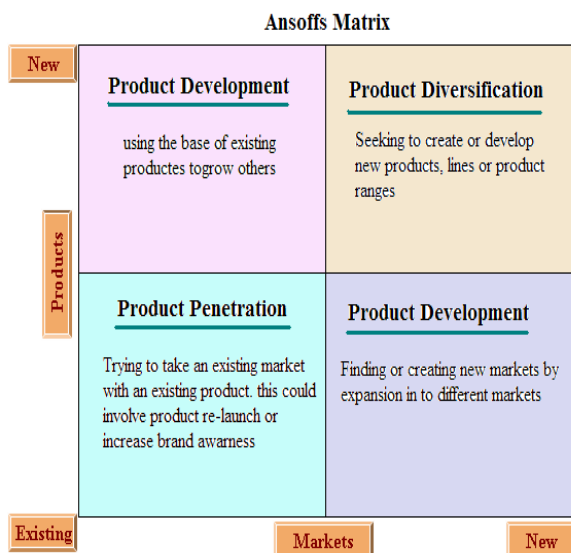
This is the time to start withdrawing variations of the product from the market that are weak in their market position. This must be done carefully since it is not often apparent which product variation brings in the revenues.

The prices must be kept competitive and promotion should be pulled back at a level that will make the product presence visible and at the same time retain the "loyal" customer. Distribution is narrowed. The basic channel should be kept efficient, but alternative channels should be abandoned.

#### **Extension Strategy:**

When a company recognizes that a product has gone into decline or is not performing as well as it should, it has to decide what to do. The decision needs to be made within the context of the overall aims of the business.

One of the solutions is to try to extend the life of the product rather than withdraw it from the market. This means developing an extension strategy for the product. Ansoff's matrix is a tool that helps in analyzing which strategy is appropriate. It shows both market-orientated and product-orientated possibilities as in graph 5.



### Just in Time (JIT) and its Impact on the Supermarket Business Performance

It is commonly accepted that JIT was developed in Japan in the 1960's by the Toyota Car Company and the techniques associated with it were picked up and used later by Japanese industry in the 1970's. After that JIT systems and practices in manufacturing companies spread throughout the western world and became standard production management practices in many companies (Johnson, R. & Clark, G, 2001). Several names have been given to the techniques which have developed in manufacturing using JIT thinking but the most commonly used title is lean management (Levitt, T, 1972).

Just In Time is a disciplined approach to improve overall productivity and reducing waste. It provides for the cost effective production and delivery of only the necessary quantity of parts at the right time and place, while using a minimum amount of facilities, equipment, materials and human resources. JIT is dependent on the balance between the supplier's flexibility and the user's stability. It is accomplished through application of elements which require total employee involvement and teamwork. A key philosophy of JIT is simplification (Schroeder, R.G, 2000).

The principles and philosophies of JIT can be summarized as (not in any order of priority):

- Quality management of the highest possible level is a key requirement.
- Preventative maintenance of all machines and equipment is required.
- Appropriate machines and equipment are used, often smaller than before JIT.
- People and human relations, teamwork, training, flexible work practices and skills and simple payment systems are highly valued.

- Work process flow is designed to provide flexibility with maximum responsiveness to customer needs.
- Technical support is needed to develop work flow and flexibility with good equipment.
- Work targets are set directly related to JIT objectives and the required performance of the work group (Sohal, A.S., Zeller & Fouad, 1989).

### Conclusions:

This study aims to identify supermarkets management policies related to quality control, inventory, and purchasing decisions, discuss the basics of the planning process and inventory control, recognize the concept of modern management processes and strategic objectives of major chain of supermarkets, and illustrate the importance of Supermarkets planning capacity.

It is found that the management of the supply chain in retailing industry is a chained process through which the materials and services flow from the suppliers to the terminal users or consumers. The strength of the chain is determined by its weakest link. Unlike the management of the traditional logistics, the management of the supply chain concerns not only the flow of physical materials but also the mutual reliance and support of partners. To realize this objective, the key to the management of the supply chain in supermarkets should be the coordination of the relationship among organizations participated in the chain.

It's also found that it becomes a must for any company to develop effective logistics solutions for meeting the challenges of global competition. Logistics activities facilitate the process of globalization as they integrate the flow of materials, resources, services and information to satisfy customer's need.

The complicated distribution or marketing channels usually determine the final success of a firm. In reality, professional managers often face a lot of channel options. They have to do a lot of planning and negotiations before they determine the channel structure. Even after they determine the channel structure, these channels will constantly change due to various factors. So the ultimate goal is to establish an excellent channel with competitive advantages.

We think that the management of the supply chain of the fresh produce in the supermarkets should include two aspects: one is the management of the logistics of fresh produce, including the development and management of different varieties, implementation of criteria, supervision of quality, packing, transportation, storage, processing

and distribution; the other is the management of the relation and organization, including the selection of suitable logistic channels and partners, determination of contracts, allocation of added value, and maintenance of long-term partnership and smooth running of the supply chain.

