



Nurturing Professionals  
With a Difference

# International Conference on Management Education, Leadership and Innovation for a Sustainable World

15-16 February, 2017

*On the Occasion of*

**The Grand Finale of the Diamond Jubilee Celebrations of XISS**



*Organised by*



**Xavier Institute of Social Service (XISS)**

Dr. Camil Bulcke Path (Purulia Road)  
Ranchi – 834001, Jharkhand (INDIA)

Website: <http://www.xiss.ac.in>

*“Earth provides enough to satisfy every man’s needs,  
but not every man’s greed”*

-Mahatma Gandhi



*International Conference*

on

**MANAGEMENT EDUCATION, LEADERSHIP AND INNOVATION  
FOR A SUSTAINABLE WORLD**

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On the Occasion of

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**Smt. Droupadi Murmu**  
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### *Message*

I am delighted to know that Xavier Institute of Social Service (XISS), Ranchi is going to celebrate the Grand Finale of its Diamond Jubilee from 14-18 February, 2017. The contributions of XISS to Jharkhand and to the Country have been immense.

It is a matter of great satisfaction that the organizers have chosen the theme "Management Education, Leadership and Innovations for a Sustainable World" for the International Conference. In this age of consumerism and market economy, the theme of the conference is relevant as we really need leaders with skill and imagination to make our 'Mother Earth' sustainable.

I believe that the ideas and suggestions articulated during the conference will be debated and distilled for the benefit of the common man.

I commend my best wishes to all students and faculty on this momentous occasion.

**(Droupadi Murmu)**



PONTIFICIUM CONSILIUM  
DE CULTURA

**PAUL TIGHE**  
**ADJUNCT SECRETARY**



**Dr. Alexius Ekka, SJ**  
Director - XISS  
Ranchi  
Jharkhand, India

Vatican City, 24 January 2017

*Message*

Dear Father Alex,

I am very honoured to have been invited to be a guest at the conclusion of the Diamond Jubilee Celebrations of the Xavier Institute of Social service. It is a privilege to be associated with the XISS at this important moment in its history.

As I read about XISS, I am very impressed by the commitment of the Institute to promote academic excellence and professionalism in a range of disciplines. It is clear that these disciplines, and the expertise that is imparted to students, will serve to benefit those who study while enabling them to make a significant contribution to their communities and to society. A profession should always stand for something, and it is clear that XISS is concerned to form professionals who are not only truly competent in their areas of expertise but also committed to supporting the emergence of a 'just, humane, and equitable society' where the dignity of those who are disadvantaged economically or socially is respected and their interests protected. The determination of the Institute, since its foundation, to be inclusive and to offer educational opportunities to all is particularly praiseworthy. It gives the possibility to men and women to realize their full capacities and potential and at the same is of benefit to the wider community which is enriched by their enhanced skills, learning and resources.

The theme that you have asked me to address - Management Education, Leadership and Innovation for a Sustainable World-clearly reflects the mission of XISS and is very much in harmony with the vision of Pope Francis as set out in *Laudato Si*. At the heart of the Pope's message to humanity is the conviction that: *The urgent challenge to protect our common home includes a concern to bring the whole human family together to seek a sustainable and integral development, for we know that things can change. The Creator does not abandon us; he never forsakes his loving plan or repents of having created us. Humanity still has the ability to work together in building our common home.* Pope Francis is clear that we must have an inclusive dialogue that encourages all people to contribute to a shared



effort to find viable and enduring solutions to the social and environmental challenges that confront the world.

We need to learn from the wisdom of all if we are to develop a new and distinctive way of looking at things, a way of thinking, policies, an educational programme, a lifestyle and a spirituality that addresses the deepest roots of these challenges. I look forwards to exploring these themes with your staff, students and other guests during the conference.

I pray that the celebration of sixty years of substantive achievement and growth will strengthen the commitment of the XISS community in its continuing efforts to contribute to the lives of the people and community it serves and to promote human dignity and social cohesion. *Ad Multos Annos!*

With every best wish,



**+Paul Tighe**

Adjunct Secretary



**TELESPHORE P. CARDINAL TOPPO**  
**ARCHBISHOP OF RANCHI**



Archbishop's House  
Dr. Camil Bulcke Path  
P. Box - 5, Ranchi - 834001  
Jharkhand, India

*Message*

I am glad to know that Xavier Institute of Social Services (XISS), Ranchi is organising a series of events and activities on the occasion of the "Grand Finale of its Diamond Jubilee" from 14th to 18th February 2017 and also a *Souvenir* will be published. I join you in giving thanks and praise to God for all the graces and blessings. He has bestowed on you during the past sixty years.

Today we see a number of institutes all around promising 'excellence'. How do we understand excellence? Is it merely promising students that they will be 'well-placed', earn good salary and then begin to rise in the social ladder. These are, in my view highly limited ways of thinking. I believe that if we are true to our Catholic identity, then institutional 'excellence' must be gauged based on the extent to which we fulfill the Christian-inspired mission; a mission to train future leaders who are honest, sincere, trustworthy and conscious of how they can contribute to a better, sustainable and peaceful world.

It is with this vision in mind that Fr. Constant Lievens and his other Jesuit companions established a number of educational institutions all over Chotanagpur. I am glad that XISS is one of the fruits of that vision and has completed sixty years mentoring the youth.

I congratulate the Director, professors, students and editorial board of *Souvenir* publishing committee for this endeavour.

With my apostolic blessings and in deep union of prayers!

January 09, 2017

*Telesphore P. Cardinal Toppo*  
**(Telesphore P. Cardinal Toppo)**  
Archbishop of Ranchi

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SADBHAVNA

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*Message from the Chairman*

I am glad to know that Xavier Institute of Social Service (XISS) has completed 60 years of its service and is celebrating its Diamond Jubilee.

On this Diamond Year, I congratulate Fr. Xavier Soreng, SJ, Superior XISS, Dr. Alexius Ekka, SJ, Director XISS, the faculty and support staff, and students for dedicating themselves to the service of the nation and contributing in the nation building.

The XISS has indeed upheld the great task of imparting higher knowledge, critical thinking and academic rigour to prepare men and women who would serve and lead the society and the country for a better tomorrow for every citizen. XISS epitomizes wide, profound and solid learning in our time to be fit in any arena of life journey. However, it just cannot happen without a fighting tenacity, consistency and sacrifice of superfluity. Facing challenges, confronting adversaries and exploration of the wide and deep should characterize each Xaverian of the Institute. The courses that mark out the road towards the summit harness the skills and creativity of the student body *ipso facto*.

I congratulate XISS for its wonderful feat all these years and wish it even greater heights in the future!

May God Bless XISS !



**(Dr. Joseph Marianus Kujur, SJ)**  
Provincial Superior  
Ranchi Jesuit Society

## WELCOME NOTE

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**Dr. Alexius Ekka, SJ**



It's a wonderful feeling to see the growth of Xavier Institute of Social Service (XISS), Ranchi in the last sixty years. It's like a tiny seed growing into a large tree and becoming a source of life to many. Over the years five major disciplines were started each according to the needs of the time – Human Resource Management, Rural Management, Information Technology, Marketing Management and Finance Management. We acknowledge the services rendered by eminent personalities in the growth of the Institute – the Directors, Heads of Departments, Faculty Members, the Staff and the alumni. XISS is also a unique centre of learning with service as an integral component of management education. The alumni of the Institute have made a name all over the country and abroad on account of this thrust. Along with this the Institute has played a significant role in various people's movements for their rights through conferences, research publications and participation in the protest rallies. We feel proud to know that the Institute has established its credibility in academics as well as in serving the nation through various companies and organizations. Apart from the academic pursuit the Institute has also earned a name in the outreach programmes like Women Help Line and Child-line at Ranchi and in community organization and empowerment projects in the villages.

In the current phase the Institute must continue its legacy and build on its rich foundations of academic excellence and service to society at all levels particularly to the most needy. Secondly, in the increasing globalized world the Institute must associate itself with other Management Schools in the country and abroad, particularly with Jesuit B – Schools as already started with those in Xavier Association of Management Institutes (XAMI) in India and with those under International Association of Jesuit Business Schools (IAJBS) all over the world. This must be done not only to for the exchange of knowledge and experience but also for bringing about a sustainable world.

I would like to express my profound gratitude to her Excellency, Mrs. Droupadi Murmu, the Governor of Jharkhand; His Eminence Telesphore P. Cardinal Toppo, the Archbishop of Ranchi, His Excellency Paul Tighe, Adjunct Secretary for Pontifical Council for Culture, Vatican City and Rev. Fr. (Dr.) Marianus Kujur, SJ, Provincial Superior of Ranchi Jesuit Society for encouraging us with their messages in this souvenir. I would also like to thank all the Chairpersons, Keynote Speakers, Session Coordinators and the Paper Presenters at the two conferences during the jubilee celebrations. Similarly, I would like to thank and congratulate the coordinators of various committees and members for their splendid work in holding the different events. And finally I thank and congratulate all the student groups for engaging themselves in the best performances in all the events. We are indeed proud of them as belonging to the Diamond Jubilee batch and we expect that they will live up to the maxim of the Institute as becoming leaven in the dough with excellence in education, putting the last first and promoting a sustainable world. Thanks and God bless all.

**Dr. Alexius Ekka, SJ**

Director



# SIXTY YEARS OF XISS : A HISTORICAL CONSPECTUS

Alexius Ekka, SJ\*

## GENESIS AND MANDATE

The genesis of Xavier Institute of Social Service (XISS) could be traced from the mandate issued by Fr. J. Janssens, S.J. the Superior General of the Society of Jesus in Rome. He urged the Jesuits all over the world in 1943 to engage in social action by undertaking research on social problems, and training students to play an active role in the social and economic changes which were taking place in the society in the post world war era (AXIS, 1980). The Ranchi Jesuit Province responded to this call as it had its tradition of engaging in social action since the time when the first missionaries came to Chhotanagpur in 1869. Thus a social centre was started on 15th July, 1955 in the premises of St. Xavier's College, Ranchi under the leadership of Fr. Michael Windey, S.J. (a lecturer in the history department of St. Xavier's College, Ranchi). It came to be known as XISS with him as the founder Director. The centre started a programme called *Social Service League* to enable students of the college to engage in social work in the slums of Ranchi and the villages of the neighbourhood.

The *Social Service League* had a humble beginning. Its first office was housed in a store room below a staircase in the College, with a borrowed table, a chair, a typewriter and a part-time Director. Fr. Windey could not be released for the work on a full-time basis, but continued to teach in the History Department and to look after the College Library.

As the programme on *Social Service League* imparted by XISS gained credence, its one-year duration was increased to a two-year postgraduate diploma course with specialization in Labour Welfare, and Family Welfare under the Directorship of Fr. Michael Van den Bogaert, S.J. (1963-1986). The intake of students did not exceed 20 to 25 and the full-time staff consisted of the Director, two faculty members, and an office clerk. Shri J. Ashraf, who become Director of Administration later on and Shri V.P. Lakra as Office Superintendent worked at that time in the Institute. Fr. V.A. Kamath, S.J. worked briefly at XISS in the early 1970s. Out of the three specializations Labour Welfare got good response from the students right from the beginning. During this time the Institute drew on the assistance of Indian Social Institute (ISI), New Delhi. Fr. Aloysius Fonseca, S.J., a well-known labour economist of ISI, came to XISS to deliver lectures on economics. Initially the XISS Diploma was also awarded by Indian Social Institute, New Delhi which had received formal recognition from the Government of India in 1960. The Labour Welfare Professionals looked after the welfare matters of the industrial workers, just as the trade unions catered to the rights and privileges of the workers. During the first 15 years of its existence the Institute was not legally different from the college, so a separate registration under the Societies Registration Act XXI of 1860 took place only in 1973.

## CONSOLIDATION AND DIVERSIFICATION

With the coming of new full time personnel in the Institute in the sixties and early seventies, it was felt that if XISS were to grow and live up to its name, it must diversify its activities. Two needs were identified: training of trade union leaders on the one hand, and of young managers on the other. In 1964, XISS in co-operation with the Ranchi Productivity Council and later, with the Central Board of Workers' Education ran a series of short programmes for trade unionists and workers. In this it was assisted by Fr. E.H. McGrath, S.J., a faculty member of Xavier Labour Relations Institute (XLRI), Jamshedpur and also by the staff of the Shri Ram Centre for Industrial Relations and Human Resources, New Delhi (Ekka, 2007).

In the same year, a six-month course in Business Management – the first of its kind in Ranchi – was started at XISS. This programme fulfilled a felt need of the young graduates who wanted to diversify the job opportunities

\*Dr. Alexius Ekka, SJ is the Director, Xavier Institute of Social Service, Ranchi





in the fast developing industrial society in and around Ranchi. Gradually it became one-year programme, but in 1969, at the request of young executives, it was converted into a three-year postgraduate course leading to the Diploma in **Business Management**, which was recognized in 1975 by the Government of India as qualifying students for appointment to higher posts where an MBA was a requirement. However, with the discussions and deliberations with the eminent business personalities of Ranchi like Mr. Blicken Staff, Mr. Billimoria and Mr. R. Srinivasan of HSL (Hindustan Shipyard Limited), now MECON (Metallurgical & Engineering Consultants Limited), Mr. Lahiri of HEC (Heavy Engineering Corporation Limited), Mr. R.L. Kapoor of Sri Ram Ball Bearings and Mr. Jhawar of Usha Martin, the Institute started to offer a PG course in **Personnel Management and Industrial Relations** that continues to this day.

Besides the formal training of professionals in social service, XISS was also involved in a series of extension programmes for managers, students, Church personnel and village leaders ranging from poultry rearing to organizational development and industrial relations.

### ATTENTION TO RURAL PROBLEMS

Good as these programmes were, doubts arose whether they were the best things to do, or whether the Institute should not pay more attention to the problems of the common man, especially the rural poor (AXIS, 1980). The success of the programmes described above entailed that the efforts and services of the Institute would be monopolized by the urban and the industrial centers and the middle classes. Therefore, a major shift in the policies of the Institute occurred in 1974-75 as a result of a structural analysis of society in which the staff, faculty and students of the Institute participated. In 1968, XISS was instrumental in the launching of Vikas Maitri, an organization of different Christian Churches in Chhotanagpur for the development of rural people (Ekka, 2007, p.28). Today it has its own building complex in P.N. Bose Compound on the Purulia Road.

Another significant development in the Institute's opening up and reaching out to the rural needs and problems was the starting, in 1975, of a new specialization in the social service programme, known as **Integrated Rural Development**. For first few years, the first year classes of both the specializations were conducted jointly, as the syllabus of the first year was the same for both the courses. In August 1981, the first professional recognition was granted by the Ministry of Education and Culture, Department of Education, Government of India, whereby the Rural Development course became a separate course. While this new course at XISS was in keeping with the spirit of social analysis and its outcome to cater to the needs of rural people, the prestigious course of Business Management was phased out from the early 1980s.

"The structural analysis, which the Institute went through in 1974-75 also helped its Management and Faculty to reset the overall goals and objectives of the Institute as follows: enhancing the income and employment potential of the landless agricultural labourers, facilitating rural development and rural reconstruction, campaigning for community forestry in the region, providing alternative technology to the tribal farmers in Jharkhand and creating a database for domestic working women in Jharkhand. Based on these objectives a number of extension programmes for the rural and the urban poor were conducted by the Institute during this phase" (ibid., p.29).

"First was the village **Entrepreneurship Development Programme (EDP)**. It was to foster entrepreneurial skills in people so that they could earn extra income from any of the trades they took up, rather than being solely dependent on agriculture for their livelihood. The journey of promotion of entrepreneurship that started about four decades ago has still not reached its destination. A long – long way still has to cover, precisely in a situation when economic liberalization and global concept of business has adversely affected the Small Scale Industries (SSI) and very small business sector. During these four decades the Institute at one hand enjoyed many successes and established milestone one after another" (ibid., p.29).

"Second was the **National Adult Education Programme (NAEP)**, which was in response to the Janata Government's policy to spread adult literacy since 1978. XISS had its adult education project at Bero Block. Third

was **Programme for Women village Level Workers**, known as *Gram Didis*, who could initiate development programme among women. Fourth was the starting of the **Department of Research and Project Planning** in 1977 under Fr. Louis Francken, S.J. its founder Director (1977-1986, 1993-2003). Most of the research projects dealt with rural problems, benchmark surveys and evaluation studies. A growing number of industries and voluntary organizations began to seek the services of the Research Department. The Institute also moved into the field of action research and participatory research. More on this continues in the next section” (ibid., p. 29).

### SILVER JUBILEE OF XISS

The Institute celebrated its Silver Jubilee on 29<sup>th</sup> November, 1980. On this occasion a booklet/brochure containing the historical conspectus of XISS along with the summary of the main activities of the Institute during the past 25 years was released. It also included messages from Fr. Pedro Arrupe, S.J., the then Superior General of the Society of Jesus; Rev. Fr. Pascal Toppo, S.J. the then Jesuit Provincial and Chairman of the Governing Body of XISS; and Fr. M. V.d. Bogaert, S.J., Director, XISS. Fr. Pedro pointed out that “the variety of seminars and training programmes – especially the training in entrepreneurship – have helped many less privileged people to find a new purpose in life and to take with confidence their place in society. Through its research teams, the Xavier Institute of Social Service has helped various factories in South Bihar to initiate development schemes for the villages situated around those factories” (AXIS, 1980). The tremendous efforts since its inception carried by a small band of dedicated persons had started showing its results. The variety of activities undertaken by the Institute, the innumerable and fruitful contacts with so many organizations and industrial undertakings, and the amount of service rendered to various classes of people, led XISS to evolve whole heartedly for the service of the rural population. Under the inspiring and dynamic leadership of Fr. Michael Van den Bogaert, S.J., XISS gave young men and women the opportunity to take their place in the industrial world who bestowed their courage and sincerity to re-orient the policies in view of the crying needs of the poorer sections of society, especially of the rural masses. The Silver Jubilee marked a growing feeling of hope as Fr. P. Toppo, S.J. Chairman of XISS rightly mentioned in his message “I do believe that the commitment made to the uplift of the rural masses together with the firm purpose to spread that awareness and commitment among those who do influence the life of the people, is the beginning of the building up of a new society in which justice and love reign supreme” (ibid.). Fr. Bogaert mentioned in his message “while a jubilee is a time for rejoicing, we cannot forget the poor, whose numbers are growing, and who are struggling to survive” (ibid.).

### RESEARCH AND SOCIAL ACTION SINCE THE 1980s

“The second half of the twenty-five years of the Institute saw a proliferation of its academic disciplines and the intensification of the Research Department’s social involvement. Because of the good academic standards of the various courses offered at XISS and the good placement prospects, a heavy rush for admission was registered from the mid 1980s. During this time (1986-1993) Fr. Louis Francken, S.J. was the Director of the Institute and Fr. Alexius Ekka, S.J., the Assistant Director (1986-1991). Prior to this Fr. Francken had served the Institute as Assistant Director since the mid seventies” (Ekka, 2007, pp. 29-30).

Keeping abreast with the development in computer and information technology, the Institute started a one-year Diploma Course in Computer Application in 1988. Later the one-year academic programme was dropped and a two-year full time programme named “**Post Graduate Diploma in Information Management**” was started in 1998. The course design was in-line with that of MBA (Systems) and accordingly the programme was granted approval by AICTE in the year 2004. This process had started during the Directorship of Fr. Christopher Lakra, S.J. (1993-1999). Similarly, seeing the good employment prospects a postgraduate programme was started in **Finance and Marketing** in 2004 under the leadership of Director Fr. Beni Alphonse Ekka, S.J. (1999-2009). Looking into the need of the market the Department was further separated into two entities and came to be known as the **Department of Finance** and the **Department of Marketing** in 2007. These were recognized and approved separately by AICTE in 2008.





Other Jesuits working in the Institute since this period were, Fr. Benjamin Lakra, S.J., as Field Project Coordinator from 1999-2003 and then as Assistant Director from 2003-2007; Fr. Ranjit P. Toppo, S.J., as the Coordinator of Development Resource Centre from 2003-2005 and Fr. Alexius Ekka, S.J. as Director Research from 2003-2010. Fr. Alex was also the Assistant Director of the Institute from 2007-2009. The Institute had a change in leadership in 2009 when Fr. Alexius Ekka, S.J. took over as the Director and Fr. Pradeep Kerketta, S.J. took the charge as Assistant Director (2009-2011). Then Fr. Ranjit P. Toppo, S.J. became the Assistant Director from 2012-2016. But after the sudden demise of Fr. Ranjit P. Toppo, S.J. due to prolonged illness in May 2016, Fr. Pradeep Kerketta, S.J. again joined XISS as the Assistant Director whereas Fr. Alexius Ekka, S.J. has continued as the Director of the Institute till date. Working along the Jesuit mandate of option for the poor, the Institute has kept up its policy of 40% reservation of seats for the students of ST, SC and other weaker sections in all its streams.

As regards the **Research and Planning Department**, it gained a new thrust in social empowerment soon after the Institute shifted to its new premises from St. Xavier's College in 1978. Since then the Department has given a lead to the Institute in social involvement and advocacy programmes. The Department's social thrust could be seen in three stages: (i) from 1980 to 1994, (ii) from 1995 to 2005, and (iii) from 2006 to 2015 and after.

#### (i) Social thrust from 1980-1994

The Research Department developed its social thrust from the Institute's second objective setting workshop held in 1994, which gave to it the overall motto of *Putting the Last First*. This made the research studies and consultancy services more participatory, and equipped the people to deal with the burning issues of Jharkhand, such as development induced displacement and rehabilitation, forest rights of the people, particularly of the tribals, etc. Concerning the issue of displacement, the Research Department organized a national seminar in 1984 on the justification of large dams. It questioned the rationale of mega projects. This was a great support to the people of Koel-Karo, who intensified their protest against the unwarranted displacement by the proposed hydropower project. Supported by XISS the leaders of the **Koel-Karo Movement** filed a writ petition in the Supreme Court challenging the project, which had no resettlement and rehabilitation plan. To this the apex court stayed the project till the Bihar Government came out with an adequate resettlement and rehabilitation policy.

