

OUR 2016-2021 JOURNEY

FIVE YEARS IN THE RE-SHAPING OF SRI LANKA'S EDUCATIONAL LANDSCAPE | NSBM GREEN UNIVERSITY

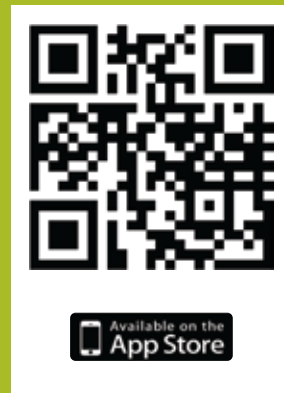


COVER STORY

The Lotus is a symbol of purity, knowledge and self-regeneration. It provides bees with nourishment and the bees, in turn, provide the means for a million plants to grow, bloom and beautify the world.

Like the lotus, the NSBM Green University provides its charges, the bees, with nourishment to be competent and responsible citizens who in turn will make a million organizations grow, produce and light-up the globe.





AR



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OUR **2016-2021** JOURNEY



FIVE YEARS IN THE RE-SHAPING OF SRI LANKA'S EDUCATIONAL LANDSCAPE | NSBM GREEN UNIVERSITY

MANGALA FONSEKA

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An aerial view of the NSBM Green University and its environs





Professor E A Weerasinghe, Vice-Chancellor, NSBM

FROM THE VICE-CHANCELLOR

NSBM GREEN UNIVERSITY

I consider it a privilege to send this message to OUR JOURNEY, 2016-2021 published to celebrate five years of dedicated service of the NSBM Green University from its new abode in Pitipana, Homagama.

Our Journey, 2016-2021 serves several purposes: firstly it narrates the journey traversed and the present status of the University in all its different facets. It thereby educates its many stakeholders and admirers on what the University stands for and has achieved over the years. It also elucidates the future path of the University.

It is no secret that the NSBM Green University has become a household name among the student and parent community of Sri Lanka over a short period of time. It has recorded phenomenal growth in the areas of study programmes offered, student enrolments, academic staff as well as research endeavours. Further, it maintains close linkages with industry, foreign institutes of higher education and society with benefits accruing to all parties. It has indeed been a story of success.

The journey of the NSBM Green University was not without trial and tribulation. From the

inception there were many difficult situations and trying moments which were overcome, thanks to the fortitude and dedication displayed by its Board of Directors, senior management, staff, and well-wishers. I take this opportunity to express my gratitude to everyone who had contributed in numerous ways to bring the NSBM Green University to its current status as a much sought after seat of learning, both locally and regionally.

I also wish to thank Dr. Mangala Fonseka for undertaking to compile OUR JOURNEY, 2016-2021 and all those who

contributed to its successful completion.

It is my fervent hope that the NSBM Green University will continue to serve the present and future generations of students, academia, industry and society with even greater determination and dedication.

Professor E A Weerasinghe
Vice-Chancellor, NSBM



The NSBM Green University in the construction



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There are many to whom I owe a debt of gratitude for their encouragement and support in writing this book: Professor E A Weerasinghe and Professor Chaminda Rathnayake; Deans of faculties of study, heads of divisions and senior managers; *and* academic and non-academic staff. Their contribution by way of providing information and making suggestions is laudable. My heart-felt gratitude goes to Mr. Kapila Liyanage for his careful reading of the text and useful suggestions. A special word of thanks is due to Ms. Daupadee Gamage for her unfailing and excellent support in editorial co-ordination.

I thank them all.

Mangala Fonseka, *PhD, FCMA*

OUR **2016-2021** JOURNEY

CHAPTER 1
A UNIQUE
EXPERIMENT

PAGE 02

CHAPTER 2
RESOURCEFUL
GRADUATES

PAGE 32

CHAPTER 3
RESEARCH FOR
AN ENLIGHTENED
WORLD

PAGE 74

CHAPTER 4
SHAPING
GRADUATES
FOR THE WORLD
OF WORK

PAGE 94



FIVE YEARS IN THE RE-SHAPING OF SRI LANKA'S EDUCATIONAL LANDSCAPE NSBM GREEN UNIVERSITY

**CHAPTER 5
BEING OF
SERVICE TO
THE SOCIETY**

PAGE 126

**CHAPTER 6
ASPECTS OF
GOVERNANCE**

PAGE 158

**CHAPTER 7
LOOKING
AHEAD**

PAGE 182





CHAPTER 01

A UNIQUE EXPERIMENT

*A unique experiment leading to a
unique seat of higher learning.*

CHAPTER 01

A UNIQUE EXPERIMENT

The setting up of the National School of Business Management (NSBM) is a unique experiment in the annals of higher education in Sri Lanka. More intimately known as the NSBM Green University / NSBM Green University Town, it has grown to be a seat of higher learning with a student population of over 10,000, spread over four faculties of study, an annual student intake of 3,000, and an academic and non-academic staff exceeding 200, achieved in less than a decade since its inception in 2011. Located on a vast expanse of 40 acres of lush greenery and quiet, in close proximity to the fast developing township Pitipana, Homagama, Sri Lanka, the NSBM boasts of a state-of-the-art university complex of over 110,000 square meters, constructed at a cost

of Rs. 10.1 billion in less than three years. Further, NSBM is engaged in an ambitious project of expansion in the spheres of infrastructure, technology, education, and research. Being a story of success of an indigenous educational institution, it is of relevance to document its role and contribution in today's evolving socio-political context for educative, informative, and posterity purposes. Written with a desire to fulfil this need, this book will be of interest to a variety of stakeholders viz., academia, educationists, entrepreneurs, student community as well as policy makers.

Before moving into the core, it will be opportune to describe the uniqueness of the NSBM experiment, what the organisation stands for, and the attributes of a NSBM graduate.

THE UNIQUENESS OF THE NSBM EXPERIMENT

The uniqueness of the NSBM experiment can be looked at from several perspectives.

OUTCOME OF A NATURAL PROCESS OF EVOLUTION

NSBM came into existence as a fully owned subsidiary of the National Institute of Business Management (NIBM) on October 07, 2011 under the Companies Act, No. 07 of 2007. A pioneer Sri Lankan public-sector organisation in management development and training, productivity improvement, and management consultancy, it had, by 2008, diversified into offering tertiary level study programmes under the visionary leadership of its Director General,







Welcome to the Auditorium

Professor E A Weerasinghe, an academic cum administrator par excellence from the University of Sri Jayewardenepura. The move turned out to be a resounding success and, while refurbishment and expansion of the NIBM premises in Colombo 7 had already been carried out to accommodate the large influx of students to its degree programmes, it soon became apparent that it was not possible to accommodate further student enrolments. It was also evident that studying in cramped-conditions within an enclosed area in the high-security zone

in Colombo was not compatible with the true spirit of university life. This prompted Professor Weerasinghe and his associates to explore avenues for overcoming the impasse, and having carefully gone through all possible



alternatives, the idea popped up in a casual conversation that took place at the NIBM:

"...a new institution...a separate entity...a residential university located in quiet surroundings..."

Expert legal opinion confirmed the possibility of establishing and operating affiliated education centres under the National Institute of Business Management Act, a revelation that was followed up vigorously by concept papers,

feasibility reports, and discussions at organisational and ministry levels leading to the setting up of the NSBM as a corporate entity. Thus, NSBM is to be seen as the outcome of a natural process of evolution, driven more by necessity than design.

AN EXEMPLARY PUBLIC-SECTOR PROJECT

The setting up of the NSBM as an offspring of the NIBM is a public sector project carried out with a high level of effectiveness and



The state-of-the-art Auditorium at sunset



The open-air amphitheater- a haven for performing arts

efficiency. This is contrary to the popular belief that public sector projects are ineffective and inefficient with cost and time overruns rampant. The NSBM experiment proved to be an exception which demonstrated in no uncertain terms the exemplary leadership and managerial skills of the team led by Professor E A Weerasinghe, former Director General, NIBM and Vice-Chancellor, NSBM, driving the project to its

ultimate triumph.

DRIVEN BY NATIONAL LEVEL GOALS

The setting up of the NSBM was driven by a set of national level goals. It thereby joins a select band of non-state sector education providers whose involvement has supplemented the state university system with positive implications on the Sri Lankan youth, the job

market, and the economy.

The objectives set by the NSBM at its inception were:

i. Provide opportunities for school leavers who are deprived of university level education to acquire a recognised educational qualification owing to resource limitations in the national university system. Thereby, it strives to safeguard the right of youth to higher education;

ii. Supply resourceful graduates in the fields of Management, Information Technology, Engineering, and Science (to begin with) for the job markets here and overseas; and

iii. Contribute to the economy by way of saving/earning foreign exchange via encouraging locals to study at NSBM instead of going overseas and, at the same time, enticing foreign students to come over to NSBM.



The open-air amphitheater- an event in progress

Though Sri Lanka had pursued an open market policy for over four decades, a dearth of opportunities prevailed for local students to acquire a good-quality international educational qualification at an affordable price. The persistently low-income levels of the majority of the local population discouraged the arrival of top-ranking educational institutions in the country as well

as restricted the choices available for local students to join top international universities. As a result, Sri Lankan students who failed to secure a place in state universities were in a dilemma regarding future educational prospects. The setting up of the NSBM was a move in the right direction to address grievances of this segment of students while contributing to the well-being of the economy.

EXCELLENT POLITICAL, STATE, AND PRIVATE SECTOR PATRONAGE

NSBM received excellent political, state, and private sector patronage throughout the project leading to the opening of the Green University in Pitipana, Homagama.

The five years spanning from the inception of the NSBM (October 7, 2011) to the opening of the Green

University (October 26, 2016) was marked by two political regimes of different ideologies under the stewardship of four line ministers. In developing countries, such as Sri Lanka, it is commonplace that the incoming government gives step-motherly treatment to work initiated by its predecessor. It, however, was different in this instance with the newly elected government of 2015 embracing the project with even greater



The Students' Centre- The centre for student activities

enthusiasm. This tells volumes of the significance of the project from a national standpoint as well as the shrewd and tactful management of the political hierarchy by the leadership of the NSBM.

The five-year period was one of intense activity. No less than five cabinet papers were presented and approved during the period with countless top-level lobbying, negotiations, and deliberations

taking place incessantly. A large number of state and semi-state sector organisations were involved in varying capacities and to different extents, with each playing an important role that made the final outcome possible. The key activities involved included: obtaining governmental approval for setting up of the NSBM, acquiring a 25-acre coconut land in Pitipana, receiving approval for conduct of undergraduate and

postgraduate study programmes, obtaining Board Of Investment status, selection of engineering consultants, awarding of contract for constructors, negotiating for a loan facility from a local bank, and obtaining a treasury guarantee in favour of the bank. And, the entire gamut of activities was executed with the speed of lightning.

The efficient involvement of the state sector does not demean in

any way the indispensable role played by the private sector towards completion of the project. The private sector organisations comprising the engineering consultants, builders, suppliers of material, and other service providers played their respective roles to perfection. With everyone's tireless striving stretching its arm towards perfection, the project was brought to its intended completion, a rare virtue in



An exhibition organized by students

modern Sri Lanka which makes the NSBM experiment so very unique.

HARMONY AMONG KEY PLAYERS

The success of a construction project depends on the rapport among three key players; the designer, the builder, and the financier positioned at the vertices of a triangle with the investor in the centre. This was clearly

demonstrated in putting up the NSBM Green University with Engineering Consultants (Private) Limited (designer), MAGA Engineering (Private) Limited (builder), and the Bank of Ceylon (financier) working in harmony with each other and with the NSBM (investor). It is noteworthy that all four, being organisations of the soil, had set their sights in partnering in a project of national importance, beyond earning financial surpluses.

A CITY PRESENCE

The NSBM commenced operations in rented premises in Nugegoda, on the outskirts of the metropolitan. It had developed into a full-fledged institute of higher education while still being in its temporary abode. This facilitated smooth commencement of operations in the Green University Town, Pitipana, with large student numbers on roll,

experiences gathered, and lessons learnt. Further, it enabled teething problems that are common in projects of this magnitude to be minimised.

The four-and-a-half-year period in Nugegoda, from March 1, 2012 to October 25, 2016, witnessed a meteoric rise in the NSBM's activities and achievements. During this period, commencing with just one building, it grew to



The resourceful Library - the repository of knowledge

occupy several on either side of the High Level Road which housed functional units such as lecture halls, computer laboratories, the office, and the library.

The days in Nugegoda were studded with many accomplishments. They included receiving degree awarding status and approval to conduct five undergraduate and four postgraduate diploma study

programmes and a Master of Business Administration study programme. The international study programmes that were conducted from the NIBM days continued, while Plymouth University, UK joined as a strategic partner, introducing several management and computing study programmes. With two intakes per year student enrolments grew phenomenally up to 5,000 on-campus students, a

reflection of the trust placed by the general public on state sector-based education though of a fee-levying nature. Alongside academic activities soft skills and personality development programmes took place through the involvement of student societies. Several publications, viz., the bi-annual NSBM Journal of Management, the bi-annual Business Dialogue as well as the quarterly Newsletter saw the light

of day during this period. In order to encourage students' research, an annual half a day research symposium was also initiated. Further, negotiations took place with fresh international universities which were to bear fruit later. In essence, the city presence in Nugegoda served the NSBM well; as an apt prelude to the symphony that was to be performed in the Green University, Pitipana, Homagama later.



Knowledge gathering

DUAL THEME DRIVEN DESIGN

The design of the NSBM Green University is driven by dual themes, creative informal learning spaces and being in harmony with nature, visible across the length and breadth of the magnificent architectural edifice as well as the panoramic gardens.

The creative informal learning

spaces promote barrier-free areas that liberate and inspire imagination and creativity which are prerequisites for effective teaching, learning, and research. This is evident within the buildings via double and triple heights, spacious stairways and corridors opening into courtyards, amphitheatre style lecture halls, airy common areas, and informal learning spaces for individual study and group work.

Being in harmony with nature is seen and felt as one enters the NSBM Green University. Roof-top gardens, cascading streamers of flora and fauna, ponds and waterways, well maintained flower beds, and canopies of shady trees welcome you everywhere. The outward manifestation of greenness is supplemented with many creative measures to conserve the external environment; prudent management of energy,

water, and waste; enhancement of internal environmental quality for better health and well-being; as well as sustenance and continual improvement of the green initiatives.

With both themes activated, the NSBM Green University provides the idyllic surroundings for physical and mental well-being which are prerequisites for in-depth academic pursuits.

EXEMPLARY PROJECT MANAGEMENT SKILLS

Cost and time overruns are common occurrences in managing large scale construction projects in this part of world. The NSBM Green University has been an exception, carried out under stringent project management and control, quality assurance, and project safety mechanisms. The overall performance figures bear testimony to the excellent project management skills exercised through the project. See Table 1.1.

Managing within the total cost and the cost per square foot estimates under inflationary conditions that were prevalent is noteworthy. Further, no fatal accidents were reported. On the other hand, the slight time overrun is attributed to long spells of incessant rain, delays in rock blasting, and the dearth of skilled labour that affected work in the finishing stages. The rare experience is attributable to excellent team work of the investor, designer, builder, and the financier working towards a common goal.

Table 1.1: Divisional Surpluses: 2006 and 2007

Indicator	Estimated	Actual
Total investment for the Project	Rs. 10.2 Bn	Rs. 10.1 Bn
Cost/ per square foot	Rs. 8,000	Rs. 7,900
Period of construction	730 days	1,000 days

Source: ECL

POST-INCEPTION SUCCESS

The performance of the NSBM Green University has been a continuation of the momentum initiated while being in Nugegoda. It does justice to the colossal investment made in setting up the university and the pomp and pageantry associated with its ceremonial opening. This is in contrast with the common Sri Lankan practice where interest and enthusiasm displayed at the beginning of a project are followed by periods of disinterest and lethargy. The excellent up-keep of the premises and large student numbers that frequent the place are indicative of the efficiency displayed in managing the organisation. A summary of its achievements during the past five years is given later in the chapter.

The preceding description on the uniqueness of the NSBM

experiment will have given the reader a glimpse of the beginnings of the NSBM Green University. The full story, from the NIBM days to the opening ceremony appears in The Story of an Educational Milestone of Our Age, NSBM Green University Town, Pitipana (NSBM publication, 2017). This publication will enable the reader to gather a wider understanding of the what and how of the NSBM Green University within the evolving socio-political fabric of the country.





The heart of the University- Faculties of Study
Faculty of Business



Faculty of Computing



Faculty of Engineering

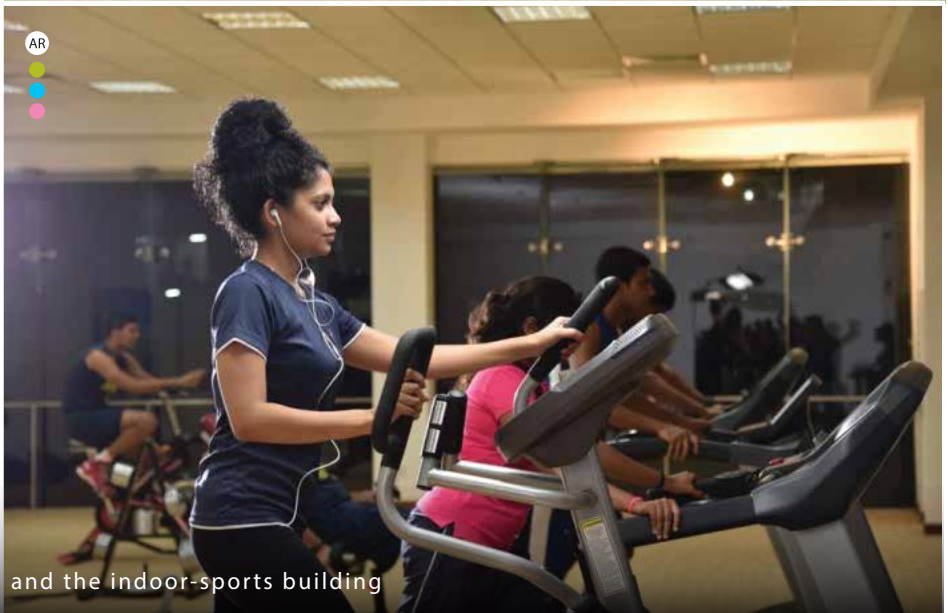
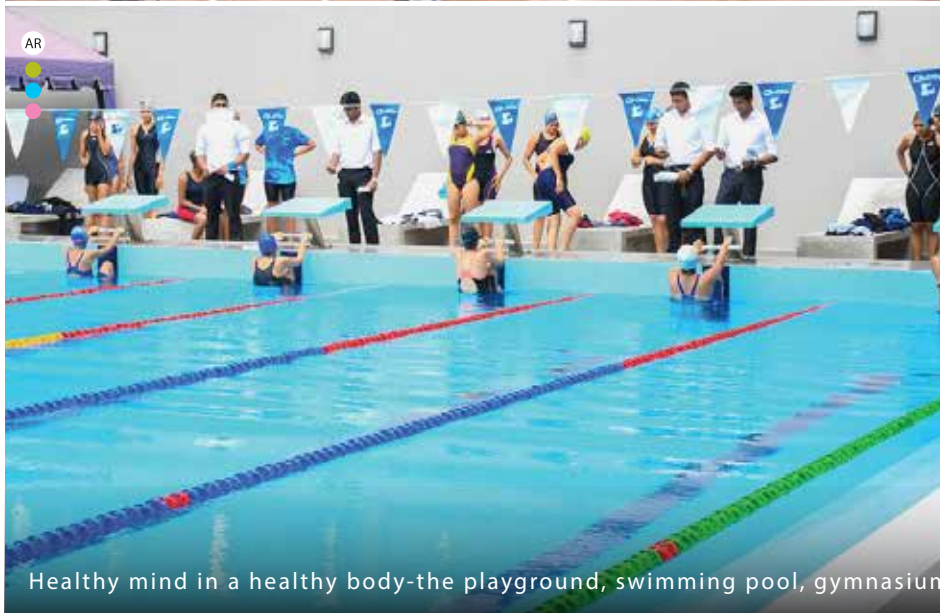


Faculty of Science

AR



A home away from home-the hostels and its precincts



Healthy mind in a healthy body-the playground, swimming pool, gymnasium and the indoor-sports building





The mini-super market





The medical centre



The bank



The NSBM EDGE



The shuttle service



WHAT THE NSBM GREEN UNIVERSITY STANDS FOR?

The little acorn that was planted a decade ago by the visionary leader, Dr. E A Weerasinghe, and his team has now grown into an oak that offers flowers, fruits, and shade to humanity. The little idea that emerged in a conversation at the NIBM, Colombo has blossomed into a well-established educational institution that serves the humanity in many dimensions. Needless to say, that it has achieved much during the past ten years, but more remains to be accomplished tomorrow and thereafter.

