

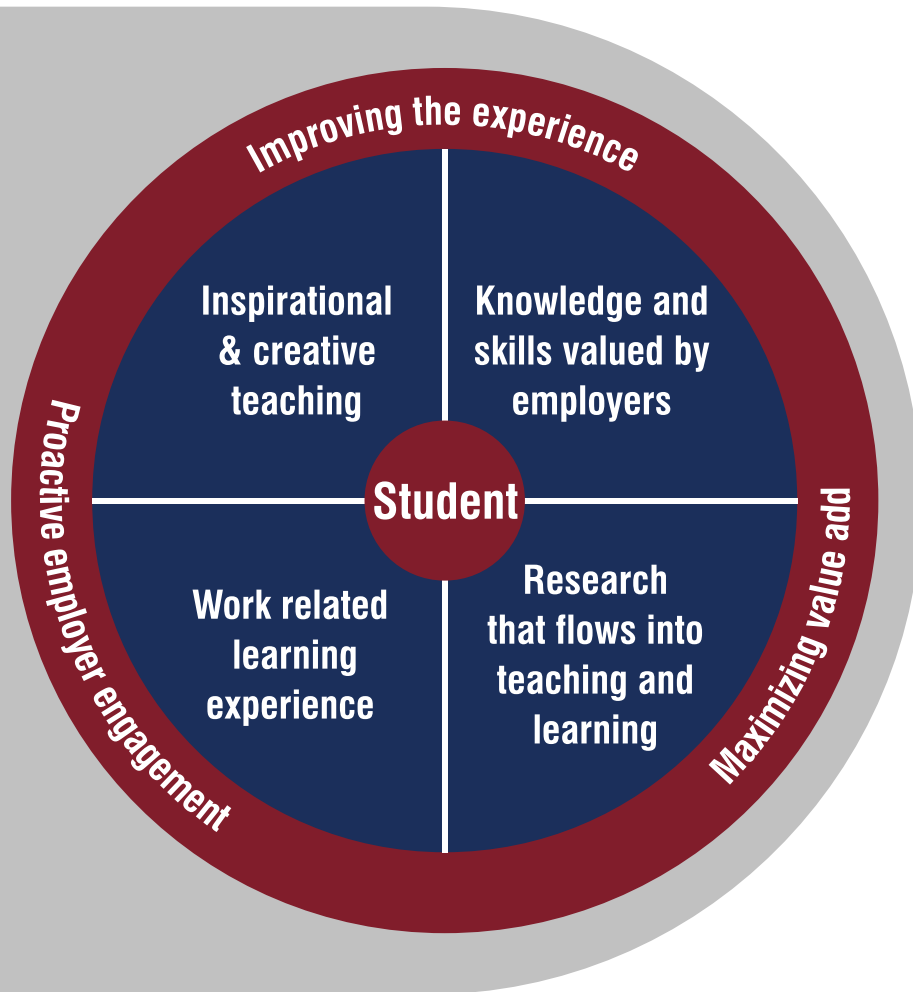
RESPONSIBLE MANAGEMENT EDUCATION AND PRACTICE

PRME Workshop and India Meet, 9th January 2014
IILM International Conference, 10th-11th January 2014

IILM Institute for Higher Education, New Delhi

VISION 2015

Focus on the Student



VISION:

IILM will be a leader in values-based management education and business-focused research.

MISSION:

To develop tomorrow's business leaders, entrepreneurs and managers through:

- An education based on ethical values resulting in knowledge and skills valued by industry
- Application-oriented research that flows into the teaching-learning process
- Inspirational and creative teaching
- An outstanding and exceptional learning experience

INTRODUCTION

RESPONSIBLE MANAGEMENT EDUCATION AND PRACTICE

Responsible - *Having an obligation to do something, or having control over or care for someone, as part of one's job or role.*

The turn of the century saw corporations across the world being beset with the clarion call to be responsible. One of the primary triggers was the events that led to the downfall of mega institutions of Enron and World Com. The 2008 global financial crisis also put the spotlight on the role of managers and companies. Clearly, there was a recognition that the 21st century corporation and manager had to reinvent themselves to be more responsible to the needs of the planet and society. If that be so, business schools cannot be left behind: for, they have the responsibility to shape the next generation managers and leaders.

It is useful to recall the late management guru Prof. C.K.Prahalad who in 2010 said, "For the past 33 years, I have ended all my MBA and executive education courses by sharing with participants my perspective on how they can become responsible managers. I acknowledge that they will be successful in terms of income, social status, and influence, but caution that managers must remember that they are the custodians of society's most powerful institutions. They must therefore hold themselves to a higher standard. Managers must strive to achieve success with responsibility."

It was in such a backdrop that global institutions started to draw up covenants for responsible management education and practice. It was a sign of the times and born in response to a growing need for stakeholder value enhancement in totality, environmental and ecological care and human welfare to be achieved in combined harmony.

Among the first off the block was the UN Global Compact that brought together in the year 2000, UN agencies, labour, civil society and governments to advance ten universal principles. Today, with over 7,000 participating companies and hundreds of other institutions from more than 120 countries, it has an impressive credential as the world's largest voluntary corporate citizenship initiative.

The UN Global Compact also chartered the Principles for Responsible Management Education (PRME) to champion responsible management education, research and thought leadership globally among institutions of management education that will help develop a new generation of business leaders who can manage the new demands of the the 21st century business and government environment across the world. These are based on Six Principles as a guiding framework which will help any institution to integrate corporate responsibility and sustainability. It will be the endeavour of institutions to instill responsible management education as part of their mission¹.

Responsible management practice is useful for managers and corporations to understand leadership and management in a new context: about the importance of nonconformity; that it is about change, hope, and the future and that leaders have to venture into uncharted territory, so they must be able to handle intellectual solitude and ambiguity. In a new environment, there is also a need to display a commitment to learning and developing oneself. Leaders must invest in themselves so that they can give back to society. Finally, responsible managers and companies need to invest in developing other people to realize their own full potential.

There has been global recognition of the valuable role that the private sector can play and must play in inculcating an era of responsible leadership. The involvement of the private sector is specially pertinent to India more than twenty years after its economy was opened up in the 1990s. The private sector's share of India's GDP has been growing over the years and foreign direct investment has gone up significantly where the best of global corporations are now in India. Therefore, it is only natural that India's governance culture and its institutional processes are responsible and comparable with the best in the world. India is a member of the Business 20 (B20), a task force set up by G20 where corruption is one of the areas that have been identified. In May 2011, India also became a party to the United Nations Convention Against Corruption joining over 160 other countries. The new Companies Act mandates corporates to spend 2 per cent of profits on corporate social responsibility and the new Lokpal Bill is expected to usher in a new governance landscape that will see much more responsible & responsive organizations, government and society.