Some of the advocacy and people-oriented studies conducted during this phase needs a brief mention here. First was the **Chhotanagpur Survey - II, 1985**, which gave a critical appraisal of the Catholic Church's socio-economic interventions in Ranchi Archdiocese on the occasion of Fr. Constant Lievens' Centenary and the second was the Integrated Rural Development Programme (**IRDP**) **Action Research Project in Palamau District of Bihar, 1985**. This study of the IRDP beneficiaries of State Bank of India revealed that with proper support of the escorting agencies about 38.55% of the beneficiaries had crossed the poverty line on account of the poverty eradication interventions. Third was the **Traditional Herbal Medicine System of Chotanagpur: A Study of Present Status and Future Prospects, 1998**. The Study revealed that herbal medicines were still popular among the tribal people in the remote rural areas of Chotanagpur. Fourth was the study on the **Implementation of the Equal Remuneration Act, 1976** in the State of Bihar, 1989, sponsored by the Ministry of Human Resources Development, New Delhi (Ekka, 2007, p. 31). Fifth was the creation of the **Development Resource Centre (DRC)** in the Institute in 1989 to meet the growing felt need of the NGOs and Community Based Organization (CBOs) to be effective in bringing about social change both at the micro and the macro levels. Since its inception DRC is coordinating in the development and empowerment interventions of many NGOs and CBOs and providing training to the people involved in the process.

#### (ii) Social Thrust from 1995-2005

"During the current phase the Institute went through another process of objective setting and strategic planning in 2002. Accordingly, the Institute's vision was articulated as: "visualizing a just, humane and equitable society, where the underprivileged (poor and the oppressed) assume their rightful place". And the mission was to work

towards empowerment of the deprived so that they could shape their own destiny and be a lead agency for NGO capacity building and sustainable development. The long-term objectives along these lines were: (i) to influence the policy makers and international and national agencies regarding issues related to the deprived and the grassroots development agencies through policy advocacy, information dissemination, organizing and participating in debates and discussions, and (ii) to provide relevant services to the deprived in the struggles for empowerment by enabling them to get access to control over resources by promoting and strengthening self-governance at the grassroots. In this regard the Research Department of XISS took up projects like (i) resettlement and rehabilitation of the displaced persons at Parej East in Hazaribagh, (ii) study on displacement and rehabilitation in Jharkhand from 1951-1995 (coordinated by Indian Social Institute, New Delhi under Fr. Alex Ekka, S.J.), (iii) study on implementation of tribal self-rule in Jharkhand, (iv) coordinating towards the making of an alternative tribal policy, (v) organizing public debate on the new spate of land acquisition for industrialization in Jharkhand, (vi) poverty eradication and strategic planning for developmental intervention, (vii) action research, and (viii) classical research” (ibid. pp. 31-32).

### (iii) Social Thrust from 2006 to 2015 and after

During this phase the Department has grown more in-line of its expectations. From undertaking local and regional studies of rural development and social change it has also taken up national and international studies for policy changes, advocacy and human rights concerns. During the last twenty-years the Department competed more than 96 research studies. The major thrust areas of the Department are: (i) strategic planning, (ii) rehabilitation and resettlement of displaced, (iii) corporate social responsibility, (iv) employment generation, (v) international collaborative research on human rights, and (vi) GIS and remote sensing lab which runs a six month certificate course in GIS and remote sensing.

In terms of the programmes conducted by XISS, the main activities of the department (socio-economic surveys and evaluation studies) form part of the policy advocacy programme. The department also contributes to other programmes, in particular to the management education programme and the professional development programme as the staffs are actively involved in teaching the P.G. courses, taking training sessions for extension training programmes, guidance of students in their dissertation work and supervision of camps and field exposure of students. As of now there have been about 80 research studies conducted by the department and many articles published in the books and journals.

**Development Resource Centre (DRC)**, was established as a training wing of Xavier Institute of Social Service (XISS), Ranchi in 1989. Academics and field work form an integral part of the Institute particularly the Rural Development Department. Both play complementary roles (XISS, 2014). With the growing need of the training of the NGO’s personnel, DRC emerged as a specialized wing. Today it has been recognized as a specialized training centre in the state, having both in-campus as well as field training programmes. Every year DRC brings out a training calendar on various topics that are drawn after an extensive need assessment exercise carried out specially keeping in mind the priorities of small and middle level NGOs and VOs working in Jharkhand. Apart from this, DRC also conducts training programmes on requests from the state government, funding agencies and other organizations. The major programmes undertaken by DRC are micro watershed Baranala project, Bharti project, Diakonia project, SwaShakti project for Women Development Corporation, capacity building of local bodies and NGOs for effective implementation of Jharkhand Panchayati Raj Act, Panchyati Raj Extension to Scheduled Area (PESA), 1996, Micro Watershed through Gram Sabha, training reproductive health (RH) professionals programme, leadership development and organizational effectiveness (LDOE) initiative of reproductive health in Bihar and Jharkhand, training of integrated counseling and testing centre (ICTC) counselors on effective counseling in HIV AIDS GFATM ROUND 7, enhancement of livelihood opportunities in the selected blocks of South Eastern region of Chotanagpur in the state of Jharkhand, construction of check dam and renovation of water diversion check dam with spill way in Makunda village in Itki block in Ranchi District, and India development gateway initiative: an e portal [hi.vikaspedia.in](http://hi.vikaspedia.in) (XISS, 2014).





The **Department of Research and Publications** was established in June, 2002. Initially, the objective of Research and Publications was twofold: (i) to conduct research studies, and (ii) to document the baseline realities. However, the Department started its functioning by launching a quarterly research journal. The idea was to offer a platform to the academicians and social activists at large for publishing their researches. Publication of "*Jharkhand Journal of Development and Management Studies*" (JJDMs) was the first major initiative taken by the Department during the period. The inaugural issue of the journal was released on 15th of November, 2002 with a focus on "Jharkhand Development" (AXIS, 2005). The subsequent issues have been published regularly on thematic basis. So far it has published fifty-seven issues on diverse social life related with Development and management areas.

Under research studies, on the request of the Director of Delta International YMCA – YWCA, Norway and the General Secretary, YMCA, Ranchi, this department conducted an evaluative study on the Urban Community Development Programmes of Ranchi YMCA Chapter in the year 2004-2005 and 2012. Under the JRD Tata Chair (2010-2014) the department conducted another research study on "Contributions of Tata Steel towards CSR and Sustainable Development" authored by Dr. Anirudh Prasad and Dr. Sudeep Kumar. The findings of this study have been published in the form of a book titled "*Beyond Business: Mapping the CSR and Sustainable Development Initiatives of Tata Steel*". Besides, the faculty of this department is also involved in teaching the P.G. courses, guidance of students in their dissertation work and term papers. The department has to its credit a number of other publications, which have been well received in the academics and administrative circles of Jharkhand and other parts of the country.

"Our journal JJDMs is currently working to improve the quality of its content, to which end we've held a series of meetings, made changes to the Editorial Team, Editorial Board and Advisory Board and are developing a set of policies to guide our endeavours. One policy change that is being shaped relates to practices of research ethics, ranging from informed consent being sought from informants during empirical research to taking care not to plagiarise or fabricate results. Sincere efforts are being made to shift away from publishing our journal in print media to making the research online and open access; and thus making it readily available to policy makers, officials, academics and students. Moreover, we have decided that our quarterly journal will in the future have general issues as well as thematic issues, which should help encourage a more diverse range of scholars to publish with us" (Ekka & Kumar, 2016, pp. v-vi).

**Women Helpline** came into existence on 1st October, 2005 with a toll free phone 10921. It is sponsored by the Department of Social Welfare, Women and Child Development, Government of Jharkhand. XISS is the Nodal and Collab agency for the monitoring, providing services, research, documentation, awareness and advocacy on issue related to offences against women. The objectives are as follows: (i) to reach out to every woman in need of care and protection by responding to emergencies on toll free phone, (ii) to ensure access of technology to the most marginalized in urban as well as rural areas and connectivity of toll free phone through government telephone exchanges, (iii) to work together with the allied systems to create friendly system, (iv) to advocate for services for women that are inaccessible, non-existent or inadequate, (v) to provide a platform of networking amongst organizations and to provide linkages to support systems which facilitate the rehabilitation of women in need of care and protection, (vi) to create a family of NOGs and government organizations working within the framework of a national vision and policy for exploited women, and (vii) to learn from the experience of Women Helpline and the data generated and jointly to determine strategies to reach out more effectively to exploited women. The invention and strategies followed by the women helpline of XISS is both curative as well as preventive. Women helpline creates an environment to enable women to lead a life of self-confidence and dignity without fear and pressure (AXIS, 2005).

The **Child Line** is a national, 24-hour emergency outreach service, and is a free phone helpline (toll free number 1098) for children in need of care and protection. It is supported by the Ministry of Women and Child Development, Government of India. XISS is its Nodal agency. Other partners for Child Line are UNICEF,



Department of Telecommunications, street and community youth, non-profit organizations, academic institutions, the corporate sector and concerned individuals and children (AXIS, 2016). Child line works towards ensuring that all children in need of care and protection are aware of and have access to services, that are child friendly, available when they want it and encourage them to participate in decisions that affect them. It looks after the overall functioning like the city advisory board meeting, training of the members of childline, research on child abuse, review of case intervention and documentation, etc. Child line Ranchi team consists of City Coordinator, Centre Coordinator, Counsellor, team members and volunteers.

### **GOLDEN JUBILEE OF XISS**

Under the leadership of Dr. Fr. Beni A. Ekka, S.J., the Institute celebrated its Golden Jubilee in 2005. Inspired by the vision of Fr. Michael Van den Bogaert, S.J., the successive Directors and their dedicated team members despite many hardships and challenges, made the world feel about the existence of XISS. Over the last fifty years the Institute had grown exponentially. The structure of both academic and outreach programmes were established firmly. The Institute constructed Girls' hostel with a capacity of 100 beds in 2003. The Institute also constructed Staff Quarters, Faculty Quarters and an extension to the academic wing. Moreover, to improve the quality of education the Institute secured internet connection. Besides these, continuous up-gradation in the quality of teaching, training of trainers programmes, field works, etc. had taken place. In order to reconnect and give back to the society the Institute also started the Alumni get-togethers which have improved our overall placement scenario thereby improving our ranking among the B-schools. To mark the historic occasion the former Directors of the Institute – Fr. M. V. d. Bogaert, S.J., Fr. Louis Franckin, S.J. and Fr. Christopher Lakra, S.J. were felicitated. A Souvenir and two books – *Bank Financing and Agriculture Development authored by Prof. Dr. M. H. Ansari, and Social Empowerment through Development Interventions (Innovative Experiments at the Grassroots)* authored by Prof. Dr. Beni A. Ekka, & Prof. Dr. Anirudh Prasad – were also released on this occasion. The Institute pledged to successfully continue the splendid work begun in the line of academic excellences and social action (AXIS, 2005).

### **ALUMNI ASSOCIATION OF XISS**

“Every Jesuit Alumnus/Alumna will attest to the fact that there is a unique ambience and ethos that pervades a Jesuit Institution. Breathing in the congenial and salubrious climate of the Institution and imbibing imperceptibly the core values it imparts, the student forges an enduring bond with the Institution that cannot be broken. That's why it is not an exaggeration to say that the student carries with him/her a slice of the Jesuit School or the College he/she attended in as much as he/she leaves a bit of himself/herself behind in the Institution as well” (Menezes, 2013).

“The Institute has one of the largest alumni networks among Business Schools in India and considers it one of biggest assets. Over the last six decades, students graduating from XISS, Ranchi have successfully taken up strategic positions and shouldered critical responsibilities in the development sector and in the corporate world. Their success is a testimony to the quality of education and human values imparted throughout the two years of their stay in campus. Many of our alumni have taken up top management positions in the national as well as the global organizations. They are our ambassadors for change and development of the society at large” (XISS, 2017).

In order to remain connected with the passed out students, XISS has been organizing Alumni meets informally from time to time. In the past HRM Department organized *Nostalgia meet* for the old students. Similarly, RM Department organized *Reminiscenza* for its Alumni. Moreover, with the efforts of the alumni placed at various corporate centres the Institute has now established local chapters of the Alumni Association at different places like Mumbai, Delhi, Bangalore, Kolkata and they have been meeting as often as possible. The Institute has always received valuable inputs from its Alumni at their meets regarding improvements in the curriculum and the performance in terms of better Industry-Institute interface. And now, in its second inning of the Diamond Jubilee Celebrations, the Institute is going to have a formal structure launched as Alumni Association of Xavier Institute of Social Service - AAXISS. It is being formed as the Apex body of the Alumni Association with the



purpose of bringing together the Alumni and the Institute to provide a forum that promotes interaction and networking among the Alumni of the Institute; to help each other develop and progress and to form a permanent connection between the Institute and its Alumni.

### **WUJA AND XISS**

Carrying on the mission of promoting the International Jesuit Alumni Fraternity, the Assistant Director Fr. Ranjit P. Toppo, S.J. and Prof. Anmol Roshan Bodra along with Mr. Jasbir Singh Khurana – an XISS alumnus – participated in the 8th World Congress of the World Union of Jesuit Alumni (WUJA) from 14-17 August 2013 at Medellin, Columbia in South America at San Ignacio de Loyola School. In fact they had teamed up with the delegates of St. Xavier's School, Doranda – Fr. Ajit Kumar Xess, the Principal, Mr. Shivendra Mohan Sharma, President of DOX (Doranda Old Xaverians) and Dr. Devendra Singh, Executive Chairman of DOX as well as the Vice President of the Jesuit Alumni Association of India (JAAI). These six delegates represented the Ranchi Jesuit Province at the world conference. Besides learning from the vision, mission and the international network of the Jesuit Alumni, the XISS delegates visited Jesuit Universities at Florida, California, San Francisco, Washington DC and New York exploring possible academic and research tie ups. With the experience of the XISS delegates at WUJA, the Institute is going to formalize its alumni association during this Grand Finale of the Diamond Jubilee celebration and start the exchange programme of the faculty and students with some of the national and the foreign universities (AXIS, 2014).

### **XAMI AND XISS**

Xavier Association of Management Institutes of India (XAMI), of which XISS is a member, has played a significant role in keeping up the Jesuit Brand of education in the country and in dealing with the institutional challenges faced by the PGDM Institutions from time to time. In this regard, XAMI has worked hard with EPSI (Education Promotion Society of India) and got a favourable Supreme Court Order that XAT, CAT, MAT and other entrance tests could be carried out as before. Similarly XAMI has formed a XAT Committee for policy decisions and implementation regarding the XAT entrance test. Dr. Pinaki Ghosh is a member of this committee from XISS. As of now, the 10 Jesuit B-Schools of the country constitute XAMI of which Fr. E. Abraham, S.J., Director XLRI is the President and Fr. Alexius Ekka, S.J., Director, XISS is the Secretary. XAMI also welcomes other Christian B-Schools to become members. It promotes quality education and exchange programmes with the faculty and students. In this regard XISS has taken part in some International Conferences held at XLRI like on “Inclusive Finance” held from 13-15 September 2013. Similarly, 13 students from XISS under the guidance of Prof. S. R. Shauq participated in the debate, management games and cultural programmes organized by Xavier Institute of Management, Jabalpur from 18-19 November 2013 winning prizes in all of them. XISS also contributed to the making of a life size bronze statue of Fr. Michael Van den Bogaert, S.J. (former Director of XISS 1963-1986) and a new tomb for him in the XIDAS campus where his mortal remains were shifted from Ambikapur, Chhattisgarh to the present venue at Jabalpur, MP in 2013. The sum was Institute's token of tribute to Fr. Bogaert during the “Year of Fr. Bogaert 2013-2014” organized by the Management, Faculty, Staff and Students of XIDAS. XISS will always remember him for being an all time Management and Development Guru of hundreds of students (AXIS, 2014).

### **XISS and the University of Antwerp, Belgium**

In 2001, XISS and the University of Antwerp, Belgium signed a short term MoU for research programme on Social Capital under the headship of Fr. L. Francken S.J. As a part of the programme, Dr. Himadri Sinha, Dr. K. K. Bhagat and Mr. Ajit Tirkey visited University of Antwerp during October to December and conducted short duration research on social capital and social networking.

Thereafter, under the leadership of Dr. Fr. Alexius Ekka, S.J., XISS and University of Antwerp, Ghent, Belgium have administered an long term MoU for International Students exchange programme. The international students' exchange programme is being held in the Universities of Belgium like Antwerp, Ghent and Leuven every year



during the months of July and August. Similarly, a group of Belgian students from the University of Antwerp visits XISS every year during the same period as part of the international students' exchange programme. The faculty members of the Department of Rural Management are assigned to guide and facilitate them in their learning. The bright and meritorious students also received scholarship to participate in the programme on Human Rights for Development (HR4DEV). A module of Human Rights for Development HR4DEV2015 has been designed to benefit the student participants of this programme coming across the World. Dr. Anant Kumar has been coordinating the exchange programme of students under the guidance of the Director Fr. Alexius Ekka, S.J.

Dr. Fr. Alexius Ekka, S.J. also had the opportunity to do research as 'A Scholar in Residence' in 2006 at the University of Antwerp under the guidance of Prof. Koen De Fyter. This resulted in research collaboration between XISS and the University of Antwerp. Dr. Fr. Alexius Ekka, S.J. had taken up study of the Netherhat Field Firing Range as a case study under the International Project "Localizing Human Rights" in 2007. In the subsequent years Coal Mining at East Parej and Keredari in Hazaribag were also included in the study.

## CONCLUDING REMARKS

"Traversing the Institute's 60 years, one is amazed to find from its activities the twin currents of academic professionalism and social involvement including grassroots social action. While keeping the Institute's double thrust of academic excellence and social credence, there is a need today to blend academic professionalism with grassroots activism. More concretely, it is suggested that both the faculty and the students must be imbued with the social concerns, just as they are interested in academic and professional matters. And this is possible with proper determination, planning and action" (Ekka, 2007, p. 32).

"What is required, therefore, is the Institute's greater exposure to the complex realities of social life from the reference point of the common man and woman, especially the deprived sections of society. Its course content must be based on the holistic vision of life and the felt needs of society. It is the struggles and the aspirations of the toiling masses that should inspire the faculty and students to pursue professional careers to bring about a qualitative change in people's lives. Devoid of this noble objective, this august Institute will only be producing self-centered professionals, no matter how much one might harp on the ideals like "Men and Women for Others" and *Putting the Last First*" (ibid., pp. 32-33).

"Finally, the Institute needs to work more in tandem with other professionals and civil society groups, which are no less competent and effective in the overall objective of social empowerment for bringing about a just, egalitarian, humane and sustainable society" (ibid., p. 33). Starting with a humble beginning, but making a mark in academic professionalism and grassroots social action in its 60 years of social service, the Institute is well poised today at the start of the new millennium, amidst a hoard of people's issues and problems to bring about a transformation of society according to its avowed objectives, truly realizing its motto "*Leaven in the Dough*".

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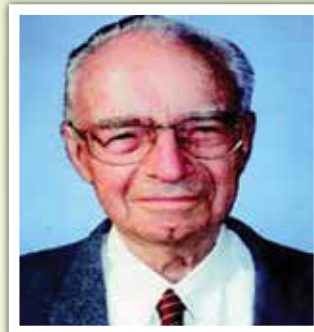


## INNOVATIVE LEADERS OF XISS

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**FR. MICHAEL WINDEY, SJ**  
(1955-1963)



**FR. MICHAEL VAN DEN BOGAERT, SJ**  
(1963-1986)



**FR. LOUIS FRANCKEN, SJ**  
(1986-1993)



**FR. CHRISTOPHER LAKRA, SJ**  
(1993-1999)



**FR. BENI ALPHONSE EKKA, SJ**  
(1999-2009)



**FR. ALEXIUS EKKA, SJ**  
(2009 ONWARDS)

## XAVIER INSTITUTE OF SOCIAL SERVICE : TIMELINE

Year	Important Milestones
	Govt. of India launched the Community Development Programme which created job opportunities for trained social developmental workers in 1954.
1955	Rev. Fr. J. B. Moyersoer S.J., the Provincial Superior of Ranchi Province together with Fr. Michael Windey S.J Professor of St. Xavier's College (Department of History) Ranchi, ventured to start a Centre for Social Service (CSS) in St. Xavier's College, Ranchi. Fr. M. Windey was appointed the first Director of the CSS (Outreach & Academics) to take care of the P.G. Diploma Programme in Social Service for a duration of 9 months and Xavier Institute of Social Service (XISS) came into existence as an extension of St. Xavier's College, Ranchi.
1960	P.G. course in Personnel Management made a beginning under the leadership of Mr. A. M. Joseph.
1963	Fr. Michael Van den Bogaert, S.J. succeeded Fr. Michael Windey as Director of XISS.
1964	Centre for Social Service (CSS) in cooperation with the Ranchi Productivity Council and later with the Central Board of Workers' Education offered a series of short programmes for trade unions & workers at XISS.
1965	Fr. E.H. McGrath S.J a faculty member of XLRI Jamshedpur and the staff of Shree Ram Centre for IR & HR, New Delhi assisted the CSS. A six-month course in Business Management was started (Financed by the grant of the Rotary Club of Ranchi), later it became one year programme.
1965-67	Fr. Michael Van den Bogaert went to USA for Professional studies and Fr. Joseph Boel become the temporary Director of XISS.
1969	The six-months course on Business Management was upgraded into 3 years P.G. course leading to Diploma in Business Management, recognized by the Govt. of India.
1970	XISS introduced the P.G. Diploma in Social Science with specialization in PM & IR.
1973	The Management of the Institute Registered XISS as a new educational society under Societies Registration Act of 1860.
1974	XISS started Entrepreneurship Development Programme (EDP) as an activity of Social Development with A. K. Sinha as its Director.
1975	Two years P.G. Diploma programme in Rural Development started with 11 students with Prof. E. W. Mass as its Head. The course was actually titled as P.G. Diploma course in Social Service with specialization in Integrated Rural Development. Prof. Dr. R. K. Biswas became the fulltime course Director of PG course in Personnel Management.
1977	Dr. R. N. Prasad took over as the HOD of Department of Rural Development.
1978	XISS was shifted to its new campus, a few meters away from St. Xavier's College on the Purulia Road (Presently Dr. Camil Bulke Path) the Department of Research and Consultancy was started.





