

## Editorial for IJBAS Vol. 6 No. 1

The papers featured in this issue of the *International Journal of Business & Applied Sciences (IJBAS)* focus on issues related to the role of knowledge inequality and social entrepreneurship in agricultural transformation, the reasons that contributed to the failure of Lehman Brothers, and the impact of over- and underrating of managerial competencies on leadership performance.

The purpose of the first paper entitled “Role of Knowledge Inequality and Social Entrepreneurship in Agricultural Transformation: Case of Rural South India” by Suresh Chandra Babu and C. Jayachandran was to explore the role of knowledge inequality and social entrepreneurship in agricultural transformation using the case study of System of Rice Intensification (SRI) in South India. The study demonstrates that knowledge inequality and social entrepreneurship are key factors contributing to productivity differences among farmers, specially when new technologies and techniques need to be adopted. The authors conclude that agricultural transformation policymakers should increase capacity for social entrepreneurship to bring about knowledge equality.

The second article by Michele. W. Ganon, Jim Donegan, and Guy Rotondo entitled “Embedding Values in Corporate Culture: Applying Schein’s Organizational Theory to Lehman Brothers” explores how Lehman Brothers’s CEO, Richard Fuld, transmitted his cultural values to Lehman staff and the role of accounting loophole, “Repo 105” or the firm’s aggressive, high risk culture in the firm’s downfall. This paper draws on insights from Schein’s (2010) organizational culture framework to explore these questions. They indicate that the intentional misuse of “Repo 105” was not the main contributor to the collapse, which was instead, in the context of the financial crisis, an almost inevitable product of the aggressive, risk embracing culture that its CEO both embodied and built. The use of the Schein framework allows for an analysis that focuses on the systematic rather than idiosyncratic aspects of Lehman culture that contributed to the failure. By providing fresh insights into the Lehman implosion, this study may be useful to managers and other stakeholders seeking to identify and mitigate similar negative cultural attributes.

The third article by Darrin S. Kass, Paul F. Rotenberry, Shiloh D. Erdley-Kass, and Steven Welch entitled “The Impact of Over- and Underrating on Leadership Performance” examined the notion of leadership over- and underrating, especially self-assessments of one’s managerial competencies relative to assessments made by others. The results showed that underraters were more likely to have higher performance scores than overraters. As underrating increased scores on the objectively-rated competencies rose. These findings suggest that the mechanisms that underlie underrating and overrating – perhaps humility and narcissism, respectively - have important implications for personal and professional development.

In conclusion, I hope you will find these articles and book review presented in this issue interesting and useful. *I would like to take this opportunity to thank* all those who submitted manuscripts for this issue. I also thank all the reviewers for providing insightful and constructive feedback to authors.

The *IJBAS* continues to attract high quality scholarly works that are not only cross-disciplinary and offer important practical and theoretical implications, but add significant dimensions of international perspectives.

I hope you will consider submitting your research works to *IJBAS* in the future.

Sincerely,

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