

## **Impact of Smoking: Influence on the Society and Global Business**

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**ABSTRACT :** *In general cigarette smokers believe that their habit of smoking affects only their health but researches have proved that it also affects their work lives and business as well, according to the State of Indiana. Employees who smoke during office hours thereby go vocationally outside the office for a smoke that leads to disturbance for other staffs if they are looking out for them and also it lose the productivity of the staff performance as well. Problems related with Smoking can have an economic, environmental, and social impact which in turn affects the country and its economy. Every country should create an organization for minimizing the effects of smoking by imposing restrictions on individuals and businesses. National Environment Agency (NEA, Singapore) is one such organization formed by the government of Singapore to reduce the impacts of smoking on public health and businesses. This paper analyses how prohibition of smoking (with respect to Singapore context) have influence on the society and global businesses and relate the discussion within the framework by using Global Fitness Framework (GFF) developed by Rayment and Smith in 2007 and an alternative model is also illustrated using “The Sustainability Model”. Finally the paper includes with the recommendation and conclusion on how to overcome the smoking issues faced by the society and global business.*

**Keywords -** *Global Fitness Framework (GFF), Health Promotion Board (HPB), World Health Organization (WHO)*

### **I. INTRODUCTION**

The consequence of smoking is irresistible. Smoking is key risk factor for some deadly disease like cancer, heart disease, stroke and tuberculosis. Smoking is one among the top three causes of deaths among Singaporeans according to the research conducted by Planning for enhancing regulatory quality (PERO). The research also says smoking costs S\$700 million - S\$800 million a year for healthcare, absenteeism and loss of productivity. The most recent figures from the National Health Survey conducted in 2011 indicates that in the percentage of Singaporeans smoking cigarettes has increased to 14.3% of adults compared to 12.6% in 2004. The statistics clearly shows that adult have raised by 33% in six years. These statistics suggest that deaths caused by tobacco smoke in Singapore (already over 2,500 every year) and the economic and social costs of smoking may increase in the coming years.

### **II. EFFECTS OF SMOKING**

Effects of smoking ban can be classified into three categories. a) Economic impacts b) Environmental impacts and c) Social impacts.

#### **a) Economic Impacts:**

There are pros and cons of such a ban. On the pro side, smoking can result in adverse health consequences for some consumers and employees. The disadvantage is that, arguments based on harm to tobacco manufacturers or libertarian viewpoints focusing on individual freedom are often partially or completely discarded by politicians. This leaves only one potential disadvantage that could have significant appeal to legislators: A ban could reduce the profits of employment by bars and restaurants--and, in particular, may harm small business owners. In a peer-reviewed research article, published on the proposed smoking ban in India that examined its economic impact by looking at stock market prices. The research found a statistically significant result that the proposed smoking bans lowered the market value of hospitality industry firms. As a sample, that category included bars, restaurants and hotels. Of course, the study was based only in India, and only one particular smoking ban. Yet the result of its analysis certainly establishes that a smoking ban can hurt the hospitality industry. Basic economic theory also suggests that a ban can mislead the natural action of the market by leading to a transfer of business from one establishment to another. For example, many recent state legislatures have considered approving only a partial ban, which exempts certain types of establishments like private clubs or cigar

lounges. Such targeted bans can be particularly harmful to those establishments subject to the ban, as they lose business to competing firms that don't face the ban.

**b) Environmental Impacts:**

More than 50 countries have banned indoor smoking i.e. in pubs, bars and lounges. This has caused environmental issues as people started to come out and started smoking in open places. Smoke and cigarette butts affect the environment the most, resulting in air, water and land pollution. Even the production of cigarettes influences the environment a lot. It is quite evident that smoking causes air pollution and to some extent also pollutes the ground. Approximately 4000 chemicals are present in cigarettes, which are breathed out and released in the atmosphere. Out of the total Singapore population 30% of them are smokers and the percentage of the smoking population in developing countries is much higher. This indicates that an enormous quantity of pollution is being released in the atmosphere every day.

**c) Social Impacts:**

Smoking has adverse effects on the society. Most of the people learn to smoke influenced by others. Hence smokers are existing as a bad example and misleading the younger generation. Sometimes smoking ban also creates clashes between the public and the smoker when he/she smokes in the banned area. The smoke free ban proved to be a trigger for some adults to quit with the largest drop in smoking in England - from 29% in 2005 to 27% in 2007 and down to 21% by 2011. This resulted in change of attitude in them and leads in a positive path.