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## المهام التنفيذية واتخاذ القرارات لتدفق السلع من خلال السلسلة لأسواق السوبر ماركت

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**المخلص:** لقد كان للنمو في المنافسة، والتغيرات التي طرأت على سلوك المستهلكين وعاداتهم، دور أساسي في تعزيز تغييرات كبيرة في مجال تجارة التجزئة، وبمن ثم يصبح تطوير حلول لوجستية فاعلة أمراً لا بد منه لأية شركة؛ لمواجهة تحديات المنافسة العالمية. إن أنشطة الخدمات اللوجستية تسهل عملية العولمة، لأنها تدمج تدفق المواد، والموارد، والمعلومات لتلبية حاجة الزبائن. ويهدف هذا البحث إلى معرفة سياسات إدارة محلات السوبر ماركت ذات الصلة بمراقبة الجودة، والجرد، وقرارات الشراء. وللوفاء بمتطلبات هذه الدراسة وتحليل مفاهيم الخدمات اللوجستية وإدارة التشغيل، استخدم الباحث المنهج الوصفي، من خلال معرفة اتجاهات الخدمات اللوجستية وإدارة التشغيل. وقد تبين أن إدارة سلسلة التوريد هي عملية متسلسلة، حيث يتم تدفق المواد والخدمات من الموردين للمستخدمين أو المستهلكين، ويتم تحديد قوة السلسلة من أضعف حلقاتها، خلافاً لإدارة النقل والإمداد التقليدية؛ فإدارة سلسلة التوريد لا تتعلق بتدفق المواد المادية فقط، ولكن أيضاً بالاعتماد المتبادل ودعم الشركاء. ولتحقيق هذا الهدف، ينبغي أن يكون المفتاح لإدارة سلسلة التوريد في محلات السوبر ماركت هو تنسيق العلاقة بين المنظمات المشاركة في السلسلة. وإضافة إلى ذلك يجب أن تشمل إدارة سلسلة التوريد للمنتجات الطازجة في محلات السوبر ماركت جانبين: الأول إدارة النقل والإمداد من الفواكه والخضروات الطازجة، بما في ذلك تطوير الأنواع المختلفة وإدارتها، وتنفيذ المعايير، والإشراف على الجودة والتعبئة والتغليف والنقل والتخزين والتصنيع والتوزيع، والآخر هو إدارة العلاقة وتنظيمها، بما في ذلك اختيار قنوات لوجستية مناسبة، والشركاء، وتحديد العقود، وتوزيع القيمة المضافة، والحفاظ على شراكة طويلة الأجل، وحسن سير سلسلة التوريد.

**الكلمات المفتاحية:** إدارة النقل والإمداد (الخدمات اللوجستية)، وإدارة سلسلة التوريد، سلسلة محلات السوبر ماركت.

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## Coleridge and Al-Sayyab: Revolutionary Figures in Composing Poetry

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**Abstract:** *The paper examines one of the major influences on comparative literature which is Romanticism. In order to do that it studies the poetry of two famous romantic poets: Coleridge and Al-sayyab. Although they lived in two different ages and places and wrote in two different languages they both dwelled on similar subjects and shared one spirit. This paper examines and compares two poetic experiments. Although they are two different experiments, they belong to one literary movement that is Romanticism. Samuel Coleridge and Bader Al-Sayyab represent a revolution on the classics. Coleridge is one of the most famous figures of the Romantics in the beginning of the nineteenth century. He tended to write about the human soul and nature and their unity; he looked at poetry as the embodiment of human feelings. And through the use of the pronoun "I", he describes the romantic poet of all humanity. Al-Sayyab is considered as a literary icon in the Romantic Arab movement and a pioneer of renewing the poetic spirit and inventing free-verse poetry. The paper sheds light on the similarities in the two poets' poetry and lives. It pinpoints the influence of the east on Coleridge and western shades in Al-Sayyab's poetry. In addition, this research proves that Coleridge and Al-sayyab are canonical figures.*

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### Introduction:

This paper examines and compares two experiments, although different they belong to one literary movement that is Romanticism. Belonging to two similar literary movements does not deny the political, socio-cultural and religious differences. Coleridge and Al-Sayyab represent a revolution on the classics. Coleridge is one of the most famous figures of the Romantics in the beginning of the nineteenth century. He tended to write about the human soul and nature and their unity. He looked at poetry as the embodiment of human feelings, and through the use of the pronoun "I", he describes the romantic poet of all humanity. Al-Sayyab is considered as a literary icon in the Romantic Arab movement, and a pioneer of renewing the poetic spirit and employed the form of free-verse in his poetry. He created new poetic patterns to produce a unique experience.

There is an inevitable question that arises as the paper proceeds in its discussion of its theme of comparison: What do we mean by *comparative literature*? Lower Nelson defines it as:

Comparative Literature is nothing other than the study of literature. My notion of literature is that it is as art; that its productive human faculty is conveniently called imagination; that its works must be considered in their individual integrity and also in grouping by national and international traditions, movements, periods, and genres; and that its theory and mode of existence belong

under the philosophical heading of aesthetics. (P:37) [10]

While Henry Remak defines it as follows:

Comparative Literature is the study of literature beyond the confines of one particular country, and the study of the relationships between literature on one hand and other areas of knowledge and belief, such as the arts (e.g. painting, sculpture, architecture, music), philosophy, history, the social sciences, (e.g. politics, economics, sociology), the sciences, religion, etc., on the other. In brief it is the comparison of one literature with another or others, and the comparison of literature with other spheres of human expression. (p. 37) [18]

However, this paper intends to depend on Remak's argument for it is logical to compare two different works of literature belonging to two different cultures to see the impact of one on the other. Now that the term is defined it is beneficial to search its roots and origin. This paper stresses the importance of applying two essential conditions in working with comparative literary case:

- 1- The comparison should be applied to two different literary works written in two different languages.
- 2- The works under study should have a historical relation which led to the impact of one on the other.