Year	Important Milestones
1979	Prof. Dr. Maqsoodul Hasan Ansari joined the Institute in the Department of Rural Management on 2nd November, 1979.
1980	XISS celebrated its Silver Jubilee. The hard work of Fr. Bogaert and his team shaped and streamlined the academic programmes as well as the outreach programmes of the Institute which ultimately led to the establishment of the XISS brand.
1982	Mr. Francis Xavier Tirkey joined the Institute in the Department of Rural Management on 1st June, 1982. Dr. Sant Kumar Prasad joined the Institute in the Department of Rural Management on 16th June, 1982.
1983	Prof. P.K. Mukherjee took over as the new HOD of Department of Rural Development. Prof. H. K. Singh joined the Institute in the Department of Library and Documentation in the year 1983. Prof. Shashi Raj Shauq joined the Institute in the Department of Human Resource Management on 12th April, 1983.
1984	The Finance Officer Baby Sebastian joined the Institute on 1st November, 1984.
1985	Under the leadership of Fr. Michael Van den Bogaert, XISS organized a National Seminar on the viability of large dams in united Bihar. As an outcome, XISS supported the Koel-Karo people's movement.
1986	Fr. Alexius Ekka, S.J. joined the Institute in the Department of Rural Management on 1st June, 1986. He was appointed as Assistant Director. Fr. Michael Van den Bogaert retired and left for Xavier Institute of Management (XIM), Bhubaneshwar for new enterprises in December 1986.
1987	Fr. Louis Francken, S.J. took over as the Director of XISS. XISS started a Computer Centre in July, 1987 and Prof. S. R. Roy was appointed as Head of Department in the month of November.
1988	Prof. Anup Kumar Sarkar took over as the new HOD of Department of Rural Development. One year P.G Diploma in Personnel Management was started in the Institute through the approval of Ministry of HRD, Department of Education (GOI). One year Diploma in computer applications was also started in the Institute. Prof. Dr. Satya Narayan Singh joined the Institute in the Department of Information Technology on 1st July, 1988. Prof. Dr. Ramakant Agarwal joined the Institute in the Department of Human Resource Management on 1st August, 1988.

Year	Important Milestones
1989	Development Resource Centre (DRC) was established as a training wing of XISS to build the capacity of grassroots and middle level NGOs for better project implementation. It was financially supported by CEBEMO, Netherland.
1990	Fr. Alexius Ekka, S.J. went for higher studies to TISS and JNU. Dr. Fr. Christopher Lakra was appointed as Assistant Director.
1991	Prof. Dr. Himadri Sinha joined the Institute in the Department of Rural Management on 2nd September, 1991.
1993	Dr. Fr. Christopher Lakra, S.J. was promoted as Director and Fr. Louis Francken, S.J. was appointed as the Assistant Director of XISS, after a brief stint as the Principal of St. Xavier's College, Ranchi.
1994	Dr. Mahua Banerjee joined the Institute in the Department of Computer Applications on 1st June, 1994. P.G. Diploma in Personnel Management and P.G. Diploma in Rural Development got approval by AICTE.
1995	Dr. Ranjit Pascal Toppo, S.J. joined the Institute in the Department of Rural Management on 28th June, 1995. 3rd floor of the institute was completed in the main building.
1996	Prof. Dr. Krityanand Kumar Bhagat joined the Institute in the Department of Research on 1st July, 1996. Dr. Madhumita Singha joined the Institute in the Department of Computer Applications on 1st July, 1996.
1998	One year Diploma in Computer Applications programme was upgraded into two years P.G. course as Information Management.
1999	Dr. Fr. Christopher Lakra, S.J. was appointed as the Provincial Superior of the Ranchi Province and the Assistant Director Dr. Fr. Beni Alphonse Ekka, S.J. was appointed as the Director of XISS. Dr. Viplava Thakur joined the Institute in the Department of Computer Applications on 1st July, 1999.
2000	Department of Rural Development celebrated its Silver Jubilee and organized the Silver Jubilee Convention from 30th-31st October, 2000 on the theme "Development in Retrospect and Prospect". Dr. Robert Chambers, Shri Simon Oraon and Dr. M.V.d. Bogaert were felicitated in the Convention.
2001	Department of Rural Development conducted international conference on Rural Development – Retrospect and Prospect to mark the Silver Jubilee of Rural Development Course. The conference proceedings were published for global circulation. XISS constructed Girls' Hostel with a capacity of 100 beds with grant received from the Department of Tribal Welfare, Government of Jharkhand.



Year	Important Milestones
2002	<p>The Department of Research and Publications (R&amp;P) of XISS was established with the launching of <i>Jharkhand Journal of Development &amp; Management Studies</i> (JJDMs), ISSN. 0973-8444.</p> <p>Dr. Anirudh Prasad was appointed as the Head of the Department and the Founder Editor of the Journal.</p>
2003	<p>Syllabus of Rural Development obtained affiliation from the Ranchi University as equivalent to any Post Graduate degree.</p> <p>Fr. Alexius Ekka, S.J. was appointed as Director, Research.</p> <p>Dr. Himadri Sinha presented a paper on Community Based Forest Management at Chiang Mai University, Thailand in July, 2003.</p> <p>Prof. Sajeet Oje Kumar Lakra joined the Institute in the Department of Human Resource Management on 15th September, 2003.</p>
2004	<p>Information Management course obtained approval by AICTE. XISS introduced the PG Diploma course in Business Management with specializations in Marketing &amp; Finance. Prof. A.R. Bodra was appointed as the Head of this Course.</p> <p>Prof. S.R. Shauq took over as the new Head of the Department of Personnel Management; Prof. Dr. M.H. Ansari took over as the new Head of the Department of Rural Development; and Prof. Dr. S.N. Singh became the new Head of the Department of Information Management.</p> <p>Prof. Anmol Roshan Bodra joined the Institute in the Department of Marketing on 1st September, 2004.</p> <p>Dr. Bhaskar Bhowani joined the Institute in the Department of Finance on 1st September, 2004.</p> <p>Dr. Pinaki Ghosh joined the Institute in the Department of Marketing on 3rd September, 2004.</p>
2005	<p>XISS celebrated its Golden Jubilee. Women Help Line came into existence on 1st October 2005. Chief Minister, Shri Arjun Munda inaugurated the opening ceremony of 'WOMEN HELPLINE' in Ranchi and a toll free phone 10921 started ringing in the Helpline.</p> <p>Prof. Dr. Bharat Prasad Shrivastava joined the Institute in the Department of Finance on 5th December, 2005 and became Registrar in 2009.</p>
2006	<p>The PG Diploma course in Marketing and Finance got further specialized. Prof. A.R. Bodra took over the independent charge for Marketing Management.</p> <p>Dr. Himadri Sinha, presented a paper in 10th biennial conference of IASCP held in Bali, Indonesia.</p> <p>Dr. Kumar Mohit Spring joined the Institute in the Department of Personnel Management on 17th July, 2006.</p> <p>Prof. Dr. Ratnesh Chaturvedi joined the Institute in the Department of Finance on 1st August, 2006 and took over as the new Head of the Department.</p> <p>Dr. Amar Eron Tigga joined the Institute in the Department of Marketing on 1st September, 2006.</p> <p>Dr. Anant Kumar joined the Institute in the Department of Rural Development on 13th October, 2006.</p>

Year	Important Milestones
2006-07	The Institute added the fourth floor in the academic main building. The entire campus got equipped with wi-fi internet connectivity. XISS was ranked 88th position in all India and 5th position in Eastern part of India in the Management Education during 2006-07.
2007	<p>Dr. Fr. Alexius Ekka S.J, Director, Research and Planning played a pivotal role in shaping and framing the National &amp; State level policies on-displacement, rehabilitation &amp; resettlement, and indigenous people's rights on forest. 'PANACHE' (Christend by Ms. Dipti Soreng of Personnel Management) – the cultural festival of XISS got inaugurated for the first time by Mr. Adesh Ekka, CRPF Commandant, Ranchi.</p> <p>Fr. Pradeep Kerketta, S.J. joined the Institute as the Assistant Director on 28th August, 2007.</p> <p>Prof. Sanjeev Bajaj joined the Institute in the Department of Finance on 3rd January, 2007.</p> <p>Prof. Ignatius Xaxa joined the Institute in the Department of Information Management in the year 2007.</p>
2008	<p>Dr. Nirajan Sahoo joined the Institute in the Department of Rural Development on 3rd January, 2008.</p> <p>Dr. Subhajit Bhattacharya joined the Institute in the Department of Marketing on 3rd January, 2008.</p> <p>Prof. Arana Kausar joined the Institute in the Department of Finance on 3rd January, 2008.</p> <p>Dr. Shyamal Gomes joined the Institute in the Department of Personnel Management on 15th January, 2008.</p> <p>Dr. Raj Shree Verma joined the Institute in the Department of Rural Development on 3rd January, 2008.</p> <p>Dr. Arup Mukherjee joined the Institute in the Department of Finance on 12th June, 2008.</p> <p>Prof. Mary Sheila Bodra joined the Institute in the Department of Personnel Management on 1st July, 2008.</p> <p>Dr. Pramil Kumar Panda joined the Institute in the Department of Research and Planning on 1st December, 2008.</p> <p>Dr. Himadri Sinha and Dr. Anirudh Prasad, presented papers in 11th biennial conference of IASC held in University of Gloucestershire, Cheltenham, England in July 14-18, 2008.</p>
2009	<p>XISS received the "Devang Mehta Award" for the best HR Syllabus for the year 2009 and the "AIMS International Appreciation Award" for the year 2009. Prof. S.R. Shauq received "Devang Mehta Awards for best teacher in Human Recourses" and "Deccan Herald Best B –School's Award" for best teacher in Management.</p> <p>Dr. Fr. Beni Alphonse Ekka S.J., Director of XISS was appointment as the Vice-Chancellor of the Kolhan University on 13th August, 2009.</p> <p>Dr. Fr. Alexius Ekka, S.J. took over as the new Director of the Institute.</p> <p>Dr. Alexius Ekka, S.J., Director, XISS participated in the 15th World Forum of International Association of Jesuit Business School (IAJBS) at XLRI, Jamshedpur in 2009.</p> <p>First Alumni meet "Nostalgia 2009" was organized by the Department of Personnel Management.</p> <p>Dr. Shyamal Gomes, Associate Professor (HRM) received "Rastriya Gourav Award" at New Delhi in the field of management teaching &amp; social service.</p>



Year	Important Milestones
2010	<p>The Xavier Institute of Polytechnic and Technology (XIPT) was inaugurated on 2nd October, 2010 at Agriculture Training Centre (ATC), Namkom with the due approval by the AICTE and the Department of Science &amp; Technology, Government of Jharkhand. Dr. Fr. Alexius Ekka, S.J. received the “Innovative Leadership Award” for XISS in the Asian B-School Award ceremony at Singapore on 23rd July, 2010.</p> <p>Dr. Alexius Ekka, S.J., Director, XISS participated in the 16th World Forum of International Association of Jesuit Business School (IAJBS) at Manila, Philippines in 2010.</p> <p>XISS received an honour with the establishment of the “Bharat Ratna JRD TATA Chair” on 1st April 2010.</p> <p>Dr. Sudeep Kumar joined the Institute in the Department of Research and Publications on 2nd August, 2010.</p> <p>Dr. Amardip Singh joined the Institute in the Department of Research and Planning on 2nd August, 2010.</p> <p>Prof. Prakash Chandra Dash joined the Institute in the Department of Research and Planning on 2nd August, 2010.</p> <p>Prof. Dr. Anirudh Prasad got appointed as the Bharat Ratna JRD Tata Chair Professor. Dr. Himadri Sinha, became the new Head of the Department of Research &amp; Planning. Prof. Niranjan Sahoo received “International Intellectual Achievers Award” conferred by Global Achiever’s Forum of Thailand and India at Bangkok on 30th Dec. 2010.</p>
2011	<p>Central Placement Cell in XISS started functioning and Prof. Sanjeev Bajaj was appointed as the first Central Placement Coordinator of XISS.</p> <p>Dr. Sudeep Kumar was given the additional responsibility of working as Assistant Professor, JRD Tata Chair.</p> <p>Dr. Alexius Ekka, S.J., Director, Dr. Himadri Sinha and Dr. K. K. Bhagat participated in the 17th World Forum of International Association of Jesuit Business School (IAJBS) at Lima in Peru in 2011 and Dr. H. Sinha presented paper at IAJBS.</p> <p>Prof. Sarbjeet Prasad joined the Institute in the Department of Information Management on 5th July, 2011.</p>
2012	<p>The nomenclature of different departments were changed as per the instruction given by AICTE like – Department of Human Resource Management, Department of Rural Management, Department of Information Technology, Department of Marketing Management and Department of Finance Management.</p> <p>XISS organized first AICTE and NABARD sponsored international conference on Governance of Commons and Livelihood Challenges in August 2012. Dr. Himadri Sinha was the convener of the conference. A book titled ‘Governance of Commons and Livelihood Challenges’ edited by Dr. Himadri Sinha and Dr. Anant Kumar was published and circulated all over the world.</p> <p>Dr. Fr. Ranjit Pascal Toppo, S.J. was appointed as the Assistant Director, XISS.</p> <p>Prof. Rik Das joined the Institute in the Department of Information Technology on 6th August, 2012.</p> <p>Prof. Nidhi Shukla joined the Institute in the Department of Human Resource Management on 12th September, 2012.</p>



Year	Important Milestones
2013	<p>Her Excellency, Nancy J. Powell, US Ambassador visited XISS on 19th November 2013 and interacted with students &amp; faculty members on the topic: “Education &amp; US-India relationship.” The Department of Entrepreneurship Development Programmes (EDP) received “Best EDP Training centre of Jharkhand Award” for the year 2012-13 by KVIC, Ministry of Micro &amp; Small Scale Enterprises, and Government of Jharkhand.</p> <p>Dr. Alexius Ekka, S.J., Director and Prof. Pinaki Ghosh presented papers in the 19th World Forum of International Association of Jesuit Business School (IAJBS) at St. Louis University, USA 2013.</p> <p>Dr. Himadri Sinha, presented a paper in 13th biennial conference of IASCP held in Mount Fuji Town, Japan.</p> <p>Dr. (Fr.) Alexius Ekka, S.J., Director, XISS blessed and inaugurated a gymnasium in its premises on 31st July, 2013, the feast of St. Ignatius of Loyola.</p>
2014	<p>Understanding the need of better accommodation facility for the outstation male students, XISS expanded its infrastructure by putting a boys’ hostel on 25th July, 2014 in Bariatu at a distance of 5 kms from the Institute.</p> <p>Dr. Anirudh Prasad, Former Professor of Rural Management and HOD, Research and Publications of XISS, was awarded with the prestigious “ICSSR Senior Research Fellowship”. This fellowship is awarded to those senior academicians who have the potential to contribute towards the theoretical and conceptual advancement in the social science disciplines and society at large.</p> <p>Dr. Fr. Joseph Marianus Kujur, S.J., became the new Chairman of XISS Governing Body on 23rd May, 2014 with his designation as the new Provincial of Ranchi Jesuits.</p> <p>Dr. Alexius Ekka, S.J., Director, Dr. M. H. Ansari and Prof. S. R. Shauq presented papers in the 20th World Forum of International Association of Jesuit Business School (IAJBS) at Sogang University in Seoul, South Korea in July, 2014.</p> <p>Dr. Sudeep Kumar took over as the new Head of the Department of Research and Publication of XISS and <i>Jharkhand Journal of Development and Management Studies</i> (JJDMs), earned a NASS Rating of Scientific Research Journal with 3.23 score by the National Academy of Agricultural Sciences (NASS), New Delhi.</p> <p>Fulfilling the dream of late Fr. Bogaert, who started Tribal Handicrafts Marketing Cell (THMC) in 1995 with the aim of promoting the traditional handicrafts and cloths of Jharkhand by marketing and selling them a retail outlet for XISS-THMC was started in Mustaphy Compound, Dr. Camil Bulcke Path, Ranchi on 5th November, 2014.</p> <p>Under the leadership of Dr. Shyamal Gomes, the students of Human Resource Management started <i>Swachh Jharkhand &amp; Swachh Bharat</i> campaign in Government Middle Schools of Ranchi which was inaugurated by Major General Rajiv Edwards GOC 23 INF DIV at XISS on 12th November, 2014.</p>



Year	Important Milestones
2015	<p>Diamond Jubilee year of XISS- 60 years of service to the nation. A strong Coordination / Network cell has been developed in XISS for the protection of Child Rights, under the leadership of Dr. Fr. Ranjit P. Toppo S.J, Assistant Director, XISS. Mrs. Sampat Meena IPS IG of CID Crime branch, Mrs. Roop Laxmi Munda, Chair women for protection of child Rights, and Mrs. Manjula Upadhya, Advocate High Court Jharkhand are the cell members.</p> <p>A beautiful statue of St. Francis Xavier was installed and blessed in XISS campus by His Eminence Telespore Cardinal P. Toppo, Archbishop of Ranchi on 30th July, 2015 on the eve of the feast of St. Ignatius of Loyola as a Diamond Jubilee commemoration.</p> <p>Dr. Himadri Sinha, presented paper in 14th biennial conference of IASCP held in University of Edmonton Canada during June.</p> <p>Dr. Alexius Ekka, S.J., Director, Dr. S.N. Singh, Dr. Mahua Banerjee and Prof. Mary S. Bodra presented papers in the 21st World Forum of International Association of Jesuit Business School (IAJBS) at Catholic University, Uruguay in 2015.</p> <p>Dr. Amar E. Tigga, Associate Professor, Department of Marketing, took over as the Chief Placement Coordinator for Central Placement Cell of XISS, Ranchi</p> <p>Dr. K.K. Bhagat got nominated as a member of Jharkhand Public Service Commission, Jharkhand. Dr. Anant Kumar was awarded with Fulbright – Nehru Academic &amp; Professional Excellence Fellowship for nine months at the Gillings School of Global Public Health at the University of North Carolina, Chapel Hill, USA.</p>
2016	<p>Department of Research and Planning opened the Geographic Information System (GIS) Lab and started a six monthly training programme with Mr. Prakash C. Dash as the Coordinator of the programme.</p> <p>Dr. Joseph Hill from University of East Anglia, United Kingdom joined as Assistant Professor in the department of Rural Management on 3rd of January, 2016. His interest areas are – irrigation and water resource management, agri-business management and social research methodology.</p> <p>Dr. Mrityunjay Roy joined the Institute in the Department of Human Resource Management on 4th January, 2016.</p> <p>Dr. Himadri Sinha took part in the First Common Review Mission of Government of India of Ministry of Rural Development at the invitation from Govt. of India during May 3-13, 2016.</p> <p>Dr. (Fr.) Ranjit P. Toppo, Assistant Director passed away on 23rd May, 2016.</p> <p>Dr. Himadri Sinha was awarded VIFA 2016 DISTINGUISHED FACULTY by Venus International Foundation on 9th July 2016.</p> <p>Dr. Sudeep Kumar, HOD, Research &amp; Publications became the Editor of the Institute's Journal – <i>Jharkhand Journal of Development and Management Studies</i></p> <p>Fr. Xavier Soreng, S.J. and Fr. Ashok L. Ohol, S.J. joined the Institute as Faculty members.</p> <p>Fr. Pradeep Kerketta, S.J. joined the Institute again as Assistant Director.</p>

## ABOUT THE STUDENTS' CONFERENCE : MANAGEMENT EDUCATION FOR A SUSTAINABLE WORLD

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**Ashok L. Ohol, S.J.\***



Sustainability has been a concern since long for all those who have been dealing with development in some way or the other. Already in 1979 Rene Passet in his article “L’Économique et le vivant” explained sustainability under the spheres of environment, economic and society, known as the three pillars of sustainability which were adopted into the World summit of 2005. Rephrased differently by different authors as ecology, economy and equity or some even added culture, institution or governance as other dimensions; they are not to be considered independent of each other but rather are interdependent, interconnected as integrated whole. Therefore, adopting sustainable procedures under one sphere means to adopt coherent procedures in other spheres too. Hence, for instance, considering environment, sustainability encompasses human ecology stating human habitat as part of relationship between humans and their natural, social and built environment. It further includes human health and fundamental human needs such as available quality of air, water, food and shelter. These are also ecological foundations of sustainable development without excluding sustainable agriculture. Its economics would involve improvement of quality of life which necessitates decrease in resource consumption and endorses ethical consumerism, for instance, instead of heavily depending on fossil energy, renewable energy sources are explored and utilized to its optimum. Similar alternatives need to be adopted in production, transport, technology, business and other economic activities as well as in various spheres of life and living. It is nothing but a paradigm shift.