### **III. ROLE OF BUSINESS IN SAVING PLANET**

In the modern world we depend so much on businesses. The food that we eat, the homes we live in, the clothes we wear, the cars we drive, the medicine that guards our wellbeing and all the luxuries we take for granted come to us only because people in business have produced and delivered them. Businesses do everything to satisfy the consumers and the government's role is to set rules of the economic games that business plays.

Business clearly has the major role in saving the planet because businesses are the major users of non-renewable resources and producing a disproportionate share of its emissions. Moreover businesses are the one that invent technologies and provide a solution for the depletion of natural resources and lessen pollution. As it is both the cause and a solution, clearly it plays an essential role in the sustainability index.

With the prevailing population growth rates the earth would eventually find it difficult to feed itself. But the modern argument is beyond food. The fear is that our economic growth depends on the world's natural resources including oil, fish, hygienic air, clean water, carbon-absorbing forests, and so on. Our economic activity not only consumes non-renewable resources but destroys the ecosystem while fuelling the population growth.

With the existing technology, businesses can make a car which is more fuel efficient than the current ones. Provided more support to innovation, engineers can even design a car that has zero emission which is more stylish and adding thrill to ride. Businesses have already made internet by which transmitting information, music, videos and a lot more much easier in a less resource intensive way.

Businesses role in rescuing the planet involves limitations and responsibilities. The first major step that business should do is to limit their appetite for consumption. They need to integrate climate change policies into their DNA. Businesses should invent new alternatives and new efficient technologies to extend the lifetime of non-renewable resources. Moreover they play a major role in assimilating the wastes into the environment.

As Businesses are both the investors and solution provider, should ensure to exploit a low carbon economy. So undoubtedly businesses have the responsibility to invent greener alternatives so that a low carbon future is on the lights. In order to achieve that, they should be flexible in adapting climate change policies. With more initiatives taken by the government the Mother Earth can be saved when businesses follow the 'Go Green' mantra. We must progress with this uphill work in order to stay on the more promising and safe path.

The government of Singapore has taken so many initiatives for the Green environment. Many constructions that are being built were made green. This resulted in saving 40% of the energy consumption according to the statistics provided by the government officials. Hence the government of all nations should approve the Go Green resolution suggested by United Nations organization in order to save planet.

### **IV. GLOBAL FITNESS FRAMEWORK**

Global Fitness Framework developed by Rayment and Smith in 2007 is a holistic approach for the researchers (illustrated as in Figure 1). Fitness is often thought of as relating purely to individuals and their physical condition: strength, stamina and suppleness. In this framework, this is broadened to include mental and spiritual aspects, and concern for groups and societies. This framework is used for analyzing the global issue drought in order to understand spiritual and mental impacts that it has on the individuals which concerns the nation and its development.