With all this, IILM's First International Conference on Responsible Management Education and Practice is not a moment too late. That it is being organized in collaboration with PRME only enhances its value. Among the crucial areas that the Conference will focus on include:

- How does Responsible Management Practice give corporations a new competitive edge?
- How should business and business schools work together to create a framework for Responsible Management Education?
- What are the next practices to implement Corporate Social Responsibility?
- Does good ethics always lead to principled business?
- How can Responsible Management Practices create sustainable and lasting businesses?
- What are the training and sensitization needs for Responsible Management practices?

* ¹www.unprme.org

WORKSHOP AGENDA

THURSDAY, JANUARY 9, 2014

Registration	12.30 – 1.00 pm
Lunch	1.00 – 2.00 pm
Workshop Agenda	
Session 1	
Welcome Address: Prof. Sapna Popli, Director, IILM Institute for Higher Education	2.00 – 2.10 pm
Session wise Overview, Prof. Rakesh Chaudhry	2.10 – 2.15 pm
PRME – Introduction, Mission, Framework	2.15 – 3.00 pm
Mr. Jonas Haertle, Head - PRME Secretariat, United Nations Global Compact Office, New York	
Session 2	
Experience Sharing / Planned Initiatives by PRME Signatory Business Schools	3.00 – 4.00 pm
(This session will be moderated by Mr. Jonas Haertle)	
Dr. T.L. Raghu Ram, Prof. of Strategy, XLRI	
Dr. Sunil Rai, Director, Goa Institute of Management	
Prof. G.S. Sreekiran, Dean, Dyanand Sagar Business Academy	
Prof. Rakesh Chaudhry/Dr. Sangeeta Chopra, IILM Institute for Higher Education	
Tea Break	4.00 – 4.15 pm
Session 3	4.15 – 5.30 pm
Corporate Engagement for PRME	
<i>The mission of the PRME initiative is to inspire and champion responsible management education globally. While issues like corporate responsibility and sustainability are somewhat covered in business-related education, successful implementation of PRME initiative requires continuous engagement with corporate sector. The session will focus on PRME initiatives towards corporate engagement and experience sharing on responsible practices from corporate.</i>	
Dr. Gurram Gopal, Theophil W. Mueller Endowed Chair, Elmhurst College, Illinois	
Mr. Jonas Haertle, Head – PRME Secretariat, UN Global Compact, New York	
Prof. Sujit Sengupta, Prof. of Marketing, IILM	
Mr. Pooran Pandey, Executive Director, Global Compact Local Network India	
High Tea	5.45 pm

FRIDAY, JANUARY 10, 2014

Registration	9.00 -10.00 am
Inauguration: H.E. Mr. Stewart Beck, The High Commissioner of Canada in India	10.00 -10.05 am
Welcome Address: Prof. Sapna Popli, Director, IILM Institute for Higher Education	10.05 – 10.10 am
and Mr. Jonas Haertle, Head – PRME Secretariat, UN Global Compact, New York	10.10 – 10.15 am
Session 1/1	
Opening Plenary: Keynote Address - Responsible Management: A Pressing Need	10.15 -11.00 am
H.E. Mr. Stewart Beck, The High Commissioner of Canada in India	
Mr. Sunil Jain, Managing Editor, The Financial Express	
Tea Break	11.00-11.30 am
Session 2/1	11.30- 1.00 pm
Responsible Management Practice: The New Imperative for a Competitive Edge	
Dr. R Narayanaswamy, Prof. of Finance and Control, Indian Institute of Management, Bangalore	
Mr. Deepak Thombre, Values Ombudsman, Dalmia Bharat Group	
Mr. Raman Sidhu, Chairman, European Business Group, India	
Research Paper:	
Mediating Role of Intellectual Capital and Competitive advantage on the Relation between CSR and Financial Performance:	
Ms. Priyanka Jain, Dr. Vishal Vyas, Dr. Ankur Roy	
Networking Lunch on Campus	1.00- 2.30 pm

Session 3/1 Framework for Responsible Management Education	2.30-4.00 pm
Mr. Jonas Haertle, Head – PRME Secretariat, UN Global Compact, New York Mr. Jacob Jacob, Chief People Officer, Apollo Hospitals Enterprise Limited, Chennai Dr. Sunita Singh Sengupta, Prof. of Organizational Behaviour, Faculty of Management Studies, University of Delhi	
Tea Break	4:00-4.30 pm
Session 4/1 CSR in Practice: Knowledge has more Value than Money	4.30-6.00 pm
Dr. S.Y. Quraishi, Chief Election Commissioner, Government of India (Retd) Mr. George M George, Executive Director, The Muthoot Group Mr. V.V. Ranganathan, Co-Founder & Chairman of Pinnacle Opportunities, Advisor – Bharti Foundation Ms. Tanya Kewalramani, CEO and Creative Director, Centre for Ethical Life and Leadership	
Networking Dinner (India International Centre)	7.00 pm

SATURDAY, JANUARY 11, 2014

Session 5/2 Good Ethics is Principled Business	10.00-11.30 am
Mr. P Dwarakanath, Advisor – Group, Human Capital, Max India Limited Dr. Sunil Rai, Director, Goa Institute of Management Dr. Mala Sinha, Associate Prof., Faculty of Management Studies, Delhi University	
Research Papers: Role of Corporate Citizenship in Achieving MDGs: A Study on the Asian Countries : Mr. Sudipta Mondal, Prof. Santanu Kumar Ghosh Non-Financial Reporting: An Exploratory Study in Indian Perspective: Ms. Ranjani Matta	
Tea Break	11.30-12.00
Session 6/2 Sustainable Businesses - Key to Responsible Management Practice	12.00-1.30 pm
Dr. T.L. Raghu Ram, Prof. of Strategy, XLRI Jamshedpur Dr. Gurram Gopal, Associate Prof. of Operations, Elmhurst College, Illinois, USA Dr. A Didar Singh, Secretary General, Federation of Indian Chambers of Commerce and Industry Mr. Thomas Chandy, CEO, Save the Children India	
Research Papers: Environment Management Plan for Satellite Town of Gurgaon: Mr. Deepak Malik, Dr. Mukesh Saxena, Dr. Niraj Sharma Redrafting of Growth Strategies for Greening the Supply Chain – Ms. Rajkumari Mittal	
Networking Lunch	1.30-2.30 pm
Session 7/2: Training and Sensitization for Responsible Management	2.30-4.00 pm
Mr. Dilip Chenoy, CEO and Managing Director, National Skill Development Corporation Prof. Justin Paul, Prof. – University of Puerto Rico, USA Mr. Raj Nehru, HR Primus, Strategic HR, IBM Global Process Services-India Ms. Anjali Singh, Vice President, Human Resources & Training, GENPACT	
Research paper: Inculcating Social Responsibility at Goa Institute of Management: Prof. Ranjini Swamy	
Tea Break	4.00- 4.30 pm
Session 8/2 :	4.30- 6.00 pm
Closing Plenary: Summary of Conference Proceedings Prof. Sapna Popli, Director, IILM Institute for Higher Education	
Keynote Address: H.E. Mr. Pierre Vaesen, Ambassador of Belgium to India Anurag Batra, Chairman and Editor-in-Chief, Exchange4Media Group and Business World S.S. Mantha, Chairman, All India Council for Technical Education (AICTE)	
High Tea	6.00 pm