The inspiration, hopes and dreams of the NSBM are encapsulated in its vision statement:

“ TO BE SRI LANKA’S BEST PERFORMING GRADUATE SCHOOL AND TO BE RECOGNISED INTERNATIONALLY ”

The mission statement is a reflection of the present, reasons for existence, and the role it plays in the society:

“ TO DEVELOP GLOBALLY COMPETITIVE AND RESPONSIBLE GRADUATES THAT BUSINESSES DEMAND, WORKING IN SYNERGY WITH ALL OUR STAKEHOLDERS AND CONTRIBUTING TO OUR SOCIETY ”

More specific aims that NSBM pursue in order to reach the vision and the mission are given in the well-articulated goals:

- *Produce graduates in demand locally and internationally;*
- *Achieve national and international supremacy in innovation, discovery, and creativity;*
- *Link with industry and global knowledge centres;*
- *Develop an environment conducive to the achievement of the nation's intellectual, cultural, and social aspirations; and*
- *Continually improve the institute's corporate growth.*

These, developed through many rounds of discussion and deliberation with stakeholders, serve as the guiding philosophy of the NSBM Green University.



Jubilation on graduation



THE NSBM GRADUATE PROFILE

Modern education terminology informs of four learning domains: knowledge (K), skills (S), attitudes, values, professionalism, and vision for life (A), and the mind-set and paradigm (M) [K-SAM Model]. One who has completed a recognised study programme will have acquired an education with a mix of learning outcomes from the four learning domains. Further, a given learning outcome may be associated with more than one learning domain. For example, demonstrating personal and professional integrity may involve both attitudinal and a mind-set change. A well-knit mix of learning domains from the different course modules leads to developing a rounded qualification holder (Sri Lanka Qualification Framework, 2015).

The core activity of the NSBM involves producing resourceful

(competitive and responsible) graduates to the world of work, achieved through the conduct of carefully designed course modules with learning outcomes derived from the K-SAM model. Accordingly, the NSBM expects its graduates to be equipped with the following learning outcomes (attributes) which transform them to be resourceful citizens. The learning domain/s associated with each learning outcome (attribute) are shown within brackets.

- *Master a body of knowledge and demonstrate a critical understanding of the core aspects of the major fields of study (K, S);*
- *Propose viable solutions to problems through effective enquiry and critical analysis (S);*
- *Become an intellectual who is open-minded and curious about current and future issues and developments in the relevant area of study (K, M);*
- *Build the capacity to be creative*

and innovative (S, A);

- *Engage in independent learning and continuously upgrade the knowledge and skills required by the professions (K, S);*
- *Communicate ideas clearly and disseminate knowledge effectively both in written and oral form (S);*
- *Demonstrate personal and professional integrity and ethical behaviour (A, M);*
- *Develop an entrepreneurial attitude with emphasis on practical problems (A, S);*
- *Exercise leadership in the professional environment by assuming social and civic responsibilities (A, M); and*
- *Develop a deep urge to be in harmony with nature (A, M).*

The NSBM Green University visualises these attributes to generate out of three processes. The first involves academic development attained through conduct of course modules that result in the generation of

knowledge, generic skills (applicable across subject domains), and hard skills (specific to individual professions). The second relate to industrial/internship training that enhance other hard skills (specific employability related skills). The third involves development of soft-skills through activities initiated by faculties and student centres/societies. In addition, the University inculcates a spirit of entrepreneurship in the student community emphasising the importance of being job providers instead of job-seekers in their professional lives.

In conducting the various course modules, the NSBM Green University engages a wide array of teaching and learning methods. Their effective practice is ensured by the facilities of study, technologies in hand, and the versatility and commitment of its teaching staff. The commonly used teaching and learning methods appear in Table 1.2 Teaching-learning methods - NSBM.

Table 1.2: Teaching-learning methods - NSBM

Learning domain	Teaching-learning methods
Knowledge	Guest lectures, interactive lectures, independent/small group learning activities, industry visits, team-based learning, and videos.
Skills	Assignments, case studies, debates, dramas, individual/group projects, incubations, industrial training/internship, laboratory sessions, problem solving exercises, practical classes, puzzles and games, role plays, simulation exercises, and student presentations
Attitudes, values, professionalism, and vision for life	Group projects, industrial/internship training, role plays, and soft-skills development activities.
Mindset and paradigm	Diary/life skills development, reflective practice, and portfolio writing.

Source: NSBM



A resourceful graduate-the pride of the mother



Enter the NSBM Green University

FIVE REWARDING YEARS

It's now five years, five rewarding years, since the commencement of academic activities at the NSBM Green University, Pitipana, Homagama. Built on the solid foundations laid in Nugegoda, it has grown by leaps and bounds in relation to different strands of activity customary of a modern university. This

book is an attempt to celebrate its success by summarising its role and accomplishments in the next six chapters, each dealing with a distinct strand of activity. The book concludes with a brief look into the future.

The second chapter, **Resourceful Graduates**, deals with the core activity of the University with focus on the academic development process. The past five years witnessed a growth in

numbers and quality of its undergraduate and postgraduate study programmes with further expansions envisaged shortly. The competent and dedicated academic staff has been a major force in developing resourceful graduates to the world.

The NSBM is dedicated to promote **Research for an Enlightened World**, the theme for the third chapter. An aspect that promotes academic

accomplishments, the structural changes, (including the setting up of research centres), has given rise to a new research culture in the University. Further, dissemination of research findings has taken centre stage among the University's activities.

The next chapter, **Shaping Graduates for the World of Work** involves preparing graduates for employment. It deals with developing



Exit with an internationally recognized qualification

generic, hard and soft skills, an essential component of grooming resourceful graduates. The University has taken many useful steps in this direction via industry partnerships, engagement of student associations, and the involvement of the alumni.

Being of Service to Society is considered a way of life in the Green University. The fifth chapter deals with the University's interrelations with its

environment. These include the University's impact on its neighbourhood, the many social responsibility projects that it is engaged in, and the green initiatives that it is so passionate about. They develop an overriding sense of harmony all round.

The sixth chapter is devoted to discuss **Aspects of Governance** that are in place at the NSBM Green University. The element of leadership, its

well-defined organisation, quality assurance, and accreditation efforts as well as astute management of the human resource have contributed to its success. Further, it has demonstrated skills of resilience in adversity as evident by its approach to dealing with the Covid-19 pandemic. Further, it is noteworthy that the University has maintained excellent financial discipline during the past five years.

Last, but not least, in the final chapter, **Looking Ahead**, the University charts out its plans for the future. It shoulders the immediate task of completing Phase II of the project followed by looking beyond. The NSBM has always been driven by dreams which it managed to realise. And, NSBM will continue to dream because the present, after all, is made up of dreams come true through acts of persuasion, fortitude and passion.





CHAPTER 2

RESOURCEFUL GRADUATES

Academic development as the centre-piece to producing competitive and responsible graduates for industry and the society

CHAPTER 02

RESOURCEFUL GRADUATES

Academic development via conduct of course modules accompanied by developing hard skills (employability related) and soft skills lead to producing resourceful graduates. The purpose of this chapter is to provide the reader with an understanding of the academic development process in the NSBM Green University. In this the reader will be taken on a journey that covers the evolution of the academic development process, faculties of study (study programmes, organisation, facilities, and achievements), and a brief profile of the academic staff. It also looks at the services rendered by the library and IT based learning systems. The chapter concludes with a vivid description of student life at the NSBM Green University.

THE EVOLUTION OF THE ACADEMIC DEVELOPMENT PROCESS

It's of relevance to trace the evolution of the NSBM's academic development process.

THE NSBM CITY CAMPUS, NUGEGODA (MARCH, 2012 - OCTOBER, 2016)

The academic activities of the NSBM can be traced to its inception at the City Campus, Nugegoda. In the beginning, the local and foreign study programmes that were on offer from the NIBM days were continued under the Schools of Business and Computing. Soon after, Plymouth University, UK joined with a complement of

three-year Bachelor of Science Degree programmes in six areas of specialisation in Management and three areas of specialisation in Computing. The year 2013 witnessed granting of degree-awarding status to NSBM to confer four-year Bachelor of Science Degrees in Business Management (four areas of specialisation) as well as a one-year Postgraduate Diplomas in Business Management (four areas of specialisation). With passage of time more degree programmes got added, the last being the Master of Business Studies and Master of Business Administration degree programmes, before moving over to the NSBM Green University, Pitipana, Homagama.

THE NSBM GREEN UNIVERSITY, PITIPANA, HOMAGAMA (OCTOBER, 2016 ONWARDS)

The NSBM Green University, with the availability of more space, technologies, and ancillary facilities witnessed a phenomenal increase of student enrolments, accompanied by recruitment of more teaching staff. The year 2018 was marked by the establishment of the Faculty of Engineering with four local degree programmes and a foreign degree programme on offer. Around this time Victoria University, Australia too joined, offering several degree programmes in Business and Computing. The University, having assessed opportunities in the local and global job markets have sought approval to commence new study programmes which are now in different stages of being approved. Alongside, staff development activities were stepped up which included providing facilities to read



for the doctoral study programme of the University of Stockholm from Pitipana. Despite the continuation of the pandemic, green light has been received for the commencement of two study programmes in Health Science (2020) and a Doctor of Philosophy in Management (2021). While the first intake of students with respect to the degrees programmes in Health Science is already on campus, the doctoral study programme will commence shortly.

STRUCTURAL CHANGES

The NSBM Green University, in early 2019, introduced several key structural changes related to the conduct of its academic affairs. This involved replacement of the 'schools' by faculties of study under Deans and establishing academic and service departments under Heads of Departments. Thus, there are four faculties of study (Business, Computing, Engineering, and Science) with a

hierarchical structure of the Dean of the Faculty of Study, Heads of Departments and staff members. The Dean reports to the Vice-Chancellor who is accountable to the Board of Directors while the consent of the Academic Governing Council is sought with respect to important academic matters. The reallocation of duties and responsibilities under the decentralised structure promotes efficiency, new initiatives as well as leadership

training for faculty members. A few summary statistics of relevance are given in Table 2.1: NSBM Summary statistics.

NEGOTIATIONS FOR STRATEGIC LINKAGES

Whilst Plymouth University, UK; University College of Dublin, Ireland; and Victoria University, Australia have contributed to developing NSBM's current

portfolio of study programmes, the ongoing discussions with more universities, viz., Beijing Foreign Studies University, China; Griffith University, Australia; Nottingham Trent University, UK; University of Colorado, Denver, US; University of Central Lancashire, UK; and University of Hertfordshire, UK, will introduce new study academic programmes with market appeal.

Table 2.1: NSBM Summary statistics as at September, 2021.

Faculty	Study programmes		Students	Full Time Academic Staff	Visiting Faculty
	Local	Foreign			
Business	08	08	6,516	50	33
Computing	04	06	3,193	18	53
Engineering	05	02	549	12	21
Science	02	-	94	07	-
Total	19	16	10,352	87	107

Source: NSBM



Enter the Faculty of Business

THE PORTFOLIO OF STUDY PROGRAMMES

This section presents the portfolio of study programmes offered by the faculties of study: Business, Computing, Engineering, and Science.

FACULTY OF BUSINESS

OBJECTIVES

The Faculty of Business nurtures future business leaders through a

premium, ambitious learning experience anchored in academic excellence and continuous research under the direction of a qualified and dedicated academic staff. It prepares students for the complexities of the markets in an age of digitalisation, globalisation, and demographic changes via introducing market-oriented, trans-disciplinary study programmes. Further, it continues to evolve to reflect the ever-changing business landscape

in producing globally competent and responsible business graduates.

STUDY PROGRAMMES

The study programmes offered by the Faculty of Business consists of eight offered by the NSBM, six by the Plymouth University, UK, and two by the Victoria University, Australia. See Table 2.2: Study programmes - Faculty of Business as at September 2021.

Table 2.2: Study programmes - Faculty of Business as at September, 2021.

Department	Study Programme	Duration	Awardee University
Management	BSc . in Business Management (Human Resource Management) (Special)	4 yrs.	NSBM
	BM (Hons.) in International Management	4 yrs.	NSBM
	BA in Business Communication	4 yrs.	NSBM
	BSc . (Hons.) International Management and Business	3 yrs.	Plymouth
	BSc. (Hons .) in Business Communication	3 yrs.	Plymouth
Accounting & Finance	BM (Hons.) in Accounting and Finance	4 yrs.	NSBM
	BSc. (Hons .) Accounting & Finance	3 yrs.	Plymouth
	Bachelor of Business: Banking and Finance & Finance Risk Management	3 yrs.	Victoria
Operations & Logistics	BSc.in Business Management (Logistics Management) (Special)	4 yrs.	NSBM
	BSc. in Business Management (Industrial Management) (Special)	4 yrs.	NSBM
	BSc. in Business Management (Project Management) (Special)	4 yrs.	NSBM
	BSc. (Hons.) Operations & Logistics Management	3 yrs.	Plymouth
	Bachelors of Business: Management and Innovation & Supply Chain and Logistics Management	3 yrs.	Victoria
Marketing & Tourism Management	BM (Hons.) in Tourism, Hospitality & Events	4 yrs.	NSBM
	BSc. (Hons.) Marketing Management	3 yrs.	Plymouth
	BSc. (Hons.) Events, Tourism & Hospitality Management	3 yrs.	Plymouth

Source: NSBM



An interactive session



A view of the rear of the faculty of business



An academic session

FACULTY OF COMPUTING

OBJECTIVES

The Faculty of Computing provides world-class education and training in computing and information technology at undergraduate and postgraduate

levels with a view to producing internationally recognised graduates who will contribute to the industry as well as further the discipline through research. In the process, they will turn out to be thoughtful, responsible, and productive members of the

profession as well as the community.

STUDY PROGRAMMES

The study programmes offered by the Faculty of Computing consists of five offered by the

NSBM, four by the Plymouth University, UK, and one by the Victoria University, Australia. See Table 2.3: Study programmes - Faculty of Computing as at September 2021.

Table 2.3: Study programmes- Faculty of Computing as at September, 2021.

Department	Study Programme	Duration	Awardee University
Networks & Security	BSc. (Hons.) in Computer Networks	4 yrs.	NSBM
	BSc. (Hons.) Computer Networks	3 yrs.	Plymouth
	BSc. (Hons.) Computer Security	3 yrs.	Plymouth
Computer Science & Software Engineering	BSc. (Hons.) in Software Engineering	4 yrs.	NSBM
	BSc. (Hons.) in Computer Science	4 yrs.	NSBM
	BSc. (Hons.) Software Engineering	3 yrs.	Plymouth
	BSc (Hons.) Computer Science	3 yrs.	Plymouth
	Bachelor of Information Technology (NBIT)	3 yrs.	Victoria
Information & Systems Sciences	BSc. in Management Information Systems (Special)	4 yrs.	NSBM
Data Science	BSc (Hons.) in Data Science	4 yrs.	NSBM

Source: NSBM



Enter the Faculty of Computing



An academic session



A laboratory session

FACULTY OF ENGINEERING

OBJECTIVES

The objective of the Faculty of Engineering is to be a leader in the industry revolution in the local context while being on par with the global context pertaining to the smart future. It provides

industry-ready professional graduates in the sphere of engineering and design who are endowed with the requisite competencies and levels of motivation. Thereby, it joins the endeavour of grooming engineering graduates to be active members who contribute to the

development mission of the country within the changes taking place in the global context.

STUDY PROGRAMMES

The study programmes offered by the Faculty of Engineering consists of five offered by the

NSBM and one by Plymouth University, UK. See Table 2.4: Study programmes - Faculty of Engineering as at September 2021.

Table 2.4: Study programmes - Faculty of Engineering as at September, 2021.

Department	Study Programme	Duration	Awardee University
Department of Electrical, Electronic & Systems Engineering	BSc Engineering (Hons.) in Computer Systems Engineering	4 yrs.	NSBM
	BSc Engineering (Hons.) in Electrical & Electronic Engineering	4 yrs.	NSBM
Department of Mechatronic & Industrial Engineering	BSc Engineering (Hons.) in Mechatronic Engineering	4 yrs.	NSBM
Department of Design Studies	Bachelor of Interior Design	3 yrs.	NSBM
	BSc in Multimedia	3 yrs.	NSBM
	BA (Hons) Interior Design	3 yrs.	Plymouth
	BSc (Hons) Quantity Surveying	3 yrs.	Plymouth

Source: NSBM



Enter the Faculty of Engineering



A high-end laboratory



Driving an intricate point

FACULTY OF SCIENCE

OBJECTIVES

The Faculty of Science strives to develop competent and responsible graduates in selected fields of applied sciences who will play important roles in different spheres of activity in the local and global contexts.

STUDY PROGRAMMES

There are two study programmes offered by the Faculty of Science and awarded by the NSBM. See Table 2.5: Study programmes - Faculty of Science as at September 2021.

Table 2.5: Study programmes - Faculty of Science as at September, 2021.

Department	Study Programme	Duration	Awardee University
Department of Biomedical Science	BSc (Hons.) Public Health and Nutrition	4 yrs.	NSBM
	BSc (Hons.) Biomedical Science	4 yrs.	NSBM

Source: NSBM





The course modules conducted in different study programmes contain varied course objectives and learning outcomes. In order to achieve the objectives of their course modules, the academic staff choose from the mix of teaching-learning methods presented in Table 1.2: Teaching-learning methods - NSBM. While following basically a student-centred, andragogy-based approach, the specific methods used in a course module shall depend on the desired learning

domains (K-SAM), facilities and technologies at disposal, as well as the staff member's preferences. Owing to the availability of resources in abundance (infra-structure, technology, and other), the academic staff enjoy a wide range of teaching-learning methods to select from in order to make their teaching sessions informative and interesting.

The intensity and the method related to the research component vary across study programmes

offered by the degree awardees and so it is with the industrial/internship training component. These two aspects are covered in Chapter 3: Research for an Enlightened World and Chapter 4: Shaping Graduates for the World of Work, respectively.

the past five years, 2017-2021 as shown in Table 2.6: Student Intake-Faculty of Study-wise (2017-2021) and Table 2.7: Graduates- Faculty of Study-wise (2017-2020)

STUDENT INTAKE AND GRADUATES

The NSBM reports of a satisfactory growth of its student intake as well as passed out graduates during

Table 2.6: Student intake-Faculty of Study-wise (2017-2021)

Faculty	2017	2018	2019	2020	2021*
Business	1,446	1,620	1,706	1,815	1,494
Computing	751	772	853	1005	816
Engineering	79	52	122	183	260
Science	0	0	0	0	105
Total	2,276	2,444	2,681	3,003	2,675

Source: NSBM* 2021 figures are as at 30th September 2021

Table 2.7: Graduates- Faculty of Study-wise (2017-2020)

Faculty	2017	2018	2019	2020
Business	960	984	1,348	1,362
Computing	466	538	717	636
Engineering	76	37	90	118
Total	1,502	1,559	2,155	2,116

Source: NSBM



Welcoming a new intake of students

THE POSTGRADUATE STUDY PROGRAMMES

The NSBM is active in postgraduate education with a portfolio of six postgraduate diploma programmes, a Master of Business Studies programme, and a Master of Business Administration programme. Further, an MSc in IT study programme will also be introduced shortly by the Department of Information and Systems Sciences. The jewel in the crown will, however, be the Doctor of Philosophy in Management study programme scheduled to commence shortly.

The postgraduate study programmes are managed by the Postgraduate Unit set up under the Faculty of Business and the Faculty of Computing (Departments of Networks *and* Security and Computer Science and Software Engineering) as shown in Table 2.8: The postgraduate study programmes as at September 2021.

Table 2.8: Postgraduate study programmes as at September, 2021.

Department/ unit	Study Programme	Duration
Faculty of Business - Postgraduate Unit	Postgraduate Diploma in Business Management	1 yr.
	Postgraduate Diploma in Human Resource Management	1 yr.
	Postgraduate Diploma in Industrial Management	1 yr.
	Postgraduate Diploma in Project Management	1 yr.
Faculty of Computing - Department of Networks & Security	Postgraduate Diploma in Computer Networks	1 yr. 3 months
Faculty of Computing - Department of Computer Science & Software Engineering	Postgraduate Diploma in Computer Science and Software Engineering	1 yr. 3 months
Faculty of Business - Postgraduate Unit	Master of Business Studies	1 yr.
	Master of Business Administration	2 yrs.
	Doctor of Philosophy in Management (to commence shortly)	3 yrs.

Source: NSBM



Venturing into postgraduate level education



A postgraduate level group discussion

POSTGRADUATE DIPLOMAS

The NSBM Green University conducts six postgraduate diploma programmes (Sri Lanka Qualification Framework - Level 8) for the benefit of technical, supervisory, and managerial categories of personnel from industry aiming at mid-career development. Each study programme consists of a carefully-designed assortment of functional level course modules that enhance their general understanding of business followed by a few courses in the area of specialisation. The capstone course of the study programme is an individual project conducted under the guidance of a supervisor that involves identification and analysis of an organisational problem. A student-centred, andragogy-based approach is adopted in the delivery of course modules.

MASTER OF BUSINESS STUDIES / MASTER OF BUSINESS ADMINISTRATION STUDY PROGRAMMES

The Master of Business Studies (MBS) (Sri Lanka Qualification

Framework - Level 9) and Master of Business Administration (MBA) (Sri Lanka Qualification Framework - Level 10) are two postgraduate level study programmes which have gained much recognition among public and private sector managers, administrators as well as entrepreneurs. Participants could enrol for the MBS study programme and on completion they could exercise the option to study for a further year and qualify for the MBA degree. Alternatively, they could register for the two-year MBA study programme direct.