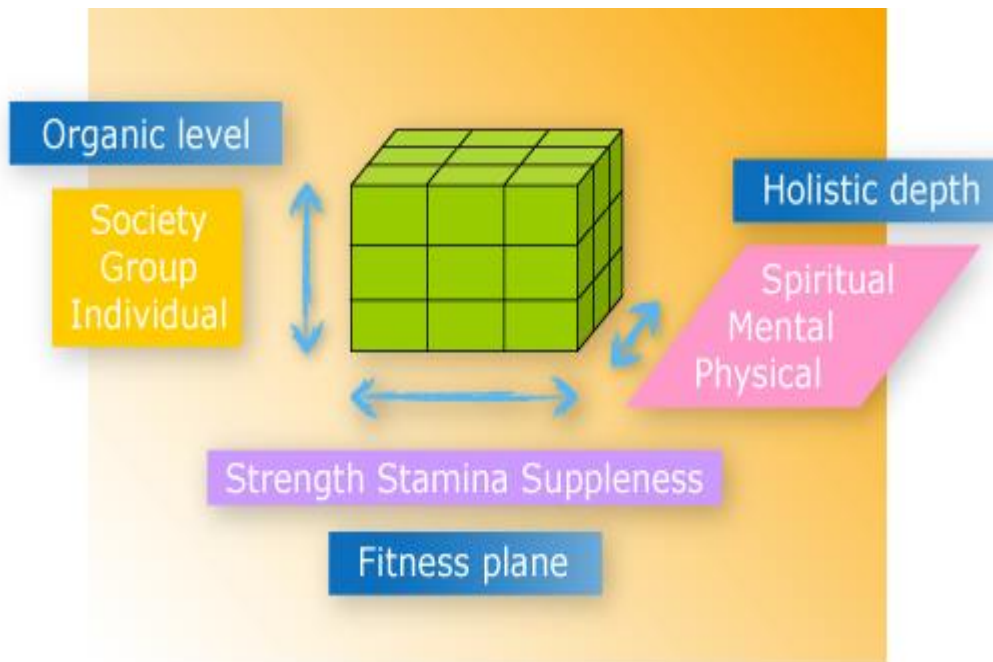


Figure 1: Global Fitness Framework [Source: <http://www.alchemyformanagers.co.uk>]

**A. Organic level**

**1) Individual**

Smoking affects individuals in many ways. It creates various health related issues. Smoking can lead an individual to death also. Mostly smokers suffer diseases like cancer, asthma, strokes and many more. Smokers are also at increased risk of osteoporosis, sleep problems, cataracts, and thyroid disease. Women who smoke put themselves in danger of developing cervical cancer, menstrual problems, infertility, and miscarriage. This also paves way to low birth rate issues. Scientists have also proved smoking also causes skin problems. Smokers have risk factors for premature ageing skin problems. Moreover among employees smoking causes frustration, unhappiness and irritation. These kinds of activities may create a lot of conflicts in the workplace which leads to poor organization behavior.

**2) Group**

It is proven that the person who inhales the smoke coming out from the cigarette is more affected than the one who smokes. Moreover the habit of smoking continuous through each generation, for example if a father is a smoker it is proven that his son will also be influenced to smoking habit. The American Cancer Society (ACS) reports that second-hand smoke immediately affects the heart and blood circulation, and over time it causes heart disease and lung cancer. Children are especially sensitive to second-hand smoke. The ACS reports increased risks of asthma, lung infections and ear infections among children exposed to second-hand smoke. The result of such illnesses is not only health related; it can also affect your finances and employment. You and your child may lose time at work and school, respectively, due to illness. You may incur extra expenses related to doctor visits and medications. The death or illness of a smoker in the family also moulds family life through economic losses and emotional absence.

**3) Society**

Smoking effects society in the ways that it pollutes the air, makes room for new laws such as smoking zones, it's a multi-million dollar industry so it brings in high taxes which is why we can't make cigarettes illegal. Smoking tends to create an antisocial relationship between a smoker and a non-smoker. As smoking leads to early death, it is another loss to the country's economy as the rate of death for smokers is higher than that of non-smokers. This usually occurs during the prime years of an individual after the government has spent quite a lot on their education and career advancement. People who are addicted into tobacco smoking may engage in crime if they are unable to raise the money required to buy the sticks. The form of criminal activities they may get involved in may lead to severe sentences by the authorities thus ending up wasting away in jail. Alternatively, the criminal activities may be so violent such that the individual ends up dead after that indulgence. This leads to a huge loss to the family as they will have lost a member due to activities that are triggered by addiction to tobacco smoking (Home Health, 2007).

**B. Fitness Plane**

**1) Strength**

Smoking directly affects lives and livelihoods of people. Its severity depends on the intensity of smoking i.e. number of cigarette a person smokes per day. Smoking has increased the rates of cancer, dark

conditions of the respiratory and cardiovascular system and increased the rates of spontaneous abortion and perinatal mortality. In the United States, about 40,000 people are hospitalized for burn injuries each year. As many as 20 percent of fire victims also have smoke-inhalation injuries according to the study conducted by researchers at Loyola University Chicago Stritch School of Medicine (smoking.ygoy.com. 2012). Smoking costs the world 1 to 2 percent of its gross domestic product each year and could kill about 1 billion people this century, authors of the fourth edition of the Tobacco Atlas said at the book's launch in Singapore. China is by far the world's largest consumer of cigarettes, with 38 percent of them in 2009, and saw costs due to smoking more than quadruple to \$28.9 billion between 2000 and 2008, the authors said in the book. These statistics clear us that how serious this issue should be considered (tobaccofreesingapore.info.com, 2012).