In the new context, the managers of the Future have to comply and be committed to achieving sustainability operating basic functions such as planning, organizing, coordinating, commanding and controlling. In doing so, they need to redefine interpersonal, informational and decision making roles to develop corresponding conceptual, leadership, political and interpersonal skills as well as adopt well formulated policies and strategies. Therefore, it is here Management Education plays a vital role.

The Conference wishes to hold research-based dialogical interaction amongst the students of different Management disciplines on the issues of what they as managers of Future visualize and focus areas of B-schools keeping the redefined future of business world in mind, thereby achieve sustainability and far reaching prosperity. The students are encouraged to write their research papers under four sub-themes: 1. Human Resource Management for a Sustainable World; 2. Sustainable Outcomes through Marketing and Financial Management lessons; 3. Rural Management for a Sustainable World; 4. Information and Communication Technologies (ICTs) for Achieving Sustainable Development Goals.

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*\*Dr. Ashok Ohol, SJ is the Research Coordinator and a Faculty in the Department of Rural Management at Xavier Institute of Social Service. He is the Convener of the Students' International Conference on 'Management Education for a Sustainable Development (MESW)'.*





## ABOUT THE PROFESSORS' CONFERENCE : LEADERSHIP AND INNOVATION FOR A SUSTAINABLE WORLD

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**Himadri Sinha\***



*“By its very nature, creating value through a sustainability lens is a process of continual improvement and learning. There is no end point – it’s about continuing to strive to create and deliver value as we go.”*

— David Golden

Leadership and innovation are becoming two essential wings of both business planning and global and local governance in the milieu of United Nations Climate Change Conference held in Paris 2015. These two have to steer the business and governance to a sustainable world. The overarching goal of the Paris convention is to reduce greenhouse gas emissions to limit the global temperature increase. Besides global warming, huge ecological destruction is taking place due to non green production technology. Such production processes are causing extinction of many species, ground water pollution and thereby placing the future of mankind in perilous position. Implementation of Paris convention will require technological innovation at industrial level, new market adjustment, global awareness and proactive social actions towards sustainable development.

Both political and business leaderships need to reorient themselves, partly through innovation to address the above challenges. Similarly, the innovation should not be just a survival strategy but it ought to be the survival strategy of our time to ensure sustainable future for the generations to come. While market may look for cheaper commodities and services, technological innovation may escalate inflation. Appropriate business leadership therefore, has to evolve strategies to foster environment friendly technical innovations on one hand and address the aspirations of the market on the other. Political and social leaderships need to take bold steps to promote the innovation, market competitiveness and adoption of behavioural changes at societal level even at the risk of losing political popularity during the transition phases.

The current conference would encourage discussion of the scholarship, pedagogy and practice of leadership and innovation under the following broad themes :

- Leadership and Innovation in HRM for a Sustainable World
- Leadership and Social Change for a Sustainable World
- Sustainable Development through Information & Communication Technology: Case Studies on Best Practices
- Evolution of Start-up Culture and Sustainable Development

### **SESSION I : LEADERSHIP AND INNOVATION IN HRM FOR A SUSTAINABLE WORLD**

Organizations today are adopting new leadership styles and innovative practices to achieve a sustainable growth and competitive advantage. Human Resources are most important source of organizational development and are increasingly becoming the strategic business partners. Human resource management too, has realised the

*\*Dr. Himadri Sinha is Professor and Head of the Department of Research and Planning at Xavier Institute of Social Service. He is the Convener of the Professors' International Conference on 'Leadership and Innovation for a Sustainable Development' (LISW).*

importance of sustainable development for contributing towards organizational growth. Business sustains its growth and prosperity when the people behind the business grow. Talent management is one of the keys for improved business performance and the sustainable development of an organization. By developing talent, organizations today strive to develop strong leadership teams and create a talent pipeline to attain organizational goals and sustained growth. The human resource department has gone beyond its niche area of operation to introduce innovative HR practices at the work place that satisfies not only issues of gender equity and diversity but also the social concerns of human resource management. This transition of the work environment requires a sustainable change in organizational culture. The need is to move beyond producing profits to creating long term value. With the changing workforce demographics and the influx of millennials in the organization the need of the hour is to identify new leadership competencies in order to ensure sustainable coexistence of a diverse workforce. Furthermore, there is a need to introduce labour reforms in the existing archaic labour laws to facilitate the transition from Industrial Relations to Employee Relations.

What we need today is value based leaders and not rule bound leaders to deal with a world in flux. With questionable sustainability of our planet looming large over us we need to find ways and means to lead and innovate in a way that we make our business and service organizations and the people in it hopeful of a better tomorrow. What we practice in the name of Human Resource Management should be people friendly leading to a sustainable world.

### Sub-domains

- Talent management for a sustainable business
- Innovative HR practices for sustainable organizations
- Developing an organizational culture for a sustainable business
- New leadership competencies for coexistence of a diverse workforce for a sustainable world
- Role of Labour reforms and a transition of IR to ER for a sustainable business

## SESSION II : LEADERSHIP AND SOCIAL CHANGE FOR A SUSTAINABLE WORLD

Innovation and Leadership has positive correlations, it is understood that a Leader has to be innovative in his/her action and thought. Both the innovation and leadership are crucial for the development of any organization or development of the society as a whole. Innovation processes toward sustainable development have received exponential attention. Innovation may lead to the changes towards sustainable development in general, and if it considered in particular, then may be innovation is needed for technological, social and institutional changes.

The grey areas of eco-innovation are management of externalities, green entrepreneurship, creation of non-fossil fuel energy and management of water resources. All of these four grey areas of the sustainable development are widely ignored.

The potential contribution of evolutionary approaches from environmental and innovation economics to eco-innovation research needs a proper study. Proper research and development on these areas are required to get a broader understanding of innovation for sustainable change. The theoretical and methodological approaches to analyze these processes are poorly developed. Therefore, following sub-domain areas are prioritized for inviting the academic and research papers:

### Sub-domains

- Non-Fossil Fuel Energy and Energy Conservation
- Green Entrepreneurships and Rural Livelihoods
- Bilateral River Issues : Distribution of Water for Sustainable Change
- Management of Externalities and Environmental Sustainability



### **SESSION III : SUSTAINABLE DEVELOPMENT THROUGH INFORMATION & COMMUNICATION TECHNOLOGY: CASE STUDIES ON BEST PRACTICES**

The present society is facing challenges in finding sustainable patterns and processes of development. It is now widely recognized by academicians and practitioners in many fields that development till date has regularly led to the degradation of resources. Information & Communication Technology (ICT) can play a significant role in representing a catalytic process for sustainable development. According to Mr. de Fontaine “ICT will likely be most useful in making sure that information is available and presented in such a way that it empowers executives to make intelligent decisions on sustainability.” True value and tangible benefits will be achieved only when sustainability is embedded as a core element of company culture and strategy, with systematic links to innovation and creativity. Sustainable development takes time and can come from many avenues including some innovative practices and cases. This conference will create a platform for discussing such enlightening issues. The purpose is to provide some brain storming sessions on the best & innovative practices on Sustainable Development through ICT. The Conference will provide opportunities for networking & collaboration amongst scholars from academia, industry & government, apart from paper presentations on the Conference theme. Authors can write on any of the following sub domains:

#### **Sub-domains**

- A framework for best practices in ICT for sustainable development
- Case Studies analyzing technological versus social solutions
- Challenges & opportunities in innovative practices through ICT for sustainable development

### **SESSION IV : EVOLUTION OF START-UP CULTURE AND SUSTAINABLE DEVELOPMENT**

The Start-up culture in today’s world has its own challenges of building sustainable organizations that continue to thrive as they grow and evolve. The leaders behind such initiatives need to strike a balance between the growth strategy and the values supporting the Social, Environmental and Economic aspects of Sustainability. The Government has various schemes to promote the ignited – innovative minds to set up cost effective sustainable business models for a better future. Here the leaders need to keep evolving at the right pace with innovative business practices and introspection. Innovation and innovative leadership is thus the core driver of sustainability in the area of people, profit and planet. The objective of the Conference would be to orient the different stakeholders towards a more sustainable start up culture. Authors can write papers on any of the sub domains given below:

#### **Sub-domains**

- Financial Discipline and Governance for Sustainable Development
- Leadership and Financial Sustainability
- Financial Planning and Sustainable Development
- Business Modeling for Sustainable World
- Going Green – The “Sustainability” Mantra.
- Marketing Strategies for a Sustainable World
- Responsible Marketing



## ABOUT RANCHI

Ranchi, the capital of Jharkhand in India is a million plus city with the distinction of having a unique history. It has a rich natural resources base, and a great potential for future growth. Located at 23° 23'N and 85° 23'E, and at an altitude of 629 meter a.m.s.l., Ranchi enjoys a pleasant climate, for which it was the summer capital of the undivided Bihar State. Ranchi, an erstwhile hill station, is also called the 'City of Water Falls' for its being surrounded by numerous falls. Ranchi witnessed unprecedented growth, which is still going on, after it became the capital of the new found state of Jharkhand. It became a centre for employment generation, and 'the Highest Employment Generating Tier-III city' in India as per a study of ASSOCHAM, followed by Mangalore and Mysore. Being the capital of a mineral rich state, Ranchi is proud to be the Head Quarters of multiple industrial and mining giants in India. It serves as the central office for Central Coalfields (CCL), Heavy Engineering Corporation (HEC), Research and Development (R&D) of SAIL (Steel Authority of India Limited), MECON (Metallurgical and Engineering Consultants) and CMPDI (Central Mine Planning and Design Institute) of the Maharatna Company, Coal India Ltd. In the similar vein, Ranchi is the home of numerous resource dependent tribal groups with their rich cultural heritages. Ranchi is also described as the "Educational Hub of Eastern India" and apart from numerous colleges, it also has Institutes like National University of Study and Research in Law, Ranchi (NUSRL), Indian Institute of Management, Ranchi (IIM-R), Birla Institute of Technology (BIT), Mesra, National Institute of Foundry and Forge Technology (NIFFT), Rajendra Institute of Medical Sciences (RIMS), Central University of Jharkhand (CUJ), Ranchi, Birsa Agricultural University (BAU), Central Institute of Psychiatry (CIP) and Ranchi Institute of Neuro-Psychiatry and Applied Sciences (RINPAS).





## PROGRAMME SCHEDULE

February 14, 2017 - Tuesday

04.00 – 5.15 p.m.	<b>Holy MASS</b> Venue: XISS, Auditorium	
5.30 – 5.55 p.m.	<b>Refreshments for the Dignitaries</b> Venue : XISS, Staff Room	
6.00 – 7.15 p.m.	<b>Inaugural Function</b> Venue : XISS Courtyard	<b>MC :</b> <b>Dr. R. K. Agrawal</b> , Professor HRM <b>Dr. Raj Shree Verma</b> , Asst. Prof., RM
6.00 p.m.	Dignitaries move to the Dais	
	Welcoming the Dignitaries with bouquets	
6.05 p.m.	Prayer Song	
6.10 p.m.	Welcome Speech	<b>Rev. Dr. Joseph Marianus Kujur, S.J.</b> Provincial, Ranchi Jesuit Society
6.15 p.m.	Director's Report on the Diamond Jubilee Celebration	<b>Rev. Dr. Alexius Ekka S.J.</b> Director, XISS
6.25 p.m.	Message	<b>Dr. James A. F. Stoner</b> Fordham University, USA
6.28 p.m.	Message	<b>Dr. Frank Werner</b> Fordham University, USA
6.31 p.m.	Introduction of the Chief Guest	<b>His Excellency T. Mascarenhas, SFX</b> Auxiliary Bishop, Ranchi Archdiocese & Secretary General, CBCI, New Delhi
6.35 p.m.	Keynote Address by the Chief Guest	<b>His Excellency Paul Tighe</b> Adjunct Secretary for Pontifical Council for Culture, Vatican City
7.05 p.m.	Blessings	<b>His Eminence Telesphore P. Cardinal Toppo</b> Archbishop of Ranchi
7.10 p.m.	Felicitation of Dignitaries	<b>Rev. Dr. Alexius Ekka S.J.</b> Director, XISS
7.15 p.m.	Vote of Thanks	<b>Rev. Pradeep Kerketta, S.J.</b> Assistant Director, XISS

February 15, 2017 - Wednesday

### International Conference on Management Education for a Sustainable World

**Registration: 9.00 – 10.00 a.m.**

**Inaugural Session: 10.00 – 1.30 a.m.**

**Venue – XISS Courtyard**

Time	Programme	
10.00 a.m.	Inauguration Welcoming the Dignitaries to the Dais, Presentation of bouquets & Lighting of Lamp	Anchor: <b>Prof. Nidhi Shukla</b> Asst. Professor - HRM
10.10 a.m.	Welcome Address	<b>Rev. Dr. Alexius Ekka, S.J.</b> Director, XISS & Conference Chair

10.20 a.m.	About the Conference	<b>Rev. Dr. Ashok Ohol, S.J</b> Conference Convenor
10.25 a.m.	Introduction of the Keynote Speaker	<b>Prof. S. R. Shauq</b> HOD HRM
10.30 a.m.	Keynote Address	<b>Prof. James A. F. Stoner</b> Fordham University, USA
11.15 a.m.	Release of Souvenir (assisted by Dr. Sudeep Kumar, HOD, Research & Publications)	<b>Prof. James A. F. Stoner</b> Fordham University, USA
11.20 a.m.	Felicitation of Dignitaries	<b>Rev. Dr. Alexius Ekka, S.J.</b> Director, XISS & Conference Chair
11.25 a.m.	Vote of Thanks	<b>Rev. Pradeep Kerketta, S.J.</b> Assistant Director, XISS
<b>Tea Break - 11.30 - 11.55 a.m.</b>		

### Pre-lunch Session Theme : Human Resource Management for a Sustainable World

**Time : 12 p.m. to 1.30 p.m.**

**Venue : XISS, Auditorium**

12.00 p.m.	Welcoming the Chairperson and the Guest Speaker with bouquets, Introduction of Speakers by the Session Coordinator	<b>Prof. S. R. Shauq</b> HOD - HRM
12.05 p.m.	Theme Introduction by the Chairperson	<b>Mr. Nadeem Kazim,</b> Former Director HR, Exide and Former chairman CII-HR &, Eastern India
12.10 p.m.	<b>Guest Speaker :</b> Human Resource Management for a Sustainable World	<b>Prof. James A. F. Stoner</b> Fordham University, USA
12.30 p.m.	<b>Paper 1 :</b> Gender Mainstreaming in the New Market Economy: An Analysis of Contradictions	Arunima Sengupta, Veedehi Patel, & Snehana Bose
12.45 p.m.	<b>Paper 2 :</b> Gender Parity in Employment: A Critique of the Existing Labour Laws for a Sustainable Growth	C. Suchismita, L. Nishita, & R. Tulika
1.00 p.m.	<b>Paper 3 :</b> CSR Strategies for a Sustainable World	Madhurima Banerjee & Karan Singh
1.15 p.m.	Q&A	Moderated by Chairperson
1.25 p.m.	Presentation of Mementoes	HOD, HRM
1.30 p.m.	Vote of Thanks	Session Coordinator
<b>Lunch Break - 1.30 - 2.25 p.m.</b>		

### Pre-lunch Session Theme : Rural Management for a Sustainable World

**Time : 12 p.m - 1.30 p.m.**

**Venue : XISS, Courtyard**

12.00 p.m.	Welcoming the Chairperson and the Guest Speaker with bouquets, Introduction of the Speakers by Session Coordinator	<b>Dr. K. K. Bhagat</b> Professor, Rural Management
12.05 p.m.	Theme Introduction by the Chairperson	<b>Rev. Dr. Denzil Fernandes, S.J.</b> Exec. Director, ISI, Delhi
12.10 p.m.	<b>Guest Speaker :</b> Rural Management for a Sustainable World	<b>Dr. Richa Chowdhri,</b> Associate Professor, IIT Patna.





12.30 p.m.	<b>Paper 1</b> : Consumption and Conservation for a Sustainable World	Deblina Mazumdar
12.40 p.m.	<b>Paper 2</b> : Organic Farming for Sustainable Agriculture: Prospects and Challenges in Jharkhand	Zubair Akhtar, Kumar Priya Ranjan & Rajendra Singh Bisht
12.50 p.m.	<b>Paper 3</b> : Gujrat Earthquake, 2001 and its impact on sustainability of livelihood of common people	Kumar Aman
1.00 p.m.	<b>Paper 4</b> : Commoditization of Tribal Lands and its Sustainability: Context and realities from the Urban Slum of Kathar Gonda	Ankit Choudhary
1.10 p.m.	<b>Paper 5</b> : Social Entrepreneurship and Sustainable Development	Rekha Kumari Nayak
1.20 p.m.	Q&A	Moderated by Chairperson
1.25 p.m. Presentation of Mementoes HOD, RM		
1.30 p.m.	Vote of Thanks	Session Coordinator
<b>Lunch Break - 1.30 - 2.25 p.m.</b>		

## Post-lunch Session Theme : Sustainable Outcomes through Marketing & Financial Management Lessons

**Time : 2.30 p.m. - 4.00 p.m.**

**Venue : XISS, Courtyard**

2.30 p.m.	Welcoming the Chairperson and the Guest Speaker with bouquets, Introduction of Speakers by Session Coordinator	<b>Prof. Arana Kausar</b> Asst. Professor, Finance
2.35 p.m.	Theme Introduction by the Chairperson	<b>Ms. Asha W. Biswas</b> Dy. GM In-charge HRD, MECON Ltd.
2.40 p.m.	<b>Guest Speaker</b> : <i>Sustainable Outcomes through Marketing &amp; Financial Management Lessons</i>	<b>Ms. Archana Sahay,</b> CSR & Inclusion for India & abroad, Thompson Reuters
3.00 p.m.	<b>Paper 1</b> : Importance of Financial Decisions in making Business Sustainable	Shreysee Banka
3.05 p.m.	<b>Paper 2</b> : Ethics in Financial Practices and Reporting	Pragya Tantia & Manisha Rathod
3.10 p.m.	<b>Paper 3</b> : Green Marketing Mix Strategies for Promoting Apparels among Consumers in Eastern Parts of India	Nipun Jain
3.15 p.m.	<b>Paper 4</b> : A Study on the Green Marketing Practices & its Effect in Indian Markets	Ravi Kumar, Rajan Kumar & Ashutosh Chaudhary
3.20 p.m.	<b>Paper 5</b> : Ethics in Financial Reporting for Successful Corporate Governance	Diksh Vijayvergia & Kritika Tekriwal
3.25 p.m.	<b>Paper 6</b> : Implementing management study oriented towards empowering women through Entrepreneurship possible?	Saloni Jalan
3.30 p.m.	<b>Paper 7</b> : Sustainable Business Practice in Telecom Industry - A step toward GREEN Digital India	Vishal Kumar Verma

3.35 p.m.	<b>Paper 8</b> : Can Indian Management Institutes Facilitate Key-knowledge Retention? A Perspective on Sustainable, Education-based Knowledge Organizations	Abhilash Acharya & Namrata Dasgupta
3.40 p.m.	<b>Paper 9</b> : The Concept of Work from Home for Sustainability in 21 <sup>st</sup> Century Business Corporates	Astha Tiwari
3.45 p.m.	Q&A	Moderated by Chairperson
3.55 p.m.	Distribution of Mementoes	HOD (MKTG) & HOD (FIN)
4. p.m.	Vote of Thanks	Session Coordinator
<b>Short Break - 4.00 - 4.10 p.m.</b>		

### Post-lunch Session Theme : Information & Communication Technologies (ICTs) for achieving Sustainable Development Goals

**Time : 2.30 - 4.00 p.m.**

**Venue : XISS, Auditorium**

2.30 p.m	Welcoming the Chairperson and the Guest Speaker with bouquets, Introduction of Speakers by Session Coordinator	<b>Prof. S. R. Roy</b> Professor, IT
2.35 p.m.	Theme Introduction by the Chairperson	<b>Dr. Prof. P.K. Barhai</b> Former Vice-Chancellor, BIT, Mesra, Ranchi, India
2.40 p.m.	<b>Guest Speaker</b> : Information & Communication Technologies (ICTs) for achieving Sustainable Development Goals	<b>Mr. Anil Kr. Choudhury</b> Senior Manager (Electrical) MECON Limited
3.00 p.m.	<b>Paper 1</b> : Implications of LBP(Linear Binary Pattern) and DCT (Discrete Cosine Transform) Under Matlab for Sustainable Development	T. Venkata Shashank
3.10 p.m.	<b>Paper 2</b> : Green Cloud Computing for Sustainable Development	Shishir Kumar Mayank & Komal Kumari
3.20 p.m	<b>Paper 3</b> : Sustainable Development through Information & Communication Technology: Case Studies and Best Practices	Chandni Khatoon & Ananta Nandnia
3.30 p.m.	<b>Paper 4</b> : Achieving Sustainable Development Goals by using Computer Vision	Ritika Selot & Akshat Gupta
3.40 p.m.	<b>Paper 5</b> : Recycle Management through Information Technology	Jayati Jyotika, Madhuri Kumari & Ashlash Srivastav
3.50 p.m.	Q&A	Moderated by Chairperson
3.55 p.m.	Presentation of Mementoes	HOD, IT
4.00 p. m.	Vote of Thanks	Session Coordinator
<b>Short Break - 4.00 - 4.10 p.m.</b>		



## Valedictory Seccession

**Time : 4.15 – 5.15 p.m.**

**Venue : XISS, Courtyard**

4.15 p.m.	Welcoming the Chief Guest and Other Dignitaries with bouquets, Introduction of Chief Guest by Session Coordinator	<b>Dr. R. K. Agrawal</b> Professor, HRM
4.20 p.m.	Welcome Address	<b>Rev. Dr. Alexius Ekka, S.J.</b> Director, XISS & Conference Chair
4.25 p.m.	Rapporteur's Report	Dr. Shyamal Gomes & Dr. Anant Kumar
4.45 p.m.	Address by the Chief Guest	<b>Dr. Satyendra Kishore</b> Executive Director, IICM, Kanke, Ranchi
5.05	Certificate Distribution to the Paper Presenters	<b>Dr. Satyendra Kishore</b> Executive Director, IICM
5.10	Felicitation of the Chief Guest & Dignitaries	<b>Rev. Dr. Alexius Ekka, S.J.</b> Director, XISS & Conference Chair
5.15	Vote of Thanks	<b>Rev. Dr. Ashok Ohol, S.J.</b> Conference Convenor
<b>High Tea 5.15 p.m. onward</b>		

February 16, 2017 - Thursday

## International Conference on Leadership and Innovation for a Sustainable World

**Registration : 9.00 – 10.00 a.m.**

**Inaugural Session : 10.00 – 11.30 a.m.**

**Venue – XISS Courtyard**

Time	Programme	
10.00 a.m.	Inauguration Welcoming the Dignitaries to the Dais, Lighting of Lamp & Opening Song	Anchor: <b>Dr. Madhumita S. Neogi</b> Asst. Professor, IT
10.10 a.m.	Welcome Address	<b>Rev. Dr. Alexius Ekka, S.J.</b> Director, XISS & Conference Chair
10.20 a.m.	About the Conference	<b>Dr. Himadri Sinha</b> Conference Convener
10.25 a.m.	Introduction of Keynote Speaker	<b>Dr Himadri Sinha</b> Conference Convener
10.27 a.m.	Keynote Address	<b>Prof. Frank Werner</b> Fordham University, USA
11.20 a.m.	Felicitation of Keynote Speaker & Dignitaries	<b>Rev. Dr. Alexius Ekka, S.J.</b> Director, XISS & Conference Chair
11.25 a.m.	Vote of Thanks	<b>Rev. Dr. Ashok Ohol, S.J.</b> Convener, MESW
<b>Tea Break - 11.30 – 11.55 a.m.</b>		



## Pre Lunch Parallel Session - 1st Session : Theme : Leadership and Innovation in HRM for a Sustainable World

Time: 12.00 – 1.30 p.m.