The contents and the activities associated with the study programmes groom the participants to be effective negotiators, innovative thinkers, experts in selected areas of managerial activity, and effective leaders. This is achieved through effective execution of the foundation and functional expertise clusters (MBS phase) followed by concentration electives, application competencies, and international exposure clusters (MBA phase). Residential workshops, interaction with industry, and a foreign study

(MBA participants) constitute integral components of the study programmes. Further, MBA participants are required to prepare a comprehensive research report under the guidance of a supervisor which will be preceded by a research workshop that imparts elements of research methodology to participants. The annual student intake is restricted to about 100 attributable to NSBM's desire to maintain the exclusive nature of the study programmes.

DOCTOR OF PHILOSOPHY IN MANAGEMENT (PhD)

The PhD study programme (Sri Lanka Qualification Framework - Level 12), scheduled to commence shortly, is a research degree where participants shall engage in 3 years of full-time or equivalent of original research in order to qualify for the qualification.

The purpose of the qualification is to develop the capacity of postgraduate level students to generate substantive insights in the area of Management through high quality, original, and independent research, and

thereby contribute to scholarship and practice. It will also enhance professional capacities to enable specialised professional employment at the highest level.

The study programme consists of two phases; preparatory (1½ years) and execution (1½ years). The preparatory phase shall consist of an introductory workshop and six taught courses that will prepare candidates to undertake a research study of high quality and further develop and defend the research proposal. The conduct of

the research (execution phase) will take a rigorous path under the guidance of two supervisors. A special feature of the NSBM PhD programme is the options available for candidates to present the thesis either as a monograph or a compendium of 3-5 papers. Further, they are required to have a minimum of three separate publications prior to submitting the thesis for evaluation. The decision to restrict the annual student intake to five will ensure high academic standards in the study programme.



In readiness for the doctoral programme



Declaring open the Postgraduate Unit



Different facets of postgraduate education





FACULTIES OF STUDY - ORGANISATION AND ACHIEVEMENTS

The organisation of the faculties of study and their achievements are given in this section.

ORGANISATION

This begins with an overall infrastructure followed by organisation of departments, units, and centres.

OVERALL INFRASTRUCTURE

The faculties of study, Business (FOB), Computing (FOC), and Engineering (FOE) are located in imposing and spacious buildings while the Faculty of Science (FOS) operates from the FOE premises until its own buildings are ready for occupation. Without exception, all three buildings are complete with modern facilities, equipment, and technologies. Among the common facilities are space for the offices of departments, different sized well-equipped lecture halls, computer laboratories, staff cabins, meeting rooms, study rooms, rooms for use for student centres (circles, clubs and societies), and



open spaces for group work. Large and airy common space is also in abundance, opening into courtyards and well-landscaped gardens full of flora where students can work alone or in groups.

There are also special features associated with different faculties of study. For instance, the FOB is complete with a state-of-the-art conference room (The Green Board Room), an audio visual room (for digital recordings); the FOC with special purpose laboratories (network, hardware with 5G facilities), and an interactive room; the FOE with design studios and special purpose laboratories (electrical power, telecommunication, engineering design, computer systems and robotics, electronics, IoT, material and fluid mechanics), *and* an Engineering Mechanical Workshop; *and* the FOS with a special purpose laboratories (bio chemistry and anatomy and physiology).

DEPARTMENTS, UNITS, AND CENTRES

FACULTY OF BUSINESS

The Faculty of Business, headed by the Dean, consists of four

academic departments, viz., Accounting and Finance, Management, Marketing and Tourism Management, *and* Operations and Logistics with each department offering at least one degree programme. Two service providing departments have also been set up, Economics and Decision Sciences *and* Legal Studies which offer course modules in their respective areas of specialisation for the benefit of other departments/faculties. However, they will be elevated to degree offering status on receiving approval for the study programmes that are being evaluated at present. In addition, a Postgraduate Unit is established within the FOB which is entrusted with the task of conducting faculty-wide postgraduate study programmes. Each department/unit is managed by a Head with the assistance of a small support staff.

There are many student centres established within the FOB. They include a fully equipped International Center for Modern Languages (ICML) (for the benefit of students who wish to develop their language proficiency);



In celebration of declaring open the academic departments- Faculty of Business
 (L-R: Department of Management, Department of Operations & Logistics, Department of Economics & Decision Sciences, Department of Legal Studies, Department of Marketing & Tourism Management, Department of Accounting & Finance)

Professional Advancement Centre (PAC) (the centre for all the professional and personal development activities); an Investment Centre (an opportunity for simulation of the Colombo Stock Exchange); and the Association of Business Management, the apex level arrangement which supports bringing together of students' circles, clubs and societies constituted within the faculty (e.g., English Literature Association, Entrepreneurs' Club, Human Resource Circle,

International Business Management Circle, Marketing Management Circle, International Centre of Tourism and Hospitality, Logistics Management Circle, Industrial Management Circle, Corporate Social Responsibility Circle, Aviation Club, Student Circle of Legal Studies, Student Circle of Accounting and Finance, Student Circle of Economics, and Decisional Sciences) and a Business Centre where student entrepreneurs sell their products. A separate location is also made available to carry out work related

to the Association to Advance Collegiate Schools of Business (AACSB) that is being vigorously pursued by the FOB.

FACULTY OF COMPUTING

The Faculty of Computing, headed by the Dean, consists of four academic departments, viz., Computer Science and Software Engineering, Information and Systems Sciences, Networks and Security, and Data Sciences. Each department is managed by a Head with the assistance of a small

administrative support staff.

There are a few specialty centres established within the FOC. The Professional Development Unit (PDU) forms an integral constituent of the FOC whose aim is to improve in-house research and development through industry collaboration. It's engaged in negotiating with industry partners, organising receiving of funds, developing software products in-house, and handing to the clients. Currently, there are two projects in operation



engaging reputed public sector organisations. The student club FOSS (Free and Open-Source Software) is actively engaged in conducting knowledge sharing sessions and development activities within the faculty while IEEE (Institute of Electrical and Electronic Engineers) student branch allows students to meet and learn from their fellow students and alumni. Further, both students' centres organise a series of events throughout the year in the area of knowledge sharing. An e-commerce model is also under

operation together with a retail electronics shop within the FOC.

FACULTY OF ENGINEERING

The Faculty of Engineering, headed by the Dean, consists of three academic departments, viz., Electrical, Electronic and System Engineering; Mechatronic and Industrial Engineering and Design Studies. Each department is managed by a Head with the assistance of a small support staff.

There are several specialty centres

established within the FOE. They include IEEE (Institute of Electrical and Electronic Engineers) Student Branch, IEEE WIE Affinity group, Electric Circle, Mechatronic Circle, Young Designers Association and the Invospace magazine editorial board. They contribute to academic activities of the faculty through coordinating students' industry-based projects. The FOE is in the process of venturing into the areas of civil engineering and quantity surveying which will bring new departments into its fold. Introduction of a master's

degree programme is also on the cards.

A unique feature of the FOE is its commitment to an industry led approach to teaching and learning. With this in focus teaching related to third and fourth years of study are conducted largely by academically bent practitioners from the industry. They inculcate leadership qualities in their charges to lead the industry to implement smart technology with advanced engineering and design concepts



In celebration of declaring open the academic departments- Faculty of Computing (L-R: Department of Computer Science & Software Engineering, Department of Information Systems & Sciences, Department of Network & Security)



with focus on solving real world problems. This is in sharp contrast to the theory-led traditional model through which graduates are fitted into the practice when in employment in industry.

Further, partly with a view to implementing the above approach, the FOE has set up high-end laboratories (Learning 4.0 Laboratory and education system aligned with Industry 4.0 revolution) that are new to Sri Lanka. Further examples are engineering design, computer

systems and robotics, and electronics laboratories which students join through the cyberspace and operate from the luxury of their homes.

Thus, though a newcomer, the FOE shows signs of becoming a leader in engineering education in Sri Lanka. It is presently in collaboration with Plymouth University for new degree programmes in the areas of Interior Design, Quantity Surveying, and Multimedia, UAV, Tricycle, Interior Design Products,

Multimedia products (Simulator Development Project 3D), and Animation for Military Simulator Systems.

FACULTY OF SCIENCE

The Faculty of Science, headed by an Acting Dean, consists of one department (Biomedical Science) that offers two degree programmes. The department is managed by a Head with the assistance of a small support staff. A new department (Nursing), to be set up shortly, will offer the BSc.

(Hons.) in Nursing degree programme. Further, work is in progress with respect to expanding its portfolio of study programmes to areas that will be of practical relevance to the society. The first student intake of 90 is now mid-way in their first semester of work.

ACHIEVEMENTS

This section summarises the achievements of the four faculties of study.

FACULTY OF BUSINESS

The faculty has recorded several noteworthy achievements during the past five years.

PHENOMENAL GROWTH

The FOB has demonstrated a phenomenal growth in several respects during the past decade (2012 to-date). The student numbers have risen from 300 to

5,729, internal academic staff from 3 to 74, study programmes from 4 (local) to 21 (13 local and 8 foreign) and over 1,000 resourceful graduates to the job market (2020). The FOB of the NSBM Green University is today the largest business faculty in the country. The near 100% gainful employment of students soon after graduation bears testimony to the quality of the graduates produced by the faculty.

RICH AND DIVERSE PORTFOLIO OF STUDY PROGRAMMES

The FOB is in possession of a rich and diverse portfolio of study programmes. While they are spread over four broad themes (Accounting and Finance, Management, Marketing and Tourism Management, and Operations and Logistics), more study programmes will be introduced (both undergraduate and postgraduate) under each theme as well as new themes including economics, decision sciences, business analytics, legal studies, and entrepreneurship. Further, work is in progress in relation to introducing double

degrees and training programmes in collaboration with the industry, foreign universities, and professional bodies.

STRIVING FOR INTERNATIONAL RECOGNITION

The FOB is working towards triple accreditation by three rating bodies in the US, European Union, and the UK. It's a strong contender to achieve accreditation by AACSB (Association to Advance Collegiate Schools of Business, US); EQUIS (EFMD Quality Improvement System, European Union); and AMBA (Association of MBAs, UK).



Bringing a flavor of the industry- Faculty of Business



The accreditations will raise the faculty's stature as a quality education provider in Business Studies among the student community in the region.

HARNESSING SERVICES OF STUDENT CENTRES

The Association of Business Management, set up at the faculty level, and the associated circles, clubs and societies formed under different departments contribute to the richness of study programmes. The numerous subject/discipline related activities (e.g., guest lectures,

industry related projects, seminars, webinars, and workshops) serve the dual purpose of enriching the academic contents as well as enhancing soft skills (e.g., leadership and professional skills) of students. Under the care of duly appointed teams of office bearers, they strengthen collaborations with industry while adding colour and dynamism to the faculty.

VENTURING INTO BUSINESS SIMULATION

The FOB has ventured into business simulation, a significant

step in exposing students to basic work processes, which it will expand to new areas. A case in point is the Investment Centre set up under the Department of Accounting and Finance, which trains students on the art and science of investments under the direction of a well-known Sri Lankan company. In collaboration with the Colombo Stock Exchange (CSE), Securities and Exchange Commission of Sri Lanka (SEC), and industry experts, the centre is expected to be expanded further. In addition, other simulation exercises such as setting up of a

bakery/kitchen for use in hospitality industry related course modules, a manufacturing facility producing a basic product, and a business centre which provides a platform for students to find a market for business start-ups of students of the faculty are worked upon.

PROMOTING A SPIRIT OF ENTREPRENEURSHIP

From its inception, NSBM has been driving the concept of entrepreneurship which has been taken forward by the Entrepreneurship Circle through



Towards developing holistic graduates- Faculty of Business





Towards developing holistic graduates- Faculty of Business

its numerous activities, including setting up of a Business Centre where student entrepreneurs keep their products for sale. A degree programme in Entrepreneurship will also adorn its portfolio of study programmes shortly.

FACULTY OF COMPUTING

The faculty has recorded several noteworthy achievements during the past five years.

PHENOMENAL GROWTH

The FOC has recorded a phenomenal growth in several

respects during the past decade (2012 to-date). The student numbers have risen from 581 to 3,061, academic staff from 12 to 55, study programmes from 3 (local) to 12 (7 local and 5 foreign) and over 700 resourceful graduates to the industry (2020). The FOC boasts of excellent reputation and high demand for its graduates as evident by high levels of employment at the point of passing out. Enrolment of still larger numbers to its study programmes is constrained by the stringent selection criteria as well as resource availability.

RICH AND DIVERSE PORTFOLIO OF STUDY PROGRAMMES

The FOC is in possession of a rich and diverse portfolio of study programmes. While they are spread over three broad themes (Computer Science and Software Engineering, Information and Systems Sciences, and Networks and Security), the discipline of Data Sciences will be added on shortly. Further, more study programmes will be introduced under each theme as well as new themes including cyber security, networking, and information

technology. In order to be in alignment with the rapid advancements taking place in industry and to be in touch with local and global professional bodies, the faculty updates its course modules periodically. In addition, the faculty conducts short term training programmes that address specific industry requirements.

THE HIGH DEMAND FOR FOC GRADUATES

The graduates of FOC are in high demand by local and global companies. They are gainfully



Towards developing holistic graduates- Faculty of Business

employed in various capacities ranging from software engineers and systems and network administrators to entrepreneurs. The areas of expertise of graduates include software development, software QA, mobile development, and artificial intelligence. Thereby, the FOC has been able to make significant inroads to the development of the IT industry both locally as well as globally.

DEVELOPING INDUSTRY-READY GRADUATES - 2+2 EDUCATION MODEL

The FOC follows a 2+2 education model in most of its study programmes. The first two years of the study programmes are spent on the campus, engaged in formal study sessions; and the next two years engaged in on-the-job-training while attending study sessions during weekends (Saturdays and Sundays 09.00 am – 05.00 pm). The job training aspect is driven by an intensive training program (Industrial Preparation Training) conducted by the FOC in collaboration with leading industry experts. This non-traditional model of education, with a healthy blend of theory and practice, prepares FOC graduates to assume



Towards developing holistic graduates- Faculty of Computing

job responsibilities as they pass out from the university with apparently two years of work experience already in their pockets. More details of the Industrial Preparation Training appear in Chapter 4: Shaping Graduates for the World of Work

IGNITE CREATIVITY AND INNOVATIVE ABILITIES OF STUDENTS

The students are encouraged to develop IT products/applications from the time they enter the FOC. In addition to development of products as outcomes of mandatory student projects, those with hidden talent come out with their own innovations of great promise. These are further developed under the guidance of the academic staff till they carry market appeal. This is followed by providing them with opportunities to participate in exhibitions (e.g., Green.exe, and Open Day) and competitions (e.g., NBQSA and National ICT Awards) attended by industry representatives who come forward to support promising products/ application ideas in numerous ways. Thus, FOC plays a facilitating role in enabling students to blossom out in the areas of creativity and innovation.



Towards developing holistic graduates- Faculty of Computing

**PURSuing
ENTREPRENEURSHIP**

The FOC promotes entrepreneurship as it is driven by a passion to ensure that its charges come out with marketable products/applications for the benefit of prospective clients. The entrepreneurial drive in the faculty and the incubation centres shall support setting up several tech-start-up companies with students to empower and guide them to be CEOs of these entities.



Towards developing holistic graduates- Faculty of Engineering



ACADEMIC STAFF

The resourcefulness of graduates is largely dependent on the erudition of its academic staff acquired through continuous engagements in academia. The NSBM Green University, fortunate in this respect, is blessed with a resourceful and dedicated band of professors, lecturers, and academic support staff. The current total staff strength is 250, spread among the faculties of study as follows. See Table 2.9: Academic staff strength- September, 2021.

Compared with its humble beginnings in 2012 (School of Business 3 and School of Computing 4 academic staff members) there has been a considerable growth of the academic staff during the past decade.

The number of high-ranking publications is an indicator of the academic prowess of the staff. A summary of publications by the NSBM academic staff is given in Table 2.10: Academic staff publications.

Table 2.9: Academic staff as at September, 2021

Faculty	Business		Computing		Engineering		Science
	Internal	Visiting	Internal	Visiting	Internal	Visiting	Internal
Professors/Associate Professors	02	02	01	04	-	-	-
Senior lecturers/ Lecturers	38	31	10	39	07	21	04
Others	10	-	07	10	05		03
Total	50	33	18	53	12	21	07

Source: NSBM Note: Visiting staff includes foreign faculty of affiliated universities

Table 2.10: Academic staff publications as at September, 2021

Faculty	Indexed Journals	Refereed Journals	Books/ Book Chapters	Conference Papers - Local	Indexed Journals
Business	12	22	06	31	13
Computing	-	06	01	14	31
Engineering	32	-	04 Books -10 Chapters	38	31
Science	25	-	02 Books - 05 Chapters	40	12
Total	69	28	13 Books - 15 Chapters	123	87

Source: NSBM



Resourceful and dedicated NSBM academic staff



A staff training and development session, Tangerine Hotel, Waskaduwa



STAFF TRAINING AND DEVELOPMENT

Staff training and development is aimed at improving the effectiveness of organisations via enhancing the knowledge and skills levels of its employees. Training involves organised instruction with focus on immediate changes in organisational effectiveness while development relates to pursuing of longer term organisational and employee goals.

It is vital that both training and development are pursued by every organisation simultaneously, and according to a well-defined plan.

The NSBM Green University is in possession of a clearly laid down training and development policy. The key training and development methods used by the University are as follows:

ADVANCED COURSE IN COUNSELLING PSYCHOLOGY

Designed and conducted by a lecturer cum practitioner in psychology, the course imparts knowledge and skills related to counselling to members of the academic staff who are in constant interaction with students of varied behavioural orientations.

ALTERNATIVE FACULTY BOARD

A home-grown recipe where a member of the academic staff makes a presentation before the faculty board, it affords a forum for

knowledge sharing on a given topic; and developing skills such as conduct of and managing a meeting, driving a point, and defending one's standpoint.

STAFF DEVELOPMENT PROGRAMMES

The Academic Development and Quality Assurance Division (ADQAD) of the NSBM conducts staff development programmes for the benefit of academic staff including the newly recruited.



A staff development programme for new recruits, Green Board Room, NSBM



Group work in a staff development session, NSBM

Conducted on a regular basis, they comprise individual and group presentations, knowledge sharing sessions as well as personality building exercises.

STUDENT FEED-BACK AND PEER OBSERVATIONS

Student feed-back and peer observations are regular features of every course module which prompt the lecturer concerned to engage in self-reflection and necessary follow-up action.

WORKSHOPS AND TRAINING SESSIONS ON SPECIAL TOPICS

In-house workshops are held to impart knowledge and develop skills in staff on special topics. They include special training sessions conducted with the auspices of the suppliers to introduce new software, technologies, and laboratories.

STAFF TRAINING IN AFFILIATED UNIVERSITIES

Academic and managerial staff are given the opportunity to

participate in training programmes held in the affiliated universities [Plymouth University, UK, Victoria University, Australia] during the summer vacation.

POSTGRADUATE STUDIES AND POST-DOCTORAL WORK

The NSBM Green University encourages its academic staff to engage in postgraduate, doctoral, and postdoctoral work. They have the option to join the four-year doctoral study programme

conducted by the Stockholm University, Sweden online from Pitipana with occasional visits to Stockholm. Further, the University supports the educational pursuits of its staff through granting study leave and providing financial assistance.

Such are the ways in which the NSBM Green University trains and develops its staff.



Absorbed in books, dear books, The Library

THE LIBRARY AND E-DATABASES

The knowledge gathering process of the students and staff is facilitated by the NSBM library located in close proximity to all faculties of study. Set within the theme of greenness and equipped with modern amenities, the spacious library provides a host of

services to its users. Spread over five floors, it houses the Postgraduate Study Centre, a multi-purpose hall, a seminar room, and separate study areas for students.

Over time, it has gained strength in terms of the number of volumes (over 25,000) and coverage, which now range from essential textbooks and manuals to classics

on philosophy, management, sciences and research methodology. In addition, a modest collection of acclaimed best sellers in various disciplines is available. There is also a wide array of books aimed at stimulating the aesthetic sense of students which forms an important constituent of a rounded education. Further, students can have access to a wide range of scholarly articles/books

through the Emerald Insight database. Steps are now being taken to extend this service to other well-known global data machines. This service, however, is already enjoyed partially by students following foreign affiliated degree programmes who are given access to the databases of the respective universities (e.g., Plymouth University, UK, Victoria University, Australia).



Missing Textbooks? Missed Lectures?
 Test Questions?