DR. A. DIDAR SINGH

Secretary General, Federation of Indian Chambers of Commerce and Industry

Dr. A. Didar Singh, an Indian Administrative Service officer took over as Secretary General of FICCI from November 2012. He retired as Secretary to Government of India in the Ministry of Overseas Indian Affairs. Prior to this he served as Member (Finance), National Highways Authority of India and Joint Secretary in the Ministry of Heavy Industries.

Dr. Singh is also Secretary General of the International Chamber of Commerce, India Chapter; Director General, Indian Council of Arbitration and Director on Board of Invest India. Dr. Singh functions as Independent Director on the Boards of NTPC and of J&K State Overseas Employment Corporation. He is a member of the Global Agenda Council on Migration of the World Economic Forum. Dr. Singh is an internationally known expert in e-Commerce and has three books and several publications to his credit.



MS. ANJALI SINGH

Vice President, Human Resources & Training, GENPACT

Anjali is a post graduate from Delhi University and has more than 19 years of work experience, primarily in Financial Services. She worked for 8 years with American Express in a variety of Operations, Marketing and Relationship roles. She has also worked with eFunds, an outsourcing partner for American Express, Colt, a Fidelity owned company and Genpact.

Anjali has spent close to 7 years with Genpact in both Business and People function roles. She first joined Genpact in 2006 to lead the Financial Advisory and Wealth side of the business for the Wells – Wachovia relationship and grew to be one of the Co-Operating leader for the same. For the past 2.5 years Anjali has been leading the people function which is Human Resources and Training for the Banking, Financial Services, Insurance and Healthcare verticals in Genpact.



MR. ANURAG BATRA

Chairman and Editor-in-Chief, Exchange4media Group and Business World

Mr. Anurag Batra (born August 27, 1972) is an Indian entrepreneur living in New Delhi. He is an entrepreneur, journalist, Internet evangelist and media expert all rolled into one.

He is a first generation entrepreneur and currently serving as Chairman and Editor-in-Chief of exchange4media group which includes exchange4media.com, PITCH, IMPACT, Franchisee Plus, Realty Plus and samachar&media.com.

Anurag has recently acquired India's oldest and premier business magazine BW|Business World which he was reading over past twenty three years. Anurag also serves as Joint Managing Director of India's leading fortnightly magazine Governance Now. He is also an honorary advisor to India's leading website on fashion, stylekandy.com and leading auto website www.wheelsunplugged.com, besides mentoring many budding entrepreneurs. In 2006, Anurag's Alma Mater, Management Development Institute Gurgaon, awarded him the "Most Distinguished Alumni of the Decade Award".



MR. DEEPAK THOMBRE

Values Ombudsman, Dalmia Bharat Group

Mr. Deepak Thombre is a Mechanical Engineer and has Masters in Management from Jamnalal Bajaj Institute of Management Studies, Mumbai. Mr. Thombre has 34 years of work experience, in reputed corporates. He has worked across various Industrial segments, like Iron & Steel, Cement, Chemicals, Engineered materials and in different types of organizations including multinationals as well as family-owned companies.

Mr. Thombre is currently a member of the senior leadership team of the Dalmia Group. Until recently he was the MD & CEO of SNCCIL (A Dalmia Group Company). He recently assumed charge as the “Values Ombudsman” of the Dalmia Group, and is working closely with the Dalmia family in this role, with the responsibility for building a unique culture and values across the Dalmia Group.



MR. DILIP CHENOY

MD & CEO, National Skill Development Corporation

Mr. Chenoy is currently Managing Director & CEO of the National Skill Development Corporation. Prior to NSDC, Dilip was Director General of the advocacy group for the automobile industry in India, Society of Indian Automobile Manufacturers (SIAM), where he was responsible for setting the technical, economic and social responsibility agenda for the automobile industry. He also represented SIAM on various Government Committees as well the Steering Committee of the International Motorcycle Manufacturers Association.

Before joining SIAM, Dilip was Deputy Director General responsible for Industry Sectors and Associations Council (ASCON) covering, Agriculture, Life Sciences and ICT in the Confederation of Indian Industry (CII). Dilip was the CII spokesperson and coordinated CII's international work relating to the ASEAN, and was part of the team working on the Competitiveness of Indian industry with Prof. Michael Porter of Harvard Business School.



PROF. G.S. SREEKIRAN

Dean, Dyanand Sagar Business Academy

Prof. Srikiran has done his MBA from Kerala University and his second post graduation in T&D from Singapore Human Resource Institute (SHRI, Singapore). Trained under the Andragogy expert Ms. Irene Tay (Kirck Patrick Associate), he has trained various corporates in India and abroad. He served the State Bank Group in various profiles in L&D department and implemented innovative training programmes for sales strategy.

He was the founder director of Pacific Consulting Group, Singapore and consultant to Small Industries Development Corporation (SIDCO, Kerala). He mentors many small and medium enterprises in market strategy formulation and implementation. He is a certified Corporate Governance – Board Leadership Trainer by GCGF (Global Corporate Governance Forum, IMF). He has presented and published various national and international level papers in the area of Marketing, Social Entrepreneurship and Inclusive Business Models.



MR. GEORGE M GEORGE

Executive Director, The Muthoot Group

Mr. George M George started his career in the hospitality industry with the Oberoi Group after his graduation in Hotel Management. In his career in the hospitality industry, he has worked with reputed groups like Intercontinental, Alliance Hospitality in various capacities both in India and abroad. George attended Cornell – ESSEC Business School in Paris, where he completed MBA in International Hospitality Management.