**2) *Stamina***

Smoking is an addictive behavior which is mostly picked up during adolescence. The prevalence of smoking on at least one day in past 30 days declined from 11% in 2000 to 9% in 2006 to 6% in 2009. Youth pick up smoking easily, for example due to peer influence or simply out of curiosity. Health Promotion Board (HPB) in Singapore implements a variety of tobacco control programs for children, teenagers and youth. Besides targeting the general youth population, programs are also tailored to suit specific youth groups. In addition, teachers, parents and counsellors are engaged to help youth lead smoke-free lives.

**3) *Suppleness***

Suppleness talks about the ability to bend and flow. Government plays a major role in developing policies for preventing the impacts of smoking. HPB organizes a variety of activities aimed at raising youth's awareness about benefits of leading a tobacco-free lifestyle, dispelling common misconceptions of smoking and equipping youth with life skills (e.g. self-esteem, decision-making) to refuse cigarette offers. In March 2012, Second Minister for the Environment and Water Resources, Ms. Grace Fu, announced the Government's plans to further extend the smoking prohibition to more areas in the coming year. These new areas include common areas of residential buildings (e.g. void decks, common corridors, and staircases), covered walkways/link ways and overhead bridges, 5m around bus shelters, and hospital outdoor compounds.

**C. *Holistic Depth***

**1) *Physical***

The individual's physical fitness is what needs to be considered here. I have already explained how smoking affects the individual's physical health in the previous paragraphs.

**2) *Mental***

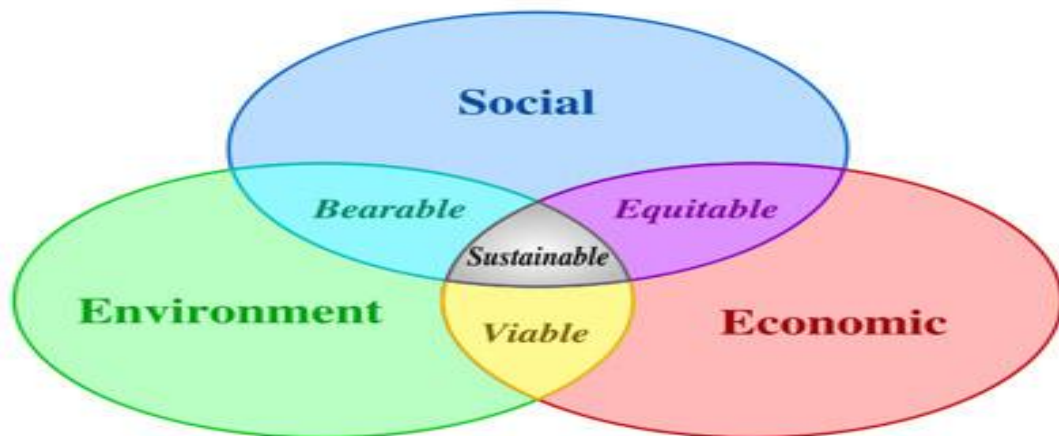
Smoking may seem like a mere physical habit, but there is also an emotional aspect, which affects the smoker and her family. With a plethora of active anti-smoking campaigns and widespread education in schools, people everywhere are informed about the dangers of smoking. While smokers may understand and even fear the consequences of smoking, they may not have the strength or will to quit. Family members with concern for their loved one may become anxious and worried about the possible damage to the smoker's health. Those who have already witnessed the death or illness of a loved one due to smoking may be especially troubled. In addition, children with a smoking parent may have fears about their future and the future of their parent.

**3) *Spiritual***

Groups and societies are made up of individuals, and ultimately it is the well-being of the individuals determines the well-being of the humanity as a whole. As it is with most drugs, the effect of nicotine – a component of tobacco – is also not only physical. The “inner well-being”, an aim of smoking, touches also the psychic level, more precisely: the deep “ego” of man, his spirit. Nicotine addiction creates anxiety in someone when they are not taking nicotine. The two or three minutes it takes to smoke a cigarette feel good because the nicotine levels are reaching equilibrium. The other 23 hours and 55 minutes are anxiety created by nicotine withdrawal. Most people choose to stop this anxious feeling by smoking more cigarettes to lessen those feelings of anxiety, and possibly become chain smokers.