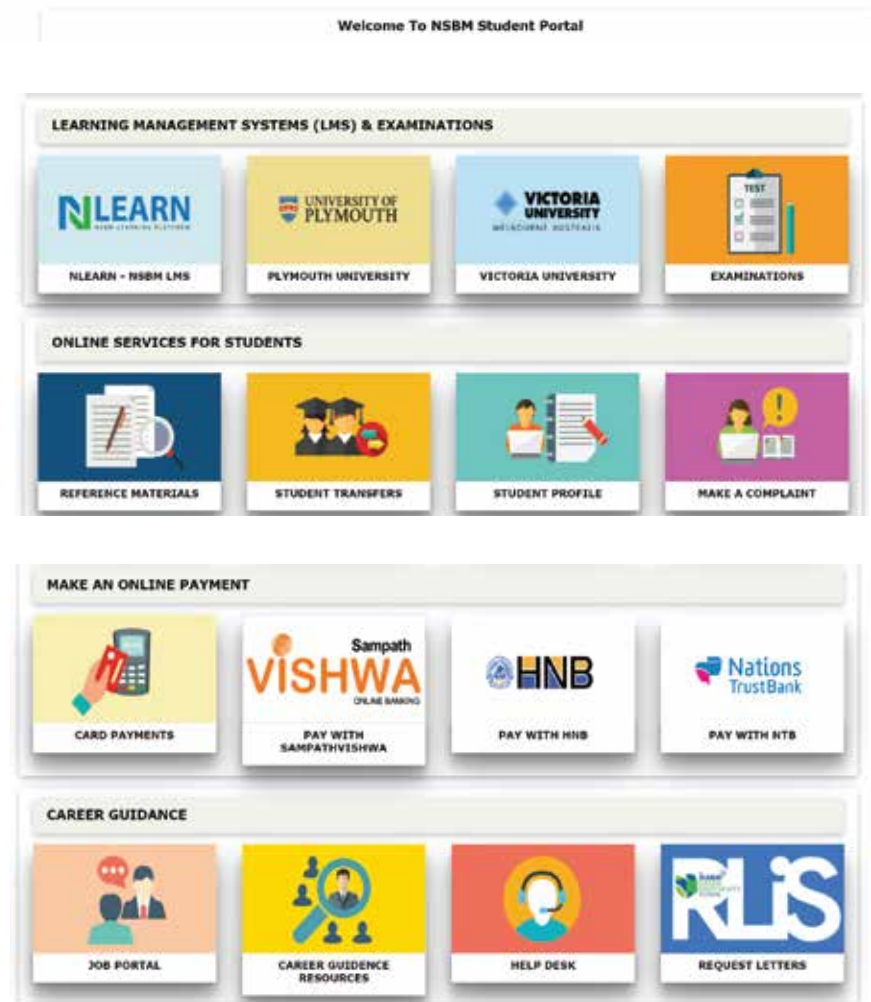
Don't miss these
SCHAUM'S
 outlines

Engrossed among books, lovely books- The Library

IT BASED STUDENT SUPPORT SERVICES

The NSBM Green University has a comprehensive IT infrastructure that supports students in their varied academic activities. Students are expected to avail themselves of these facilities while complying with the University's IT policy. The facilities provided include: Free unlimited Wi-Fi facilities to all students; Microsoft Office 365 complete education package with student email addresses; MS Teams and free 1 TB One Drive Personal Cloud Storage; MS Azure Software Package containing over 50 educational software options with licenses;

access control system with NFC enabled Student ID cards; on-line attendance registration via QR code; and the University Management Information System (UMIS), integrating all student records (examination results, payments etc.) into one system for enhanced efficiency. Further, it is complete with the NSpot Student Portal that integrates all available online services such as online Learning Management System and Career Guidance Job Portal into one website for easy access by students. In essence, the University attempts to be in line with the global developments in IT and provide the students with the best deal possible.



A screen-shot of the NSBM Student Portal



Welcoming IT based student support services



The IT powerhouse



The end-users

THE STUDENT LIFE ON CAMPUS

The main goal of establishing the NSBM Green University is to provide a holistic education to its charges with a view to producing resourceful graduates. Understandably, the NSBM Green University abounds with the best of staff, facilities, and the environment to meet this end.

To begin with, the state-of-the-art teaching-learning areas, laboratories, and ambience offer a congenial environment for learning. The competent panel of resource persons use a variety of teaching strategies to synergise the high-quality teaching-learning environment while keeping the students engaged. In the quiet of the spacious library, they consolidate the inputs received through andragogy-based learning approaches. When they are tired of studying, they can engage in an extra-curricular activity of their choice. Further, association with a circle, club, or society enables them to enhance their soft skills significantly. In the evening and during week-ends, it

is fun-time in the playground, gymnasium, indoor sports building, or the swimming pool. It is also relaxing to take a stroll down the subways, visit the surrounding village, or jog around the campus at a leisurely pace.

There are many facilities available for students to make their academic life fruitful and enjoyable. For instance, they have the option to avail themselves of the modest but value-for-money residential facilities provided by the University. Or, as day scholars, they can make use of the efficient luxury bus service that ply on a number of routes leading to the NSBM. Parking facilities are also abundant within and outside the premises. Further, the cafeteria and the food stalls enable them to appease their food and beverage requirements at an affordable price. In addition, a bank, supermarket, souvenir-shop, a bookshop, and a salon are at the service of the students and staff. All these provide students of the NSBM Green University with a unique experience of gaining a holistic education.

This chapter dealt with the core

activity associated with the NSBM Green University, producing resourceful graduates. More specifically, it focused on academic development in

students. The next chapter deals with another important facet, how research is conceptualised and practised in the University.



Extra-curricular activities: Spiritual vs. mundane



The surroundings are ablaze with Nadha-gama, the student activity





CHAPTER 3

RESEARCH FOR AN ENLIGHTENED WORLD

*Joy of discovery through search
for new knowledge for
betterment of mankind.*

CHAPTER 03

RESEARCH FOR AN ENLIGHTENED WORLD

Research is ‘a detailed study of a subject specially in order to discover (new) facts or reach a new understanding’ (Cambridge English Dictionary) or ‘a careful or diligent search’ (Merriam Webster). It is also seen as a systematic enquiry to describe, explain, predict, and control observed phenomena; or an endeavour to discover new facts or collate old facts by scientific study or critical examination. Research develops new knowledge of theoretical and practical significance for use by the academia and industry and is the backbone of all developments in a society.

As an integral part of academic activities of any institute of higher education, recognition of a university of today depends largely on the quality of research carried out by its academic staff as determined by the number of research projects undertaken, publications in indexed journals, and citations. The purpose of this chapter is to describe how the process of research is carried out in the NSBM Green University. The areas covered herein are the research policy, the research focus and themes, and aspects of implementation. NSBM Green University is deeply committed to research and is engaged tirelessly to build on the founda-

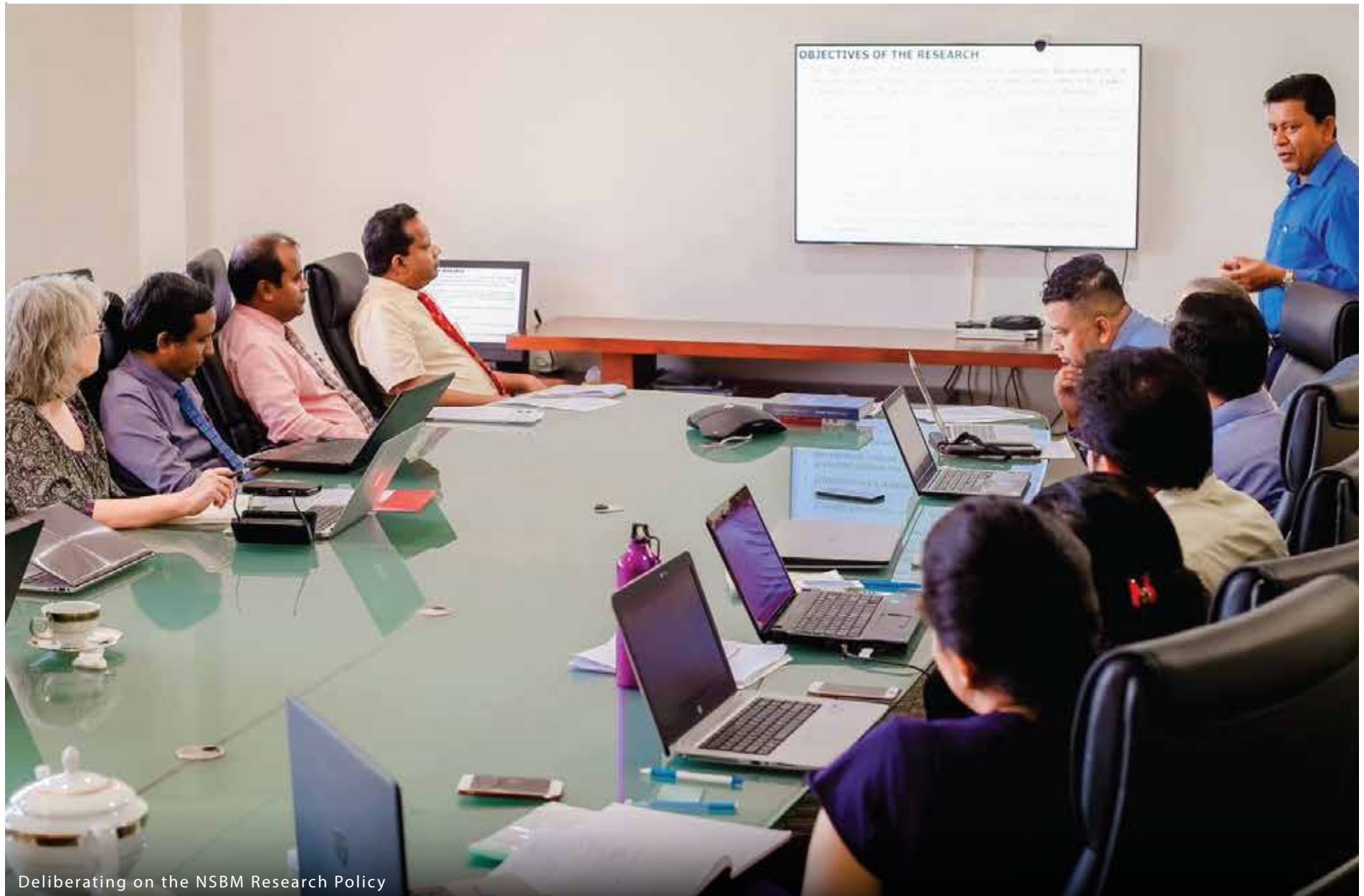
tions laid during the city campus (Nugegoda) days.

THE NSBM RESEARCH POLICY FRAMEWORK

The NSBM Green University has now entered a new phase of development in student and staff research. In accordance with the academic and quality guidelines stipulated by the NSBM’s Research Council, a robust policy framework is in place with respect to the practice of research in the University. This was driven by the need to systematise conduct of research at NSBM, provide financial support, and develop enthusiasm

among researchers to work towards high quality publications.

The mandate of the Research Council covers promotion of research with international universities, local universities, and industry. The NSBM has already commenced negotiations with relevant parties for collaborative research. Once formal linkages are developed with foreign and local bodies, collaborative research will be carried out at faculty, departmental, and research centre levels. The research conducted at present, however, is confined largely to research centres.



Deliberating on the NSBM Research Policy

RESEARCH POLICY - NSBM GREEN UNIVERSITY

The NSBM's research policy is driven by a set of goals.

- i. Provide a platform for collaborations in research; with international universities, local universities, and industry;
- ii. Give leadership to conducting research leading to high quality publications;
- iii. Promote research related to governmental development goals and strategies;
- iv. Facilitate research through access to funds and other facilities;
- v. Awareness building on contemporary political, economic, social, and technological issues to induce postgraduate and staff research;
- vi. Encourage scientific study and critical examination among undergraduates; and
- vii. Promote a university-wide research culture.

These goals are expected to transform the NSBM Green University into a hub for quality research in the region.

OPERATIONALISATION

The NSBM Green University's research policy framework, under the overall direction and guidance of the NSBM Research Council, consists of a well-defined structure and a system for operationalisation. The Research Council, consisting of the Vice-Chancellor (Executive Chair), the Deputy Vice-Chancellor, Head of ADQAD (Academic Development and Quality Assurance Division), and the Deans of the Faculties of Study, provide strategic direction and guidance to research. The Head, Research is in charge of operational matters and is supported by three coordinators, viz., Research Operations, Industry Collaboration, and Impact and Innovations. The research centres where the action takes place come under the Co-ordinator, Research Operations.

Research centres are formed under academic departments for conduct



Briefing on the research centres

of research on specific themes. Each centre is led by a co-ordinator who facilitates the research efforts of staff members engaged in research within the centre. Further, an academic department may have more than one research centre depending on the availability and research interests of the academic staff.

Within the centres, researchers are expected to follow formal procedures, including proposal preparation, field work, review, and presentation, until the final outcome emerges. The academic staff may secure the services of students in their research projects.

Further, the University provides financial support for viable projects under small, medium, and large categories. The researchers are encouraged to publish their findings in indexed/refereed journals or present them in international/local conferences. They shall also extend their work to other related areas.

In addition to activating research through centres, the NSBM's research policy encourages student research, publications, and dissemination of new knowledge through symposia and conferences. Starting as a trickle a decade ago, the NSBM Green University is now active on many frontiers of research.



THE RESEARCH FOCUS

The research undertaken by the University includes theoretical and empirical explorations using positivistic (quantitative), non-positivistic (qualitative), and mixed methods approaches. Further, under the non-positivistic approach, a wide range of methods are employed, such as case studies and longitudinal, phenomenological, ethnographical, and grounded theory-based investigations. Easy access to online databases and availability of software for data analysis make the task of researchers convenient and stimulating.

Despite the diversity of research

projects undertaken, the NSBM Green University is led by an inner drive to explore 'indigenous societal problems' confronted by organisations, the industry as well as the government. It considers the study of political, economic, and technological undertones engulfed in social phenomena as fertile land for research. The University is of the firm conviction that such investigations will lead to home-grown recipes for facing the problems squarely and taking remedial action that will contribute to make Sri Lanka a better place to live in. Further, the findings will be of importance to other countries with similar socio-political backgrounds. However, it does, in any way, not discount the relevance of studying

problems of international/global relevance. Thus, the NSBM Green University takes a multi-pronged approach to research with emphasis on the contemporary Sri Lankan society.

RESEARCH THEMES

The faculties of study - Business, Computing, and Engineering - are associated with their own areas of interest in research.

- Faculty of Business: Value-chains; leadership issues; consumer behaviour in emerging markets; and sustainable business practices.
- Faculty of Computing: Artificial intelligence; digital

forensics; and technology advancements.

- Faculty of Engineering: Power systems analysis; spatial relationships and user behaviour; creative cognition and design studio work; and nutrition innovation.

RESEARCH CENTRES

There are 22 research centres set up among the faculties of study: Business (9), Computing (6), Engineering (5), Science (1) and Postgraduate Unit (1).

The research centres and their foci are given below, organised under faculties of study. See Table 3.1: Research centres.

Table 3.1: Research centres

FACULTY OF BUSINESS	
1	<p>CENTRE FOR LEADERSHIP STUDIES AND PRACTICE (CLSP) (Department of Management): Aims at developing a critical understanding of the theory and practice of leading. Some of the broad questions posed are: leadership for whom, for what, and how? The underlying themes: emotions and authenticity; leadership and entrepreneurial leaders; leadership-western vs. non-western cultures; learning and development; responsibilities, purposes, and ethics.</p>
2	<p>CENTRE FOR WOMEN IN BUSINESS (CWB) (Department of Management): Aims at grooming women leaders for tomorrow's dynamic workplace via interacting with the industry and society. Contributing towards transformation of the role of women in society. Understanding pressing issues and key barriers to female leadership; building essential skills for corporate success.</p>
3	<p>CENTRE FOR BUSINESS TRANSFORMATION (CBT) (Department of Management): Dedicated to promoting research related to globalisation, organisations, employment, culture, and sustainable development as well as the promotion of interdisciplinary research in business. Bringing together researchers and practitioners from different disciplines to bridge the gap between knowledge and practice and research and impact in the field of management.</p>
4	<p>GLOBAL MARKETING AND CONSUMER INTERACTION CENTRE (GMCIC) (Department of Marketing and Tourism): Conducts high-quality research in the areas of marketing phenomena drawing from multi-disciplinary areas such as psychology, communication, sociology, anthropology, philosophy, and economics. The research will be facilitated through collaborations with a multitude of organisations.</p>
5	<p>CENTRE FOR TOURISM MANAGEMENT (CTM) (Department of Marketing and Tourism Management): Examines rapid changes, new trends, and developments in the tourism industry, as well as how they influence different segments, drive innovations, and accelerate improvements.</p>
6	<p>RESEARCH CENTRE FOR ACCOUNTING AND FINANCE (RECAF) (Department of Accounting and Finance): Facilitates students and staff to undertake a variety of themes under the umbrella of Accounting and Finance.</p>
7	<p>RESEARCH CENTRE FOR OPERATIONS, LOGISTICS, AND PROJECT MANAGEMENT (COLPM) (Department of Operations and Logistics): Conducts research in the areas of business process re-engineering, sustainability, agile and lean supply chains, modelling and simulation of supply chains. Further, it will engage in research in the areas of strategy and the impact of hybrid project management approaches,</p>

FACULTY OF BUSINESS

8	RESEARCH CENTRE FOR ECONOMIC APPLICATIONS AND POLICY (RCEAP) (Department of Economics and Decision Sciences): Conducts collaborative research on applied economics, business economics, and policy research reports.
9	CENTRE FOR CORPORATE LEGAL RESEARCH (C2LR) (Department of Legal Studies): Provides a platform for research regarding Commercial and Corporate Law using critical, speculative and empirical methods within inter-disciplinary, and trans-disciplinary approaches. Aims to explore and analyse shifts, trends, and tensions in existing and emerging commercial-legal domains.

FACULTY OF COMPUTING

10	CENTRE FOR SOCIETAL ADVANCEMENT IN ICT (CSA-ICT) (Department of Data Science): The centre examines facets pertaining to the following argument: ICT can exert both positive and negative implications on the society. Appropriate policy enforcement should be in place to segregate what is best for mankind. In case of policy deficiencies, proper amendments/introduction of new standards may be required.
11	CENTRE FOR DATA SCIENCE AND SMART SOCIETIES (CDSS) (Department of Data Science): Conducts research pertaining to Artificial Intelligence, Machine Learning, Computer Vision and how these niches could contribute to the betterment of people and societies.
12	CENTRE FOR NETWORKING AND DIGITAL FORENSICS (CNDF) (Department of Network and Security): Although sharing of resources and monitoring traffic is important it could be a hindrance as well which makes finding the right balance vital. This centre aims at investigating the potential, requisite precautionary measures, and restrictions associated with the discipline.
13	ICT RESEARCH AND DEVELOPMENT CENTRE (ICTRDC) (Department of Information and Systems Sciences): The centre examines different facets of the following argument: One can hardly locate a field where ICT is not applied. The emphasis of ICT interventions should always be for the betterment of mankind and uplifting of the quality of life. Further, ICT should not be a stressor and an information overload which increases complexity of simple operations.

FACULTY OF COMPUTING

14

MATHEMATICS AND SCIENTIFIC INFERENCE CENTRE (MSIC) (Department of Computer Science and Software Engineering):

The centre examines different facets of the following argument:

A blend of mathematics and statistics is at the core of modern data sciences. Through novel mathematical and statistical methods, the efficacy of the existing algorithm can be further enhanced and novel resolutions proposed.

15

CENTRE FOR SUSTAINABLE SOLUTIONS IN COMPUTING (CSSC) (Department of Computer Science and Software Engineering):

The centre will examine how the modernised world could look for potential and viable solutions to reduce the disastrous impacts on the environment.

FACULTY OF ENGINEERING

16

RESEARCH CENTRE FOR POWER AND RENEWABLE ENERGY (RCPRE) (Department of Electrical, Electronic and Systems Engineering):

The centre will work in collaboration with the local industries in the areas of power generation, distribution, and power system/machine design. It will also work in different researchable areas from academic and industry perspectives under electrical machines and drives power generation, distribution, solar, wind, and wave power (renewable).

17

RESEARCH CENTRE FOR LIGHTING AND POWER SYSTEM PROTECTION (RCLPSP) (Department of Electrical, Electronic and Systems Engineering):

The centre will work with electrical and telecommunication companies for their product design, process, and testing. It will conduct collaborative research with local and foreign universities in the areas of lightening protection, surge protection, electromagnetic compatibility, and high voltage testing. It will also be an active member of ICLP (International Conference for Lightning Conferences).

18

RESEARCH CENTRE FOR INDUSTRY AUTOMATION AND ROBOTICS (RCIAR) (Department of Mechatronic and Industry Engineering)

The centre will directly interact with production and automation technology research which can uplift the existing industry to Industry Level 4.0 and improve further. Its research areas will be industrial automation and production process designing, Robotics UAV and autonomous vehicle, and vessel development manufacturing technology.

FACULTY OF ENGINEERING

19 **RESEARCH CENTRE FOR SENSOR NETWORKS AND IOT (RCSNIOT)**(Department of Mechatronic and Industry Engineering)
The centre will interact with telecommunication industry and will focus on advanced, industry supported wireless communication and networking research.

20 **RESEARCH CENTRE FOR DESIGN AND INNOVATION (RCDI)** (Department of Design Studies)
The research areas of the centre include spatial relationships and user behaviour in interior environments, creative cognition studio and design studio work relationships, modern day visual communication strategies on branding, and Sinhala letter form development for graphic design.