Venue- XISS Auditorium

12.00 p.m.	Welcoming the Chairperson and the Guest Speaker with bouquets, Introduction of Speakers by Session Coordinator	<b>Prof. S. R. Shauq</b> HOD - HRM
12.05 p.m.	Theme Introduction by Chairperson	<b>Mr. Subrata Basu Choudhury</b> V.P. – HR, Linde India Ltd.
12.10 p.m.	<b>Guest Speaker:</b> Leadership and Innovation in HRM for a Sustainable World	<b>Prof. Frank Werner</b> Fordham University, USA
12.30 p.m.	Employee Involved Engagement: A Change Driver for Organizational Sustainability	Dr. Shyamal Gomes
12.45 p.m.	Leadership and Innovation in HRM for a Sustainable World	Prof. Mary S. Bodra
1.00 p.m.	Thriving Leaders and Indian Women	Ms. Mayuri Gaur Gupta
1.15 p.m.	Q&A	Moderated by Chairperson
1.25 p.m.	Presentation of Certificates and Mementoes	<b>Chairperson</b>
1.30 p.m.	Vote of Thanks	Session Coordinator
<b>Lunch Break - 1.30 – 2.20 p.m.</b>		

## Pre Lunch Parallel Session - 2nd Session - Theme : Leadership and Social Change for a Sustainable World

Time : 12.00 – 1.30 p.m.

Venue : XISS Courtyard

12.00 p.m.	Welcoming the Chairperson and the Guest Speaker with bouquets, Introduction of Speakers by Session Coordinator	<b>Dr. Niranjana Sahoo</b> Asso. Professor, RM
12.05 p.m.	Theme Introduction by the Chairperson	<b>Prof. Dr. Madhukar Shukla, XLRI</b> Professor & Chairperson of Fr. Arrupe Centre for Ecology and Sustainability, XLRI
12.10 p.m.	<b>Guest Speaker:</b> Leadership & Social Change	<b>Prof. Dr. M. K. Mondal</b> Distinguished Scientist & Former Director General – DRDO, Govt. of India
12.30 p.m.	Leadership and Innovation of Padma Shri Simon Oraon	Dr. Alex Ekka & Dr. Joseph Hill
12.45 p.m.	Sustainable Development in Agriculture through New Agricultural Technologies	Ms. Maya Singh
1.00 p.m.	Workplace Gender Issues and Boardroom Presence of Women For a Sustainable World: A Critique on Policies and Frameworks	Prof. Nidhi. Shukla
1.15 p.m.	Q&A	Moderated by Chairperson
1.25 p.m.	Presentation of Certificates and Mementoes	Chairperson
1.30 p.m.	Vote of Thanks	Session Coordinator
<b>Lunch Break - 1.30 – 2.20 p.m.</b>		



## Post Lunch Parallel Session - 3rd Session - Theme : Sustainable Development through Information & Communication Technology : Case Studies on Best Practices

**Time : 2.30 – 4.00 p.m.**

**Venue : XISS Auditorium**

2.30 p.m.	Welcoming the Chairperson and the Guest Speaker with bouquets, Introduction of Speakers by Session Coordinator	<b>Dr. Mahua Banerjee</b> Associate Professor - IT
2.35 p.m.	Theme Introduction by the Chairperson	<b>Mr. Kishalay Bhattacharjee</b> Former DGM (Academic) IICM, Ranchi
2.40 p.m.	<b>Guest Speaker</b> : Sustainable Development through Information & Communication Technology	Mr. Hemant Sharma Cofounder VNURT Technology
3.00 p.m.	Achieving Sustainable Development with Identification of Content Based Remotely Sensed Image Data	Dr. S. N. Singh & Prof. R. Das
3.15 p.m.	Role of Information and Communication Technology (ICT) in Sustainable Development with special references to Jharkhand State: A Perspective	Ms. Aparajita & Dr. N. Tripathy
3.30 p.m.	Women Empowerment using Knowledge Management	Dr. M. S. Neogi & Dr. V. Bhattacharjee
3.45 p.m.	Q&A	Moderated by Chairperson
3.50 p.m.	Presentation of Certificates and Mementoes	Chairperson
3.55 p.m.	Vote of Thanks	Session Coordinator
<b>Short Break - 4.00 – 4.10 p.m.</b>		

## Post Lunch Parallel Session - 4th Session

### Theme : Evolution of Start-up Culture and Sustainable Development

**Time : 2.30 – 4.00 p.m.**

**Venue : XISS Courtyard**

2.30 p.m.	Welcoming the Chairperson and the Guest Speaker with bouquets, Introduction of Speakers by Session Coordinator	<b>Dr. Pinaki Ghosh</b> Asst. Professor, Marketing
2.35 p.m.	Theme Introduction by the Chairperson	<b>Mr. Yateen Suman,</b> Associate Director, Advisory, Pricewaterhouse Coopers Pvt. Ltd
2.40 p.m.	<b>Guest Speaker</b> : Evolution of Start-up Culture and Sustainable Development	<b>Mr. Sunil Sood</b> Director- LCG Energy Consult. Pvt. Ltd.
3.00 p.m.	Sustainable Finance for Business Sustainability in Start-ups - An Emerging Holistic Model	Prof. Arana Kausar & Dr. Damaraju Subba Rao
3.15 p.m.	Financial Inclusion and Growth of India	Dr. Abha Kumari
3.30 p.m.	The Role of Strategic Management in the Development of an Entrepreneur	Mr. Pankaj K Sharma & Mr. <i>Sachin Kumar Sahu</i>
3.45 p.m.	Q&A	Moderated by Chairperson
3.50 p.m.	Presentation of Certificates and Mementoes	Chairperson
3.55 p.m.	Vote of Thanks	Session Coordinator
<b>Short Break - 4.00 – 4.10 pm</b>		

## Valedictory Session

Time : 4.15 – 5.15 p.m.

Venue : XISS Courtyard

4.15 p.m.	Welcoming the Dignitaries & The Chief Guest	Anchor – <b>Prof. P. C. Dash</b> Asst. Professor – R&P
4.20 p.m.	Welcome Address	<b>Rev. Dr. Alexius Ekka S.J.</b> Director, XISS, & Conference Chair
4.25 p.m.	Rapporteur's Report	Dr. A. Mukherjee, Dr. Pramil Panda & Dr. M. Roy
4.45 p.m.	Address by Chief Guest	<b>Dr. Subrata Mandal</b> CGM – NABARD, Jharkhand
5.05 p.m.	Felicitation of Chief Guest and other Dignitaries	<b>Rev. Dr. Alexius Ekka S.J.</b> Director, XISS, & Conference Chair
5.10 p.m.	Vote of Thanks	Convenor
<b>High Tea - 5.15 p.m. onward</b>		

February 17, 2017 - Friday

## Felicitation Ceremony of Silver Jubilee Batches

Venue: XISS, Auditorium

Time: 3.30 - 5.30 p.m.

Time	Program Details	
3.30 p. m	MC Introduction Welcoming the Alumni	<b>Dr. Pinaki Ghosh</b> Asst. Professor, Marketing
3.35-3.45 p.m	Welcome Address	<b>Rev. Dr. Alexius Ekka, S.J.</b> Director, XISS
3.45-4.15 p.m	Experience Sharing of 1990 batch Representative of HRM	
	Felicitation of HRM Alumni 1990 Batch	
	Group photography of the above batch on the stage	
	Experience Sharing of 1990 batch Representative of RM	
	Felicitation of RM Alumni 1990 Batch	
	Group photography of the above batch on the stage	
	Experience Sharing of 1990 batch Representative of DCA	
	Felicitation of DCA Alumni 1990 Batch	
	Group photography of the above batch on the stage	
4.15-4.45 p.m	Experience Sharing of 1991 batch Representative of HRM	
	Felicitation of HRM Alumni 1991 Batch	
	Group photography of the above batch on the stage	
	Experience Sharing of 1991 batch Representative of RM	
	Felicitation of RM Alumni 1991 Batch	
	Group photography of the above batch on the stage	
	Experience Sharing of 1991 batch Representative of DCA	
	Felicitation of DCA Alumni 1991 Batch	
	Group photography of the above batch on the stage	





4.45-5.15 p.m	Experience Sharing of 1992 batch Representative of HRM	
	Felicitation of HRM Alumni 1992 Batch	
	Group photography of the above batch on the stage	
	Experience Sharing of 1992 batch Representative of RM	
	Felicitation of RM Alumni 1992 Batch	
	Group photography of the above batch on the stage	
	Experience Sharing of 1992 batch Representative of DCA	
	Felicitation of DCA Alumni 1992 Batch	
	Group photography of the above batch on the stage	
5.15-5.25 p.m	Vote of Thanks	<b>Dr. Amar E. Tigga</b> Asso. Prof. Finance

February 18, 2017 - Saturday

## Felicitation of Retired Faculty Members, Project Officers and Staff & Who Completed 25+ years in Service at XISS

Venue : XISS, Auditorium

Time : 8.30 a.m - 1.00 p.m.

Time	Programme	
8:30 - 9:30 a.m.	Registration for the Program by Retired Faculty Members, Project Officers and Staffs, Current Faculty Members, Officers and Staffs Alumni. Welcome Tea and Snacks at XISS Canteen. Registration Desk will continue till 2:00 pm, especially for Alumni	
9.30 – 9.35 a.m.	Introduction of Program by MC	Dr. Raj Shree Verma
9.35 – 9.45 a.m.	Lighting of the Lamp with Prayer Song	
9.45 – 9.55 a.m.	Welcome Speech	<b>Dr. Alexius Ekka, S.J.</b> Director, XISS
9.55 a.m. – 12 p.m.	Felicitation and Experience sharing by the Former Directors Felicitation and Experience sharing by the Retired Faculty Felicitation and Experience sharing by the In-Service Faculty (more than 25 years of service) Felicitation and Experience sharing by the Retired PO and Staff Felicitation and Experience sharing by the In-Service PO and Staff	
12.00 p.m.	Display : While felicitation Photographs will be projected on the screen	
12.00 – 12.10 p.m.	Vote of Thanks	<b>Rev. Pradeep Kerketta, S.J.</b> Asst. Director, XISS
12.10 – 1:00 p.m.	Group Photography	
<b>Lunch Break : 1.00 – 2.00 p.m.</b>		

## Inaugural Ceremony of AAXISS

Venue : XISS, Auditorium

Time : 2.00 - 4.30 p.m.

Registration : 8.30 a.m.- 2.00 p.m.

Time	Programme
2:00 – 2:05 p.m.	Introduction by MC
2:05 – 2:10 p.m.	Welcome Song by Alumni.
2:10 – 2:15 p.m.	Welcoming of Director, Assistant Director, WUJA Treasurer, President JAAI, PCA and Office Bearers of AAXISS on the Dias.
2:15 – 2:25 p.m.	Welcome Speech by Dr. Alexius Ekka, S.J., Director, XISS
2.25 - 2.35 p.m.	Speech by Mr. Ronald D'Costa, Treasurer, World Union of Jesuit Alumni (WUJA)
	Speech by Dr. Devendra Singh, President, Jesuits Alumni Association of India (JAAI)
	Speech by Dr.Fr.Nabor Lakra SJ, Province Coordinator for Alumni (PCA), Ranchi, Province
2:35 – 2:55 p.m.	Speech by Office Bearers of AAXISS
2:55 – 3:05 p.m	Presentation on Constitution and Future Plan of AAXISS by Prof. Nidhi Shukla
3:05 – 3:15 p.m	Vote of Thanks by AAXISS Office Bearer
3:15 – 3:30 p.m.	Break
3:30 – 4:30 p.m.	Panel Discussion.
4.30 p.m onwards	Cultural Program coordinated by Diamond Jubilee Fest Committee. Group Photograph of Alumni with Office Bearer of AAXISS. Dinner







## **KEYNOTE ADDRESSES**





## MANAGEMENT EDUCATION FOR A SUSTAINABLE WORLD

**James Stoner\***



Thank you for inviting my colleague Frank Werner and me to be with you here at XISS to celebrate your Institute's 60th anniversary. It is a great pleasure to be with you for these Golden Jubilee events and I appreciate the opportunity to speak with you today. We are particularly grateful to Professor Shauq, who did such a fine job arranging for Frank's and my visit with you all, Fr. Ekka, Director of XISS, who also assisted us directly, and Fr. Ohol and Professor Sinha, the chief conveners for today's and tomorrow's conferences. We are most grateful to all of you for the excellent arrangements you made for us to be here. We have been received very graciously and Frank, my wife Dr. Barbara Stevens, and I all look forward to tomorrow's conference and then to continuing to celebrate with you over the next few days. Thank you.

I have learned only a little about XISS over the years but I am impressed by the wonderful progress your Institute has made since it opened, I understand, in a one room facility in 1955. Barbara, Frank, and I are impressed by XISS' contributions to the rural poor, to fostering entrepreneurial skills, to adult literacy, to improving the status of women, and its many other accomplishments. You have truly made "Putting the Last First" much more than simply a motto. And we are impressed with the good people here who continue this tradition of commitment to others – you all are truly "men and women together for others."

I have also learned a little about the Jesuit educational institutions in India on my now three trips to India, and I am sure you are proud of how the network of which your Institute is such an important and prominent member has contributed to India and the world. I shall return to this theme later in my talk.

I particularly want to thank you for inviting me to speak on the title of this session: "Management education for a sustainable world." It is a topic that I have been interested in for many years, as some of you, or may be many of you, may already know. Thank you for the topic.

### AN UNUSUAL KEYNOTE ADDRESS

Let me start the rest of my talk by telling you what we will be talking about and by alerting you that this keynote address will be unusual. Unusual in a way that particularly fits the topic on which we will be speaking. We do know that management education is very often both participative and experiential. This talk will involve both participation and experience.

Therefore, rather than listening just to me, I shall ask you to be active during our time together, and to talk with and listen to each other.

1. First we will start with an exercise – the very first exercise many folks and I use when we are building teams from scratch – the first thing we do when a team first comes together. I will teach it to you in five minutes and will invite you to try it out for yourself in similar situations.... Particularly whenever you are starting to build a new team.

*\*James "Jim" Stoner is a Professor of Management Systems at the Fordham Schools of Business at Fordham University in New York, USA. Before beginning his academic career, Professor Stoner was a project development officer for the Ministry of Commerce and Industry in the government of Tanganyika, now called Tanzania. He holds a PhD and an MS from the Massachusetts Institute of Technology and a BS from Antioch College. He can be reached through his email stoner(at)fordham.edu.*





2. Second, we will talk about the interesting times in which we live and will remind you of a great management author, and person, whose contributions have shaped many lives and continue to do so as we work to move towards a sustainable world.
3. Third, we will do a mini exercise on theme of global sustainability to remind you of what we all know – that we are in very interesting and challenging times
4. Fourth, then we will look at the realities of how business and management education are currently conducted pretty much everywhere in the world – not just in India – and how both must change. We will paint with a broad brush, so we will be only partially accurate, at best. (By the way, after my talk is over, and over the next few days, I will be eager to learn where I am simply wrong in what I say or at least where you know of some exceptions to what we have said. – especially exceptions in India and may be even in Ranchi.)
5. Fifth, we will talk about the exceptional opportunities each of us has to contribute to the changes and transformations we all are called to bring about.
6. Sixth, in doing so, you will do two mini exercises with your partners for today’s session.
7. Seventh, and if we have time at the end of our session together, we will view a short video that picks up the theme of what each of us can do – the same theme that appears in my friend and colleague Frank Werner’s keynote address in tomorrow’s Golden Jubilee program.

Those seven items are a lot of ground to cover and we’ll see if we actually get to everything on that list. But if we don’t discuss everything, you can read the paper I prepared for this keynote conversation.

During our time together I’d like you to listen for two sets of things. The first thing to listen for is what you can contribute to the opportunities we will be talking about. The second things to listen for are things you can encourage XISS to do. Oh yes, we will do a few exercises and you might want to think about whether or not the first exercise in particular is one you want to start doing regularly when you meet new people or start forming a new team.

## ONE

Okay let’s start with the first exercise

[PAUSE IN THE TALK FOR AN EXERCISE]

[Exercise one: sharing what’s great about your life – instructions in the appendix.]

## TWO

### Living in Interesting Times

Let’s continue our conversation by reminding ourselves of the famous Chinese curse: “may you live in interesting times.” Actually that so-called curse is at least two-sided – although there is considerable complexity and often difficulty in living in “interesting times,” there are also frequently exceptional opportunities for those living in such times. I shall note some of the challenges and difficulties of living in these interesting times but I shall emphasize the opportunities available to us in these times.

Your University, whose 60th anniversary we are celebrating right now, was certainly born in the interesting times. On March 6, 1957, Ghana became the first African country to gain independence from Great Britain; on October 4th, the Soviet Union launched Sputnik, the world’s first orbiting satellite; and perhaps much more importantly, the well-known Indian actress, director, writer, painter, and photographer, Deepti Naval was born in Amritsar, Punjab on February 3rd.

1957 was also an interesting time for management education. Let’s look for one moment at just one seemingly tiny aspect of those interesting times for management education.

In 1957 Douglas McGregor was starting to put the finishing touches on a book about management that profoundly impacted much of the world. His book, *The Human Side of Enterprise*, was published in 1960 and unconcealed for many of us assumptions we were making about ourselves and other human beings-- Assumptions we were not aware of and that frequently impacted how we managed ourselves and others. Assumptions that did not help us to be good managers nor very good people.

He labeled those assumptions "Theory X" and "Theory Y." As many of you all will recall from reading virtually any textbook on management, including one of my own editions if you have done so, Theory X is the assumption that people are pretty lazy, pretty unreliable, pretty unmotivated. They do not really want to work and have to be pushed and prodded and controlled to do, grudgingly, something resembling productive work.

Theory Y is the assumption-- just the opposite-- that for us as a species work can be as natural as play and perhaps even under some circumstances just as much fun. That we want to make a contribution. That we can be trusted and that we will do good work if-- according to the general interpretations of his words--we are rewarded for doing so. I think what I have just said are reasonable interpretations of what Doug McGregor said in his book and in this life and in this work. I think it is pretty clear that if you and I assume that most people are Theory X type people, versus Theory Y type people, such an unexamined assumption will profoundly affect how we relate to the world and how we attempt to manage others.

Now, with the foregoing said, let me make a minor fine-tuning of what I think that McGregor was saying - or at least how I interpret the world and perhaps what he was saying. I think many of us will seek to do excellent work if are *not punished* for doing so. Many times we do not have to be rewarded for doing excellent work; we simply need not to be punished for doing so. For me, this minor modification helps me understand why so many people work so hard in so many organizations that really do not reward them for their commitment and their contributions. Basically I think many of our organizations survive because you and I and our colleagues and our friends are such exceptional human beings and we wish so much to make a contribution. We work hard and conscientiously in organizations that frequently are unable to recognize our contributions and certainly do not reward us for making those contributions. Let me take a moment right now to acknowledge you for having exactly this commitment. It is exactly the theory Y in us that we need to build on in transforming management education for a sustainable world.

Thank you.

You make the world work.

## 2017 AS AN INTERESTING TIME FOR MANAGEMENT

Okay, that said, let's turn to 2017 and the interesting time we have for business and management education. In 2017 we are in the midst of a 30 or 40 year grappling with our assumptions about the world. For decades, perhaps centuries, we assumed that the solution to our economic and social problems can be found in continued economic growth--the production and distribution of more and more goods for more and more people. We have assumed that the planet would provide abundant resources for our ever-increasing production of goods and services and would forever absorb our wastes. We have assumed that some how population would find its way to an appropriate number of people on the planet. That our multitudes could be fed, and clothed, and housed comfortably and appropriately if we could simply produce enough and find some way to distribute the beneficence of our productive capacities in just and equitable ways.