**V. THE SUSTAINABILITY MODEL**

Sustainability definition simply refers to the ability to withstand. To human beings, sustainability denotes the continuing conservation of accountability that has social dimensions, environmental, economic and includes the idea of stewardship as well as sensible administration of resource application.



**Figure 2: Global Fitness Framework [Source: <http://www.sustainablepc.com/sustainability/>]**

### **1) Social**

While for some, smoking can be a way to meet people and mingle with others, it undoubtedly has its negatives.

- a. Social stigma and isolation - some smoker's feel that they are being looked down on. As smoking rates decline, many people do not want to be exposed to other peoples' smoke and are intolerant of smoking. This social un-acceptance is likely to increase as the number of smokers continues to drop.
- b. Lack of freedom - having to worry about where you can go and whether you can smoke. This will intensify as smoking restrictions increase.
- c. Feeling that you're not in control of your life – having to organize daily living around smoking. This might include spending more money than you can afford on cigarettes; feeling unwell and unclean; and not being fit as you would like to be.

### **2) Economic**

Smoking can create a tremendous financial burden for smokers and their families. Smoking a pack of cigarettes a day costs about \$100 a week or \$5200 a year. It's not surprising that research shows smoking increases financial stress and reduces material wellbeing.

Spending on cigarettes means less money for essentials like food, clothing and housing. Smokers are twice as likely to report severe financial stress, going without meals or being unable to heat the home.

Children in smoking households are twice as likely to experience food insecurity (experiencing periods during which they skip meals, are hungry, going for a day or longer without eating) than children in non-smoking households, and three times as likely to experience severe food insecurity.

Smokers have more illness and disability which reduces employment opportunities and income. These impacts are greater for disadvantaged smokers because they spend a larger proportion of income on cigarettes than other smokers.

42% of low income smokers report spending money on cigarettes rather than on essentials like food.

The poorest smoking households in NSW (New South Wales) spend nearly 20% of their income on tobacco.

Giving up smoking reduces financial stress and improves standards of living. Those who quit smoking report less financial hardship and greater wellbeing compared to continuing smokers.

### **3) Environment**

The growing, processing and smoking of tobacco have major negative impacts on our local and global environments. The growing of tobacco involves the use of large amounts of fertilizers, herbicides and pesticides. Many of these are toxic and some contain known carcinogens (cancer causing agents).

In less developed countries the use of these substances is often unregulated. As well as threatening the health of plantation workers, the chemicals used can often contaminate village water supplies due to run off from the plantations.

Deforestation is another problem associated with tobacco growing. Firstly, forests need to be cleared for large scale tobacco planting. Secondly, in many developing countries tobacco leaf is cured (dried) mainly by wood smoke. This usually requires further clearing of forests in order to supply the wood for the curing process.

Pressure on our forests also comes from the heavy use of paper associated with the wrapping and packaging of cigarettes. Modern cigarette manufacturing machines use more than six kilometres of paper per hour.

Perhaps the most obvious way in which smoking impacts on the environment is through tobacco-related litter. In the 1999 Clean up Australia activities, the most common type of rubbish collected was cigarette butts, accounting for 9% of the ten most common items found. Cigarette butts take one to five years to break down. (Source: [sustainablepc.com/sustainability](http://sustainablepc.com/sustainability), 2012)

## **VI. RELEVANCE AND IMPORTANCE**

With the above explanations, it is clear that the issue related to smoking exactly fits into the Global Business Framework. The fundamental factors concerning the structure of the framework justifies the impacts of the issue.

When analyzing the issue with Global Business Framework, it enables the reader to understand not only the impacts of issue on individual, group and society but also the spiritual aspects of above said cases through a holistic approach. This has provided meaning and purpose for the future researchers to conduct further research on the topic with a different viewpoint.

In the current scenario most of the businesses ignores the spiritual aspects concerning their operations. But this Framework allowed the researcher to focus on spiritual terms which paved way to find other root causes for the global issue that is beyond individual, group and society that plays a major role globally.

Considering the elements of Global Business Framework, the organic level enabled the researcher to focus particularly on individual, group and society. As the society is comprised of individuals and groups, GFF allows the researcher to find out the root causes for the issue i.e. the wellbeing of individuals decides the wellbeing of group and society. Considering the issue smoking initially affects the individual and then the chain continues to group and society. Hence it allowed us to invent solution that favors the individual thereby making the group and society healthier.