FACULTY OF SCIENCE

21 **NUTRITION INNOVATION CENTRE FOR FOOD AND HEALTH (NICFH)** (Department of Biomedical Sciences)
The centre, at present, focuses on edible packaging as well as nutraceutical development.

POSTGRADUATE UNIT

22 **RESEARCH CENTRE FOR POSTGRADUATE STUDIES (RCPS)** (Faculty of Business)
The centre will develop a vibrant research culture at postgraduate level. It will adopt a multidisciplinary approach in addressing research projects and developing essential training required to become a successful researcher.

Source: NSBM Research Unit

The research centres are in different states of development. While a few have made headway, there are others still in the early stages of development. However, taken as a whole, the University has entered a new path of development with positive implications on researchers, the institution, and the society.

STAFF AND STUDENT RESEARCH

This section looks at aspects of staff and student research.

STAFF RESEARCH

Staff research, an important facet of academic life, takes place at several levels. Senior members carry out their own research while getting involved in research centres as well. The younger generation shall be involved more with their doctoral research. Further, all members will be engaged in student research as supervisors or examiners. Thus, the varied involvement of the University's academic staff in research.

STUDENT RESEARCH

Research forms an integral component of selected undergraduate and all postgraduate study programmes.

UNDERGRADUATE STUDY PROGRAMMES

There is variation in the emphasis given to research in the different study programmes. For instance, the four-year degree programmes

awarded by the NSBM (University Grants Commission approved) and foreign universities contain a compulsory research component (module) of six months to a one-year duration, conducted during the final year of studies. An apex level course, the Research/Project Report is preceded by a taught course/workshop series on Research Methodology. The research, conducted either on an individual/group basis (depending on the study programme), is carried out under the guidance of a supervisor. Some of the supervisors come from industry who bring industry perspectives to the research project. With a tangible product as the outcome, the research report is considered the most value adding and rewarding of the degree programme.

The three-year degree programmes, whether local or foreign, do not normally contain a research component. However, there are exceptions, for instance, the BSc. (Hons.) events, Tourism and Hospitality Management, offered by the Plymouth University, UK, which carries an individual based research project of a six-month duration. More variations pertaining



The poster for ICOB I 2021 features a collage of images: a man with a magnifying glass, hands holding a green plant, a worker at a laptop, a woman sewing, a stock market board, a shipping port, and two workers in hard hats. The text includes the conference title, theme, date, venue, submission dates, and contact information.

ICOB I 2021
INTERNATIONAL CONFERENCE ON BUSINESS INNOVATION

REVITALIZING THE ECONOMY
Through Sustainable Strategies

CONFERENCE DATE: 26th November | VENUE: NSBM Green University

IMPORTANT DATES

- Abstract Submission: JULY 16, 2021
- Notification of Acceptance: JULY 30, 2021
- Full Paper Submission: SEPTEMBER 17, 2021
- Final Submission: OCTOBER 01, 2021

PAPERS ARE INVITED IN

1. Developing competitive advantages for sustainable development
2. Social science knowledge and economic development
3. The role of technology and innovation for economic development
4. Change management and entrepreneurship for economic revival
5. The role of ICT in reviving the economy
6. Sustainable brand development and marketing
7. Corporate governance and sustainable financial reporting
8. Sustainable engineering and design for economic revival

2020 ICOB I proceedings will be presented in this years conference

For payment gateway and for More Information visit:
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Calling Papers- ICOB I 2021

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**INSPIRING YOUNG MINDS,
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CALL FOR ABSTRACTS NOW OPEN!

CALLING ALL STUDENT RESEARCHERS TO SUBMIT THEIR BEST RESEARCH IN ANY OF THE FOLLOWING TRACKS OF INTEREST:
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SYMPOSIUM DATE:
JUNE 26, 2020
VENUE:
NSBM AUDITORIUM

IMPORTANT DATES
SUBMISSION OF EXTENDED ABSTRACT : 1ST APRIL 2020
NOTIFICATION OF ACCEPTANCE : 1ST MAY 2020
SUBMISSION OF REVISED ABSTRACTS : 28TH MAY 2020
SEND ABSTRACTS TO : nsbmrs@nsbm.lk

NSBM GREEN UNIVERSITY TOWN

NSBM Green University Town | Mahenwatta, Pitipana, Homagama | www.nsbm.ac.lk

Calling Abstracts- NSBM Students' Research Symposium, 2020

to the research element will be experienced as the University introduces new degree programmes.

In addition, every study programme contains assignments that carry a flavour of research. Conducted either on an individual/group basis, they will involve theoretical/empirical work culminating with preparation of short reports/cases. Further, the empirical work will cover a variety of exercises such as industry studies or study of organisations. The know-how for conduct of assignments, including selected aspects of research methods, is imparted prior to assigning work to students.

POSTGRADUATE STUDY PROGRAMMES

The NSBM conducts a range of postgraduate study programmes (postgraduate diplomas, Master of Business Studies, and Master of Business Administration) with a doctoral study programme scheduled to commence shortly. They carry research components while the doctoral study programme constitutes a comprehensive research project of a three-year duration. See Chapter 2 for details.

The NSBM Green University has opened several pathways for researchers to publish and also participate in conferences.



NSBM Students' Research Symposium, 2019: The audience

PUBLICATIONS

The range of publications of the NSBM includes the NSBM Journal of Management, the Business Dialogue, and subject-related texts.

NSBM JOURNAL OF MANAGEMENT

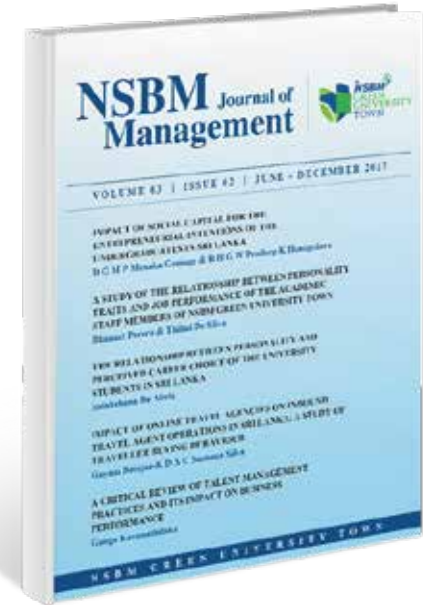
The NSBM Journal of Management is a bi-annual publication that provides a medium for disseminating the findings of study and research that address issues, practices, and developments in Management. Launched in 2015, scholars and practitioners are invited to publish their research findings in the field of management based on quantitative/qualitative approaches. A refereed journal, academic staff and postgraduate students are also invited to submit their contributions to the journal. The journal promotes free and unbiased opinion, networking and sharing of experience in matters of

importance to organisations and society. It is gaining acceptance as a formidable research publication, and the Editorial Board has set its sights on applying for indexed journal status within the next few years. It is currently listed on the Sri Lanka Journals On-Line.

The NSBM Journal of Management is confined to publish papers with overtones in management, and as such, those of a purely technical nature do not fall within its purview. But, with the introduction of new faculties of study, viz., Engineering and Science, the need has arisen to broaden its scope and is now being deliberated on.

BUSINESS DIALOGUE

First published in 2018, Business Dialogue is a bi-annual publication with seven issues to-date. The University maintains a close rapport with the industry via the Business Dialogue. Each issue is woven around a captivating theme and provides thoughts of wisdom from



NSBM Journal of Management- Pride of the NSBM



Business Dialogue- Dedicated to business leaders and entrepreneurs of the soil

Table 3.2 : Miscellaneous publications

Publication	Author/s	Year
Practical Counselling for Abnormal Behaviour	Prasanna Perera	2019
Business Communication	English Unit	2020
Introduction to Food and Beverage Operations	Lasitha De Silva	2020
Introduction to Tourism and Events	Lasitha De Silva Prashanshika Assella	2020

Source: NSBM

business gurus and experts across industries and governmental bodies. It is a much sought-after publication with both students and academic staff collaborating as editors and authors.

OTHER PUBLICATIONS

The NSBM Green University also engages in producing text-books, and the publications released during 2019

and 2020 are given alongside. See Table 3.2 Miscellaneous publications.

More publications will come out of print shortly. The designing and desk-top publishing of NSBM publications are carried out in the Printing Division of the University that is complete with sophisticated machinery and skilled designers/artists cum technicians.



ICObi, 2018- Welcoming dignitaries
Prof. Mohan Munasinghe, Key-note Speaker (M)



Hon. Sarath Amunugama , Chief Guest (R)

CONFERENCES - ICObi

The NSBM conducts two annual conferences; NSBM Students’ Research Conference and the International Conference on Business and Innovation (ICObi), in addition to other academic gatherings.

NSBM STUDENTS’ RESEARCH SYMPOSIUM

NSBM Students’ Research Symposium is a much sought-after event in the academic calendar

of the NSBM where extended abstracts of the best research reports (outcome of the final year research component) are presented before a large gathering comprising fellow undergraduates, academia and representatives from the industry. It is a one-day event held in the NSBM auditorium with all the formalities of a full-fledged conference. The inauguration ceremony, conducted on a selected theme [e.g., Fostering Corporate Wisdom (2018);

Empowering Young Researchers (2019)], is an elaborate affair followed by parallel sessions for presentations by different faculties of study. The day’s proceedings come to an end with a wrap-up session and the award of medals and certificates.

INTERNATIONAL CONFERENCE ON BUSINESS AND INNOVATION (ICObi)

International Conference on Business and Innovation is the flagship event where academics

and practitioners present papers on a selected theme [e.g., Business Resurgence and Green Living (2018); Reviving Talent and Green Living (2019)] before a large gathering comprising academia, representatives from industry, senior managers, entrepreneurs, and policy makers. A one-day event conducted in the spacious NSBM Auditorium, it opens with an inaugural ceremony where the theme is introduced by the keynote speaker. The papers for



ICObi, 2019- Dignitaries, resource persons, special invitees and the organizing team



ICObi, 2019- Preliminaries taking place





ICObi, 2019
Dr. Upuli Perera,



Prof. Mohan Munasinghe



Prof. Chaminda Rathnayake



Prof. E A Weerasinghe and
Prof. Sampath Amaratunge



Mr. Simon Tham, Assistant General Manager, CHEC Port City Colombo





In appreciation of their honored presence: ICOB, 2018
Prof. Mohan Munasinghe



ICOB, 2019
Mr. Simon Tham

presentation are selected through a stringent process of blind-reviews and the conference is run on parallel tracks. The day's proceedings come to an end with a wrap-up session and award of medals and certificates.

POSTGRADUATE STUDENT RESEARCH SYMPOSIUM

In view of the growth of postgraduate level study programmes, the need has arisen to launch a separate research symposium to cover

postgraduate level research. Accordingly, work is in progress to introduce a postgraduate student research symposium shortly.

UPDATING RESEARCH SKILLS OF ACADEMIC STAFF

The University considers updating the research skills of academic staff to be of prime importance. With this in focus,

the Academic Development and Quality Assurance Division organises research workshops and seminars on the special topics in research methodology.

This chapter dealt with conceptualising and conducting research in the NSBM Green University. The process of research in the University has gained a new lease of life through initiatives such as implementing a comprehensive research policy and setting up of

research centres. Further, the outputs of the research centres will provide a regular supply of inputs to the University's research journal as well as conferences which intern will help the University to achieve higher rankings in the future. The next chapter deals with another important aspect, i.e., shaping graduates for the world of work through development of hard skills and soft skills.



Students Research Symposium, 2019 – The Inauguration Ceremony
L-R : Prof. E A Weerasinghe, Prof. J Baratha Dodankotuwa and Dr. Rasika Ranaweera



Professor Hemamali Gunatileke, Key-note Speaker



L-R: Ms. Thilini de Silva, Professor Hemamali Gunatileke, Prof. E A Weerasinghe, Prof. J Bharatha Dodankotuwa and Dr. Rasika Ranaweera



Moods and emotions: Proud presenters with their certificates





CHAPTER 4

SHAPING GRADUATES FOR THE WORLD OF WORK

Industry ready and holistic graduates through skills development.

CHAPTER 04

SHAPING GRADUATES FOR THE WORLD OF WORK

Shaping graduates for the world of work constitutes a key responsibility of modern universities the world over. Driven by the understanding that producing graduates is not merely for knowledge enhancement's sake but also for gainful employment, entrepreneurship and responsible citizenry, the NSBM Green University has introduced a variety of skill development activities into its study programmes. Realised through an exciting mix of teaching-learning methods, they bring purpose, dynamism, and colour to student life and prepare them

to assume job responsibilities or start their own ventures on graduation.

Resourceful graduates are endowed with three types of skill, viz., generic, hard, and soft, developed through a carefully designed set of activities. The purpose of this chapter is to describe how skill development in students takes place in the NSBM Green University. The chapter opens with an overview of the skill development process, followed by an account of the skill development activities carried out under different skill types. The chapter concludes with a note on

convocations and alumni.

THE SKILL DEVELOPMENT PROCESS

The NSBM Green University boasts of an elaborate skill development process.

The University's skill development process develops a balanced mix of hard and soft skills in students. It commences with a heavy dose of generic skills development which diminishes over time accompanied by a corresponding increase of hard skills (profession specific) development. The third and fourth

years focus on developing hard skills (employability related) while soft-skills development takes place through the study programme. Thereby, the University ensures that its graduates are endowed with the skills required to meet the challenges encountered at work or in running their own business ventures.

THE PORTFOLIO OF SKILL DEVELOPMENT ACTIVITIES

Skill development activities associated with generic, hard, and soft skill categories are as follows:





Career Fair: Seeking and receiving guidance



GENERIC SKILLS

Generic skills, alternatively known as life skills, are those that can be applied across a variety of subject domains as well as in one's personal life. They are of a fundamental nature and serves as the foundation for development of subject domain specific skills. The NSBM Green University has introduced a host of activities for the development of generic skills (e.g., decision making, goal setting, problem solving and communication) into its study programmes commencing

in the first year itself

HARD SKILLS (PROFESSION SPECIFIC)

Hard skills (profession specific) constitute methods, techniques, and practices (the tool box) associated with different professions (e.g., Accountants - preparing final accounts; Marketers - developing marketing plans; Human Resource Managers - formulating staff development plans; IT managers - developing IT products; and Engineering - developing manufacturing

solutions). The study programmes offered at the NSBM Green University are largely profession-oriented and involves development of relevant hard skills in students.

HARD SKILLS (EMPLOYMENT RELATED)

Employment related hard skills development is an arena that is growing in importance in contemporary university education. Having been exposed to generic and hard-skills (profession-specific), the next logical step

would be to observe how they are manifested in practice. Educationists are in agreement with the relevance of students gaining first-hand knowledge and experience on various facets (technical and behavioural), of organisational life, while being in the university. This is attained through a formal learning experience, industrial/internship training (via an Industrial Training Programme- ITP), where students undergo a supervised on-the-job training in a specific organisational setting over a stipulated period of time.

The NSBM Green University conducts Internship Training Programmes characteristic of the different faculties of study.

The common objectives of the Internship Training Programme are:

- i. Provide trainees (students) with an opportunity to relate knowledge and skills gained in study sessions to industry practice;
- ii. Provide on-the-job-training related to professions while they are still engaged in studies;
- iii. Expose trainees to work-settings, work-norms, and ethics;
- iv. Enable trainees to develop work related soft-skills (e.g., working in multi-disciplinary groups, inter-personnel skills, and ethical conduct); and
- v. Enhance job prospects for trainees via training gained, networking, and exposure to the world of work.



Aspects of the Industry Preparation Training Programme- Faculty of Computing

THE INTERNSHIP TRAINING PROGRAMME

The NSBM Green University is cognizant of the importance of developing employment related hard skills in students. The nature of ITPs, however, depends on the discipline concerned and the degree awarding institution. For instance, the four-year degree programmes offered by the NSBM contains a mandatory ITP component (84 working days) whilst the three-year degree

programmes of the Plymouth University do not, though undergoing practical training during the summer vacation is encouraged. The University even goes beyond as it recommends students to extend their training to cover the whole of last two years of the study programmes. This is facilitated through moves such as conducting study sessions and examinations during week-ends (Saturdays and Sundays), which enables students undergo training during week days.

The Career Guidance Unit (CGU),

IT division, marketing division, Professional Advancement Centre (PAC) (located in the Faculty of Business), the faculties of study, and training organisations have come together to carry out productive ITPs that generate industry ready graduates for the job markets.

DEGREE PROGRAMMES OFFERED BY THE NSBM

FACULTY OF BUSINESS (FOB)

The FOB offers its ITP course module during the first semester

of the third year of the study programme. This involves undergoing on-the-job training for a period of 84 working days in a work setting approved by the University. On completion of the mandatory training, students are encouraged to continue their training in the same or in a different organisation and further exposure to work. A student may secure a training placement either through the CGU (maintains the digital platform that displays job vacancies with industry partners), or personal connections. Further, prior to appearing for interviews,



In the aftermath of a Professional Development Programme- Faculty of Business

students are trained through mock interviews conducted by internal staff.

The internship training is of a rigorous nature that covers technical and behavioural aspects of work within an area of specialisation of student's choice. Further, training is carried out under the direction of two supervisors, one from the University and the other from the training organisation, respectively. The evaluation of the course module consists of several components: Daily Diary/Training Record Book (50%); identify,

analyse and recommend solutions to a selected organisational problem, (25%); and presentation and defence (25%).

FACULTY OF COMPUTING (FOC)

The FOC offers its ITP course module during the first semester of the third year of the study programme. This involves undergoing on-the-job training for a period of 84 working days in a work setting approved by the University.

The beginning of the third year of study programmes is always a hive of activity with on-going preparations for the conduct of a two-week long Industry Preparation Training Programme (IPT). This is organised by the FOC in collaboration with experts cum trainers from the IT industry. Consequent to the opening sessions, students are guided to decide on their areas of specialisation for training depending on their preferences and innate abilities. Simultaneous training sessions of an interactive nature are conducted which go through

a process of instruction, demonstration, practice, site visits, and evaluation.

The IPT is followed by further inputs from the internal faculty on technical/behavioural aspects that prepare students to undergo training in organisations. A student may find his training organisation through affiliations maintained by the FOC with reputed IT companies, assistance from the CGU (and its display of job vacancies with industry partners) or personal connections. Since the FOC adopts a 2+2



Aspects of the Industry Preparation Training Programme- Faculty of Computing



model of education where students will spend the first two years of study in the university followed by the next two years in the industry, the FOC insists that on-the-job training continues in the same or different organisation. The model invariably develops industry-ready graduates who will either be absorbed by the training organisation or will be able to find gainful employment without delay. This also helps the graduates in running their own business ventures.

The evaluation of the course module consists of several com-

ponents: Daily Diary/Training Record Book (50%); identify, analyse and recommend solutions to a selected organisational problem, (25%); and presentation and defence (25%).

FACULTY OF ENGINEERING (FOE)

The FOE being a relatively new faculty (established in 2018), the first intake of students is yet to pass out. Owing to its brief existence and the limited number of students on roll, the FOE is compelled to finding training placements for its

students at present.

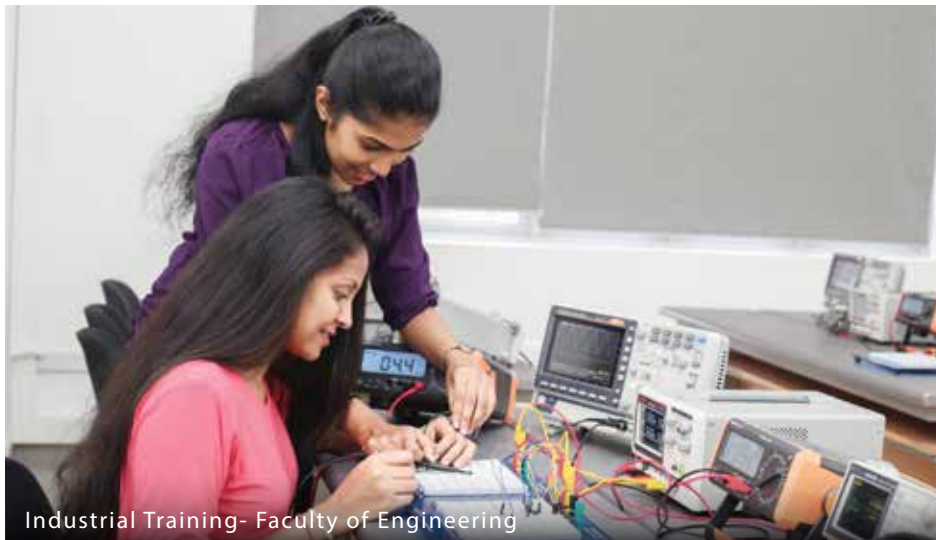
ENGINEERING STUDY PROGRAMMES

The ITP consists of two mandatory phases: Industrial Training Phase I – for 12 weeks on completion of the second year; and Industrial Training Phase II – for 12 weeks on completion of the third year of studies. The evaluation of the course module consists of several components: Weekly reports (10%); Industrial Training Record Book and final report (40%); and final presentation and viva-voce examination (50%).

DESIGN STUDY PROGRAMMES

The ITP consists of a single mandatory training programme for 18 weeks on completion of the second year of studies. The evaluation of the course module consists of two components: Internship projects (60%) and Internship report (40%).