Essentially, these two conditions make *comparative literatur* a different field of study from studying literature. And as Dr. Shelesh says that it is important to study the development of the real historical relation between two literatures and how it exists through translation, tradors, or diplomatic representation and the extent that a certain literary text has an impact on another in a different language (p.6). [27]

In Europe, the nineteenth century was an age of social development and sceintific research. Naturally, it follows that a desire to comprehend the research aspect on other literary scienses on one hand and to explor other nations' literature on the other. It was also the age of translation, many master pieces were translated from different languages to the European languages. This concentration in studying social phenomena and literary production led to the emergence of *comparative literatur* which was influnced by two major movements: Romanticism and the scientific revolution (p.31 هلال). [29]

As the concern of this paper is two romantic poets, the paper examines one of these major influnces on *comparative literatur* which is Romanticism. It was a reaction to the classical movement in literature which marginalised the imagination and hailed reason. It started in England then Germany and swept France then Spain and Italy (Abrams p.9). [1]

Romanticism appeals to the inner emotions of man rather than reason as the Classic movement. That appeal led to individuality and hailing these individual traits unlike the classics who believed that the best literature is that read by different people and they think they can write or stimulate a similar one. A poet record in his poetry only what is shared by all (p.32). [29]

*comparative literatur* is a youthful genre whose canon has been laid through:

an intensely explicit or self-conscious program was created by the theory and practice of the romantics (from the Schlegels . . . to Coleridge, and Hegel), who collectively founded a vast canon of literature, a general science of 'philology' and, almost paradoxically, a basis for a *national* literature seen in its seprate development from primitive roots to luxuriant foliage. In effect the old system of genres was overturned, and especially prized were the romance and the novel and the subjective meditative poem; "exotic" literatures were explored and smaller national literatures were founded; by "imitation," translation, and reportage . . . a new sense of the vastness and variety of world literature became possible (Koelb p.40). [10]

A new interest was growing to study the literature of the world and its differences according to the nations that produce it and their tradition, believes, and dogma.

Such interest paved the way to build theories to compare literatures with different names assigned to the process of comparing till it eventually setteled on *comparative literature* (Koelb p.40). [10]

In order to study *comparative literature* and to pursue its easthetic qualities, one has to know alot of things about the subject understudy and it also requiers as Nelson states:

A deep knowledge of, say, four or five or more languages and their literature would be goal of the mature compartist. Fundemental questions of literary theory and literature history have to be understood in their proper settings and arguments—not in pure abstraction but in circumstential detail. (p. 47). [10]

it is also important as he continues to explain his theory:

that all this must be happening, be present, in a single mind, in a single aesthetically aware sensibility. It is utterly illusory to think that by putting together a set of specialists one can create an enterprise or department of Comparative Literature. (p.47). [10]

knowing different languages is important to understand the text. Many things and pieces of information are lost in the process of translation and one should, as Nelson states, work on the texts that are subject of the study to reach the coreaninthe text as meant by the original author.

However, from my humble point of view, I believe that in *comparative literatur* studies one should study the similarities and differences in the compared texts, the cultural and easthetic aspects, and the literary genre that flourished in both. One has also to investigate The enviornment subjects, and the major influnces on such literature (religion, geography, region, values, and culture). Characteristics of poetry and prose, imagination and literary schools should also be into consideration. It is also important to know how they affect other nations' literature, and consequently how they are influenced by other literatures. Not only that but also to study certain subjects shared by writers or were inspired by issues such as: the woman, nature, myth, and so on. An obvious example is illustrated in the English and Arabic literatures in the subject of nature and how both literatures dealt similarly with it. The Romantic English poets like Wordsworth and Coleridge were inspired by nature, and Wordsworth reached a semi once state with it. Also Arabic



poetry is rich with examples of poems about nature, some poets were famous in praising the beauty of nature as Abi Tammam, Abu Nawas, and Al-Sayyab (شلش p. 98). [27]

Arabic and English literature influenced each other through translation and travellers' account. The Arabic influence is clear in the west fascination of the east as recorded in *Islam and Romantic Orientalism*:

perhaps the most significant of these orientalist figures was Sir William Jones (1748-94), who uniquely joined the gifts of the scholar with those of the traveller, to impart a major impetus to an established tradition of oriental translation. In his 'essay on the poetry of the Eastern Nations', Jones urged the introduction of new imagery into English poetry, of which he recommended the Orient as a fecund source that could enrich western poetry as a whole. (p.xxvi). [15]

Jones himself worked on that, one cannot deny the impact of his translation of Islamic literature and mythology on the Romantic movement. Also traveler books have undeniable affect on English literature:

*Travels to Discover the Source of the Nile* (1790-91) awakened resonant chords in the Romantic imagination, particularly for his introduction of the Arab nomad as noble savage—a version of Rousseau's 'man of nature'. (Sharafuddin p. xxv). [15]

The English romantics sought the eastern beautiful nature and its sunshine. *Arabian Nights* provided the romantics with a mysterious, sensual, magical and imaginative picture of the East. Edward Said explains the western fascination of the east as follows: "The Orient was almost a European invention, and had been since antiquity a place of romance, exotic beings, haunting memories and landscapes, remarkable experiences" (p.1).[14]. Romantic English poetry was concerned with the mystic east and its legends, but not with its culture. The poetic imagination of the romantics created images which were far from reality.