He joined the management team of The Muthoot Group, A Muthoot M George Enterprise, nearly a decade ago. His performance coupled with creativity and constant innovations lead to significant growth of business. Currently he heads the Hospitality and Media Division of the Muthoot Group and functions from the Head Office at Kochi.



DR. GURRAM GOPAL

Associate Prof. of Operations, Elmhurst College, Illinois, USA

Dr. Gurram Gopal is the Theophil W. Mueller Endowed Chair and a Fulbright Scholar in the Department of Business at Elmhurst College. He holds a B.Tech from the Indian Institute of Technology, Madras, India, and an M.S. and Ph.D. from Northwestern University. He has spent fifteen years in industry and has provided strategic expertise in marketing, research and development, and supply chain management to some of the world's leading pharmaceutical and high technology firms.

He has also been a visiting professor at IIT Madras and at Galway-Mayo Institute of Technology in Ireland. He is dedicated to training managers who seek and work towards balanced growth across all aspects of the triple bottom line. He teaches a seminar course on sustainability, a capstone course on managing the triple bottom line, and specialized courses involving sustainable supply chains. He has presented papers at a number of international conferences. His publications have appeared in prestigious journals including the International Journal of Supply Chain Management, and the Annual Advances in Business Cases.



MR. JACOB JACOB

Chief People Officer, Apollo Hospitals Enterprise Limited, Chennai

Mr. Jacob has over 16 years of experience in HR Consulting, International HR & Start up HR with expertise in change management, performance management, competency mapping and organizational design. He has worked with organizations such as Feedback Ventures, Emirates Airline in Dubai and Oberoi Realty. At Feedback Ventures, he worked on multiple HR assignments across the domain of HR with clients ranging from MNCs, Indian Inc., NGOs and Governmental Organizations.

Jacob has been recognized as one of the most effective HR professionals in India by the World HR Congress and has also received the HR Leadership Award at the Asia Pacific HR summit.



MR. JONAS HAERTLE

Head-PRME Secretariat, UN Global Compact Office, New York

Jonas Haertle is Head of PRME Secretariat at the United Nations Global Compact, New York. He is responsible for driving the mission of the PRME initiative, to inspire responsible management education, research and thought leadership globally. He provides global leadership in bringing together good practices in implementing the principles of PRME and the UN Global Compact.

Prior to starting this assignment, he was the coordinator of the UN Global Compact's Local Networks in Latin America, Africa and the Middle East. Mr. Haertle also worked as a research analyst for the German public broadcasting service Norddeutscher Rundfunk. He holds a master's degree in European Studies from Hamburg University in Germany. As a Fulbright scholar, he also completed his M.Sc. in Global Affairs from Rutgers University in the USA.



PROF. JUSTIN PAUL

Prof.-University of Puerto Rico, USA

Prof. Paul is currently teaching at the Graduate School of Business Administration with the University of Puerto Rico, San Juan, PR, USA. He was a consistent rank holder at Bachelors and Masters Degree levels and was awarded the UGC Fellowship for PhD at the Indian Institute of Technology, Bombay. He is also an alumnus of Goethe University, Frankfurt, Germany.

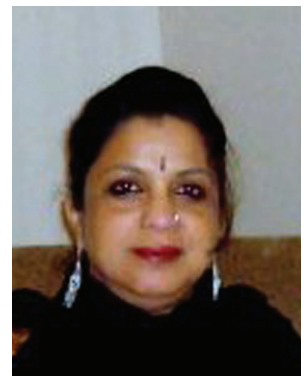
Dr. Justin Paul is a well known author of two bestselling books - International Business, Business Environment, published by PHI and McGraw-Hill. He is also known for his books Export-Import Management, International Marketing, Services Marketing, Economic Environment & Policies for Business, Managerial Economics, and Management of Banking and Financial Services. He has published 25 research papers in refereed journals including International Business Review, Harvard Business Review, Journal of Consumer Marketing, Competitiveness Review, Asian Case Research Journal, and IIM-B Management Review.



DR. MALA SINHA

Associate Prof., Faculty of Management Studies, University of Delhi

Dr. Mala Sinha is a doctorate in Psychology from the Centre of Advanced Studies in Psychology, University of Allahabad, where she did her research on the motivational states and stress-strain perceptions of unemployed youth, as a senior UGC fellow. Dr. Sinha has more than twenty-five years of teaching and research experience and has published and worked extensively in the area of Indian work values. She is currently engaged in demystification of Eastern psycho-spiritual philosophies of Vedanta, Zen- Buddhism, Taoism and Sufism and their application to human behavior and management. She is currently also engaged in a UGC sponsored major project on Corporate Environment Responsibility in SME sector. Mala Sinha is a Case Analyst for Business World – a respected business journal, since 1997. She has co-authored books on Communication, Leadership and Life skills education. She has presented many research papers in International Conferences in India, Canada, China, Taiwan, Turkey, the most recent was "Occupational competencies and organizational modernity: An analysis into emerging economies at Rio de Janeiro, Brazil in March 2012.



MR. P. DWARAKANATH

Advisor-Group, Human Capital, Max India Limited, New Delhi

Mr. P. Dwarakanath is the Advisor, Group Human Capital of Max India Limited, New Delhi. Till recently he was the Director-Group Human Capital, Max India and drives Max Group's intent to make work at Max India a fulfilling experience. He has experience of more than four decades, of which he has spent 27 years in GlaxoSmithKline (GSK).

Mr. Dwarakanath has held several positions in various professional bodies that include President, National HRD Network; President, Delhi Management Association; Regional President, AIMA and Treasurer, AIMA. He has chaired sessions on Leadership Programs and also as key note speaker in many International programs held at Mauritius, Malaysia, Sri Lanka, Switzerland.



H.E. MR. PIERRE VAESSEN

Ambassador of Belgium to India

H.E. Pierre Vaesen graduated in International Law from University of Brussels with Certification of International Law (LLB) from Cambridge University. He has served internationally as Political and Cultural Counsellor at the Belgian Embassy in London, Deputy Permanent Representative to the Western European Union in London, Ambassador in Lomé - for Togo and Ghana, Deputy Head of Mission as a Minister-Counsellor in Tokyo, Consul General in Casablanca, Ambassador in Kiev, Ukraine, Ambassador in Thailand and Ambassador of Belgium in Greece.

Since February 2011, His Excellency Mr. Pierre Vaesen is serving as an Ambassador of Belgium to India, Bangladesh, Bhutan, Nepal, Maldives and Sri Lanka.