Thus, there is considerable variation among the ITPs conducted by the different faculties of study. It is now appropriate to describe several administrative arrangements associated with operationalising ITPs in the University.



Industrial Training- Faculty of Engineering



A prototype developed by Design Studies students

CAREER GUIDANCE UNIT

The Career Guidance Unit (CGU) of the NSBM Green University plays a pivotal role in preparing students to undergo training as undergraduates as well as assume job responsibilities as graduates. Managed by its in-charge, the CGU is accountable to acts as the link between the industry and the students of the University. It operates on a wide spectrum of activities which includes the following:

- Mapping and entering into partnerships with industry;

- Formalising internship agreements between industry partners and students: maintain the digital platform with up-to-date information on job vacancies; and coordinate among students applying for job vacancies, faculty/academic departments which screen and prepare students for internship and the training organisations.
- Co-ordinate/organise skill development activities/events and knowledge sharing sessions with industry on themes

including getting ready for work, life at work, and soft skills development.

PROFESSIONAL ADVANCEMENT CENTRE

Set up as a separate entity within the FOB, the Professional Advancement Centre is primarily responsible for coordination of the faculty-wide Internship Training Programme while maintaining a continuous dialogue with the Career Guidance Unit. It also facilitates the university-wide internship and career guidance programme. Further, it is also the

centre for the personal and professional development activities of the FOB as described later on.

INDUSTRY PARTNERSHIPS

Industry partnerships are at the centre of preparing students for training and employment. The NSBM Green University is in partnership with over 700 organisations, of which 55 organisations have signed formal Memoranda of Understanding belonging to 38 industry sectors. See Table 4.1: Industry partnerships as at September, 2021, for their distribution across industry sectors.



Professor E A Weerasinghe with Jiang Houliang, Managing Director, CHEC Port City Colombo (Pvt) Ltd.



NSBM senior staff on a visit to the Port City, Colombo.

Table 4.1: Industry partnerships as at September, 2021

Industry Sector	Nos.	Industry Sector	Nos.
Advertising	12	Hotel/Restaurant	19
Agriculture	1	HR Services	10
Apparel & Accessories	18	Insurance	10
Automobile	13	Interior Design	9
Aviation	4	Manufacturing	69
Banking & Financial Services	69	Marketing	7
Beverages & Distilleries	26	Media	20
BPO/ KPO	20	NGO	3
Construction	23	Printing & Packaging	14
Consultancy	32	Professional Services	32
Diversified Companies	17	Retailing	9
Education	11	Real Estate & Housing	8
Electrical /Electronics	10	Research	6
Power & Energy	8	Software	131
Engineering	12	Sports & Equipment	3
Entertainment & Leisure	7	Supply Chain & Logistic	18
FMCG	3	Technology	12
Government	19	Travel & Tours	10
Healthcare/Pharmaceuticals	19	Telecommunication	13

Source: NSBM CGU

The industry partnerships provide a win-win situation for both the partner organisations and the NSBM Green University. Further, the University has entered into memoranda of association with a number of global professional bodies, which provide students with a range of benefits, including subject exemptions.

The varied services provided by industry partners are given in Table 4.2: Industry Partnerships; Services and benefits.



In readiness to enter to the world of work

NSBM INDUSTRY PARTNERS

INDUSTRY PARTNERS



INHOUSE INCUBATION PARTNERS



FEW OTHER SELECTED COMPANIES WE WORK WITH





Some of the valued MOUs with industry partners



Some of the valued MOUs with industry partners



Table 4.2: Industry Partnerships; Services and benefits.

Mode of partnership	The service rendered and benefits shared
Entry level talent acquisition (industrial/internship training)	<ul style="list-style-type: none"> • Communicate available industrial/internship training opportunities • Evaluate and select industrial/internship trainees • Assign supervisors; provide regular feedback for development and assessments purposes • Participate in job fairs and career days organised by the University
Employer (industry partner) brand building	<ul style="list-style-type: none"> • Make use of brand building opportunities by participating in events such as public days, inaugurations and convocations organised by NSBM • Conduct employer brand building sessions /workshops at NSBM • Provide sponsorships for course/subject/student awards at annual convocations • Evaluate and provide career opportunities for high performing students • Collaborate in special projects of mutual interest that could realise synergies for both parties
Knowledge sharing	<ul style="list-style-type: none"> • Nominate staff members for knowledge sharing events and annual fellowships • Provide industry inputs for course and curriculum development • Assist students on field visits and work related to assignments • Offer organisations as rich empirical sites for conduct of research
Entrepreneurial development	<ul style="list-style-type: none"> • Promote innovation and entrepreneurial skills through establishing incubation centres* at the University • Engage staff to work on the Incubation /Entrepreneurship Development Advisory Panel
Talent acquisition (Graduates)	<ul style="list-style-type: none"> • Communicate employment opportunities available for graduates • Evaluate and select graduates for job vacancies.

Source: NSBM CGU



Hon. Minister Sarath Amunugama at the opening of incubation centres

*INCUBATION CENTRES

Incubation centres provide students with an opportunity to savour operations and complexities associated with organisations by setting up miniature work-stations within the university. A novel method of developing work-related skills, they enable students to explore how knowledge and hard skills (profession specific) could be

applied in work situations. There are seven incubation centres of reputed companies (four from the software industry, two from the telecommunication sector, and one from the finance industry) at present, with more to be established shortly. Located in the premises of the student centre and FOB, each incubation centre employs around 10 students at a time who gather work experience

in a wide range of operations related to the profession. Further, the FOC is currently engaged in setting up student tech-start-up companies where they would assume leadership roles.

SOFT SKILLS

Soft skills involve personal attributes that enable one to interact effectively and harmoni-

ously with others; the way one relates to and interacts with other people. Those endowed with soft skills infuse charm, orderliness, and energy to the work environment and fills it with warmth and sunshine. Among commonly known soft skills are adaptability, courtesy, empathy, etiquette, leadership, openness, and sociability. It is debated whether individuals inherit soft skills or are culti-

vated through learning pursuits. The middle of the road approach taken by the NSBM Green University is that the attributes inherited can be sharpened through employment of skill development activities. The NSBM adopts several strategies to develop soft skills of its charges.

i. Use of appropriate teaching-learning methods:

The conduct of course modules using teaching-learning methods such as individual and group assignments/projects and presentations enable development of soft skills in students.

ii. Student Societies:

The large number of student societies operative at the NSBM Green University play a dominant role in developing and sharpening soft-skills in students. There are no less than forty-three active student societies ranging from sports clubs, activity-based clubs, religious societies to international clubs. They bring colour, music, and action to the university, and hardly a week passes devoid of an exciting student event of one type or the other taking place. See Table 4.3: Student clubs and societies as at September, 2021



Joy of seeing, learning and exchanging views at the incubation centres. With organizational representatives in attendance.



Table 4.3: Student Clubs and Societies as at September, 2021

Main area	Club/Society
Sports Clubs	Archery; athletics; badminton; basketball; chess; cricket; hockey; martial-arts; netball; rugby, soccer; swimming; table tennis; traditional martial fitness; volleyball.
Activity-based Clubs	Aerobics; astronomical society; community service; drama; dancing; general knowledge & trivia; graphics & painting; explorers'; Green Task Force; innovators'; literature; media & photography; music; nature & wild life; oratory & debating; volunteers; wellbeing.
Religious Societies	Buddhist; Catholic & Christian; Hindu; Islamic;
International Clubs	AIESEC; LEO; Rotaract; Toastmaster's; UN Student Forum.

Source: *NSBM Student Affairs Unit*

Setting up and monitoring of student clubs and societies come within the purview of the Head, Student Affairs Unit. They are managed by teams of office-bearers (appointed for a period of one year) under the guidance of staff advisors. Further, in addition to soft skills, they develop discipline-related knowledge and hard skills as well.

There are several annual social events organised by the NSBM Student Affairs Unit.



NSBM SPORTS FIESTA

The inter-house sports meet where students of four houses, viz. Ruby Adventurers, Citrine Warriors, Sapphire Heroes, and Emerald Fighters, compete for supremacy in a wide range of sports events. Held at the university playground it is complete with all formalities of a fully-fledged sporting event.





NSBM U SPORT

The inter-university sports meet is organised by the University and held at the Mahinda Rajapaksa Stadium, Diyagama. It's a treat to watch top sportsmen and women from state and non-state sector universities battle it out for leadership in sports among universities.





NSBM SIYAPATHSIYA UDANAYA

A colourful fun event is held in celebration of the Sinhala and Hindu New Year with participation of staff and students. Held at the university playground it's a day of showcasing Sri Lankan culture: traditional games, food, costumes, and lifestyles, amidst much fanfare.







NSBM GREEN FLAMES

The talent show is open for students of the University where personal skills are presented on a variety of themes such as singing, dancing, painting, drama, public-speaking etc. Presented using creative stage settings and illuminations, it's an evening to remember.







NSBM GREEN FIESTA

A musical extravaganza where top ranking artists perform before an enthusiastic audience in the NSBM auditorium.





NSBM COLOURS NIGHT

The formal event held with pomp and pageantry in the NSBM auditorium for award of colours to sportsmen and sportswomen as well as recognise exceptional services rendered by student leaders in different spheres of activity.



iii. Other soft-skills development activities

In addition to the contribution of the Professional Advancement Centre towards the Internship Training Programme, it engages in a number of soft skills development activities for the benefit of students of the Faculty of Business.

CREST PROGRAMME

An annual event organised by first year students of degree programmes offered by the NSBM, CREST is aimed at developing leadership, interpersonal and other soft skills through student engagement and teamwork during the vacation between the first and second semesters. It is carried out as a project of three-month duration where students engage in a variety of activities/events under a pre-determined theme.



Reflecting inter-religious harmony



SMARTGRAD PROGRAMME

A programme designed to enhance employability of undergraduates with focus on five areas: attitudes; language skills; communication skills; IT skills; and reasoning ability. It develops generic and soft-skills that contribute to developing competent graduates to the corporate world.

Personality development related workshops and training programmes.

EMPLOYABILITY SKILLS AWARD

It is proposed that the best skilled undergraduates are selected by a panel of evaluators from a private sector organisation which provides sponsorship to the event in a given year. The winners will be selected from among recently passed out graduates and final year undergraduates who will be offered management trainee positions in the sponsoring organisation.



Towards mental development and peace:
NSBM Student Councilor in session with his charges

iv. Counselling and mentoring services

The Professional Advancement Centre also provides an effective counselling and mentoring service to students and staff. A large number of students avail themselves of this facility that is led by the Student Counsellor who operates from the FOB.

Such is the diversity of methods used by the NSBM Green University to develop different types of skills, viz., generic, hard, and soft in its pursuit for developing resourceful graduates to the corporate world.



THE CONVOCATION WEEK

The convocation week at the NSBM Green University falls in the first week of December each year. Held with grandeur in the NSBM auditorium, it's a pleasing site to watch the graduands walking in procession to receive the fruit of their labour before a packed audience consisting of

fellow graduands, academics, parents and invitees from the industry.

The convocation is held over a period of five days for award of certificates and medals for graduates of different study programmes. It's customary for senior management and distinguished academics from foreign universities to grace the

occasion. Further, each day consists of several sessions with convocation addresses delivered by erudite scholars and top industrialists. A jubilant mood prevails thereafter, with hugs and kisses, refreshments, and photographs.

The aftermath of the convocation is one of calm until the dawn of the New Year. As the nature, with

a nip in the air, unwinds itself after a year of hectic activity, the students and staff of the NSBM Green University too retire for a period of recuperation and enjoyment. And, the freshly passed out graduates, armed with their certificates of resourcefulness enter a new arena of hope and realisation in the world of work and entrepreneurship.





A NSBM Green University Alumni activity



NSBM Green University Alumni family

THE ALUMNI

The jewel in the crown of any institute of higher education is its alumni. So it is with the NSBM Green University. The alumni make it proud and motivates the University to work with even greater zeal. Over the past decade the NSBM Green University has produced a large number of alumni who are gainfully employed in the private and public sectors of Sri Lanka as well as overseas or ventured in to their

own businesses. Quite a number have acquired postgraduate qualifications and are in the process of climbing the organisational ladder in their places of work.

Formed in 2018, the Alumni Association of the NSBM Green University aims at promoting professional affiliation and development as well as fostering goodwill and fellowship among its members. In addition, the Association wishes to be of

assistance to the current generation of students and the University in numerous ways. A case in point is the tree planting programme conducted recently in the university premises.

The alumni of the University serve as ambassadors of the University in their places of work and society through their contributions and conduct. It is expected that they will keep the University flag flying high through their thoughts, words, and action. There is no

greater honour they can bestow upon the University, their alma mater and its teachers.

This book has so far explored the academic frontiers of education, research, and skills development that NSBM Green University actively pursues. The University is fully aware of its responsibilities towards the society of which it is a part of. It is dedicated to be of service to the society in several ways as described in the next chapter.





CHAPTER 5

BEING OF SERVICE TO THE SOCIETY

*Co-existence with the neighbourhood,
a helping hand to the needy
and greening the environment.*

CHAPTER 05

BEING OF SERVICE TO THE SOCIETY

Successful organisations are in harmony with their environments. Harmonious relations position both the organisation and its environment in win-win situations. NSBM Green University too is in excellent relationship with its environment with benefits accruing to both parties. The purpose of this chapter is to describe ways in which the University contributes towards the well-being of the environment, extending from the immediate neighbourhood to the society at large. More specifically, the chapter addresses three major themes: economic implications on the surrounding village;

conduct of corporate social responsibility projects; and, implementation of green initiatives.

A THRIVING NEIGHBOURHOOD

The NSBM Green University is located in the midst of a city famed for scholarship, education, and research. Its neighbourhood consists of three faculties of technology, two research institutions, a national level data centre, and a model government school, the latter a potential source of entrants to the University. With a flavour of academia and erudition in the air, the total

economic impact on the environment will be the sum of its constituent organisations, while the contribution attributable to the NSBM Green University would be substantial.

The NSBM Green University contributes towards a thriving neighbourhood in several ways.

GROWING OF A SUB-ECONOMY

First, the residents from the surrounding village provide accommodation to a large number of students who do not secure hostel facilities within the campus. The accommodation







Growth of a sub-economy:
Student accommodation



Supply of provisions

provided to around 500 female students internally is far below the numbers who apply for hostel facilities. This shortfall is met by residents of the surrounding village who rent out rooms, annexes, and apartments for use by students and other employees. This has also given a boost to the construction industry in the area. Further, having conducted a formal survey, the University maintains a database of accommodation providers that is shared among parents and

students. A large number of small-scale business establishments have also sprung up which provide food and attend to the various needs of student population resident in the village.

UPGRADING INFRASTRUCTURE AND TRANSPORT FACILITIES

The NSBM Green University has taken a lead role in upgrading the approach road to the University. A joint project between the

Urban Development Authority (Western Province) and the University, the four-lane dual carriage (with an island in the middle) shall be connecting Horana, a bustling town in the Kalutara district. The Sri Lanka Transport Board (SLTB), has also commenced several new bus-routes between the University and destinations such as Moratuwa, Kadawatha, and Avissawella. Patronised by large numbers of commuters they have brought immense economic

benefits to the neighbourhood.

GENERATING EMPLOYMENT OPPORTUNITIES

The NSBM Green University has been a major source of employment during its period of construction, 2013-2016. It continues to do so as buildings for student accommodation are being put up on a regular basis. Further, companies outsourced by the University to provide security, janitorial and gardening



New bus routes



Modes of transportation

services prefer to select people from the area for employment. There are over 150 who fall into this category while around 20 more operate their three wheelers between the school junction and the University.

INCREASE OF LAND AND PROPERTY VALUES

The past decade witnessed an unprecedented increase in land and property values in the area. Declaration of the Pitipana area

as a City of Technology (under the previous Government) followed by setting up of a large number of state-sector higher educational/educational/research institutions resulted in a phenomenal increase in land prices which probably stand at 10 times more compared to the values in 2012. This was fuelled by the heavy influx of students, workers, and investors into the area in search of accommodation and locations for setting up businesses. As the saying goes,

‘extent of land does not increase anymore’ so the inevitable consequence will be increase of land prices.

MEETING OF THE LIKE-MINDED

The meeting of the like-minded encourages camaraderie and an enabling environment. This holds true with respect to the NSBM Green University as well since it is located amidst organisations frequented by intellectuals.

Understandably, this gives rise to a caring and sharing inter-organisational environment that is of mutual benefit to all participants.

Thus, the NSBM Green University exerts a profound influence on its environment with positive economic consequences.



Giving a helping hand to the needy in the area, Students' Centre



CORPORATE SOCIAL RESPONSIBILITY PROJECTS

The NSBM Green University displays a high degree of corporate citizenship that is evident through the wide range of societal projects (Corporate Social Responsibility, i.e., CSR projects) that it undertakes across environmental, human, philanthropic, and economic responsibility domains. The CSR projects are originated at two levels, institutional and student, and implemented by the University.

INSTITUTIONAL LEVEL

The NSBM Green University is dedicated to promote green initiatives aimed at conserving the environment, indicative of its socially responsible nature as an institution. Apart from this, the University engages in other CSR pursuits such as human (fair play, equity, and exemplary employment practices); philanthropic (making donations for

worthy causes); and economic responsibility (waste minimisation and cost optimisation). Of them, just two recent cases in point are the donation of Rs. 10 million towards the COVID-19 Healthcare and Social Security Fund of the Government of Sri Lanka and building a canal adjoining the boundary wall in the rear of the University for the benefit of farmers in the area. In addition, the welfare society too engages in CSR projects such as supporting schools and temples.

STUDENT LEVEL

The more frequent, varied, and colourful CSR projects come from students who take up the Project Management Course Module in different study programmes across faculties of study. The students, in small groups, put into practice the concepts and techniques of project management learnt in study sessions via engaging in CSR projects of different magnitudes and complexities. The projects are of four-month duration during which

students shall prepare a proposal, obtain approval from the University, implement the project, do a comprehensive report on their experiences and present before an audience for evaluation.

During the past five years, around 420 CSR projects have been successfully completed with a marked impact on societal life in locations of implementation. It is the rule more than the exception that students engage in the projects with a sense of purpose driven by dedication, love, and passion. Further, the requisite funds for the projects are raised by students themselves. It is evident that conducting CSR projects as a practical component of the project management course module has had a considerable impact on the skills, attitudes, and vision for life of students as illustrated by their reports and presentations. The number of student CSR projects carried out over the years are given in Table 5.1: Student CSR Projects as at September, 2021.

Table 5.1: Student CSR Projects as at September, 2021

Year	2017	2018	2019	2020	2021
CSR Projects	24	103	140	74	79

Source: NSBM

A summary of the different categories of CSR projects is given in Table 5.2: Categories of student CSR projects.

Table 5.2: Categories of student CSR projects as at September, 2021

Type	Description
House building projects	Includes building of houses and renovation of temples
Blood donation programmes	Conducted at NSBM and other districts
Donations to hospitals	Donation of beds, linen, medical drugs, water tanks, and renovation of water supply; provision of food items
Donations to schools	Renovation of class rooms, laboratories and libraries; supply of water and donation of water tanks; donation of books, computers, school equipment, stationery items and sports items; and conduct of educational and counselling sessions
Donations to elders' homes	Donation of food items, dry rations, stationery items, clothes, sanitary items, medical equipment (e.g., hearing aids and spectacles); providing entertainment
Donations to children's homes	Donations of food items, clothes, dry rations, stationery items, entertainments
Conduct of educational sessions	Drug prevention programs in schools, personality building programs in prisons for under 25 years of age
Environmental sustainability programmes	Planted more than 5,000 plants in Wilpaththu on several occasions; donation of water pumps and electricity generators; beach cleaning; animal care
Agricultural programmes	Donation of seeds, fertilizer, plants to farmers
Covid-19 related programmes	Over 100 projects district-wise with donations of dry rations, sanitary items, and over 5,000 face masks.

Source: NSBM





A sample of CSR projects carried out by students are given below:

BUILDING PROJECTS

The CSR projects involved many building projects of which two examples are as follows:

- A house building project was carried out by a team of five students to assist a poverty-stricken family of six members (with children under 14 years) in Kataragama. The house comprised a living room, two bed-rooms, a

kitchen and a washroom. The project was carried out under the supervision of Ven. Professor Koggalle Wijitha Thero, University of Ruhuna.

- A team of students undertook the task of completing a 'bana' preaching hall at Pulukunawa Raja Maha Viharaya, Ampara, (a temple of historical significance devastated by the ethnic war) within a period of two weeks. The opening ceremony was accompanied by a pirith ceremony which included offering alms to Maha Sangha.





BLOOD DONATIONS

The pandemic witnessed depletion of reserves of blood in blood banks. Having realised the need for replenishing, students of the NSBM Green University held multiple blood donation programmes in the University and outside. No less than eight blood

donations were conducted including the following:

- NSBM Medical Centre on August 8, 2017; 500 donors;
- Blood Bank, Narahenpita on 24 July, 202; 120 donors; and
- Infant Jesus Church, Ragama on August 7, 2021; 75 donors.





DONATIONS TO HOSPITALS

Donations have been made to hospitals on a number of occasions.