Before proceeding the discussion of the romantic literature, it is important to identify what do we mean by the term 'Romantic'. It is according to Wener "the heart as opposed to the head" (quoted in English Romantic Poets p.3). [1]

Historically speaking, the term '*Romantic*' appeared in the 17th century. It was used to describe the attractive unusual as Chew and Altick mention:

The adjective *romantic* (with variants) first appeared in English in the mid-seventeenth century as a word to describe the fabulous, the

extravagant, the fictitious, and the unreal. From this disrepute it was rescued during the following hundred years by being used to describe pleasing scenes and situations of the sort appearing in "romantic" fiction and poetry. Gradually the term *Romanticism* came to be applied to the resurgence of instinct and emotion. (p.1122). [5]

Romanticism then found irresistible appeal in the far past, man's inner self and feelings. He searches for them in the unknown far nations as mentioned above which the English intellectual man was introduced to through travelling books and translations of other nations' literature.

The romantics are featured with their attraction and fascination by the simple, democratic, search for form of expression and a return to nature as the supreme inspiring power:

the virgin lands of the New World, unstained by the slow contagion of civilization. This primitivism explains the taste for the "reliques" of ancient poetry; it is behind the romantic conception of a genius and of poetry as a gift of nature, not an acquired art (Literary History p.1126). [5]

The exotic past was reconstructed in the romantic mind as it should have been then and not as it was. This tendency of refuge to nature and celebrating feelings is emphasised also by Barry Spurr: "we can plainly see the complete revolution in thought and feeling which Romantic art advocated and achieved. Especially significant is how the attention is directed a way from the urban, social domain to the world of the nature" (p.170) [16]. That is not to say that the romantics, were the only poets who had celebrated nature, for it was also a favorite subject for the poetry of sensibility.

If one important aspect of romanticism as that of "nature" is shared by other genre poetic movements, then it is crucial to define the romantics as described by Chew that he is:

amorous of the far." He seeks to escape from familiar experience and from the limitations of "that shadow-show called reality" which is presented to him by his intelligence. He delights in the marvellous and abnormal. To be sure, loving realistic detail and associating the remote with the familiar . . . His effort is to live constantly in the world of the imagination above and beyond the sensuous, phenomenal world. For him the creations of the imagination are "forms more real than living man. (p.1123). [5]

This is a wide scope for the romantic poet. For the romantic movement was a reaction against the eighteenth century's mode of thought which is



known as the age of reason. And that explains why the romantic poet delights in the *exotic*, *remote*, and *abnormal*. He sought mysticism as it manifests in nature or the mysterious East. The movement started in England with the French revolution in 1789, touched by its human call for *liberty*, *equality*, and *fraternity* and the celebration of man's rights. Though the same revolution was criticised later by the romantics for its consequences as Wordsworth expressed his disappointment of the revolution in the second book of the prelude:

In this time  
Of dereliction and dismay, I yet  
Despair not of our nature, but retain  
A more than roman confidence, a faith  
That fails not, in all sorrow my support. .  
(Perkins L.P 440-444). [13]

Romantic poetry touches on many themes, one of which is the concern and reflection on the working class conditions. This is a very important aspect of the romantic poetry as we read it in the poetry of Shelly and Blake. Reason and good sense were not any more the concern of this kind of poetry, but the individual's imaginative capacity" as Coleridge writes his views of the poet:

endued with more lively sensibility, more enthusiasm and tenderness. . . has a greater knowledge of human nature, and a more comprehensive soul, than are supposed to be common among mankind. . the poet is chiefly distinguished from other men by a greater promptness to think and feel without immediate external excitement, and a greater power in expressing such thoughts and feelings as are produced in him in that manner. (Spurr p.169). [16]

There is an emphasis on "think and feel" and as Spurr remarks that this combination of ideas and emotions led to: "an intensified 'state of excitement', which is itself passionate, emotional" (p.169). [16]

This romantic view of the poet clearly illustrates the topics and themes of romantic poetry. It started in England in the middle of the eighteenth century but it reached the Arab world later in the twentieth century. There are many romantic Arab poets such as Abu Algasem alshaby and Al-Sayyab whose poetry is the closest to the romantic dreamy revolutionary spirit which seeks solitude, peace, and appreciation of beauty.