DR. R. NARAYANASWAMY

Prof. of Finance and Control, Indian Institute of Management, Bangalore

Prof. Narayanaswamy has a Bachelors in Commerce from the University. He is a Chartered Accountant (ACA) of Institute of Chartered Accountants of India (ICAI), Associate Member (AICWA) of Institute of Cost and Works Accountants of India (ICWAI) and a member of the Institute of Company Secretaries of India (ICSI).

He obtained his PhD in accounting from the University of New South Wales, Sydney. He joined IIM-B as an assistant professor in 1986. He is currently a senior Professor in the area of Finance and Control. He has been a Visiting Fellow at Manchester Business School, United Kingdom and a Visiting Professor at Osaka University, Japan. He has served as a consultant for a large number of companies such as Grindlays Bank, Barclays Bank, ONGC, SKF, Titan, Tata Consultancy Services and Tyco Electronics. He also served as the Assistant Director of ICAI, Madras from 1984 to 1986 and Assistant Manager at Steel Authority of India Limited, Madras from 1980 to 1984.



MR. RAJ NEHRU

HR Primus, Strategic HR, IBM Global Process Services-India

Raj Nehru is currently Associate Director - HR (Primus), IBM Global Process Services. He is an HR professional with over 20 years of cross functional experience. With around 6+ years with IBM Global Process Services he has an exposure to diverse learning ranging from human resources, Leadership Development, Learning Talent Development, Employee Engagement, and Retention Strategy.

Prior to this he was the General Manager - Learning Leader, Leadership Development & Strategic HR at IBM Global Process Services.



PROF. RAKESH CHAUDHRY

Dean Academics and Prof. of Strategic Management, IILM Institute for Higher Education

Before moving to academics and executive education, Rakesh Chaudhry worked with some of the leading listed public limited companies in India for 30 years. He has held senior positions as President, CEO and Managing Director. Prof. Chaudhry has a B.Sc. (Hons) in Mechanical Engineering, and studied for his MBA at University of Hawaii and Wharton School, University of Pennsylvania. He worked with Detroit Industrial Consultants in USA before moving back to India.

He brings a wealth of strategy and leadership based knowledge to his sessions. His responsibilities at various stages covered B2B Marketing, Strategy, Purchasing, Projects, Finance, Operations, and Supply Chain. He has conducted a number of workshops and seminars for Executive Development. His interest areas cover focused communication, strategic planning, business analysis, and process mapping for efficiency and continuous improvement.



MR. RAMAN SIDHU

Chairman, European Business Group, India

Mr. Sidhu is Member-Corporate, Investment Banking and Markets-India Executive Committee, Deutsche Bank. He is a Chartered Accountant from the Institute of Chartered Accountants in England and Wales. He is also an Independent Director on the board of G4S Corporate Services Limited; Independent Board Director of National Textile Corporation of India Ltd and Chairman - Audit & CSR Committees; Life Trustee of Foundation for Aviation & Sustainable Tourism and Member FICCI - National Executive Committee.

In the past he was the Chairman, Indo-Canadian Chamber of Commerce; Deputy Chairman - British Business Group; Independent Director on the Boards of Bharat Heavy Electricals Limited (BHEL) & Member- Audit and Remuneration Committees, National Hydro-Electric Power Corporation.



PROF. SAPNA POPLI

Director, IILM Institute for Higher Education

Sapna Popli has handled roles and responsibilities of a corporate executive, a teacher, trainer, researcher and an academic administrator with 20 years of work experience. She is a research fellow in the area of leadership, an MBA with major in Marketing and an undergraduate degree in Mathematics (Honors).

She has offered courses in leadership, marketing, services, strategy and marketing research. Her work has been published and presented in the areas of business education, quality in business education, learning and culture in various journals and conferences. Her current research and consulting interests are in the areas of leadership, people development and service orientation.

In her current role as the Director of IILM, she is responsible for curriculum development, student development, coaching and mentoring faculty and students, international collaborations and partnership development, besides managing the post-graduate business programs across campuses.



H.E. MR. STEWART BECK

The High Commissioner of Canada in India

H.E. Stewart Beck is the High Commissioner to the Republic of India with concurrent accreditation to the Kingdom of Bhutan and to Nepal. He joined the Department of External Affairs and International Trade in 1982 and has served abroad in the United States, Taiwan and the People's Republic of China. In Ottawa, he has held a number of positions, including Director General of the North Asia Bureau, Director General responsible for senior management and rotational assignments and Assistant Deputy Minister for international business development, investment and innovation.

He was Consul General in Shanghai, China prior to his posting to India. He was also Consul General in San Francisco. He completed his BA/BPHE from Queen's University in 1975 and in his MBA from Queen's University in 1979. He and his spouse, Brenda, have three sons.



PROF. SUJIT SENGUPTA

Area Chair-Marketing, IILM Institute for Higher Education

Prof. Sujit Sengupta is a post graduate in engineering from IIT, Bombay and graduated with B.E (Electronics) from BITS, Pilani. He holds a diploma in management studies, with over 35 years experience in industry and 12 years in academics. Starting his career as a Management Trainee with M/s Philips India Ltd and serving for two decades he became the Marketing Manager of the Consumer Electronics Division. His last assignment was with M/s Usha International Ltd. as Senior General Manager.

Presently, Mr. Sujit Sengupta is Professor of Marketing & Sales. He has conducted corporate coaching in marketing and sales areas in MDPs of CII, PHD Chamber and in a large number of companies.



MR. SUNIL JAIN

Managing Editor, The Financial Express

After starting his journalistic career as a reporter in India Today magazine in 1991, Sunil Jain was the magazine's Business Editor for a year, and then moved on to head business and economy coverage for The Indian Express. After working for six years in The Indian Express, he worked with The Business Standard for 8 years, and is now Managing Editor for The Financial Express. His weekly column, Rational Expectations, focuses on macro-economic issues as well as on sectoral areas like infrastructure and the need for structural solutions as compared to the piecemeal interventions that take place today in areas like power and oil.

After finishing his Masters from the Delhi School of Economics in 1986, Sunil began his career as a consultant conducting market surveys and techno-economic feasibility reports. He also worked for FICCI where he was in charge of the export policy desk.



DR. SUNIL RAI

Director, Goa Institute of Management

Dr. Sunil Rai is currently the Director of Goa Institute of Management. Prior to joining GIM, Dr. Rai was the Vice President at NIIT University, Neemrana, Rajasthan.