The fitness plane in GFF enabled us to know how severe the issue had impacts on the society and business through the Strength cell. The stamina cell allowed us to know how well we are prepared for sustaining the consequences related to smoking. This cell also helped us to understand the areas that needed further development in order to withstand and reduce its impacts. The suppleness cell sheds lights on how effective these solutions can be applied in reality.

Unlike other frameworks and models, the holistic approach in GFF enabled us to provide better solution considering the physical, mental and spiritual strength of the drought affected people. The analysis of physical fitness of smoking people showed how the individual's physical strength is important in building up the society. It helped us in knowing the level of fitness that individual must possess in order to play their role in the society. The mental strength analysis helped in knowing the mental stress level of the individuals and the society which is vital in making solution for complex problems. It brought out new ideas and thoughts for the tackling the issue. This brought out the level of decision making and problem skill among the people in drought affected areas which paved way for further improvements. The spiritual strength analysis explained the inner wholeness of the individuals i.e. it explained how the individuals mind, body and soul operated due to smoking.

The global fitness framework facilitated a lot to provide a solution that acts as a root cause for the issue. It helped in identifying some of the problems which are not openly known to the world such as spiritual and mental issues among the smokers. This gives a different viewpoint in achieving a solution which not only solves the issue but also assures the wellbeing of humans. When designing the solution for the issue, the spiritual analysis played an essential role and suggested the importance of making people feel happy and fulfilled.

Moreover the Global fitness framework sheds light on all the areas; the issue has its impact. This favors the solution provider to frame the solution in such a way that the impacts are completely sorted.

## **VII. RECOMMENDATION**

By considering the public and nation's welfare the government has to ensure a high level of public health protection by complementing national policies. Smoking remains the biggest cause of avoidable death in Singapore. The advertising, marketing and promotion strategies of the tobacco industry foster tobacco consumption and help to increase the mortality and morbidity associated with tobacco products. Some of these strategies are aimed more particularly at young people of school age. Studies have shown that 60 % of smokers have their first cigarette before the age of 13, and 90 % start smoking before the age of 18. The Recommendation accordingly focuses more closely on the prevention of smoking among children and adolescents. Some of the measures globally advocated in European parliament can be used for Singapore context as well. See the Table 1 for details.

**Council Recommendation 2003/54/EC of 2 December 2002 on the prevention of smoking and on initiatives to improve tobacco control [Official Journal L 22 of 25.1.2003].**

**Reducing the supply of tobacco products to children and adolescents**

The Recommendation urges the Member States to adopt legislative and/or administrative measures designed to prevent the sale of tobacco products to children and adolescents, e.g. by:

1. requiring vendors of tobacco products to establish that purchasers are old enough, according to the age limit set by national law;
2. removing tobacco products from self-service displays;
3. restricting access to vending machines;
4. restricting distance sales, e.g. via the Internet;
5. prohibiting the sale of sweets and toys intended for children and manufactured with the intention that the product and/or packaging has the appearance of a tobacco product;
6. prohibiting the sale of cigarettes individually or in packets of fewer than 19 cigarettes.

**Restricting the advertising and promotion of tobacco products**

The Recommendation urges the Member States to adopt measures aimed at prohibiting the following forms of advertising and promotion:

1. the use of tobacco brand names on non-tobacco products or services;
2. the use of promotional items (ashtrays, lighters, parasols, etc.) and tobacco samples;
3. the use and communication of sales promotions, such as discounts, free gifts, premiums or opportunities to participate in promotional contests or games;
4. the use of billboards, posters and other indoor or outdoor advertising techniques (such as advertising on cigarette vending machines);
5. the use of advertising in cinemas.

**Measures targeting manufacturers of tobacco products**

The Member States are urged to take steps to require manufacturers of tobacco products to declare the expenditure they incur on advertising, marketing, sponsorship and promotional campaigns.

**Protection against passive smoking**

The Member States are urged to implement legislation providing suitable protection from the effects of passive smoking at workplaces, in enclosed public places, and on public transport. In particular, it is recommended that priority consideration be given to educational establishments, health-care facilities and places providing services to children.

**Other measures**

The Recommendation calls on the Member States to strengthen programmes aimed at both discouraging the initial use of tobacco products and overcoming tobacco addiction. They are urged also to adopt and implement appropriate measures for the pricing of tobacco products so as to discourage tobacco consumption.