The concern of this paper, as mentioned before, is the poetry of two famous romantic poets: Coleridge and Alsayyab. Although they lived in two different ages and places and wrote in two different languages, they both dwelled on similar subjects

and shared one spirit. There were many political, social, and cultural circumstances surrounding the era of both and had influenced both of them. The Romantic English poet, Coleridge, lived the glory of the French revolution and was also, like Wordsworth, disappointed in its outcome. He wrote and lectured defending the republican cause. He also witnessed the domestic reform enlarged in England and turned from political to social revolution. There were many social evils at the end of the eighteenth and early nineteenth centuries such as the slave trade, the harsh treatment of the poor, child abuse as exemplified in Blake's poetry, and industrialization. These evils made the romantics regard the society as "a dark, repressive cloud, limiting action and obscuring perception" (Rogers p.277). [12]

Samuel Taylor Coleridge (1772-1834) is the son of a clergy man, Chew and Alic describe him as follows: "he was willing to cadge for small sums of money; already he was planning for himself careers beyond his powers of realization. The faculty of winning friends and the need for affection and the ability to evoke it were conspicuous" (p.1150) [5]. This tendency toward affection and winning friends besides his love for reading and his interest in philosophy introduced him to many to be prominent figures (Charles Lamb to be his life-long friend and Robert Southy). He dropped university in 1793 to be reinstated in Cambridge with the help of his friends. Coleridge was not lucky in his love life and was disappointed more than once (Chew & Alic p.1150). [5] Edward Kessler writes in detail about Coleridge's feeling of depression and failure:

At twenty-one he was lamenting, "I am but the dregs of my former self" (CL,1,47), and by the year 1800 (at twenty-eight) he had given up entirely: "As to poetry, I have altogether abandoned it, being convinced that I never had the essentials of poetic Genius, & that I mistook a strong desire for original power" (p.3). [8]

The depression Coleridge felt and the loss of his confidence in his poetical power made critics concentrate more in his prose rather than his magnificent poetry.

However, his life was shadowed by his sickness and sadness as Clare Lamont describes it as it is clear in Coleridge's poem 'Dejection: an Ode':

The domestic setting has become painful as the poet suffers a life of physical pain and material unhappiness. He describes a mood of despair, or what we should now call depression. In this 'unpassioned grief' he derives no pleasure from

nature . . . His affliction have robbed him of the faculty which enabled him to respond to nature (quoted in *English Literature* p.290). [12]

The external world became barren to him. His illness and failure in his love life drove him to concentrate more in philosophy rather than poetry. Unlike Wordsworth, his co-author of the 'lyrical ballads' Coleridge derived no pleasure from nature in his later years.

Nevertheless, he contributed greatly to the romantic movement with his introduction of the mysterious and supernatural elements into poetry. Coleridge dived into marvellous and fantastic world, which one can reach it, according to Coleridge, through "willing suspension of disbelief for the moment, which constitutes poetic faith" (Jackson p.314) [6]. He sought the past searching for mystery of the ancient Orient as in *Kubla Khan* and *Christable*. Moreover, Coleridge and Wordsworth revolted against the old traditional poetry. They deserted the formalistic couplets altogether with bombastic poetic diction and the idea of poetry as „no more than elegant ways of saying commonplace things – 'what oft was thought, but ne're so well expressed'. The new poetry swept aside all such preconceptions" (Roberts p.131). [11]

Coleridge new poetry's function was:

To prevent their {Coleridge and Wordsworth} audience from perceiving it automatically. The British public found it profoundly discomfiting (this is borne out by the defensive which Wordsworth penned preface for the second edition of the book). Still, before long it became the norm, and poets who followed- Byron and Keats, Tennyson. . . – each in turn had to come up with further radical innovations, all to keep one step a head of the audience's automatic assumptions. (Roberts p.131). [11]

He changed the audience's perception of poetry, it becomes more stimulating and more imaginative. It also provokes many notions and ideas, and it invites the audience to meditate and reflect.

There was also the nostalgia for the remote in place and time. Coleridge's imagination takes poetry to unvisited haunted places as described by Chew and Altic:

In the company of Coleridge we visit the enchanted palace of Kubla Khan, the vampire-haunted castle of Christable . . . The typical romanticist is a dreamer, though no single writer conforms wholly, consistently, and unerringly to the type. In dreams a great significance attaches to symbolism... There a persistent resort to suggestiveness in language, to over tune of

meaning, and to the dreamy associations that attach to words. (p.1126-7). [5]

The East and the remote places were not the only interest for Coleridge as a romantic. Nature too is present in poetry and he celebrated it radically. He associated his ecstatic emotions with nature's vitality. This is exemplified in his poem *This Lime-Tree Bower My Prison* (1797):

Wander in gladness, and wind down, perchance,  
To that still roaring dell, of which I told;  
The roaring dell, o'erwooded, narrow, deep,  
And only speckled by mid-day sun;  
Where its slim trunk the ash from rock to rock  
Flings arching like a bridge—that branchless ash,  
Unsunned and damp, whose few poor yellow  
leaves  
Ne'er tremble in the gale, yet tremble still fanned  
by the waterfall! (p.403). [13]

To Coleridge, nature is vivid and it embodies all its components. He describes his friends' journey while he is confined at home, presenting beautiful images for nature. These images provoke ecstasy in its dwellers. It is a source of pleasure and art.