Dr. Rai studied marine engineering from the Naval College of Engineering INS Shivaji. He did his M. Tech in Computer Science and Engineering from Indian Institute of Technology, Bombay before completing an MBA in HR and Ph.D in Business Continuity Management from BITS, Pilani.

Dr. Rai has spent 32 years in the field of general and technical management, largely with the Indian Navy. He was the Chief Engineer onboard Indian naval ships, and Jt. Controller Material Planning in the Indian navy. He went on to teach management in reputed academic institutions which included SP Jain Institute of Management and Research in Mumbai as a joint Director and NIIT University, Neemrana, Rajasthan.



PROF. SUNITA SINGH SENGUPTA

Prof. of Organizational Behaviour, Faculty of Management Studies, University of Delhi

Prof. Sunita Singh Sengupta is currently Professor at Faculty of Management Studies. Her areas of specialization/interest are Corporate Social Responsibility, Generating Happiness at Workplace, Developing Intra-Psychic Health at Workplace and Integrating. Prior to FMS, she was Assistant Professor at the Indian Institute of Management, Calcutta. She has a number of publications to her credit in national and international refereed journals of high repute.

She has presented her papers in a number of international and national conferences. She has undertaken research projects sponsored by ICSSR, UGC and Delhi University. She is also a recipient of Homi Baba Fellowship and post doctoral fellowship from ICSSR, Awarded the status of Affiliate Scholar at Corporate Citizenship Research Unit, Deakin University and the Status of Fellow by The Society for The Psychological Study of Social Issues for the year 2000-2001 in recognition of outstanding and unusual contributions in the field of social-psychological researches. She is also associated with various professional bodies like International Association of Cross-Cultural Psychology, U.S.A., POWERNET and The Society for the Psychological Study of Social Issues, Michigan.

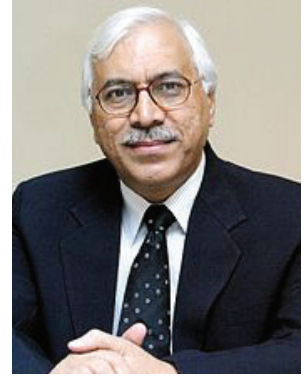


DR. S.Y. QURAISHI

Chief Election Commissioner, Government of India, (Retd)

Shahabuddin Yaqoob Quraishi was the former Chief Election Commissioner (CEC) Government of India. Dr. Quraishi brought to the Election Commission 35 years of distinguished track record in the civil service, at both Government of India and state governments. Prior to his joining the Commission, he was Secretary, Ministry of Youth Affairs and Sports, Government of India.

He is an IAS officer of the 1971 batch from Haryana cadre. He has a PhD in Communications and Social Marketing. Dr. Quraishi's Ph.D thesis was on "Role of Communication and Social Marketing in Development of Women and Children". He now pursues his interests in academics by teaching and mentoring at Cluster Innovation Centre, University of Delhi in his capacity of Honorary Professor at the Centre. He is also involved in monitoring of CSR work by various corporates.



DR. S.S. MANTHA

Chairman, All India Council for Technical Education (AICTE)

Dr. S S Mantha, an eminent academician and an able administrator, has been the Chairman of AICTE since January 2012. He has been at the forefront of bringing in some radical changes for transparency and accountability in its administration.

Dr. Mantha holds a Bachelors degree in Mechanical Engineering from the M S University, Baroda, and a Masters in Mechanical Engineering from VJTI, Mumbai. A Ph.D in Combustion Modeling from University of Mumbai, he also had several administrative assignments that he did for the University of Mumbai, as also being the Dean, Faculty of Technology.

He has specialized in Robotics which he taught for more than 15 years out of a rich teaching experience of more than 25 years, along with courses in Control Theory and Artificial Intelligence. He was instrumental in setting up a state of art Robotics/CAD/CAM laboratory at VJTI. He has also been a pioneer in area of e-Governance in the state of Maharashtra.



MS. TANYA KEWALRAMANI

CEO and Creative Director, Centre for Ethical Life and Leadership

Tanya is the CEO and Creative Director of the Centre for Ethical Life & Leadership (CELL) which is a not-for-profit CSR and Sustainability advisory.

A Masters of Science (MSc) in Science communication from the reputed Australian National University (ANU), Tanya specializes in making complex scientific and technical issues in to easily understandable and interesting forms that can be communicated through various media to the right audience. She is also Founder and Director of 'Observing I'.

Sustainability is Tanya's biggest passion. She has successfully completed a Business Ethics and Sustainability course from Nyenrode Business Universiteit (University of Utrecht, Netherlands).

Tanya holds a Permaculture design certificate that is based on creating a compound web of life and technologies to create self-sustaining systems and a PV. Syst. Certificate from Steinbeis Centre for Technology Transfer (Germany). Her previous education qualifications include a Bachelor of Arts with Honours, from Hindu College, Delhi University and has over 5 years of experience in PR and communication.



MR. THOMAS CHANDY

Chief Executive Officer, Save the Children India

Thomas Chandy is the Chief Executive Officer of Save the Children India. Under his leadership, Save the Children India has rapidly expanded the scale and scope of its programmes, advocacy and fundraising operations to become a stronger member of Save the Children International, with a presence in 14 states across the country.

During his tenure of over seven years with the organization, Thomas has worked towards carving a niche for Save the Children India in the Child Rights space by building relationships and networks with civil society and the government of India. He is also a champion for Save the Children's global campaign on child survival, the EVERY ONE.

Prior to joining the development sector, Thomas took on various senior roles with the Coca-Cola Company. He serves on the Boards of several non-profits and until last year was also the Board Chair for Woodstock School. He has an MBA from the International Management Institute, Delhi, specializing in business strategy and organizational behavior and an MSc in Chemistry from Madras Christian College.



DR. T.L. RAGHU RAM

Prof. of Strategy, XLRI, Jamshedpur

Dr. Raghu Ram has been in academics for over 16 years and has worked at with the Wildlife Institute of India, Dehra Dun, Indira Gandhi Institute of Development Research-Mumbai and IIM Calcutta. He was a Fulbright Environment Leadership Fellow at the Kennedy School of Government, Harvard University, USA. His work explores the environmental governance, policy, development, and environment interface.