We have assumed that the productive capacities created by a vibrant, creative, and ever growing business system held the key to solving the world's problems and the profits generated by the most financially successful companies in such a system were the best indicator of how business could contribute to the world

This statement is of course an oversimplification of how we looked at the world for a long time but I do not believe it is too much of an oversimplification. I believe that it contains at least two real kernels of truth about how we looked at the world and our place in it and the realities of that world.





The first kernel of truth is that an effective productive business system is quite important for solving the world's problems. That is the good news.

The second kernel of truth, the bad news, is that the world cannot continue to provide ever-increasing resources and absorb ever-increasing wastes as we conduct business in ways that have come to be labeled "business as usual."

Business as usual will simply have to change and managers, and all of the rest of us, will have to find ways to make those changes. "Transformation" might be a better word than "change" because of the depth and extent of change we need in how we produce, distribute, and consume the goods and services needed for ourselves and others.

### THREE

Now let's do part of an exercise on that theme – we will do just part of the exercise now, but you may want to finish it with your partners after we complete our talk this morning.

PAUSE IN THE TALK [Exercise 2: "we are all on the same bus and." Instructions for the exercise are in the appendix]

### FOUR

#### The Three Worlds of Business Practice and Management Education

It is becoming increasingly clear that business education needs to address the reality that there are three business worlds we need to be aware of, and that only one of the three realities can create a sustainable world.

In the first business world – the world that we all currently inhabit – there is a way that business is conducted almost everywhere around the world. This approach is called "business as usual" and we know that business as usual is destroying the capacity of the planet to support our own and other species. Ironically, although all but a few of us realize that this way of managing and conducting business cannot long continue, it is the way of managing and conducting business that is taught in essentially all business schools around the world. The great amount of teaching that we do in our finance, marketing, accounting, economics, and management courses tends to be about how to succeed in doing business as usual.

In the second business world that also currently exists and that we also inhabit – there is a way of doing business that does less harm than the first way. In this second, somewhat more enlightened business world, businesses seek to make still more money by being more alert to the opportunities for conducting themselves in a more sustainable way. In the first way of doing business-- business as usual--business actions are driven by the need to maximize profits and usually shareholder wealth. In the second way of doing business-- which we can call "amended business as usual"-- identically the same purpose is being pursued and that purpose is also to maximize profits and perhaps to maximize shareholder wealth. The second way of doing business does less harm to the planet and future generations, but it is clear that, as John Ehrenfeld and many others have noted, doing less harm will not create a sustainable world (Ehrenfeld, 2008; Laszlo, 2008; McKibben, 2010; Ehrenfeld and Hoffman, 2013; Horoszowski, 2016, etc.).

For the business world -- a world of businesses and business teaching that currently may not yet exist – we need to learn how to create and operate businesses that actually meet human needs and to stop conducting business in ways that create new human wants that must be endlessly and expensively and wastefully partially met in an unending chain of maximizing profits by partially satisfying never ending wants. I say partially met because the business as usual and amended business as usual approaches are both focused at creating new human wants and partially satisfying them so that they can be partially satisfied and re-created and partially satisfied over and over and over again. Along the way, our focus on creating and partially satisfying human wants has, to a very large extent, led us to forget about meeting human needs – especially the needs of the most disadvantaged peoples of the world.



And we all know, deep down inside, that Gandhi was correct when he said: “The world has enough for everyone’s needs but not enough for everyone’s greed.”

Now, the business as usual and the current business education situation can seem pretty gloomy because it argues that we are not doing what we should be doing and we will have to make major changes-- and changing from what we are accustomed to doing to doing something new can be quite discomfoting. .... Even if that new something will feel a lot better once we get used to doing it. And it may be discomfoting even if that new situation can be seen as intellectually, professionally, creatively, and most of all – spiritually – exciting and satisfying.

This new way of being, this creating the organizations that we need for sustainable world presents an exceptional opportunity to the world’s universities and business schools -- especially the business schools.

## THE OPPORTUNITIES FOR MANAGEMENT EDUCATION

And it is here, in the need for research and teaching that recognizes all three business worlds that all business schools have an exciting opportunity to contribute to the world. And Jesuit business schools – members, like XISS, of the International Association of Jesuit Business Schools – have their own special and perhaps unique opportunities to contribute to the world.

All business schools have this opportunity and this need to recognize that they must prepare their students for three business worlds, but Jesuit business schools, and business schools in other faith-based universities, may have an exceptional opportunity to be leaders in doing so. The Jesuit business schools, and the students in Jesuit business schools, like the students in all business schools, need to have three foci simultaneously.

First, the faculty need to teach and students need to learn the skills necessary to find jobs and contribute to businesses that basically are simply doing business as usual. We need to do so because that is where most of the jobs currently are, and because many of those skills are useful and appropriate when properly understood and applied. These skills are taught in essentially all business schools.

Second, we need to teach and learn the skills to contribute towards a more sustainable world by improving as much as possible the business practices that move us towards amended business as usual. These skills are, to some extent, starting to be taught in more and more business schools. They are usually taught in a few, often pretty isolated, courses focused in some way on global sustainability. Such courses are more likely to be taught in the management area and a little bit in marketing with very few being taught in finance, accounting, and economics. Alas, in economics, we are very likely to teach that exponential growth can and must continue forever. And as Kenneth Boulding observed long ago, the only people who believe exponential growth can continue forever in a finite system are insane people and economists.

Third – now we come to the most exciting part of our shared adventure. We need to teach and learn how to produce, distribute, and consume goods and services in ways that enhance the capacity of the planet to keep doing so generation after generation after generation. What John Ehrenfeld called “flourishing” – a more attractive word than “sustainability”.

## FIVE

### The Exceptional Opportunities for XISS and The Whole Network of Jesuit Business Schools – Just Two Examples

Now, let’s look at just two of the many, many examples of ways each of us can contribute to the transformation of business education and business practice. The first example relates to what XISS and the network at Jesuit business schools can do. The second example relates to the need to create new business organizations much more in alignment with the values XISS and the network of Jesuit business schools.



### *The network of Jesuit business schools*

Let's start with the first example. Because of (1) the large network of Jesuit business schools and business research institutes around the world – close to two hundred institutions worldwide – and because of (2) those institutions' long-standing commitment to social justice and to future generations, and because of (3) the deep spiritual commitment in which they and their universities are grounded, the members of that network have an exceptional opportunity to contribute to the transformation of business education and in turn the transformation of business practice.

One small hint of the possibility for XISS and the network of Jesuit business schools to make such a contribution occurred last June when the MacArthur Foundation offered to award one hundred million dollars to a single proposal that would solve a significant problem. In response to this MacArthur foundation invitation-- which was called 100 & change – a conversation started among some of the members of some Jesuit business schools. This conversation started in two recent academic conferences – conferences that, by the way, had some considerable similarity to the two days of programs on global sustainability that are part of XISS's Golden Jubilee Celebration.

The Jesuit business schools hold two annual conferences. One is the annual meeting of the institution called the Colleagues in Jesuit Business Education (CJBE). The other is the World Forum of the International Association of Jesuit Business Schools (IAJBS). Last July, in the first conference, a speaker called attention to the MacArthur Foundation challenge and found considerable interest among faculty members, students, and administrators in competing for the foundation grant.

A few weeks later, in Nairobi, Kenya at the Annual IAJBS World Forum, the following resolution was passed unanimously and approved the next day by the IAJBS board:

*The annual meeting of the IAJBS requests the IAJBS leadership, CJBE leadership, and the rest of the network of Jesuit business schools to work together to apply for the MacArthur Foundation 100 million dollar 100 & change competition with a project to transform Jesuit business education to be fully aligned with the wisdom in *Laudato Si*, with our universally-valid Jesuit educational tenets, and with the need for global sustainability, social justice, and poverty alleviation.*

In response to the resolution, a small group of people put together a proposal for the MacArthur foundation grant. The proposal did not win \$100 million. The final winner has not yet been announced but it will not be this proposal. However, the proposal is very interesting in part because it could be the seed from which similar transformational projects might spring over the next couple of years, and in part because the MacArthur foundation folks have announced that they plan to repeat this challenge in a few years.

Let me tell you what is in that proposal. The proposal invites 20 Jesuit business schools to commit themselves to transform their teaching and research in ways consistent with their deepest values and consistent with Pope Francis' call in his encyclical *Laudato Si*. That encyclical is probably the most eagerly awaited and most widely read and honored of all of the various popes' encyclicals. And that encyclical calls for all of us, everyone on this planet, to work towards the creation of a sustainable world.

Under the 100 & change proposal, each of 20 Jesuit business schools would commit to transforming their teaching and research, in approximately three years, in ways that would contribute dramatically to creating a more sustainable world. Essentially, they would discover how to teach their students how to contribute to a truly sustainable world.

In the second year of the proposal, a second group of 20 business schools would commit to do the same. This second group of 20 business schools would not necessarily be Jesuit business schools. Each participating business school would receive \$2.1 million to achieve the transformation.

Such a commitment would be bold and courageous because it means committing schools to do what no one



knows how to do. It would be an intellectual, professional, and administrative challenge in a much shorter period of time than has ever been achieved by any educational institution in the world's history. As such, it would be a challenge truly worthy of the long and powerful contributions Jesuit universities have made to the world over the last five centuries. That contribution to the world through education by Jesuit universities is described by Chris Lowney in his wonderful book *Heroic Leadership: Best Practices from a 450 Year-old Company that Changed the World*. It was the transformation of education that allowed the Jesuits to make that exceptional contribution and now it is the opportunity to transform business education that offers all of us a second opportunity to make such a contribution to the world.

## SIX

### *Creating alternative business models*

Now, if we have time, let us turn to just one more example of the possibilities we all have to contribute to transforming business practice and business education. We know that the third business world will require that we create business organizations that are significantly different from our current business organizations. The appendix to the written keynote paper for this session contains an exercise that asks you if you would be interested in working for a very different kind of company, and if you had money to invest, if you would invest some of it in such a company. You may want to look at the appendix for the whole exercise. But briefly let me give you a mini-version of it.

Assume you are well established in your career and you are offered an opportunity to be a one of four CEOs – Chief Executive Officers - who will create and lead a new company. The company will have the following characteristics.

1. The purpose of the company will be to contribute to “a world that works for everyone with no my left out.” It will do so by
2. Being a joyful place to work,
3. Producing goods and services that meet societal needs in a manner that sustains the global political/social/economic/cultural/natural environment,
4. And it will yield enough financial and spiritual resources to enable the organization to sustain itself as long as it is achieving the two preceding goals – joyful work and appropriate goods and services.
5. Each co-CEO is not allowed to work more than 45 hours a week on average.
6. The income of the CEOs is high enough to support a family and retirement at age 65 comfortably but not enough to become obscenely wealthy
7. Each co-CEO would work in a self-managing team with three other co-CEOs –individuals they love to work with. All would have the same pay, power, and responsibility. Decisions would be made by consensus
8. The leadership style would be what Jim Collins calls “Level 5 Leadership” in his book *Good to Great* and what Robert Greenleaf called servant leadership in his book by that title.
9. Each co-CEO may be dismissed by unanimous agreement of the three other CEOs at any time. The maximum severance pay would be one year's salary
10. The Board of Directors of the company would have three responsibilities: (1) to monitor, investigate, and ensure that the organization obeys all legal and ethical requirements, (2) to ensure that the four co-CEOs all use the required management style described earlier and achieve the goals of the company described earlier, and (3) to replace all four co-CEOs or they are not successful in achieving the three purposes of the company described earlier
11. The ownership of the company would be quite unusual– the ownership structure would create “patient capital.” Each share of stock would contain a sequential number and that share could be sold only in





the year whose last digit matched the last digit on that share of stock. That means that a share of stock must be held at least 10 years and can be sold only every 10 years.

12. Shareholders would have three basic rights: to elect the Board of Directors, to collect dividends, and to sell their shares
13. Management and the board would be committed to the company's being profitable and to achieving an "attractive" rate of return for shareholders on their investments -- but the organization would explicitly state that I will not seek to maximize shareholder wealth.

The full exercise includes four questions that ask you to think about and share with your partners

1. Would you be willing to lead such a company as one of four co-CEOs?
2. Would you invest in such a company?
3. Would you work in such a company if you weren't one of the co-CEOs?
4. Would you buy its services and products?

[PAUSE IN THE TALK FOR AN EXERCISE]

[Mini-exercise number three: Willingness to lead a four co-CEO company]

Please look at the handout for this exercise for a minute or so. It is the questionnaire for the full exercise. It will give you a flavor of what the exercise is like.

You will not have time to answer these questions fully, but I request each of you to look at the questionnaire for one minute and tell your partners if you would be willing to lead such a company.

This exercise presents just one example of a very different type of company than the ones we currently work in, but hopefully thinking about how attractive such a company might be to you will encourage you to keep thinking about the kinds of brand-new, unusual, creative companies we will need to create to contribute to a sustainable world.

YOUR AND MY RESPONSIBILITIES FOR MANAGEMENT EDUCATION FOR A SUSTAINABLE WORLD ... AND OUR OPPORTUNITIES

**My responsibilities/opportunities :** So what do these opportunities mean for you and for me? For me they mean talking to many other people with words very much like the ones I'm saying to you right now. And it means that for the first opportunity, remembering that the MacArthur Foundation has said that in about three years it will offer a second hundred million dollars for solving a problem. That offer means that rather than having a only few months, as we had last year, to put together a proposal for transforming Jesuit education and all business education we now have a in number of years to put together such a proposal. And, better yet, it also means that perhaps we can get funding to bring about this transformation independent of the MacArthur Foundation. And perhaps we do not need 20 business schools to make that commitment to get started – perhaps just one business school can get us started. And perhaps we don't need \$2.1 million to make the transformation; perhaps we can make it for much less. Or, better yet, perhaps a commitment to make the transformation could bring to that school and other schools far more than \$2.1 million. And maybe it could bring that money very soon.

So for me, the invitation from the MacArthur foundation and the call in *Laudato Si* from Pope Francis is clear. It is to keep doing what I'm doing with you right now – in the hope and expectation that some place, somewhere, and maybe in a lot of places, a lot of people will see and seize this opportunity to make an exceptional contribution – both for themselves and for future generations.

For the second opportunity – the opportunity to design and create dramatically different business organizations--it means looking for ideas or actual businesses that make a much greater contribution to a

sustainable world than the businesses run under the “business as usual” model.... And sharing whatever I can find.

**Your responsibilities/opportunities** : I will now invite you to consider what these and many other opportunities mean for you. Please first think quietly for 60 seconds and then turn to the two-persons you have been talking with during the session. Then please invest one minute answering the question -- What do these opportunities mean for you personally?

After you have each done so, I will tell you what comes up for me when I attempt to answer the question that I am asking you to answer.

[PAUSE IN THE TALK FOR AN EXERCISE]

[Mini exercise number 4: what do these opportunities mean for you personally?]

Here is what comes up for me when I try to answer the question I just asked you.

First (recognizing we are in business world number one) : You are students in a business school and you are already working in or will soon enter a world where the jobs are mostly in companies that are practicing business as usual. You may have no choice but to take a job in such a company or to continue working in such a company, so you need to learn the skills that are appropriate for contributing in such a world. So you need those skills to get a good job and to do well in that job and to support yourself and your families. However, you do not need to accept the values and assumptions about the world that underlie business as usual. You can recognize that those values and assumptions about how the world works and how it can continue to work are a prescription for global suicide. You are very likely to learn the skills appropriate for business as usual no matter what business school you might attend. Virtually all business schools are currently teaching the types of skills to succeed in business as usual and too often we teach only the values and assumptions that support this way of doing business. I think you have to develop those skills but you have the capacity to be very careful about the values and assumptions you pick up along the way. And perhaps very importantly, you have the opportunity to work with your professors and colleagues to develop alternative values and assumptions to for your life and work. So, my answer to this first part of the question for you is pretty much the same answer I get for myself – it’s pretty close to keep doing what you are doing, with a little tweaking on your part in terms of values and assumptions. Well, to be fair, maybe that “little tweaking” is a lot of potential change. Perhaps like a little change from Theory X to Theory Y.

Second (recognizing that we are also in business world number two) – you can look for companies that are doing less harm--that are conducting themselves in ways we can call “amended business as usual.” In such companies you are likely to find more rewarding types of careers. And your search for such companies may be fruitful because more and more companies around the world are looking for candidates with skills in managing for sustainability and more and more business schools around the world are starting to teach the skills associated with doing less harm to the world-- we are teaching how to make greater profits by conducting our businesses in a more globally sustainable way. I am sure that here at XISS, there are many faculty members and colleagues who are seeking effective ways for businesses to become more sustainable and more profitable. You can work to learn the skills and the values and assumptions that are consistent with moving at least a bit toward a more sustainable world. And you can even use those skills in helping companies committed to business as usual to move towards becoming companies that do less harm to the world and are also more profitable. And in doing so you will make a greater contribution than if you simply accept and support the way of doing business that we call business as usual.

Third (recognizing that we all need to work together to create a new business world) – you can recognize and begin to accept the challenge of discovering ways to produce, distribute, and consume goods and services in ways that will make it easier for future generations do the same. And recognizing this challenge, you can





encourage and support your faculty, colleagues, and administrators of your University in their efforts do the same.

Let me repeat that last point because it is the most important one in my talk: you are far more influential than you will ever suspect and you can be a powerful force for change in your institute and the world by being courageous about understanding what a challenge we are all facing and encouraging and supporting your Institute and your faculty and administrative colleagues in your Institute to invest their time and energies in seeking ways to transform our current business practices by transforming the teaching and research they are doing.

You can be influential by being the first person to suggest a new approach or perhaps more importantly by being “the first follower” of that first person. My colleague Frank Werner will talk about the first follower tomorrow in his keynote speech. And if we get a chance today, we will view a short video clip that shows how influential the first follower can be. If we don’t get to that video clip it is available at [https://www.ted.com/talks/derek\\_sivers\\_how\\_to\\_start\\_a\\_movement](https://www.ted.com/talks/derek_sivers_how_to_start_a_movement)

Although I think we certainly do not know exactly how to transform business education and business practice, I do think we know a lot of promising places to look for ideas to do so. The domains of social entrepreneurship, social intrapreneurship, social innovation, and social enterprise are all promising places to look for ideas about how to transform the ways we produce, distribute, and consume the goods and services we need for healthy and rewarding lives.

The organization called ASHOKA is an exciting place to look because of its sponsorship of many social innovators and its commitment to transforming business practice.

In the domain of leadership, we know our spiritual traditions have long told us about the types of leaders that make a real difference in this world and such popular concepts as servant leadership and Ignatian leadership describe the kind of leadership that will contribute to a sustainable world.

In both your own actions and your encouragement of others, I think the most powerful thing you can do is to start by admitting we simply don’t know what to do but our not knowing is no excuse for not acting. In fact our not knowing is what makes this game – this game of transforming business education and business practice – the most exciting game in town—the only game big enough for you, for your university, and for me to play.

So, in summary: what we have done this morning?

We have been exposed to a great way to build new teams and meet new people – by sharing what’s great about our lives. We have been reminded of Doug McGregor’s theory Y and why it serves our lives and our organizations much better than theory X. We have been reminded that we’re all on the same bus and that bus is heading in a direction that’s not acceptable to any of us. We’ve unconcealed the two types of business worlds we live in and the new third Business world we need to create. We started to explore some possibilities for constructive action. One example of such action is a proposal the International Association Jesuit Business Schools has pioneered and which may or may not go forward in some way or other. Another is an example of the out-of-the-box thinking we need to start using to create new forms of business organization that will contribute to a sustainable world. And we asked ourselves what can we do to contribute to creating the kind of world we want to have? The kind of world Pope Francis calls for in *Laudato Si*.

Thank you for allowing me to join you. It has been a great pleasure being here and I’m sure the next few days will be just as great a pleasure.

I wish you the very best in building your careers and hopefully building them in ways that will make even better careers available for your children and grandchildren.

Thank you.



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## APPENDIX TO KEYNOTE

### FIGURE 1 : Questionnaire for Potential Job Applicants

#### QUESTIONS 1-2

For the first two questions, please assume you have reached the stage in your career where you are competent to perform well in a top management position – CEO, COO, functional VP, or whatever – in a company of substantial size

1. Please check a, b, or c below
  - a. If you would accept this CEO position under the conditions specified in the “ad” please check here  
—
  - b. If you reject this offer outright, no matter how it might be altered in negotiations, please check here  
—
  - c. If you would accept this offer ONLY if some conditions are altered for you, please check here \_\_\_ and use the table on the back of this sheet to rewrite the conditions in a form acceptable to you.
2. If you checked “a” or “c” above – that is, if you accept – or if you are considering accepting – this job offer, please indicate how many individuals you currently know with whom you would love to work as co-CEOs under the conditions acceptable to you. (Please recall that they must be people you would love to work with). Number of individuals: \_\_\_\_\_

#### QUESTIONS 3 AND 4

For the next two questions, please assume you are deciding about investing some of your considerable funds for the long-term – an investment that you plan to use for your retirement (say 30 to 40 years from today) and for your very young children’s college education (say, 15 or 20 years from now).

3. Would you purchase stock in the company if it were managed under the conditions specified (and if you had to abide by the stock sale provisions)?  
Yes \_\_\_ No \_\_\_
4. Would you purchase stock in the company if it were managed under the conditions specified (but you could sell your shares at any time whatsoever)?  
Yes \_\_\_ No \_\_\_

#### QUESTION 5

For the next question, please assume you are you in exactly the work and life situation you are currently in.