However, the reader finds an echo of Coleridge's romantic spirit in the modern era. The other poet is an Arab and belongs to the Arabic Romantic Movement. The Iraqi poet Al-Sayyab is a pioneer of this movement. There are other Romantic Arab poets, such as Nazik Al-Malaykah and Al-Byat, but this paper focuses on Al-Sayyab for certain reasons:

- 1- Al-Sayyab suffered from a long illness which defeated him at the end. He shares this suffering with Coleridge.
- 2- Both used pain-killer which enables them to depart from their misery to new worlds.
- 3- Their poetry exemplifies the Romantic characteristics.
- 4- They are considered pioneers in revolutionizing the poetical composing style, each in his own language.
- 5- There is a time span of almost a century that divides them. Nevertheless, the Romantic features are apparent in Al-Sayyab's poetry.
- 6- The supernatural is a major element in their famous poems.

Al-Sayyab came after Coleridge and was influenced by Coleridge and the Romantic Movement in general. This kind of impact is what this paper mentioned earlier as indirect influence. It is so because there are many boundaries between the two poets: language, the age that each lived in, and geographical remoteness. And these are the

requirement of *Comparative Literature* as mentioned earlier.

Great writers and poets are usually the outcome or accompany great historical and social changes, either in a particular society or in human history. In the Arab world in general a lot of historical events took place after the Second World War and the occupation of Palestine. Al-Sayyab is one of the great poets who have an instinctive readability to read the 'hidden rhythm' of his age and to turn that rhythm into verse.

Classic Arabic poetry failed to meet the new challenges which were accumulating in the new post-war era. The great traditional poets like Ma'aruf Al-Rusafi in Iraq, Ahmed Shawki in Egypt and Omar Abu Richah in Syria were faithful to the old forms though they tried to express new ideas. This tendency created a problem as Sultani states:

a dangerous dualism in Arabic poetry, and raised, for the first time, the question of how a poet could express, in a new form, new content. For more than a thousand years Arabs had known only one form, the traditional. Here lies the importance of Al-Sayyab, who dared at that early time to write in a completely new way. A real revolution took place in Arabic poetry. [19]

So is the Romantic poetry in England. It was a reaction to the eighteenth century reason-domination approach. And it was a response to the French revolution and its advocating for *liberty, equality, and fraternity*. That is clear in Coleridge's poetry as a pioneer of the Romantic English poetry. Emotions and individuality take the majority of the subject matter of his poetry.

Al-Sayyab graduated from the English department at college of education (teachers). He read, during his school days, the romantic poetry and English literature. He admired Keats as mentioned in Adwaa's publication: he summarizes what he studied in the English department saying that he studied Shakespeare, Milton, Victorian poets then the Romantic ones in his last two years at the college. In addition, he read for the first time the English poet T.S. Eliot and he states that his admiration for Keats is not less than his admiration for Eliot (quoted in عباس p.88) [21]. This exposes the romantic and modern influences on him. But as the subject of this paper is the Romantic poetry, it will only concentrate in this aspect of his poetry.

Al-Sayyab worked as a teacher, but, like Coleridge, he was interested more in philosophical and political issues (Al-Huria p.89). Paul Starkey emphasizes the romantic aspect in Al-Sayyab's poetry: "Al-Sayyab's early collections *Azhar Dabila*

(1947) and *Ashtir* (1950), for example, show the influence of English and French poets such as Wordsworth and Baudelaire. . . . Love and nature occupy a prominent position in his poetry of this period (p.82) [17]. But Starkey did not mention the use of myth and the nostalgia for the past which are characteristics he shares with Coleridge even in his later works.

Al-Sayyab is well known for his technical innovation in the Arabic poetic tradition. He was the first to employ the new verse (blank verse) in one of the poems of *Azhar Dabila* (Starkey p.82-3) [17]. For that and for other reasons, he is considered as one of the leading Arab poets in the 20<sup>th</sup> century. Among these reasons: he has created a revolution not only in the poetical form, but also in the poem itself when he visited the mythology of the ancient world. He surpassed in reconciling the subject and object to become (his personal tragedy, the tragedy of Iraq). He was capable of expressing complicated contemporary issues in a simple language and through very meaningful images.

Comparing Al-Sayyab to Coleridge, both poets represent and imply the romantic characteristics; their poetry exemplifies psychological aspects and illustration of human emotions, and a return and longing to nature and childhood. The reader can not miss the sad tone in their poetry and the simple language used to express a new political philosophy which depends on symbolism in astonishing and expressive images and ideas to treat social-political problems.

They came up with a new mode of poetry in English as well as in Arabic. Both poets concentrated on love of nature and longing for what stands beyond it (supernatural element in their poetry). The two poets were radicals of the sentimental school in their youth. Coleridge was: "a sympathizer with the French Revolution, and a pacifist, denouncing England's war against France" (Bernbaum 53). Al-Sayyab too joined the communist Iraqi party for eight years and was imprisoned for three months because of his political activities (3-92 عباس).[1]

The resemblance between the two poets is to be also found in the length of their poetical experience. Al-Sayyab was fated to live a short life; he died at the age of 38 in 1964 because of his long-lived illness. Coleridge though lived for a longer period of time and did not die till the year 1834, he was over 60, but both poets struggled with severe illness all their lives. They lived under medication. But their personal struggle with life and their weak state of health did not stop them from writing golden poems.