Prof. Raghu Ram has a Master's degree in limnology and PhD in biodiversity impact assessment. He is co-editor of Reconciling Environment and Economics, and editor of Uttar Pradesh Environment Monitor-2003 (World Bank, New Delhi 2004). He was the Project Coordinator of Environmental Economics Research Committee that sponsored 61 field research projects aimed to build environmental economics research capacity in India (2000-2003). He was National Project Coordinator of Protected Area Network Cell at the Wildlife Institute of India. His publications cover habitat evaluation models, biodiversity impact assessment, water and air quality governance and environmental policy. He is now a consultant to the Ministry of Environment and Forests, Government of India to evaluate community forestry institutions.



MR. V.V. RANGANATHAN

Co-Founder & Chairman of Pinnacle Opportunities; Trustee – Bharti Foundation

Mr. Ranganathan was a Senior Partner with one of the big four professional accounting firms. He served the firm in India for about 10 years in various capacities. Ranga has contributed significantly to the study and research on the subject of entrepreneurship

He is now associated with a number of social projects driven by social entrepreneurs. He is the Co-Founder & Chairman of Pinnacle Opportunities; Co-Founder of RuralShores; Co-Founder and Chairman of the Board of Directors of a product ideation & innovation company Compassites.

He is also on the advisory and governing board of some prestigious foundations such as The Bharti Foundation (Airtel). Ranga was one of the 31 leaders selected from 15 countries around the globe for sharing his experience and perspective along with Stephen R Covey, co-founder and Vice Chairman, Franklin Covey Co., USA, for a book entitled Leading with Wisdom.



RESEARCH PAPER ABSTRACTS

ENVIRONMENTAL MANAGEMENT PLAN FOR THE SATELLITE TOWN OF GURGAON

Mr. Deepak Malik, University of Petroleum and Energy Studies

Dr. Mukesh Saxena, University of Petroleum and Energy Studies

Dr. Niraj Sharma, CSIR- Central Road Research Institute

Like many other parts of the world, air pollution from motor vehicles is one of the most serious and rapidly growing problems in urban centers of India. Gurgaon, a satellite town in NCR is also facing air pollution problem due to rapid urbanization. Significant quantities of air pollutants are emitted from the motor vehicles into the atmosphere causing serious environmental and health impacts. Hence, an effort has been made through this study by establishing a baseline traffic and transport scenario to understand its impact on Ambient Air Quality, further prediction of air concentrations of Carbon monoxide was done by using CALINE 4 model and sensitivity analysis was carried out on predicted concentrations with different combination of meteorological and traffic parameters. Based on the outcome of this study an Environmental Management Plan for Satellite town of Gurgaon has been suggested to policy makers for taking appropriate measures to address the problem.

THE TRIPLE BOTTOM LINE OF PEOPLE, PROFITS AND THE PLANET. HOW ARE COMPANIES PUTTING THESE INTO PRACTICE?

Dr. Gurram Gopal, Elmhurst College

According to UNESCO (2008) sustainability education encompasses three major dimensions: economic, social, and environmental. Underlying the broad concept of sustainability is the notion that organizations need to focus on the value they add (or destroy) in environmental and social areas, in addition to the economic value they generate. This concept has been called the Triple Bottom Line (Savitz & Weber, 2006) and has also been referred to as the People, Planet and Profit, or the 3P bottom line (Elkington 1997).

Over the last decade CSR oriented social and environmental programs have gone beyond the 'fad' and 'skeptical' phases and are now beginning to be integrated into the main functions of corporations. However, industry surveys indicate that the level of commitment to CSR programs varies widely by industry, and even within an industry there are large variations in the type of CSR programs and the depth of their implementations. In this paper we categorize firms by size and broad industry classification, and present examples of programs that integrate the 3 Ps for a sample of industries. We identify the 3P programs in resource-intensive manufacturing industries (like mining, oil exploration and extraction industries, and automotive industries) and in service industries including banking, hospitality and leisure, food, and entertainment. Some of these programs are functionally oriented, like green supply chains, fair trade practices in procurement, and cause-related marketing, while others are broad based, like corporate programs by restaurants for reducing starvation. Based on our analysis, investments in people or planet oriented programs vary significantly by industry segments. While many firms have some type of environmental programs, we find far fewer programs that incorporate the people aspect of the 3Ps. We also explore the challenges faced by managers in balancing the demands of the 3 Ps and provide insights based on the actions of CSR leaders. Finally we show that investments in People and Planet are connected to Profit and that firms are rewarded for actively progressing in social and environmental areas.

MEDIATING ROLE OF INTELLECTUAL CAPITAL AND COMPETITIVE ADVANTAGE ON THE RELATION BETWEEN CSR AND FINANCIAL PERFORMANCE

Ms. Priyanka Jain, Mody Institute of Technology & Science

Dr. Vishal Vyas, ABV-Indian Institute of Information Technology

Dr. Ankur Roy, Mody Institute of Technology & Science

CSR is considered as the introduction and implementation of sustainable development within the sphere of management. The new awareness encouraged companies to implement practices compatible with the values of their business and to take into account the expectations of all its stakeholders. Majority of the academic researches that have been conducted depicts the relationship between corporate social responsibility (CSR) and financial performance.

Today, the use of intangible assets has a significant impact on the success and survival of the organizations, so that it creates a new field of study and research in the management. One of the most important intangible assets that have been studied is intellectual capital and its derivatives. However, when most CSR research is mainly related to its correlation or linkage with financial performance and is measured by conventional financial ratios and figures, what is usually left out is the inclusion of intellectual capital as a variable which could be correlated to CSR.

No current research has been undertaken in regard to finding a correlation between CSR, intellectual capital and financial performance. The authors believe that only by using both financial performance and intellectual capital in an empirical study would a complete and entire assessment in a correlative study of CSR be provided. This study is expected to enable scholars and practitioners to have a more definite and direct understanding of the implication of competitive advantage in the association between CSR, intellectual capital and firm performance. The mediating effect of competitive advantage and the extent it links CSR, intellectual capital to financial performance is limited in the literature. Thus, mediating effect of competitive advantage on the association between CSR, intellectual capital and financial performance in SMES is still a litigious matter that calls for redress in the literature.

REDRAFTING OF GROWTH STRATEGIES FOR GREENING THE SUPPLY CHAIN (A STUDY IN INDIAN PERSPECTIVE)

Ms. Rajkumari Mittal, IILM Institute for Business & Management

Last few decades have sensitized human beings across the Globe to safeguard the environment and maintain high environmental standards in the resource constrained world. The organization of economic Co-operation and development says "Green growth is about fostering economic growth and development while ensuring that the natural assets continue to provide the resources and environmental services on which our well being relies". In this era of finite resources, for a highly populous country like India the demand for resources is rising exponentially to achieve a high rate of GDP growth, without which eradication of poverty would not be possible. The 13th financial commission stated that "Green growth involves rethinking growth strategies with regard to the impacts on environmental sustainability and the environmental resources available to the poor and vulnerable groups" but pursuing development and safeguarding environment are two different poles of a magnet, as a result of which we need to Re-Draft the growth strategies which in a way that they don't hamper the development as well as protect the environment also. This paper will provide a review about the factors which pushes India back from its path of progress and the possible mundane options to remove those hurdles for drafting better strategies to follow Green across the whole supply chain.

