

From the Editor...

This issue of the *NSBM Journal of Management* (the third in the series) coincides with the opening, amid the greenery and quietude of a vast expanse of land in Pitipane, Homagama, of the NSBM Green University Town, a Sri Lankan state-of-the-art institute of higher education. It is dedicated to the cause of a greener planet, of innovative green (environmental management) practices with respect for Mother Earth and its elements, and of a green mindset among its student community that will be carried over to their places of work.

The two opening papers in the journal deal with the theoretical and practical perspectives respectively of green practices carried out in Sri Lanka, which we hope would provide useful guidelines for both the business and academic community to develop a green mindset.

The first paper by A D Nuwan Gunarathne gives an overview of the state of the current environmental management accounting practices in Sri Lanka with specific examples from different industry sectors. It covers green practices in areas such as accounting for energy, water, materials, carbon footprint, and biodiversity *and* life-cycle assessment. This is followed by the diffusion of management accounting practices both in organizations and in higher educational institutes.

The second paper by T Lalithasiri Gunaruwan and W Neluka Gunasekara presents a comprehensive and interesting narration of how management of solid waste is carried out in the empirical site of the Weligama Municipal Council, Sri Lanka. The study examines the economics of management of solid waste from a cost-benefit perspective, using the *Pilisaru* prescription of the Central Environment Authority. It concludes that the compost management model of managing solid waste would be economically viable. It further asserts that even achieving financial viability would be possible, if a compost management model with improved investment productivity is developed. The paper also provides a useful comparison with a few other empirical locations in Sri Lanka.

The third paper is a leadership study by Kumudini Dissanayake, based on a public limited company in the textile industry in Sri Lanka. It examines and theorizes how leaders emerge in a convergent process of self-and social-construction of leadership among operational level workers in the workplace. It recognizes the social processes followed by young workers and the significance of theorizing the leadership construction processes of emerging leaders, while identifying their implications for organizations in managing new generations of employees.

The findings are sure to be of value to HR managers, leader trainers, organizational line managers, and the academic community.

The next paper by Tharusha N Gooneratne and Gayashi Wijesundara gives a vivid account of how and why the well-known management accounting technique, the Balanced Scorecard (BSC), was diffused in a leading private sector financial institution in Sri Lanka. The evidence gathered through in-depth interviews shows that demand-side as well as supply-side forces have played an important role in the diffusion process. It offers a dynamic perspective of the diverse roles played by a variety of internal and external stakeholders, which will be of practical relevance to managers who wish to embark on similar projects in their organizations.

Moving into a macro-economic investigation, the next paper by Danusha Jayawardana and Prabhath Jayasinghe identify the short- and long-run determinants of inflation in Sri Lanka. The findings indicate that increased money supply, depreciation of the rupee and higher public wages are the major causes of both short- and long-run inflation, signifying the significant role of both demand and supply side factors. The authors advocate a prudent and effective implementation of monetary and fiscal policies so as to ensure a stable macroeconomic environment in Sri Lanka.

Though viral marketing seems to be the future of marketing the factors that determine successful viral marketing campaigns remain largely unknown. In the final paper Irosha Perera and Pradeep Dharmadasa attempt to address this gap using the Theories of Planned Behaviour and Fundamental Interpersonal Relations Orientation. The results reveal that perceived behavioural control, attitude towards viral marketing, subjective norms, and need for affection and for control are influential in determining the intention among young individuals to engage in viral marketing. The findings reveal that firms may need to develop different strategies to enhance the effectiveness of viral marketing campaigns.

In conclusion, I must apologize for omitting to state that the Book Review in the previous issue of this journal of *The Stronghold of Tradition and Tensions in Juxtapositions (Exploring the MOD-TRADI Consumer)* by Dinuka Wijetunga was authored by Sumanasiri Liyanage, Senior Professor and presently Dean, Faculty of Management and Finance SANASA Campus Ltd., and Chamari Jayani Wijayawardane, Lecturer, SANASA Campus, Ltd.

Prof. Mangala Fonseka
Editor