5. Would you be interested in joining the type of the company we have been talking about today in a position very similar to the one you currently might occupy in your present company or one similar to the type of position you might get in another company if you “went on the market” soon (i.e., started looking for a job soon)?

\_\_\_yes, definitely; \_\_\_maybe; \_\_\_no, definitely not

**QUESTION 6**

6. As a consumer, would you desire to purchase products and services from a company like this one?

\_\_\_yes, definitely; \_\_\_maybe; \_\_\_no, definitely not

**COMMENTS**

7. Please feel free to offer any comments you’d like to make:

	Item Topic	Check here if acceptable as phrased	Please rewrite the item if it needs alteration to be acceptable to you
1	4 Co-CEOs		
2	Purpose		
3	45 hour work week maximum		
4	Compensation		
5	Work situation		
6	Required management style		
7	Job security		
8	Board of directors’ responsibilities		
9	Ownership		
10	Shareholders’ rights		
11	Financial commitment to shareholders		

## LEADERSHIP AND INNOVATION FOR A SUSTAINABLE WORLD

Frank Werner\*



Thank you for that kind introduction, and thank you for the opportunity to be with you today. I am honored that you have invited me to share some thoughts with you, an honor that I know is felt equally by my Fordham colleague Jim Stoner. I only hope that my words this morning will be of service to this special occasion. I want to particularly thank Fr. Alex Ekka, S.J., Director of XISS, Professor Himadri Sinha, chief coordinator of this conference, Fr. Ashok Ohol, S.J. who did such a marvelous job coordinating yesterday's conference, and Professor S.R. Shauq with whom we corresponded, as well as their colleagues who made the arrangements for our travel and accommodations and made us feel so very welcome. You all have been most excellent hosts, and I am most grateful for your kindness.

This is the second time that I have had the opportunity and pleasure of attending a conference at a Jesuit institution in Jharkhand. I am fascinated by the beauty of your country, the richness of your heritage and traditions, and the energy and heart of your people. So, another thank you for inviting me, to return to this most enchanting part of the world.

Before I begin my remarks on the subject of this address, permit me to offer my heartiest congratulations to all of you here at XISS on the 60th anniversary of the Institute's founding. During those 60 years you have witnessed tremendous change in India, change that has exposed both immense social needs and equally immense opportunities for XISS to contribute to the people you and your students serve. Jim Stoner and I have been inspired by your contributions to the rural poor, to fostering entrepreneurial skills, to adult literacy, to improving the status of women, and by your many other accomplishments. You have truly made "Putting the Last First" much more than simply a motto. I have to say that I am most impressed with your good works, and equally with the good people here who make them possible.

The title of my address is "Leadership and Innovation for a Sustainable World." Accordingly, I will divide my remarks into three parts: leadership, innovation, and sustainability. I promise that while speaking about each of those three concepts, I will do my best to knit them together. Also, let me give you a warning. I am a professor of finance, so my remarks will be peppered with thoughts and illustrations from my particular background and experience. On the other hand, as some of you may have discovered informally yesterday, or will discover—both in this address and in the one-on-one interactions over the next few days that I am so much looking forward to—I am not your typical finance professor, far from it. But more on that, later.

### LEADERSHIP

So, let's begin with leadership. Just what does that mean. If we were to start with a formal definition, we would probably use words such as guidance, direction, control, management, supervision, captaincy, rule, command, power, dominion, influence—but all that would do is point out that there are many dimensions to "leadership"

*\*Frank Werner, an associate professor of finance and business economics, has a long academic career that precedes his joining the Gabelli School of Business in 1977. He is deeply involved in course design for the integrated core curriculum at Fordham's undergraduate Gabelli School, where he helped to create The Ground Floor, the anchor business course for freshmen. He also works as a corporate advisor and consultant.*





and would not get us closer to understanding “leadership” as we need to understand it today. In fact, the majority of those words—words such as power, dominion, control, captaincy, rule, command—provide a very narrow image of just what leadership is.

Now there are times when the traditional form of command-and-control leadership described by those words—in which a person leads by telling others what to do—is appropriate, in the military for example, but these times are increasingly few and far between. With the exception perhaps of organizations such as the Islamic State or the army of North Korea, for which soldiers are simply expendable weapons much like bullets, most modern military commanders want their soldiers to think on their feet and contribute in more ways than simply following orders.

No, for me, modern leadership is the ability to help an organization achieve its goals, whether it could be a business organization, a social organization, or that most important organization called the family. The other words I mentioned earlier—guidance, direction, influence—speak to this kind of “leadership.”

And, of course, a leader does not have to be the person with the highest apparent rank. Leadership can come from anyone, regardless of their position. Consider two famous examples, one from your history in India, and one from mine in the United States. One of the most successful leaders in modern history was Mahatma Gandhi. He held no formal position of power, he had no army to command, but the force of his ideas and the compelling nature of his selfless actions were far more powerful than if he had. Equally, one of the most impactful leaders in modern United States history was the Reverend Martin Luther King. Similar to Gandhi, Dr. King’s influence—his leadership—came from his words, his ideas, and his selfless behavior in service to others.

“In service to others.” For me this is one of the most powerful characteristics of a good leader. It is a concept embedded in Jesuit teaching: *“hominis pro allis*, men and women for others.” It is way of being that puts the needs of others first and helps people develop and perform as highly as possible. Let me share my experience the one time I was asked to be a formal leader, when I had the privilege during the 1990s to serve as Associate Dean of Fordham’s Graduate School of Business Administration, now renamed the graduate division of the Gabelli School of Business. I was able to hire an administrative assistant, and wanting to devote as much time as possible to my teaching and research, I told her that I wanted her to manage the Dean’s office. Well, she was totally confused. To her, I was the “boss” and therefore I, not she, was the manager, and her role was to do what I told her to do. No, I told her, our job was to serve our students, and I trusted her to take the lead and to do that well. My job was to support her and make her job easier, to remove any barriers that stood in the way of her achieving our student-focused goal. The words I used were that I was working for her, not the other way around.

I included the family as an example of an organization in which good leadership can make a big difference. In my family we are all leaders. My wife and I serve the needs of each other. We serve the needs of our children and now our grandchildren, and my children and grandchildren often serve us with their insights, love, and admonitions when we are not on our best behavior.

And, there is an important learning from this. We are indeed all leaders. We are all leaders because, as members of the Jesuit education family, each one of us is a man or woman for others. And, just as we are all leaders, we are also all followers, because everyone of us can learn from and grow from what our family, friends, and colleagues give to us. It is important that we embrace both roles. One of the interesting things I have learned from my management colleagues at Fordham is how important is the role of the follower. You see, if no one had followed Mahatma Gandhi or Dr. King, they likely would have just been voices in the wilderness, crazy and ineffective idealists. It was the brave people who were the first to stand with Gandhi and King that helped legitimize their calls for justice.

For many years now, I have studied how changes in the world—in technologies, in competitive relationships, in the needs of society, and simply in our accumulated knowledge of how the world works—have impacted and

changed, or required changes, in the way finance is practiced. I recall that when I began in the late 1980s with Jim Stoner teaching and researching how the emerging quality management systems were changing financial practice, the prevailing wisdom was that quality was expensive, that there was a tradeoff between quality and cost. Some who advocated this belief pointed to the automobile industry where the choices available to consumers were inexpensive but low-quality cars (think Fiat or Ford) versus high-quality but expensive cars (Mercedes-Benz or Rolls Royce). But, in the 1980s, Japanese automobile manufacturers, notably Toyota and Honda, taught us that, by using total quality management techniques, high quality didn't have to cost more than low quality. The same argument has been made with respect to sustainability: that sustainability is costly, that we can't afford it. That argument is equally fallacious. It all depends how we do it. It takes leadership.

And, it all depends on the will to do it. The United Nations estimates that the cost to end malnutrition and hunger world-wide—WORLD WIDE!—is USD 30 billion a year. Now, that sounds like a lot of money, and it is, but let's put it into context. The Stockholm International Peace Research Institute estimates that total military expenditures worldwide were USD 1.7 trillion in 2015, and it was almost certainly greater in 2016. How difficult would it be to take 30 billion of that amount and redirect it toward solving world hunger? 30 billion, less than 2% of global military spending! The world even spends nearly twice as much as what is needed to solve world hunger on ice cream every year, USD 54.7 billion in 2016 according to the data accumulator *Statista*. It can be done. It takes leadership.

## INNOVATION

The second part of the title of this address is “innovation.” What spurs innovation? And, what can leaders do to encourage innovation within their organizations?

Innovation takes place when there is no right answer, often because no one has ever asked the question. It requires courage and a lack of fear of making a mistake. It requires self-confidence, a belief in yourself and your ideas. It requires taking risks; minimizing the chance of failure also minimizes the chance of real innovation. It requires breaking from the status quo and thinking about what is needed, not the way things are done now.

So don't be afraid to ask questions. Believe in yourself. Take risks. Above all, don't wait. As the American actress Lily Tomlin once said: “I always wondered why somebody doesn't do something about that. Then I realized I was somebody.”

At Fordham, we have created “innovation labs” at both of our main campuses, rooms designed to encourage creative and out-of-the-box thinking. There are no walls dividing up the space and few traditional desks and chairs, but there are a lot of flip charts and wall surfaces that can be written on. We invite students, faculty, and administrators to come in whenever they want to brainstorm or simply to leave their usual spaces to change their perspectives.

In her most perceptive article in the *Journal of Management for Global Sustainability* entitled “Leaders as Shamans: Working to Heal a Troubled World,” Sandra Waddock, Professor of Strategy at Boston College, provides some further insight. Shamans, the wise elders of traditional cultures, have always had the role of healing the ills of individuals and communities. They do this in three ways: healing—making things healthier, better, or more whole, connecting—bridging different points of view (which in traditional cultures often means the spiritual world and the physical world), and sensemaking—framing things in new ways through new narratives and memes.

Professor Waddock writes that leaders of all kinds, including business leaders, need to operate from a more holistic and systemic point of view. She asks “How do we expand the wisdom of present and future leaders so that they can tackle problems facing their enterprises as well as issues in their enterprises' contexts more holistically as shamans do?” Her answer is that the skills of the traditional shaman form a very useful model of leading for innovation. She identifies four such skills:





First, broadening perspectives and moral imagination—the ability to see the ethical implications of a situation—by exposing future leaders to differences in perspectives.

Second, encouraging mindfulness practices such as meditation to enhance awareness, health, happiness, and openness to new ideas.

Third, exposure to systems thinking to improve the ability to integrate disparate forms of information and see relationships among multiple domains.

And fourth, developing an esthetic sensibility through enhanced storytelling and other creative skills, so leaders can articulate new visions and frame new understandings for their organizations.

How many of these skills are a part of what we teach our students? Not all of them, I suspect.

Let me pick up on Professor Waddock's point about systems thinking, because I believe this is a critical point if we are to innovate for sustainability. Almost all business disciplines suffer from the alternative—reductionist thinking—in which we break down problems to their component parts to simplify and focus. Now, there are domains in which reductionist thinking is very useful. Without it, technology and the progress that comes with it would not have occurred, and we would have very little in the way of science. Consider an automobile, for example. It is made up of thousands of parts, each of which can be designed separately. Every designer does not need to know about every component of the car; in fact that would probably be a distraction. The person designing the seats doesn't need to know much about the exhaust pipe, for example. Someone does need to figure out how to put the pieces together, but that is just another part of the reductionist process.

The problem is that reductionist thinking is not very useful when we need to innovate for sustainability because it leads to terrible reasoning. Since it is analytical, it suppresses emotion and thereby distorts values, ignores long term consequences, and dehumanizes people. It greatly limits the ability to see “the big picture.” Short-term goals become more important than true long-term goals.

Systems or holistic thinking is the way we need to see the world in order to innovate for sustainability. Systems thinking include concepts such as “enough” and “sharing” because individual gain is seen in the context of larger groups. By contrast, reductionist thinking is about “mine” and “winning” because individual gain is not seen in any larger context.

Now let me warn you, systems thinking is very threatening to people who think in terms of reductionism because it undermines their whole set of values. If you strongly value wealth, power, prestige, and fame, as reductionists tend to do, it can be very uncomfortable to have someone broach the idea that these values are not as important as caring, empathy, humanity, and social justice.

## FOR A SUSTAINABLE WORLD

The third part of the title of this address is “for a sustainable world.” Just what would a sustainable world look like? And, what has to happen for us to achieve sustainability, or at least to move us in the right direction?

One place where we might begin is with the Sustainable Development Goals of the United Nations. In fact, the most common definition of sustainability is the one penned in 1987 by the United Nations World Commission on Environment and Development, known commonly as the Brundtland Commission after its chairperson Gro Harlem Brundland:

*Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*

Actually, I am somewhat uncomfortable with this definition as I don't think it goes far enough. When I was growing up as the child of parents who struggled through the Great Depression of the 1930s, my parents told me that they wanted me to have a better life than they had. I would have preferred it if the Brundtland Commission's definition read:



Sustainable development is development that meets the needs of the present WHILE ENHANCING the ability of future generations to meet their own needs.

. . . and this is the way I look at sustainability. How can we all make this world we inhabit a better place for our children and grandchildren with more economic resources for all certainly, but also with a more livable environment and with greater social justice and inclusion. How do we create, as my colleague Jim Stoner has said, “a world that works for everyone with no one left out”?

The seventeen Sustainable Development Goals of the United Nations give us direction. They are aspirational. They were adopted in September 2015, and each goal has specific targets to be achieved over the following 15 years. Please let me enumerate them, because we need leadership and innovation to achieve them:

- |   |   |
|---|---|
| 1. No poverty                               | 10. Reduced inequalities                    |
| 2. Zero hunger                              | 11. Sustainable cities and communities      |
| 3. Good health and well-being               | 12. Responsible consumption and production  |
| 4. Quality education                        | 13. Climate action                          |
| 5. Gender equality                          | 14. Life below water                        |
| 6. Clean water and sanitation               | 15. Life on land                            |
| 7. Affordable and clean energy              | 16. Peace, justice, and strong institutions |
| 8. Decent work and economic growth          | 17. Partnerships for the goals              |
| 9. Industry, innovation, and infrastructure |   |

If you have not already done so, I encourage you to learn more about them by visiting the UN’s Sustainable Development Goals website. Let these goals inspire you.

Earlier in my talk, I mentioned that my academic field is finance, but that I was not your typical finance professor. I think it’s time to tell you why.

I am a heretic. I no longer believe in the most fundamental concept of my discipline that the goal of the for-profit company should be to maximize its financial value, or as typically stated when applied to corporations, to maximize the wealth of its shareholders: Shareholder Wealth Maximization. In fact, I believe that this assumption, that the goal of the firm should be to maximize its financial value, is one of the biggest, if not THE biggest barrier to achieving sustainability. I will focus the remainder of my talk on this.

So where did this goal come from? Shareholder Wealth Maximization has its roots in the philosophy of Utilitarianism—the notion that the way to evaluate and select among alternatives is to choose the one that creates the greatest amount of “utility” or well-being—and in how this philosophy was interpreted and applied to the emerging small business of the Industrial Revolution of the latter part of the 18th century. At that time, these small businesses had limited impact, if any, on the environment or on social justice (although many of them did employ child labor), so the way they could add to people’s utility was to provide the societies they served with maximum goods and services at the lowest prices. It was Adam Smith who concluded that this outcome was a natural result of proprietors maximizing their own profits. As Smith wrote so memorably in *The Wealth of Nations*:

*“ . . . he intends only his own gain, and he is in this, as in many other cases, led by an invisible hand to promote an end which was no part of his intention. . . . By pursuing his own interest he frequently promotes that of society more effectually than when he really intends to promote it”*

So, profit maximization became the goal of the firm. However, by the end of the 19th Century, businesses had evolved to the point where it was becoming increasingly difficult to determine and calculate profits. Many business had grown beyond one product or service and were operating in multiple locations, often in multiple



countries with multiple currencies. The largest of them were issuing common stock so that their “shareholder owners” no longer were able to see, receive, or even understand the financial flows within the business. Then, in the 20th century, finance theorists taught us about time value of money—that when cash flows occur affects their value—and taught us about risk—that not all anticipated cash flows have the same worth.

So, finance sought a more inclusive measure of a company’s value, and, for publically-owned companies, found it in the company’s stock market price. Investors, as the holders of the company’s equity shares, were seen as the “owners” of the firm, the equivalent of the proprietors of Adam Smith’s era. Any forecasts they might make or concerns they might have about the company’s future performance would presumably be impounded into the corporation’s stock price, so the maximum stock price would be equivalent to maximum financial value.

Three academic observations in the 1970s solidified the belief that the goal of a business should be Shareholder Wealth Maximization. In 1970 Eugene Fama published his review of capital market efficiency and concluded that stock markets were weak-form and semi-strong form efficient so that stock prices reflected the value of the firm as well or better than any other metric. In 1970, Milton Friedman argued that the pursuit of financial value was the way businesses could make the greatest contribution to society. And in 1976, Michael Jensen and William Meckling used a framework derived from legal theory to help investors identify cases in which business executives might not maximize their company’s share price and how that “agency problem” might be remedied.

So Shareholder Wealth Maximization became the financial goal of finance, and as you all know, that belief permeates, and I would argue damages, every other business function.

Here’s the problem. Today’s large corporations, unlike their small Industrial Revolution ancestors, DO have the ability to impact the environment and society. Their impact is no longer solely financial. So is the business goal of Shareholder Wealth Maximization appropriate today? I don’t believe it is for two primary reasons.

First, the goals of society have changed over the last 250 years. Today, more and more people are aware of environmental and social needs and are demanding that all societal organizations, including for-profit businesses, address them. It is no longer adequate for companies to maximize their financial value if that comes at the expense of damage to the environment (think pollution) or to social justice (the Rana Plaza factory collapse in Bangladesh comes to mind). A goal that balances companies’ contribution to all the needs of society—economic yes, but also environmental and social—is required.

Second, as is common in so much of economic theory and theorizing, the concept of Shareholder Wealth Maximization is based on a series of assumptions, some explicit and some not so explicit, and I am increasingly uncomfortable that they are true, either because they represent a simplification that is too far from reality, or they no longer apply because the world has evolved beyond them.

Let me review ten assumptions that are often cited as reasons why business should make the maximization of financial value their goal and why they might not or no longer be valid.

1. *Shareholders are the “owners” of the corporation.* At the time of Adam Smith, most businesses were sole proprietorships in which the proprietor was the founder of the business, its primary or sole investor, and its chief executive. Of these three roles—founder, investor, executive—SWM assumes that the investor role is the one that identifies the company’s owner(s).

However, two recent perspectives strongly suggest that shareholders are not a corporation’s owners in the sense suggested by SWM theory. The first perspective comes from the legal and economic arguments made eloquently by Lynn Stout, Distinguished Professor of Business Law at Cornell University in the United States. Shareholders simply own shares of stock, contracts that give them “very limited rights under limited circumstances.” From an economic point of view, Professor Stout references the seminal article on options pricing by Black and Scholes which argued that “once a corporation issues debt, one can just as correctly say



that the debtholder has purchased the right to the corporation's future profits from the corporation while also selling a call option (the right to any increase in the company's value above a certain point) to the shareholders, as say the shareholders purchased the right to the corporation's profits from the company but have also bought a put option (the right to avoid any loss in the company's value below a certain point) from the debtholders. In other words, from an options theory perspective, shareholders and debtholders alike have equal—and equally fallacious—claims to corporate “ownership.”

The second perspective is the extent to which the holding period of equity shares has fallen, primarily due to the rise of high-frequency trading. According to statistics from the New York Stock Exchange, the average length of time a share of stock traded on that exchange was held fell from 8 years, 4 months in 1960 to 2 years, 9 months in 1980 to 1 year, 2 months in 2000, and to 17 weeks in 2014. Investors trading with this frequency are not particularly interested in whether the corporation is maximizing its stock price over a reasonable time horizon, or ever. Rather they care only whether the stock price will rise or decline within the next few seconds or minutes.

2. *Capital is “THE” scarce resource; all other resources are either plentiful or easily substituted for.* Now, this assumption was true for the small companies founded at the time of the Industrial Revolution; the other inputs to production, land and labor, were plentiful relative to the needs of the small companies of the time. To maximize production from the resources available, companies had to compete for capital and use it wisely. And, if capital is the scarce resource, then the providers of capital must be the most important contributors to the business.

However, there is an emerging consensus that financial capital is now plentiful. For example, just this past year BMO Private Bank concluded that the world faces a “never-ending supply of capital.” Furthermore, our understanding of the two other traditional factors of production has evolved. “Labor,” once just unskilled blue-collar workers, now refers to many skills in the workplace and is often referred to as human capital. “Land” once referred only to the plot of real estate a factory or store occupied but now is seen to encompass other characteristics of a company's physical environment including the quality of the air, water, flora, and fauna surrounding the business. In many companies, in particular the growing number of information- and technology-based companies that characterize most developed economies, the scarce resource is not financial capital, but the highly educated, creative, and talented people that give them their competitive advantage. “Our people are our most important resource” is a refrain of many of these companies, which compete aggressively for top-quality “intellectual capital.” Globally, it could be argued that natural capital—breathable air, potable water, arable land—is becoming a scarce resources for all companies. And financial thought leaders, such as John Fullerton, head of the think tank Capital Institute, are now talking of still other forms of capital among which are intellectual capital, reputational capital, spiritual capital, social capital, cultural capital, and experiential capital.

3. *The world is abundant in natural resources.* Depletion of any single natural resource is unlikely and inconsequential even if it occurs because clever business leaders will find or create alternative resources, often finding a better substitute, hence businesses need not pay any attention to natural resources other than as they become inputs to the firm's processes.