Al-Sayyab's short life did not allow him to write much though he left his footprints on the modern Arabic poetry with his contribution either in verse or theme. Coleridge too did not write or actually decided that he was not a good poet, as Ernest Bernbaum describes the short period of his poetical production: "It was between the ages of twenty-five and twenty-nine that Coleridge wrote nearly all the poetry that was to make him immortal" (p.55) [2]. After that he was inclined more to criticism.

Both poets suffered a poor health state. Coleridge describes his state as follows:

'a poor fellow with a sick stomach, a giddy head, and swollen and limping limbs' and as 'a man on whom the dews of heaven cannot fall without diseasing him', and again as 'climbing up that rock of convalescence from which I have been so often washed off and hurried back'. (qtd Chambers p.138). [4]

Coleridge's illness prevented him from enjoying his life and rejoicing nature. He also suffered from opium addiction as it was prescribed at that time for patients, and he wrote many poems under the influence of opium.

Al-Sayyab's poetry betrays his illness and loneliness. Many poems correspond to Coleridge's moaning. One of these poems is *Shredded Lung* (رنة ممزقة), he composed it upon his uncle's death of tuberculosis and he himself suffered from the same illness. In this poem he identifies with the deceased uncle and imagines himself the dead one. The poem conveys Al-Sayyab real feelings towards his illness:

الداء يتلج راحتي و يطفئ الغد في خيالي  
ويشل أنفاسي و يطلقها كأنفاس الذبالب  
تهتز في رثيتين يرقص فيهما شبح الزوال  
مشدودتين الى ظلام القبر بالدم والسعال (اساطير ص.43)

Illness freezes my palms and Extinguishes  
the future in my imagination  
paralyses my breath and releases it like the moving  
lamp's light vibrates in lungs where ghost of  
entire demolishing dances chained to the  
darkness of the grave with blood and cough (Trans.)

When reading their poetry the reader finds common subjects and interests:

revolution on classical traditional poetical from, establishing a new school of free verse, and supernatural element, Al-Sayyab from his eastern heritage and Coleridge from the exotic east. I mentioned earlier the two poets' contributions in poetry and how they, each in his own way, established new standards and the traditions of free verse.

Nature has been an inspiration and an important component of the romantic poetry. The Romantic poets celebrated it for its wilderness, and they went as far as associating their ecstatic emotions with its spontaneity and vitality. They emphasize the joy and inspiration of natural scenes as exemplified in Coleridge's poems, *Eolian Harp* and *Dejection: An Ode*. An emphasis on natural surroundings prevails in these poems. In *Eolian Harp* the description of nature includes the mystical and mysterious: "As twilight Elfins make, when they at eve voyage on gentle gales from Fairy-land". The mystical element here reveals the heavenly, dreamy state that Coleridge lives and communicates in other poems like *Kubla Khan*. Besides, nature is presented as benevolent and charming throughout the poem. Nature becomes the source of creativity, the speaker is happy to sit in nature while "full many a thought uncalled and undetained and many idle flitting phantasies traverse indolent and passive brain." The poet is inspired and receive creative energy through observing the natural surroundings.

In Coleridge's *This Lime-Tree Bower My Prison* nature is alive in all its elements as Spurr remarks:

as the liveliness is aurally communicated in the repeated onomatopoeia of 'roaring' and in visual immediacy of 'tremble'. The journey of his friends . . . as imagined by Coleridge, who was confined at home, is a text for one of the principle purposes of the Romantic poetry. The poet describes for the reader what he hopes his friends will encounter:

So my friend  
Struck with deep joy may stand, as I have stood,  
Silent with swimming sense; yea, gazing round  
On the wide landscape, gaze till all doth seem  
Less gross than bodily; and of such hues  
As veil the Almighty Spirit, when yet he makes  
Spirit. (ODE to the departing year 37-42)

So does Al-Sayyab when he wrote about his village "Jaikor". He wrote poems also on nature with vivid images, such as, his poem *poetry, love, nature* which expresses his delight in nature and its components of birds and flowers:

زهر وانسام ولا أترنم      أترى الطبيعة كلها لا تلهم  
لا النهر جف ولا الأزهار صوحت      فعلام صمتك ايها الملهم  
الزهر أيقظه تواتب نسمة      وفراشة تحت الكواكب  
تحلم (106 ازهار ذابله)

Flowers and breeze and not sing  
You think nature is not inspiring  
Neither river drives nor flowers  
Why then muse are you silent ?  
Flowers wakened by movement of breeze,  
And butterfly dreams under stars . (Trans.)

This is Al-Sayyab a romantic dreaming suffering persona. He looks at nature and its beauty but he cannot enjoy it because of his illness and poverty.

However, the supernatural element is a major theme in the poetry of both poets. Coleridge is well known for introducing the magical and mysterious themes, so is Al-Sayyab. The two poets turn to the past searching for mystery and wonder. Coleridge's *Kubla Khan* is a famous poem in this category and unfinished one like his other poem *Christabel*. The theme of *Kubla Khan* is taken from the fabulous ancient East which fascinated the nineteenth English intellectuals. The poem is about "sunny pleased-dome with caves of ice!" (L.36). And a sinister images of a "woman wailing for her demon-lover!" (L.15).