**Monitoring**

Every two years, the Member States should inform the Commission of the action taken in response to the Recommendation. No later than one year after receipt of this information from the Member States, the Commission is to report on the implementation of the proposed measures and to consider the need for further action.

Table1:[Source [http://europa.eu/legislation\\_summaries/public\\_health/health\\_determinants\\_lifestyle/c11574\\_en.htm](http://europa.eu/legislation_summaries/public_health/health_determinants_lifestyle/c11574_en.htm)]

## VIII. CONCLUSION

In recent years, more attention has diverted to focus on intense negative impact of smoking on human health and even on atmosphere. This impact is not concise to individual but also on surrounding. It is estimated from World Health Organization (WHO) that that more than 6 million people die from tobacco use and exposure to tobacco smoke (one death every six seconds). The tobacco epidemic is one of the biggest public health threats the world has ever faced. It kills nearly six million people a year of whom more than 5 million are users and ex users and more than 600 000 are non-smokers exposed to second-hand smoke. Approximately one person dies every six seconds due to tobacco and this accounts for one in 10 adult deaths. Up to half of current users will eventually die of a tobacco-related disease.

Nearly 80% of the more than one billion smokers worldwide live in low- and middle-income countries, where the burden of tobacco-related illness and death is heaviest. Tobacco users who die prematurely deprive their families of income, raise the cost of health care and hinder economic development. In some countries,

children from poor households are frequently employed in tobacco farming to provide family income (WHO, 2012).

This issues caused by cigarette smoking (consumption of tobacco) are attempted to sum up in this report by using Global Business Fitness framework by John Rayment. The framework covers organic levels, fitness planes and holistic depth. The same issue is also framed in sustainability model. Both models were compared to each other for their worthiness.

It is concluded that Global Fitness Framework can be further updated by converging it with sustainability model for better representation of serious global issues. But Behind the increasing interconnectedness promised by globalization are global decisions, policies, and practices, these are typically influenced, driven, or formulated by the rich and powerful. Most of the countries are facing the issues of tobacco consumption by population. But Government cannot or do not want to ban cigarette or tobacco sale which generates major portion of revenue. So there lies a thin line between following social ethic and profit making business. Yet there are attempts made by governments like Singapore government which puts limits on amount of use of tar in cigarette and portraying cigarette warning in illusion form on tobacco related products. With this hopeful accurate consideration of this delicate issue best suited matching framework should be applied for solving global issues. Therefore the structure of Global fitness framework is subject to nations as well as individual approach.

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### Authors Profile

**Mr. Naganathan Venkatesh** obtained his Degree and a Master degree in Computer Science from University of Madras, India as well he also holds another Master's Degree in Human Resource Management and presently he is pursuing PhD in Computer Science & Engineering from University of Madras, India. As Research Scholar, from NITTTR (National Institute of Technical Teachers Training and Research, Ministry of Human Resource Management, Govt. Of India) he has published many international journals to his credit. He is an Assistant Editors for Asian Journal of Management Sciences & Education (AJMSE, Japan) as well Associate Editor for International Journal of Research in Management & Technology (IJRMT, India). He is a chartered member of Microsoft and holds Microsoft Certification in MCAD.Net, MCPD.Net, MCSA.Net and MCTS in SQL Server 2005 and BizTalk Server 2006. He is also a ACTA (Advanced Certificate in Training and Assessment) certified Trainer, Assessor and course developer awarded by WDA, Singapore

He got fifteen years of work experience out of which; 5 years he worked in software industry with different roles played - Business Analyst, Associate Consultant, Team Lead and Program Manager for various clients in US and India whose company status was PCMM Level 5. In training industry he has over 10 years' experience; roles played has a Corporate Trainer, Train the trainer, Chief Manager, Senior Lecturer, Assistant Dean, Academic Head. He had delivered and conducted wide range of training in Information Technology, Business Management and Human Resources Management subjects for various Universities; from Australia (Monash University, Deakin University, University of Western Sydney); from UK (University of Greenwich, Liverpool John Moores University, Anglia Ruskin University, University of East London) and University of Madras (from India). He had delivered number of technical and marketing seminars in US, India, Singapore, Malaysia and Indonesia for respective employers he worked earlier.