KEY DRIVERS OF SUSTAINABILITY REPORTING (A STUDY IN INDIAN PERSPECTIVE)

Ms. Ranjani Matta, IILM Institute for Business & Management

A structured framework like those that exists for financial reporting does not exist for non-financial reporting. In spite of a lack of a structured framework, few Indian companies have begun to issue voluntary sustainability reports. By inclusion of clause 51 in the equity listing agreement, SEBI has made it mandatory for the top 100 listed companies to include Business Responsibility Reports as part of their annual reports from 2012-13. This study explores the reporting practices in Indian listed companies.

The research problem of this study is to identify the drivers for non-financial reporting in Indian listed companies. This paper explores the reporting practices of Indian companies, the level of sustainability reporting done and identify the drivers of non-financial reporting in India through a comparative study of BSE Index companies with BSE Smallcap Index companies. The results of the study will present the sustainability reporting practices presently followed by Indian listed companies and the results will provide future direction for the standard setting bodies to set up the sustainability reporting framework in India.

The research paper does not indicate any significance in respect to the reporting practices followed by the selected listed Indian companies based on sectors. Further analysis showed that the size of the company is a factor that has significant influence on the reporting. There is a significant positive relationship between firms' size and the voluntary sustainability reporting, as well as firm size and business responsibility reporting amount the listed firms in BSE. It was also observed that there exists no relationship between the assurance provider (big 4/non-big 4) and the level of voluntary sustainability reporting.

INCULCATING SOCIAL RESPONSIBILITY AT GOA INSTITUTE OF MANAGEMENT (GIM)

Prof. Ranjini Swamy, Goa Institute of Management

There has been increasing interest in promoting responsible management education among Business Schools across the world. The United Nations has been championing this cause in recent times through its Principles of Responsible Management Education. These developments preceded and contributed to the genesis of a course on Social Responsibility at GIM.

In 2011, GIM introduced a compulsory 4-credit course on Social Responsibility in the first year of the PGDM program. The course has two components: a 3-credit experiential project and 1-credit classroom component. The project helps promote social responsibility through service to the less privileged communities. (The external world knows it as "the Give-Goa Initiative.") The classroom component helps students reflect about the need for social responsibility among business executives.

This paper describes the design of the course on Social Responsibility at GIM, some of the challenges faced in integrating it into the curriculum and the outcomes so far. The section on course-design would present the objectives, the methods of learning and the design of evaluation. The section on challenges will share the operational challenges faced in integrating the course into the curriculum. The section on outcomes will present student- and client- reactions to the project over time. The paper will conclude with our learnings about inculcating social responsibility in a Business School.

ROLE OF CORPORATE CITIZENSHIP IN ACHIEVING MDGs: A STUDY OF THE ASIAN COUNTRIES

Mr. Sudipta Mondal - The University of Burdwan (Dept. of Commerce)

Prof. Santanu Kumar Ghosh - The University of Burdwan (Dept. of Commerce)

After the lapse of a decade since the inception of MDGs, a significant part of it has been achieved and a considerable amount of the same is still to be attended (MDG Report 2012). Different socio-economic organisations (e.g., OHCHR, UNFIP, UNFCCC etc.) have been formed by the United Nation (UN) for ensuring time based implementation and achievement of MDGs (MDG Gap Task Force Report 2012). Governments of the member countries are regularly advised and motivated to ensure timely achievement of the declared goals. In addition to this, United Nation has initiated a specific non-profit activity by the formation of United Nation Global Compact (UNGC) which includes both the business and non-business organizations' voluntary participation. The member companies which have joined this initiative are supposed to perform their active citizenship role for the achievement of the goals.

The scope of the present study is related with the comparative CC performance evaluation of the UNGC member companies, in achieving the said target of the MDGs. More specifically, the purpose of the present study is to examine the CC performances of the companies operating in the Asian countries. In order to accomplish the above mentioned purpose, an attempt will be made to answer the following two specific questions:

- i) What is the role of the sample firms belonging to a country in the Asia region?
- ii) What is the state of the issue specific performance of the selected companies operating in Asia?

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ABOUT IILM

Founded in 1993, IILM Institute is one of the leading business schools in India offering undergraduate and postgraduate programmes in management. It imparts quality education in the field of management and equips young people with knowledge and skills.

IILM is accredited by the South Asia Quality Improvement System (SAQS). SAQS has been developed by the Association of Management Development Institutes of South Asia (AMDISA) and European Foundation for Management Development (EFMD) as a special project under the Asia Link programme funded by the European Union. Only 11 business schools across South Asia have received the accreditation so far. We are now proud members of this league of SAQS-accredited institutes in India.

Known for its student-centric approach to education, the Institute focuses on industry-relevant curriculum which tries to instill professionalism, critical thinking and good communications skills in its students. With a strong and qualified faculty base, the Institute has been able to provide maximum individual attention to students. Mentoring has been the key institutional process which enables faculty and students to connect beyond class rooms.

As a global initiative, the Institute has academic partnerships and tie-ups with some of the best universities and business schools in the world. Collaborative programmes and student and faculty exchange programmes with institutions like the University of Bradford, U.K; Grenoble School of Management and Burgundy School of Management in France; MCI, Innsbruck, Austria and the University of Applied Sciences, Lueneburg, Germany to name a few

IILM Institute for Higher Education, New Delhi has been inducted into the United Nation's PRME initiative as global champion for the Principles of Responsible Management Education (PRME). Only 25 business schools around the world have been awarded champion status at the Global Leaders meeting, organized by United Nations Global Compact in New York on 19th and 20th September 2013.

IILM Institute for Higher Education, New Delhi is the only business school from India in the list of UN PRME champions.

IILM is honoured to be counted among the global leaders asked to lead this important work. IILM's selection as a PRME Champion reinforces our commitment to preparing responsible leaders. PRME Champions have three lead groups working in areas of Curriculum Development, Faculty Development and Research. IILM is a co lead for the Faculty Development sub group along with Copenhagen Business School Denmark, and Babson College, USA.



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