- A joint project conducted in collaboration with the Association of Business Management of the Faculty of Busi-

ness to fulfil an urgent medical need at the Homagama Base Hospital. This involved donating the hospital with a consignment of non-rebreather face masks worth Rs. 160,000 to be used for patients with breathing difficulties (who can still breathe on their own but need an additional supply of oxygen).

- Donations made to the Apeksha Hospital, Maharakagama on more than 10 separate occasions. The donations included essential drugs, medical equipment, food items, and face masks. The inmates were also entertained to musical evenings which enabled them to forget their woes even for brief spells.





DONATIONS TO SCHOOLS

Donations have been made to meet the educational needs of their less privileged brothers and sisters on several occasions.

- Donation of essential stationery items to 50 students of a primary

school in Lower Hanwella November 27, 2018.

- Donation of five LED television units to students of Pitipana Junior School on August 18, 2020. This created a revolution in teaching and learning in the school. The school was also gifted with sports goods, a dire need in the school.





DONATIONS TO HOMES & THE NEEDY

Among the donations made to homes and the needy were the following:

- Spending a day with 87 orphaned children (between six and eighteen) of the Wajira Sri Development Centre, Kotte.

Whilst providing the inmates with lunch, evening tea and dinner they were entertained to a host of fun activities including a sing-song. They were also presented with parcels of gift items consisting of clothes and stationery items.

- Donation of dry ration items and clothing to a home with differently-abled elders in

Panadura, on August 19, 2020.

- Spandana-2021 was aimed at providing assistance to 75 families affected by the Covid-19 pandemic with preference given to those with differently-abled children. Each family was presented with a parcel of essential items with a special package waiting for children.





SKILLS DEVELOPMENT PROGRAMMES

Several educational programmes have been conducted with an example being:

A one-day workshop on positive thinking was held for the benefit of inmates (youth below 25 years) of the 'Open children prison camp', Wataraka. This was accompanied by offering refreshments and fun-games.





Tree planting in Wilpattu- A CSR activity





Adopting an elephant in Pinnawela-A CSR activity by the Faculty of Business





A drinking water project and building an English Activity Room; in a school in Weragala, Homagama. A CSR activity by the Faculty of Computing





A riot of different shades of green-- the thick cover of greenery, streamers cascading down and green-screens



The landscaped garden

GREEN INITIATIVES

The NSBM Green University has done much to bring to life the core of its architectural conceptions, developing creative, informal learning spaces and being in harmony with the environment. With its underlying thrust for global sustainability through green living, the past five years have witnessed the theme being activated even beyond the expected. Whilst maintaining the green initiatives that have been put in place, the University is constantly in search for new ones.

Given below is the line-up of green initiatives indicative of the University's commitment to green living.

- NSBM Green University has established a corporate sustainability policy and a dedicated management framework under the direction of the Vice-Chancellor that develops and carries out feasible and effective internal and external sustainability initiatives while raising sustainability awareness among staff, students, and residents of the area;

- ➔ Buildings that have been located on considering the elevation and the sun path reduce internal heating. This is supplemented with open spaces with double and triple-heights, courtyards, and passages and corridors opening in to nature, thus facilitating the entry of daylight and natural breezes;
- ➔ Large glass windows and doors permit the entry of daylight thus minimising electricity consumption during the day. Further, nearly half of the University's lighting requirement is currently being filled through energy efficient Light Emitting Diodes (LED bulbs);
- ➔ The plant troughs set up at the roof-level with creepers flow down while air purification plants at the ground level move up the green screens. Now, most of the buildings with green cover display air purification effect; in addition, green turf laid on rooftops have a cooling effect on the interior of the buildings;



With flora and open spaces all-round, a world unto itself





Waste-water/ rain-water treatment plant



The roof-mounted solar energy system

- The fully-equipped sewer treatment plant enables the waste water to be treated in an in-house waste water treatment plant which is then used to irrigate shrubs and hedges and creepers and trees throughout the premises. This includes periodic watering of plants in troughs, green screens, green turfs, and gardens through a drip irrigation and sprinkler system. The water collected in the rain water harvesting ponds, either directly or flowing down the roof-tops, is also used for irrigation purposes;
- Use of a 50 Kw, 192 panel roof-mounted solar energy system (as a pilot project) that generates approximately 3-5% of the University's monthly electricity requirement. The expansion of solar energy generation using the remaining roof tops is currently being implemented, which may add another 600 Kw approximately;

➔ The garbage collection system that is in place through which different types of garbage, viz., organic and non-organic are collected separately at collection points in the premises. The organic material is fermented in the compost fertilizer processing areas and thereafter released as manure for use in the garden. Further, landscaping-based wastes such as grass is also converted to compost in an open pit and used for gardening purposes;

➔ Partnering with Plastic Cycle, a social entrepreneurship project initiated by John Keells Group aimed at reducing plastic pollution as well as creating awareness among students. Through the partnership the University collects selected plastic waste material and disposes them in an environmentally friendly manner;

➔ Ensuring economical use of water through the dual flushing systems, sensors etc. installed in the washrooms;



Plastic Cycle, social entrepreneurship project



Garbage collection systems

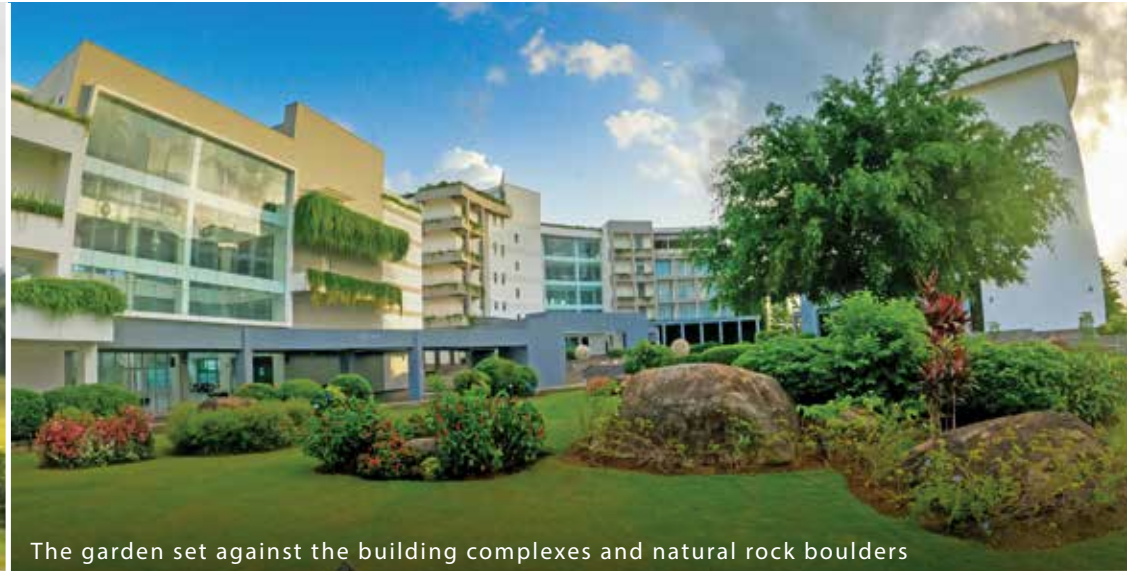




Compost manufacturing and application to plants



The view from a roof-top where flowers bloom



The garden set against the building complexes and natural rock boulders



Na saplings planted five years ago, now in readiness to blooming



A segment of *Na* plants on the isle of the approach road to the NSBM Green University

- ➔ Subdivision of premises into eleven zones that contain their own characteristic landscaping and plants, befitting the buildings and their environs. Natural flora has been optimally used across the university to beautify and enhance the overall environment. Over 400 shade and flowering trees planted five years ago are now in full bloom giving a natural canopy with a number of environmental benefits;
- ➔ Planting of a long line of na trees, 134 in number, on the isle of the approach road to the NSBM Green University. When fully grown, it will offer the wayfarers a shady canopy full of flowers of a heavenly aroma, reminiscent of the nation's traditional woodlands;
- ➔ Introduction of a non-credit but a mandatory course module titled 'Introduction to Sustainability Development' for the benefit of 1st year students, across faculties and study programmes. A module of 30-hour duration, it provides students with an understanding of environmental devastation as a global issue as well as the university's contribution towards its containment. Further, it focuses on the triple bottom line (people, performance, and planet) and motivates students to be better corporate citizens;

→ Working on the inaugural phase of creating an in-house butterfly garden of 26 perch extent with the objective of creating a butterfly-friendly eco-system. While beautifying the environment, it will serve as a natural habitat, a haven for hundreds of native and endemic breeds of butterflies;

→ Focusing fully on digital and on-line media marketing strategies, thus discouraging use of paper. Thereby, it promotes conservation of the environment through discouraging felling of trees as well associated pollution;

→ In addition to specific tree planting programmes the NSBM

Green University has also adopted a practice of planting trees to mark milestone events as well as visits by VIPs to the University. It has also commenced gifting plants and plant saplings as tokens of appreciation gifts for VIPs who visit the University to grace special occasions;

→ Extensive use of green pavers (instead of cement slabs) in the parking slots which reduce heating and pollution as emissions are absorbed by the green carpet underneath; A few battery-charging stations have also been set up to encourage the use of pollution-free electric cars;



Nurturing flowering plants



Endemic variety of butterflies



Visiting dignitaries : Hon. Minister G L Peiris (top);
Former President Maithripala Sirisena (bottom-L) and
and Former State Minister Karunaratne Paranavithana (bottom- R).

Visiting dignitaries gifted with saplings:
Mr. Mahinda Deshapriya (top); Dr. Pubilis Silva (bottom)



The Green Board Room-An epitome of the University's commitment to green practices



- ➔ Naming the University’s state-of-the-art and multifaceted conference room as the ‘Green Board Room’ as a gesture of epitomising its commitment to green practices; and
- ➔ Conferment of the Gold Certification for the second consecutive time by the Ceylon Institute of Builders (Singapore affiliated CIOB-Green Mark Rating Scheme) in recognition of the University’s compliance with global green building standards.

It is evident that the NSBM Green University is not confined to academia. Whilst working tirelessly to produce resourceful graduates and promote research, the University takes a caring look at the society. The many societal activities that it engages in contribute towards reducing poverty and enhancing sustainability. This holistic approach has made the NSBM Green University a unique institution that is dear to everyone who encounters it. All this, however, is possible owing to its robust governance framework, the topic for the next chapter.





CHAPTER 6

ASPECTS OF GOVERNANCE

Wheels of operation in motion to ensure effectiveness, accountability and transparency.

CHAPTER 6

ASPECTS OF GOVERNANCE

Governance involves the system by which an organisation operates and is controlled, and the mechanisms by which it, and its people are held to account. The success of any organisation is inadvertently linked with its systems of governance which includes ethics, risk management, compliance, and administration. The purpose of this chapter is to discuss key aspects of governance followed by the NSBM Green University which have contributed towards its achievements. The topics include facets of leadership, organisation and the staff, resilience shown, the pandemic, and financial discipline.

THE ELEMENT OF LEADERSHIP

The NSBM Green University is fortunate to have been led by a leader of the stature of Professor E A Weerasinghe as Vice-Chancellor/Chief Executive Officer during the entirety of its existence from germination of the concept to establishing the new University, constructing the magnificent buildings to shepherding to the status of a household brand name. The exemplary way in which he held the reins of the University with an iron fist but laced with a humane touch is legendary. Now, it is worth summarising a few facets of Professor Weerasinghe's ini-

table style of leadership.

Managing the political winds: In the developing world such as Sri Lanka patience, tact and diplomacy are imperative in dealing with the political hierarchy. Professor Weerasinghe, armed with these attributes in plenty, dealt with no less than fifteen line ministers over five political regimes during his tenure at NIBM/NSBM and emerged triumphant on each occasion. Being of the conviction that fighting for a worthy cause makes one's position sound and safe, he is guided by the motto '...never give into unlawful requests, but listen, empathise, and cooperate with the political

hierarchy. Thus, Professor Weerasinghe dismisses the inability to work with politicians as a myth of the highest order.

Decision making and risk taking:

A flair for quick decision making accompanied by taking calculated risks are hallmarks of an effective leader. Professor Weerasinghe takes up the position that calculated risk taking should not be feared if one is driven by noble motives. For him, indecision and evading risks is the sure path to failure.

Acumen to pick excellent talent:

Selection of the right person for the right job is the gateway to



A meeting of the Board of Directors in progress



The Administration Building- The powerhouse for operationalization



excellence in performance. Acumen to pick excellent talent has always been Professor Weerasinghe's forte which he exploits to develop effective teams. These teams, consisting largely of young people with high intellect, drive organisations to their desired objectives.

Work-oriented results-driven

outlook: Professor Weerasinghe adopts a work-oriented, results-driven management style. For him, people orientation is secondary which he would consider only on achieving the desired results. He is of the view that benefits offered to employees ought to be linked to performance; after all there should be no free lunch.

Right brain orientation: Right brain orientation facilitates dreaming; non-linear, out-of-the-box, thinking. Organisation builders and other inventors have largely been driven by right brain orientation. Professor Weerasinghe too falls into this category with an unorthodox kind of mind-set and leadership style that nobody would be able to read.



A meeting of the Senior Management in progress



Hon. State Minister Dr. Seetha Arambepola on a visit to the University



HE Bryce Hutchesson, the High Commissioner for Australia on a visit to the University

THE GOVERNANCE MECHANISM

The NSBM Green University is in possession of a robust and well-tuned system of governance. At the apex level is the Board of Directors, the governing and executive body of the institution, which is responsible for the finance, operation of property, investments, and general business of the NSBM and for setting its strategic direction. The Board consisting of 14 members of executive directors and non-executive directors and chaired by the Vice-Chancellor/Chief Executive Officer displays highest standards of transparency and accountability to ensure optimal management of the institution whilst being responsive to its diverse stakeholders.

The Academic Governing Council and the Audit and Management Committee are two bodies that oversee two important aspects of governance while being accountable to the Board of

Directors. The former, the Academic Governing Council, consisting of well-known academics and professionals, is the ultimate academic authority which directs and motivates the university's efforts to venture into new arenas of academic activity. The Audit and Management Committee, on the other hand, is responsible to consider reports from the internal and external auditors with a view to improving internal controls, manage risks, and oversee implementation of recommendations.

The NSBM Green University is governed by an external governance network as well. This consists of the Auditor General as the External Auditors; the State Ministry of Skills Development, Vocational Education, Research and Innovations; Ministry of Higher Education as well as the University Grants Commission of Sri Lanka. Their periodical statutory intervention plays an important role in ensuring that the University is on the right course in discharging obligations towards different stakeholders.

The day-to-day operations (academic and administrative affairs) are in the hands of the corporate and senior management headed by the Vice-Chancellor/Chief Executive Officer and the Deputy Vice-Chancellor who ensure that opportunities and risks are identified, and the required steps are taken to achieve targets within the identified time-frame and budgets while complying with quality assurance requirements.

The academic affairs section consists of several divisions: Academic and Quality Assurance Development, Library Services, and the Examinations Division. Academic development is led by the Head, Academic Development and Quality Assurance (with overall responsibility for research and publications; new study programme development, and upgrading of current study programmes; academic staff development and training, and internal and external quality assurance and accreditation) followed by the Deans of Faculties

of Study (Business, Computing, Engineering and Science), Heads of Departments (under each faculty) and the academic staff (senior professors, professors, associate professors, senior lecturers, probationary lecturers, temporary lecturers and teaching assistants). The Library Services come under the care of the librarian and her staff while the Examination Division looks after matters pertaining to student assessment and graduation.

The operations affairs section too consists of several divisions: Marketing and Communication; Student Enrolments; HR and Administration, and Finance. The Deputy Vice-Chancellor is responsible for all operational activities of NSBM Green University while Heads of the three divisions supported by their staff are responsible for the operational decisions of each division.



The happy NSBM Green University family

EMPLOYEE VALUE PROPOSITION

NSBM Green University's employee value proposition is unique, relevant to current and potential employees, and compelling. It is an effective driver of attracting best external talent, engagement, and retention of top performers. It

elaborates the core reasons why the employees are proud and motivated to work for the University and explains the perceived value of working at the NSBM Green University to both current and potential employees, given the benefits and culture that NSBM would offer.

The most convincing aspect of

working at the NSBM Green University is the open, friendly, and united yet performance driven culture that encourages every faculty of study, programme of study, division and staff member to achieve excellence in learning and teaching, creativity, research, and ensuring employability of graduates The University believes in technology alignment and

lean practices while focusing more on performance and a rewarding culture, sense of trust, staff motivation, and staff engagement leading to high productivity all round.

NSBM Green University provides its employees with a unique working experience and offers a range of benefits that is superior to those offered in comparable



work situations. They include attractive remuneration packages; employment benefits (insurance cover, free medical services, recreational facilities, transport facilities, internal accommodation on individual/family basis, retirement benefits, and paid time off for casual and annual holidays and medical leave days), career development (career

progression opportunities; sponsoring higher education; reimbursement of article publication and professional fees; accessibility to technical and skills training and education and discounts for NSBM based postgraduate study programmes) and a conducive work environment (relaxing and a positive, accessibility to community facilities within the

premises, and exposure to national and international staff and student communities).

Further, a strong welfare society is in operation which raises funds and provides a range of benefits to its members (all employees) including annual local and foreign tours. Under the patronship of the

Vice-Chancellor, the Welfare Society is managed by a committee selected from among members on an annual basis. *(NSBM Employee Value Proposition).*



Residential Workshop for Staff, Tangerine Hotel, Waskaduwa.



General Daya Ratnayake gracing the occasion.





Residential Workshop for Staff



Mr. Dhammika Kalapuge as the resource person





The staff on foreign tour to Malaysia, 2018



Sinhala New Year celebrations





Showcasing prowess in fine arts, April, 2021



QUALITY ASSURANCE AND ACCREDITATION

The NSBM Green University is driven by an extensive quality assurance framework which ensures that the organisation is providing the best possible products and services by identifying the best ways to enhance and improve the related processes. Developed under the auspices of the Academic Development and Quality Assurance Division the ultimate responsibility for quality assurance rests with the Academic Governing Council. The operationalisation aspects are carried out through the Quality Assurance Unit (QAU) with active participation of the Faculty Quality Committees (FQC) and University Quality Committee (UQC). Comprising of internal and external quality assurance mechanisms, the process engages meticulousness and attention to detail in every step

of its operations. Not being content with local external quality assurance mechanisms, the NSBM is also working towards accreditation by global accreditation bodies. There are three such efforts in progress at present:

- The membership of the Association to Advance Collegiate Schools of Business (AACSB) with Faculty of Business, NSBM being a strong contender. AACSB is the longest serving global accrediting body for business schools that offer undergraduate and postgraduate degrees in business and accounting.
- The membership of the Association of Commonwealth Universities (ACU) which brings academic staff from across the Commonwealth to share their experiences and discover avenues for collaboration.

- The Institutional Membership of Asia Pacific Quality Network (APQN) opens the path to enter the Asia Pacific as well as global ranking standards. APQN allows its membership to share good practices of quality assurance with higher ranked international universities and professional bodies.

The external quality assurance moves leading to accreditation by world class accreditation bodies will enable the University to realise its cherished goal of attracting foreign students to its study programmes and thereby earn foreign exchange for the country.



The Association
of Commonwealth
Universities



The NSBM Green University well on its way to gaining AACSB status: Prof. E A Weerasinghe and Prof. J Bhartha Dodankotuwa



Back to studies and work after the first wave of COVID-19, June 2020

TIDING OVER THE COVID-19 PANDEMIC

The Covid-19 pandemic has inflicted unprecedented turmoil and devastation the world over with its fair share of implications in Sri Lanka. Originated in Wuhan, China, in November, 2019, it ravaged the globe over a short spell of time with, now in September 2021, still no hope of recovery in site. Whilst

impinging on all segments of the society, the pandemic has had a huge impact in the sphere of higher education with universities and other institutions reeling under its spell. In this depressing scenario the NSBM Green University rose swiftly to develop new ways of imparting education with a view to have check on its negative impact. Thus, the University went into on-line education with immediate effect

while other institutions in the sector were taking a wait and see approach. How the NSBM Green University tidied over the Covid-19 pandemic is worthy of narration as a story of resilience, adaptability, and tech savviness in times of adversity.

THE BEGINNINGS

As soon as the first locally transmitted cases were announced

in Sri Lanka on March 10, 2020, the management of the NSBM Green University decided to temporarily close down its on-campus physical operations. As a result, the physical delivery of lectures came to a halt. However, the Vice-Chancellor instructed the deans, heads and the operations team to look for alternative means of continuing education for students. This was quite challenging as the University

did not have prior experience in imparting distance education. There was a gleam of hope, however, as a few members of the academic staff had already been exposed to the distance learning mode of education in the Stockholm University-based doctoral study programme.

START

The academic staff, with their limited experience in the distance education mode, made an initial attempt with uploading PowerPoint presentations to the learning management system

(LMS) by March 13, 2020, just 3 days since the closure of the University. This was just one-way communication where students listened to a lecture via the PowerPoint medium. In the meantime, a team of academic and operational staff members were vigorously looking for better ways of conducting academic sessions.