*Kubla Khan* is an inspiration from a travel book, and it was most probably written in 1797, but was not published until 1816. According to Coleridge's note on how it was composed it was as follows:

In his sleep he composed two or three hundred lines. On waking he started to write them down, until, after about fifty lines, he was interrupted 'by a person on business from Porlock'. When he returned to his task he found he could remember scarcely any more. Coleridge called the poem 'A Fragment'. (Romantic Period p. 293). [20]

The impact of the Orient on him is clear in the role of the story teller as Kathleen Wheeler compares it to that of the story teller role of *Arabian Nights* (Kitson p.26) [9]. The Magul's empire and the far gardens that symbolize perfection and art in the geometric shape are recalled to industrial England as a dreamy escape to a remote world with power, peace, happiness and remoteness.

On the Arabian side, Al-Sayyab's *the Drowned Temple* "المعبد الغريق" is the inspiration of a story the poet heard about a Buda temple in Malines drown in Shini lake. The Temple is there because of the eruption of a volcano a thousand year ago. The temple contains treasure, crocodiles, and monster with one big red eye to guard the temple, Al-Sayyab built his poem on a story he heard from a sailor. The narrator in the poem is a drunken old man narrating his own personal experience with this temple, and he calls the monster *octopus* and mentions that the crocodile and the octopus live millions of years unlike man who is a slave to his own greed:

ولاح الدر و الياقوت اثمار من النور  
تمرغ فوقها التمساح ثم طفا على السور  
ليحرس كنزه الابدي حتى عن يد الظلماء والنور

.. فقيم غرور هذا الهالك الإنسان هذا الحاضر المشدود  
بالأرجل؟

أعمر الف عام؟ ليتته شهد الخلائق وهي تعبر شرفة الاول (25-17)  
Jems and ruby glittering as fruit of light Crocodile  
rubbed on them then float on the fence To guard his  
immortal treasure from light and darkness  
Why is man's arrogance if he is mortal and chained  
present to earth  
Has he lived a thousand year? wish he has witnessed  
people passing the first stage

Al-Sayyab is a pioneer in using myths and legends in the 60s of the previous century. He used legends as a metaphor and references, he made use of them to reflect on contemporary political issues as in *Drowned Temple* "المعبد الغريق" to portray the new Iraq under Abdulkreem Quassim regime which Al-Sayyab was against. In this poem the reader can not miss the western influence on the poet; Ulysses is mentioned as a super hero.

Not only legends, Al-Sayyab was interested in more than that and he took from the European Romantic Movement its subjects. The reader finds images of street walkers that calls one's sympathy because they are victims of poverty. Al-Sayyab's poem *the blind whore* "المومس العمياء" shows treats of A.De Mussets's poem on whores. The same theme is reflected in Al-Sayyab's poem where the whore is presented as a victim of society and deserves empathy and not neglect (p.306 هلال).

Both poets were pioneers in their social and political context and are landmarks in the English and Arabic Romantic Movements. There are similarities that connect the two of them in certain aspects as this paper shows. It is clear the influence of the 19<sup>th</sup> century Romantic Movement on the Arabic one during the 1960s. This fact emphasizes the human intellectual connections among nations which go beyond the linguistic and political borders and focuses on humanity, its development and civilization in its connection with others and the international unity of arts. That in turn leads to a better understanding of nations through learning the general trends and common interests among literary men.

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## كولريديج والسياب : ثورة على الكلاسيكية الشعرية

الدكتورة هند تركي عبد الله السديري

كلية الآداب، جامعة الأميرة نورة بنت عبد الرحمن، السعودية

**الملخص:** يهتم هذا البحث بدراسة أحد أهم المؤثرات في إنتاج الأدب المقارن، وهو الحركة الرومانسية. ومن أجل ذلك فإنه سيحاول الكشف عن بعض أوجه الشبه بين تجربتين شعريتين، تنتميان لأدبين ولغتين مختلفتين تماماً، ويجمعهما أن كلا الشاعرين قيد الدراسة يمثلان الثورة على الكلاسيكية الأدبية. و يغرف الشاعران من مشارب متقاربة، على الرغم من اختلاف انتمائهما السياسي والاجتماعي والثقافي والديني. فصامويل كولريديج الشاعر الإنجليزي من أشهر الشعراء الرومانسيين في الأدب الإنجليزي، وهو أحد رواد الحركة الرومانسية في مطلع القرن التاسع عشر، كما أنه أول من استخدم عنصر ما وراء الطبيعة في شعره، و جدد مع زميله وليم وردزورث، في قوالب الشعر الكلاسيكية. كما يعد بدر شاكر السياب الشاعر العراقي رائداً من رواد الشعر الحر في الأدب العربي، و أضاف روحاً جديدة إلى القوالب الشعرية الكلاسيكية. يحاول البحث أن يسلط الضوء على التشابه بين شعر كولريديج والسياب، الذي نتج عن التأثير والتأثير، بفعل حركة الترجمة التي نقلت إلى الغرب صورة ساحرة و غامضة عن الشرق، كما تأثر الشاعر العربي بالتجديد والصور المستوحاة من الشعر الغربي. و سيدرس البحث تشابه الأسلوب الشعري المستحدث عند كلا الشاعرين، والتوجه الرومانسي تجاه الطبيعة في شعريهما، واستخدام الأسطورة، وإنشاء مدرسة شعرية جديدة.

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