DISCOVERING THE ON-LINE PLATFORMS

It was found out that the partner universities had access to platforms like Zoom and MS

Teams. On March 17, 2020, just seven days after the closure, it delivered an on-line lecture using the Zoom platform access through the Plymouth University, UK. This proved to be a success which made the NSBM realise that such a platform would be the ideal solution to continue the education under the pandemic conditions.

Accordingly, lectures related to Plymouth University and University College of Dublin were continued through the Zoom and MS Teams platforms which were, after negotiations with Microsoft,

were extended to the degree programmes offered by the NSBM Green University. However, training the staff on the use of new platforms was challenging which was sorted through various means including the self-learning system. In the process sharing of experiences and learning from each other were common place.

In the meantime, interactions with students were carried out via on-line meetings. For example, a mentoring session was held for the benefit of a new batch of students to let them feel



Complying with COVID-19 health guidelines



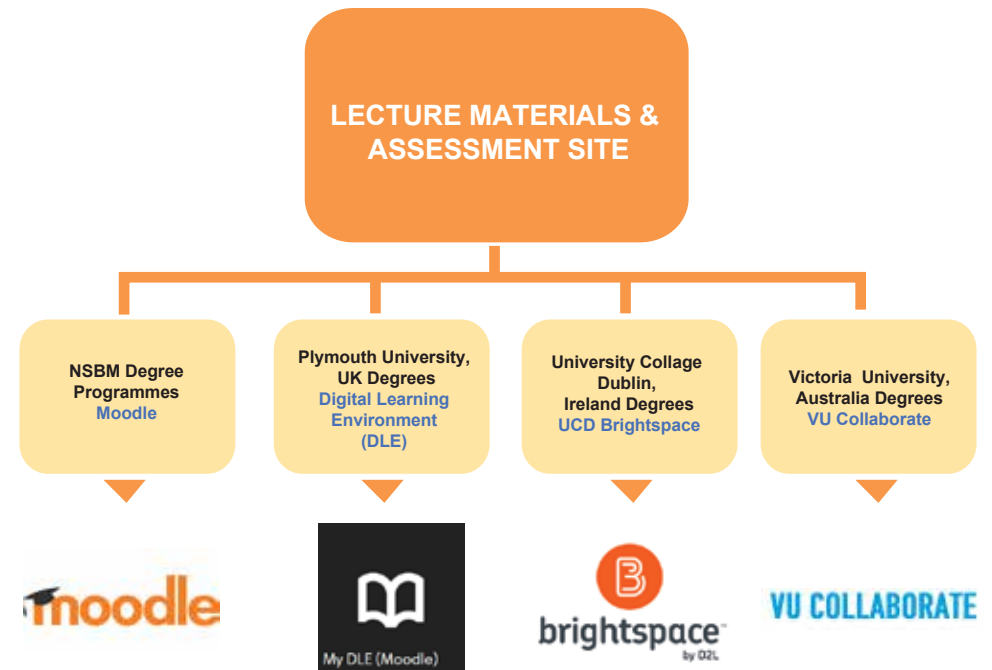
they were now undergraduates and also learn about their problems. Further, research supervision was also initiated using on-line meetings.

STANDARDISING

By early May 2020, all the study programmes were being conducted on-line despite practical issues that surfaced from time to time. For instance, students commented on lack of consistency in the delivery of sessions within and across course modules. Accordingly, on the directions of the Vice-Chancellor,

a standard policy for on-line delivery was formulated and implemented. This included guidelines on preparing for lectures, delivery, grooming, and recordings of sessions. The subsequent student feedback indicated enhanced effectiveness of on-line sessions.

The University ensured provision of necessary equipment for delivery of on-line sessions. Accordingly, it invested in new computers, cameras and other equipment and, furthermore, NLearn, an upgraded learning platform, with many features to



support on-line delivery was launched. The University premises was also opened for use by staff members who wished to deliver quality lectures using state-of-the-art facilities available in the lecture halls and computer laboratories. This was carried out while complying with strict Covid-19 related health guidelines.

ASSESSMENTS

Assessment forms the most challenging component of on-line education. The University, fully convinced of the need for the completion of study programmes on time, resorted to conducting examinations on-line. This was a novel experience with the academic staff experimenting with various assessment techniques, including question banks and time-restricted examination submissions. The University also invested large sums of money in purchasing the 'Turnitin' plagiarism detection software system for its use, the first instance such an experiment was carried out in the Sri Lankan

university sector. Thus, through many trials, the University was finally able to settle for a reliable and valid system of assessment.

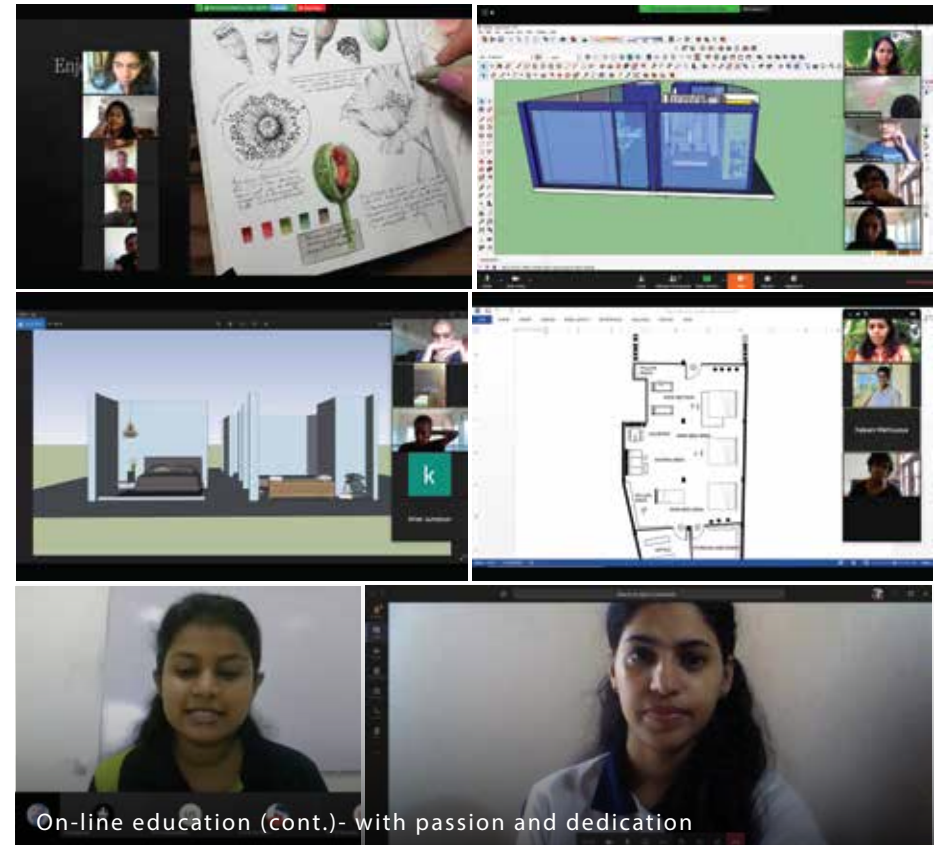
HYBRID MODE

As the country opened gradually after the eight-week long lockdown, the University decided to let students attend sessions physically. However, in accordance with the governmental health regulations, small numbers were accommodated initially with others continuing to use the on-line method. Thereby, both modes were in operation with the students having the choice to either study from home or attend study sessions physically. Further, the University subscribed to the A3 level licensing of Microsoft Education solutions which bring the most updated and advanced features for smooth online delivery of lectures.

As the pandemic eased a little, the number of students attending sessions physically increased until it came to a grinding halt with the outbreak of the second wave in October 2020, and then again, the

third wave in May, 2021. Thus, since March, 2020, the on-line method has been the dominant method of instruction and assessment in the University which it has been trying to improve all the time. But what is more significant is the speed at which the University sensed, acted upon, and capitalised on in

a traumatic situation to the advantage of its student community. This certainly gave the University an edge over comparable institutes of higher education in Sri Lanka. The related age-old wisdom says that when destiny hands a lemon (something sour) try to make a lemonade (something sweet) out of it.



ACHIEVEMENTS IN NUMBERS

This book has narrated the success story of an indigenous institute of higher education in terms of its contribution to academia, research, the world of work, the student community, and the society at large. However, this narration will not be complete without an inquiry into its financial performance and its stability. This need is fulfilled in Table 6.1: NSBM Green University-Performance, 2016-2020.

Table 6.1: NSBM Green University-Performance, 2016-2020

Indicator	2016	2017	2018	2019	2020
Total revenue (net) (Rs. Mns.)	1,079	2,101	2,524	2,983	3,300
Gross profit ratio (%)	53%	69%	68%	70%	73%
Earnings before interest, tax, depreciation and amortisation (Rs. Mns.)	239	982	1,227	1,610	1,874
Servicing the Loan Commitment in Rs. Mns. (Against 8,600 Rs. Mns.)	727	1,007	1,291	1,304	1,340
Mix of revenue: Foreign affiliated vs. NSBM based.	84: 16	81: 19	75: 25	67: 33	65: 35
Net profitability ratio (%)	7%	(20%)	(18%)	(4%)	14%

Source: NSBM

NSBM Green University has demonstrated a satisfactory growth in financial performance as well stability over the past five-year period. The University has also been able to meet its obligation towards settling the commercial loan comfortably. Further, there has been a steady increase in revenue from NSBM based degree programmes which forms a primary goal of the University. Amidst

its numerous obligations, NSBM Green University has also been able to make a donation of Rs. 10 million to the COVID-19 Healthcare and Social Security Fund of the Government of Sri Lanka. The University has also maintained a clean opinion throughout from its external auditors which speaks volumes of its transparency and professional and ethical standards of governance.



A donation to COVID-19 Healthcare and Social Security Fund of the Government of Sri Lanka. His Excellency Gotabaya Rajapaksa accepting the donation

AWARDS AND ACCOLADES

In recognition of its excellence in governance and contribution to different spheres of activity, NSBM Green University has been bestowed several awards and accolades during the past five years. This is reflective of the high esteem in which the University is perceived by the world outside. See Table 6.2: NSBM Green University-Awards and Accolades, 2016-2020.



Table 6.2: NSBM Green University-Awards and Accolades, 2016-2020

Year	Award	Awardee	Citation
1. 2020, 2021	Silver Award	Best Web.lk	Best University & Education Institute website
2. 2019, 2018, 2016	Gold Award	Chartered Accountants of Sri Lanka	Annual Report Awards- State sector category
3. 2016, 2017	National Business Excellence Award - Gold Award	National Chamber of Commerce, Sri Lanka	Excellence in business management - state sector
4. 2019	Janabhimani Gaurava, Helaye Mahaviru Ravana Rajabhimani Gaurava	Government of Sri Lanka	Janabhimani Honorary Awards
5. 2018	National Business Excellence Award	National Chamber of Commerce, Sri Lanka	Excellence in business management in the state sector
6. 2017	Gold Winner	Best Web.lk	Sri Lankan Best Website-Education and Professional Services Category
7. 2017	Bronze Winner	Best Web.lk	Best Website in Sri Lanka (overall)
8. 2016	Gold Award	DS Senanayake College's DS Students' Brand Award	Students' higher education institute of the year
9. 2016 - present	The Certified Green Building	Ceylon Institute of Builders	Green building concept evaluation

Source: NSBM

The NSBM Green University can justly be proud of its past studded with achievements. It has now completed five years of dedicated service to its varied stakeholders from its magnificent abode in Pitipana, Homagama. Prior to moving, it had also completed four and a half fruitful years from its temporary abode in Nugegoda. It is now time for looking ahead in search of new opportunities, the topic of the seventh and final chapter.



Best State Sector Annual Report, 2019: CA Sri Lanka: Gold Award



Business Excellence Award for State Services Sector, 2018, National Chamber of Commerce, Sri Lanka



Business Excellence Award for State Services Sector, 2016, National Chamber of Commerce, Sri Lanka



Best Higher Education Website 2020, Silver Award



Silver Award for Best Higher Education Website 2020 organized by Best Web.Ik



Gold Award for Best Higher Education Website 2017 organized by Best Web.Ik



Janabhimani Honorary Awards 2019, Government of Sri Lanka



Gold Award for the Best State Sector Annual Report organized by CA Sri Lanka 2019



Excellence Award for State Services Sector, National Chamber of Commerce, Sri Lanka, 2016



Business Excellence Award for state services sector, National Chamber of Commerce, Sri Lanka, 2018



Gold Award for the most popular Higher Education Institute, 2017, DS Senanayake College's DS Students' Brand Award, 2016



Bronze Award, for the Best Website in Sri Lanka (overall), 2017, organized by Best Web.Ik



Gold Award for the Best State Sector Annual Report organized by CA Sri Lanka, 2017





CHAPTER 7

LOOKING AHEAD

Shining a beacon of light to the present and future generations of students, researchers, industry and society.

CHAPTER 7

LOOKING AHEAD

The NSBM Green University is looking ahead with unwavering faith and great promise. It is of the conviction that what has been achieved by the University is little in relation to what is yet to be accomplished and that the distance traversed is brief in comparison with the long, untrodden path ahead. The purpose of this chapter is to describe the path that the University has set for itself for the future. This is presented in two steps: The University's future plans followed by an account of Phase II of the NSBM Green University project.

THE UNIVERSITY'S FUTURE PLANS

The future plans are looked at from

different frontiers:

EXPANDING THE SCOPE OF ITS OWN DEGREE PROGRAMMES

In the current competitive business environment, it is imperative that the University expands its portfolio of study programmes in response to the demand from associated disciplines, professions, and job markets. Its study programmes already cover disciplines from Business, Computing, and Engineering to Science with a wide range of subjects offered. It will move into the areas of Law and Social Sciences shortly and in the coming years the University hopes to move into locally lesser known but globally attractive areas of study. It will also intro-

duce major-minor and double-major options to its degree programmes in future curriculum development exercises.

DEVELOPING A REGIONAL KNOWLEDGE HUB

The University is already engaged in transforming itself to a regional knowledge hub. The University currently enjoys several collaborations with international universities which it will extend to cover other world-renowned institutes of higher education. This will enable the University to offer a wide range of globally recognised degree programmes at affordable prices. It will undoubtedly be an attractive proposition for international students from the region

and the far-east who look forward to acquiring an international qualification at a competitive price. There are already several Chinese students who read for international degrees in the University. This will develop over time to be a foreign exchange earner for the University as well as the country.

DEVELOPING A REGIONAL RESEARCH AND CONSULTANCY HUB

The NSBM Green University aims at developing a regional research and consultancy hub. This will be achieved via activities carried out at three layers as outlined below:

- i. Develop a knowledge hub as a repository for findings of



Looking ahead with unwavering faith and great promise

indigenous societal problems confronted by organisations, the industry as well as the government. Conducted mainly as research projects by staff and students, the studies will lead to home-grown recipes which when organised and stored will be of immense relevance for the Sri Lankan industry and society.

ii. Not restricting itself to the local scenario, the University intends to develop mutually beneficial international collaborations in the areas of research and consultancy. Obtaining the services of renowned academics for short periods, developing affiliations with global research institutes and networks, approaching international donor agencies for funding support, activating provisions for research via memoranda of understanding, and conducting joint research and consultancy projects are a few strategies it would peruse in the coming years.

iii. Industry training/internship, research, and consultancy are three strands that support each other. If attuned and coordinated well, they will bring immense benefits to the student community, the academic staff, and the business community. The University intends to strengthen this triangle of activities with benefits accruing to all parties. Further, it would extend the strong ties that it already has with the business community to the areas of business research and consultancy.

CONTRIBUTIONS IN THE FIELDS OF ART AND LITERATURE

The University is aware of the importance of nurturing right brain skills in students. They lead to developing individuals with an aesthetic sense who would contribute to the society through their caring and rounded approach to men and matters. Encouraging student association

activity is a step taken in this direction which the University would foster in the years to come. With infrastructure and other facilities requisite for enhancing creativity in abundance, the University will harness the latent skills of staff and students to develop masterpieces in arts and literature reminiscent of similar achievements in the Sri Lankan university sector in an era gone by.

ENHANCING SERVICES TO THE SOCIETY

The University will strengthen the services rendered to the society through active engagement in a number of spheres.

- *Take knowledge to the masses: Conduct public seminars, talks and short-term certificate courses on contemporary issues and themes, including findings of indigenous research;*
- *Support the marginalised and the underprivileged: Strengthen, broad base, and formalise its corporate social*

responsibility activities;

• *Campaign for greening the environment: Take green initiatives to the next phase of development through societal awareness and providing support; and*

• *Contribution to national level policy making: Engage in national level policy making endeavours in different capacities.*

WORKING TOWARDS GLOBAL RANKINGS

The University will make a concerted effort to enhance its position in global rankings. In this regard, steps are currently being taken to obtain full membership of the AACSB (Advanced Collegiate Schools of Business). In addition, global recognition will be sought through further accreditation for study programmes as well as high quality publications by staff and postgraduate students. These will ultimately, be reflected in the world rankings publicised by reputed global rating agencies.



The dawn of an era: NSBM Green University



NSBM GREEN UNIVERSITY PROJECT - PHASE II

The Phase II of the NSBM Green University project is already underway. This involves setting up of several facility centres on a recently acquired piece of land of 15 acres adjoining the University. With the

new addition the University is now spread over an extent of 40 acres. The facility centres, when complete, will enhance the university's capacity in the areas of imparting education, accommodation, recreation as well as ancillary services. Work related to new faculty building and the new playground has commenced already. The entire project, save male and female hostel build-

ings, is funded out of retained earnings of the University while the hostel buildings will come as a public-private partnership.

The NSBM Phase II consists of the following components:

NEW FACULTY BUILDING

The new faculty building will house

the Faculties of Science, Law and Social Sciences. The twelve storied building with floor area of approximately 27,775 m² carries the following facilities: Offices for the three deans with facilities for staff; ten laboratories; two model wards; twelve lecture halls, and tutorial rooms for a total seating capacity of 1,600; computer laboratory; moot court; multi-purpose areas; common





Faculty building



Open air theatre

lobbies and wash rooms at each floor; and elevators and staircases.

FEMALE AND MALE HOSTEL BUILDINGS

The male and female hostel buildings consist of two interconnected wings with nine and eight stories respectively. Each floor of a wing consists of twelve bedrooms with

thirty-six beds (three beds in each room) and common washrooms and a mini pantry. A cafeteria with a fully equipped kitchen, laundry facility, a front office, and accommodation for two wardens and related infrastructure shall form part of the proposed building.

MULTI-FUNCTIONAL HALL

The multi-function hall of five stories with floor area of 13,500 m² shall consist of the following: seating capacity for 2,000 (with retractable & fixed seats on balcony); main lobby/lounge; VIP Lounge; two mini-conference rooms with a total capacity for 50 people; cafeteria; vehicle parking with parking guidance system; student gathering and

activity areas to accommodate student events and workshops; space to house a post office; bank and ATMs; outdoor student gathering area and elevators.

OPEN AIR THEATRE

An outdoor theatre with seating capacity for 500 complete with changing rooms.



Elevated walk way



Hostel buildings



Food court near open air-theater



Large paved entry court

NATURAL WATER HARVESTING POND

A rainwater harvesting pond of 2,500 m² extent with a central island; outdoor student gathering and recreational area; a jogging path and a butterfly garden.

PLAYGROUND

A playground of 14,000 m² extent with a 300m running track, cricket/rugby grounds and a sports pavilion (inclusive of VIP area); changing rooms and cafeteria.

NEW STUDENT CAR PARK

150 car-parking slots, 10 bus-parking slots, 100 motorbike-parking slots with safe parking facilities (inclusive of CCTV cameras).

DAY-CARE CENTRE

The day-care centre will be run as a welfare service for the benefit of staff members where early childhood education shall be provided to 25 kids.



Commencing work of NSBM Green University Project- Phase II.

AFTERMATH

We have thus reached the final paragraph of our book, *Our Journey 2016 – 2021*, NSBM Green University. At the outset, the purpose of writing the book was claimed to be to narrate the success story of an indigenous educational institution for educative, informative, and posterity purposes. The story was unfolded over seven chapters which looked at the role and contribution of the University in the evolving socio-political context. More specifically, it had an intimate look at the NSBM Green University from academic development, research, skill development, societal, governance, and futuristic perspectives. It is our fervent hope that the text combined with the photographs would have given the reader a holistic understanding of the University and that the purpose of writing the book would have been served.

May the NSBM Green University continue to shine a beacon of light to present and future generations of students, researchers, industrialists and entrepreneurs *and* light up deep recesses of the society in its untiring efforts to make the our globe a better place to live in.







DR. MANGALA FONSEKA

Mangala Fonseka, Ph.D. (PIM-USJ), FCMA was Senior Professor and KPMG Endowed Professor in the Department of Accounting, University of Sri Jayewardenepura. He belongs to the first generation of academics of the Postgraduate Institute of Management of which he became Director. He was also associated with the NSBM Green University as visiting professor. Dr. Mangala Fonseka counts over 30 years of undergraduate and postgraduate level teaching in Management Accounting, Quantitative Methods, Research Methods and Academic Writing. In addition to his noteworthy achievements as senior academic, administrator, and consultant, he is the author of several well received publications.

OUR **2016-2021** JOURNEY



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