However, the rapidly growing world population is placing increasing demands on all resources, particularly food and water, and it is difficult to imagine how some critical resources could be replaced in time to avoid significant damage to humanity, for example air to breathe or water to drink. Some who claim unlimited resource abundance point to the failure of the doomsday prediction of Thomas Malthus—that, since population grows exponentially while food supply grows linearly, the world would reach a state of universal starvation—as evidence that human ingenuity will protect humanity from any and all forms of resource scarcity. Malthus's prediction proved false because of significant improvements in agricultural output, far greater than the linear growth he forecast. But, those improvements came at a cost, the damage done to the Earth by the pesticides and fertilizers used.





4. *Capital markets are “efficient,”* rapidly incorporating information about a company’s prospects so as to match capital smoothly, effectively, and efficiently to where it is most needed (presumably yielding the “best” output of goods and services and providing just rewards to all resource providers). Thus, maximum share price reflects investors’ belief that the company has achieved the best combination of long-term cash flows and risk and provides effective feedback and guidance to the company’s managers.

However, not all finance scholars and practitioners share that view. Nobel Prize recipient Robert Schiller famously made this point at a conference in 1984 when he called this conclusion “one of the most remarkable errors in the history of economic thought” going on to say “It is remarkable in the immediacy of its logical error and the sweep and implication of its conclusion.” Successful technical investors as well as famous fundamental investors including Benjamin Graham, Warren Buffet, Ed Thorpe, Fischer Black, Barr Rosenberg, and Mario Gabelli—whose generosity is the reason the Fordham schools of business now bear his name—have all profited significantly from assuming capital market inefficiency.

A widely accepted theory in sociology—social construction theory—casts further doubt on this assumption. Social construction theory posits that for societal institutions to survive, they must meet the social needs of their participants as well as perform the function they ostensibly were designed for. The implication is that the social needs and relationships of market participants play an important role in market activity, and may well affect pricing behavior.

5. *Human beings are entirely* rational in making economic decisions motivated only by maximizing the consumption of goods and services and minimizing the effort required to gain those goods and services.

However, implicit in this assumption is that all people have the same goals and values, none of which deviate from this definition of rationality. This assumption also fails to capture a large part of the behavior of economic actors. Human beings are complex animals who act both rationally (intellectually) and irrationally (emotionally), and not necessarily consistently or always favoring one over the other. In the late 1980s, a growing awareness of the limitations of this simplification led to the development of behavioral economics and behavioral finance, efforts to identify and describe consistent patterns of irrationality. Today, behavioral finance has entered the mainstream of finance sub-specialties. However, economic and finance theory continues to treat behavioral finance as a catalog of exceptions to rationality rather than expand core financial models to incorporate both types of behavior.

6. *All voluntary economic transactions are positive for all parties concerned.* Any transaction in which someone is willing to pay a price for a good or service that provides a profit to the supplier is by definition a win-win for company and customer. Consumers are autonomous, independent, decision-makers who always choose wisely what is best for themselves. Therefore, businesses should produce and deliver whatever people are willing to pay for within the boundaries of the law.

However, this assumption ignores any negative impacts from unpriced externalities the transaction might have on the consumer, on the environment, or on society. Some of these impacts derive from a product’s supply chain, for example pollution during manufacturing. Others derive from the product or service itself, for example worsened health from purchasing and smoking cigarettes. Still other impacts are the result of the tragedy of the commons where individuals making decisions that benefit themselves take away resources from others, for example deforestation from aggressive logging. This assumption also presumes that consumers have complete and accurate information about what they are purchasing and are not influenced to purchase products or services not in their best interests by deceptive or manipulative marketing techniques. Tragically, this assumption also has the impact of disconnecting finance from any ethical, environmental, or social consciousness.

7. *Business organizations have limited if any impact on the physical environment, local cultures, social justice, and social relationships, and do not have any reason to be greatly concerned about such matters. The positive impact of businesses in the economic realm far outweighs any other impact, hence these other matters should not enter business decision making.*

However, as I mentioned earlier, businesses have grown dramatically since the time of the Industrial Revolution. Today the largest companies rival governments in their power and scope: the world's five largest corporations reported revenues for their fiscal year ending in 2015 greater than the 2015 GDP of all but 41 countries. These companies have a significant impact on the environment and on society, and the sole pursuit of economic value by these organizations often is accompanied by damage to the environment; to the lives and well-being of their employees, customers, and communities; and to the fabric of society

8. *Governments will always set fair and appropriate ground rules. It is the role of governments to set the ground rules within which businesses operate. Governments, reflecting the will of the people they serve, will protect the people because they can be relied upon to be balanced, unbiased, wise, and fair arbiters between interests of business and society. Laws and regulations will always be fair and current, reflecting the latest in knowledge and the needs and desires of society.*

However, as we all know, this rarely happens. First, not all externalities are properly priced if they are priced at all. This means that the social costs of business decisions are often different from the private costs borne by the business and are not taken into account in financial analyses. Second, businesses are far more nimble than governments with the result that even when governments do price externalities, they lag businesses, often by many years. Third, large businesses and their trade associations have the power to tilt laws and rules in their favor. They often are major contributors to politicians and spend additional money lobbying and advertising to encourage belief in their point of view. The result is a gap between what society wants the rules to be and the rules embodied in the law.

9. *The financial success of business is equal to the success of society as a whole, hence anything that increases business success must be good for society.*

However, our understanding of the needs and desires of individuals and society has deepened since the time of the Industrial Revolution when the vast majority of the world population was simply struggling to survive. As a global middle class began to emerge, human needs expanded from purely surviving to become much more layered and complex. One popular summary is the hierarchy of needs of Abraham Maslow which posits that human beings recognize and then attempt to satisfy their needs in a particular sequence: biological and physical needs (air, food, drink, shelter, warmth), safety needs (security, stability), belongingness and love needs (family, affection, relationships), esteem needs (status, reputation), and self-actualization needs (personal growth and fulfillment). Accordingly, a growing number of people have multiple goals that span multiple domains, not just the financial objectives that underlie Maslow's lowest level. Society, comprised of groups of people at different stages of Maslow's hierarchy, similarly has multiple goals that are not only financial. The early economic philosophers understood this when they adopted Bentham's "utility," and not just a single financial metric, to measure happiness, and we still often illustrate the concept in introductory microeconomics textbooks by considering the tradeoff between work (producing a financial benefit) and leisure (a non-financial benefit).

10. *Seeking to maximize shareholder wealth leads to financial success which in turn leads to societal success. Hence, businesses should make Shareholder Wealth Maximization their only goal. All other goals, if there are any, should only be in the service of Shareholder Wealth Maximization.*

However, as reported by Collins and Porras in their business bestseller *Built to Last*, "Contrary to business school doctrine, 'maximizing shareholder wealth' or 'profit maximization' has not been the dominant driving force or primary objective of the visionary companies [they studied]. Visionary companies pursue a cluster of objectives, of which making money is only one—and not necessarily the primary one. Yes, they seek profits,





but they're equally guided by a core ideology—core values, and sense of purpose beyond just making money. Yet, paradoxically, the visionary companies make more money than the more purely profit-driven comparison companies.”

## PUTTING IT ALL TOGETHER

So, what can you here at XISS do to lead and innovate for a sustainable world? Remember, you are all leaders. And, you are all innovators. And, you are already leading and innovating with considerable success.

First and most important from my finance point of view, rebel against the assertion that the goal of the for-profit business firm should be solely financial. The goal of all institutions, business and otherwise, must be to serve society. Perhaps that can be done in some cases by pursuing only financial goals, but I believe those instances are becoming fewer and fewer with each passing year. Rather, finance should be seen as an enabler for a much broader set of sustainability goals. Finance should be in service to society, not the other way around.

And, you can do more:

**If you are a member of the administration of XISS :** Become a sustainability champion. Walk the talk. Let everybody know you care. Make sustainability a core value in everything you do and encourage and support everyone in the institution to do the same. Set and articulate sustainability goals and raise funds specifically to achieve them. Reward and celebrate sustainability successes in a very visible way.

**If you are a member of the XISS faculty :** Model sustainability for your students. Research sustainability—it is growing opportunity as more organizations make sustainability progress. Teach sustainability in all your classes, and point out the fallacies of teachings that are inconsistent with sustainability. Break down functional silos by working with your colleagues in other academic disciplines. Connect to sustainability leaders in business to learn from them (innovation often comes from outside the academy) and to place your students in jobs where they can often do the most good.

**If you are a student here at XISS :** Challenge the status quo. Your generation gets it. You understand sustainability in your gut much more than people my age who grew up learning the current unsustainable practices and who have become all too comfortable with them. Demand that your faculty teach sustainability, and speak up when you see and hear and read ideas that are contrary to sustainability. Get involved on campus and off in organizations and activities that promote sustainability.

If you are a neighbor of XISS, or from an organization that interacts with XISS, or from an organization that hires its students, or simply a friend of this great institution: Get on board. Support XISS's sustainability activities. Make it clear that what you want from XISS is research that leads to innovation in sustainability and teaching that leads to sustainability-aware and committed students.

## CLOSING

In closing, I hope that my remarks have added to this auspicious occasion. It has truly been a privilege to share them with you. I look forward to the remainder of the conference with excitement and anticipation. Thank you again for your kind and generous invitation to be here with you. Congratulations again to XISS on your 60th anniversary and for all the good works you have done in that time. Please accept my warmest wishes to everyone at XISS for the next 60 years. May they be rewarding and impactful as the first 60. And, may they continue to enhance the reputation of XISS as a true leader and innovator for a sustainable world!



# ABSTRACTS OF PAPERS : PROFESSORS' CONFERENCE

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**Theme :** *Leadership and Innovations for  
a Sustainable World*

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**Session - I**  
**Leadership and Innovation**  
**in HRM for A Sustainable World**

## EMPLOYEE INVOLVED ENGAGEMENT : A CHANGE DRIVER FOR ORGANIZATIONAL SUSTAINABILITY

Shyamal Gomes\*

**B**usiness is becoming more complex and challenging day by day. It is no more money spinning machine but a combination of right strategy, sound implementing skills and transformational styles or leadership. In the age of Modern HR, Human Resources leaders around the world are facing the challenges of shifting workforce or demographic mobility, and the need for complex new skill sets (HBR, 2014). There is a serious need to identify the contemporary methods and management philosophy to acquire, retain and enhance the most important resources of an organization known as Human Capital. Organizational culture has to change to be able to sustain itself because change gears people to catch up with the pace of time to reach organizational vision and mission effectively. As Charles Darwin has rightly mentioned, it is not the strongest of the species that survive, or the most intelligent, but the ones most responsive to 'change'. No one can survive and grow in isolation or by only following the traditional ways.

Literature review indicates that the two most important approaches in organizational sustainability are employee engagement and work involvement. It has also been observed through research that employee engagement has a broader significance but it is very much superficial and temporary in nature. It is a measurement of employee's emotional commitment to an organization; it takes into account the amount of discretionary effort an employee expends on behalf of the organization (ADP Website). Engaged employees will understand and agree with the aims and objectives of business only; will come to workplace and engage themselves in different activities as someone motivates and inspires them to do so. It is also true that, emotional commitment obviously, is not enough to bring continuous improvement in employee efficiency and overall organizational sustainability. Similarly, work involvement is also limited to work environment only whereas change management requires a balance between work & life which means "change or perish". An involved employee means he / she will take an active role in the business. He/she will be innovative and action oriented, take ownership of them and actively participate in implementing changes for organizational sustainability. In this backdrop, this paper makes an attempt to probe whether 'Employee Engagement' or 'Employee Involved Engagement' is an Innovative HR practice for sustainable organization?

The study is based on secondary sources of data. Using the review of literature as well as personal observation and experience of the author, this paper argues that employee involved engagement or heartily engagement can act as a change driver for organizational sustainability. The findings signify that by applying some unique methods like Suggestion Systems, Quality Circle or work teams, Kaizen (continuous improvement) events, periodic discussions with the supervisors etc. the management could heartily involve employees in the decision making & continuous improvement activities for organizational sustainability as well as employee morale development.

**Key words :** Responsive Change, Employee Involved Engagement, Employee Involvement, Human Capital, Quality Circle, Kaizen, Sustainable Organization.

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## LEADERSHIP AND INNOVATION IN HRM FOR A SUSTAINABLE WORLD

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**Mary Sheila Bodra\***

The role of HR is changing from a traditional role to a strategic sustainable role. HR has to take the leadership role and be innovative through its HR processes and systems, to build and work towards making its organization a part of the sustainable world.

The new challenge for HR is to examine whether sustainability is an integrated part of the organization's overall business strategy. How HR can support sustainability programs linked with the business strategy within the organization? The challenge for the business leaders today is to run their business in such a way that they uphold the pillars of sustainable development of environmental sustainability, social justice, spiritual well-being –such as love, compassion, forgiveness, dignity and economic well-being of all stakeholders and shareholders of the organization. HR leadership role is to therefore ensure that the sustainable values and principles are deeply rooted in the organization or not and to assess to what degree are people in the organization concerned with the environmental and social bottom lines? Are they only working for the profit of the company?

How well integrated is sustainability in the HR systems and activities? The most important task of the contemporary HR leader is to manage the workforce life cycle: analysing on a continuous basis the competencies, strengths and weaknesses taking into consideration the evolving requirement of talent for the company. For a company that is committed to sustainability, thinking about the future of its workforce in some new innovative ways is a way towards sustainability. HR leaders can play this leadership role by exploring the evolving workforce needs at all the levels and units within the organization.

The current paper analyses the growing complexity of HR work as a leader and a business partner in a business world where the human factors, social factors and environmental factors are becoming very important and very complicated in managing organizations. The paper analyses the strategic HR intervention, and process of implementation and intended and unintended results of some companies in promoting sustainability through the HR driven strategy.

**Key words :** Environmental sustainability, Social justice, Economic well-being, Sustainable development, Leadership.

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## THRIVING LEADERS AND INDIAN WOMEN

**Mayuri Gaur Gupta**

*“If you educate a man you educate an individual but if you educate a girl you educate the whole family (nation)”*

**T**he twenty first century is the most promising century for women the universe has ever witnessed, with more and budding women leaders / entrepreneurs around the world. And gone are the days of the patriarchal society where male chauvinism prevailed and the women were locked up in the houses to do daily monotonous chores, sweating themselves, from morning to night, to please family members, oblivious to their (women) efforts.

Today the women have come a long way from being mundane home makers, to being bosses and leaders who command an army of workforce which contribute to the development and growth of the whole economy. We can take example of any sector in India, say Banking where, Arundhati Bhattacharya has been the first woman to be the Chairman cum Managing Director of the India’s biggest lender and Public Sector Bank. Similarly, Chanda Kochar has been the MD & CEO of the largest Private Sector Bank, i.e. ICICI Bank. Thus, the Indian banking sector is being dominated by the great women leaders the country has ever seen. And today, it’s a proven fact that “Companies with the highest representation of women on their top management teams experience better financial performance than companies with the lowest women’s representation”. In this paper, we will discuss how the Indian women have proved their excellence and outshone their male counterparts in every field.

On the contrary, the Government of India has, since last two decades, lingered the enactment of Women’s Reservation Bill [The Constitution (108th Amendment) Bill, 2008] (In 1996, 1998 and 1999, Constitution Amendment Bills were introduced to reserved seats for women in Parliament and state legislative assemblies which lapsed with the dissolution of their respective Lok Sabhas). It seeks to reserve one-third of all seats for women in the Lok Sabha and the state legislative assemblies. Nonetheless, with the help of this paper an effort is made to prove that such support structures are not required by the twenty first century India women.

**KEY WORDS :** Women leaders, Women reservation bill, Workforce

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**SESSION - II**  
**LEADERSHIP AND SOCIAL CHANGE FOR A  
SUSTAINABLE WORLD**

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## LEADERSHIP AND INNOVATION OF PADMA SHRI SIMON ORAON

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Alexius Ekka\* & Joe Hill\*\*

**S**ustainable development is most commonly defined as: "...development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987, p. 41). However, this definition has been criticised for not paying attention to the ecological limits to economic growth. More generally, it has been shown that 'sustainable development' cannot solve the problems of inequality, instability and conflict, precisely because it presupposes an economy based on accumulation and exploitation. By contrast advocates of 'strong sustainability' advise that we radically alter our view of development, and change the economic demands we make on the Earth. His Holiness Pope Francis, in his encyclical *Laudato Si'* (Pope Francis, 2015), has argued along a similar line. His Holiness shows that pollution, waste and throwaway culture, carbon emissions causing climate change, contamination of water, loss of biodiversity, decline in quality of human life, and widening inequality are some of the defining characteristics of the current development paradigm. Weak and inadequate leadership is one of the causes of our predicament; while dialogue, transparency in decision-making, and education are some of the ways forward.

Across the world alternative visions of development have been put forth by dynamic, traditional leaders. This paper examines the efforts of Shri Simon Oraon of Hariharpur Khaxitoli village in Bero Block, Ranchi District, who has shown unique leadership in his locale through water harvesting and forest conservation spanning six decades. His home state, Jharkhand, has a richly diverse local population and is loaded with minerals and other resources. Yet paradoxically, the majority of its rural population lives in economic poverty, because people have been unable to benefit from the mode of development adopted by successive governments, which can be well-described as 'unsustainable' development. Regardless, Shri Simon Oraon has guided his villagers for their socio-economic development while overseeing the governance of villages, village federations and confederations. He is an epitome of village leadership endowed with innovative skills for the sustainable development of his people and his area. Methodologically, the study is based on both primary and secondary data. For the governance aspect, a thorough personal interview of Shri Simon Oraon, in-depth interviews with key informants, and focused group discussions were undertaken and interviews were conducted with villagers to understand how his work has affected their lives and livelihoods. This study seeks to gauge the contribution of Shri Simon Oraon's innovative leadership to the sustainable development of his locale. It seeks to explore how sustainable his interventions and leadership have been, how they are faring in the present-day, and whether these contributions are transferable to other locales and under which conditions.

**Key words :** Leadership, Rural Innovation, Resource Management, Social Change, Sustainable Development.

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## SUSTAINABLE DEVELOPMENT IN AGRICULTURE THROUGH NEW AGRICULTURAL TECHNOLOGIES

Maya Singh\*, S.N. Sahdeo\*\* & C.S. Singh\*\*\*

Agriculture in India contributes only a fifth of India's GDP, but plays a crucial role in sustaining national economy. After the green revolution of the 1960s which enabled India to achieve self sufficiency in food grains, there has been spectacular growth in agriculture production during next 30-40 years and India's food grain production rose from 50 million tones per annum to 220 million tones. However, this growth has slowed from 3.5 per cent in mid 1980s to 1990s to less than 2 per cent in mid 1990s to 2000s. The current farming practices involve capital, energy, labour intensive and high input-low output agriculture that leads to declining productivity growth, increasing cost of production, low resource use efficiency, shrinking profitability, receding ground water table, nutritional insecurity, decreasing biodiversity, over-exploitation and degradation of resources, negative impacts on soil health, wide spread multi-nutrient deficiency, environmental quality concerns due to indiscriminate use of fertilizer, pesticides, etc. and created many socioeconomic and environmental problems which have off-balanced the whole agricultural system of the country. It has been realized that such system do not exist for a long time. So, for further growth in the field of agriculture appropriate policies and their implementation in the field are very important to bring second green revolution in the country.

Today the main issues in agricultural research are organic farming, conservation agriculture, integrated farming system, precision farming, system of rice intensification, system of wheat intensification, aerobic rice, etc. Of course, the objectives behind these technologies were different but the basic motto was same, environmental conservation to maintain the sustainability of the system. The organic farming and integrated farming system focus on the use of on-farm inputs and their recycling, thus, reducing the burden of externalities used for agricultural production. The conservation agriculture by zero tillage technique, permanent bed cultivation, etc. conserve the agricultural resources, enhance profitability of the farmers and soil health in long run. The precision farming is simply using the inputs for crop production in right amount, right method and at right time which enhances the resource use efficiency means to produce more per unit of resources. The system of rice intensification and system of wheat intensification are actually the system of root intensification through which only changes in management practices and higher productivity can be obtained. The system of rice intensification and aerobic rice cultivation are some options which can help to save water and enhance productivity in rice cultivation since water has become one of the most resources in recent years.

By using a review of literature and other published documents on the topic this paper seeks to explain how these new innovative technologies have been helpful in attaining sustainability in agriculture and offer cash income and food to the farm family ensuring both livelihood and nutritional security by designing more effective linkages between the scientists and farmers for technology assessment and refinement.

**Key words :** Conservation, Productivity, Profitability, Sustainability, Technology

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# WORKPLACE GENDER ISSUES AND BOARDROOM PRESENCE OF WOMEN FOR A SUSTAINABLE WORLD : A CRITIQUE ON POLICIES AND FRAMEWORKS

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**Nidhi Shukla\* and Saumya Singh\*\***

Women at workplace face a plethora of problems which encompass issues related to psychology, physiology, socio-cultural perceptions, cognitive experiences and legal disabilities to name a few. Throughout the history of evolution of working women, with the evolving changes, the existing power dynamics related to productive and reproductive work have been questioned. Laws have been enacted from time to time to address imbalances and to remove discrimination, at times through positive discrimination and affirmative action. A careful analysis of the existing policies and legal frameworks bring to light their insufficiency in all such attempts. Differences have been treated as deficiencies and therefore the legal provisions addressing them put working women at a disadvantage as far as they render them incapacitated for equal opportunities. There are contexts where Gender Equality needs to be a focus and policies and frameworks need to create an environment where women are placed on a level playing field. Here existing perceptions and policies seem to have worked in their favour in the form of positive discrimination, legal provisions and affirmative action. There are contexts however, which also demand gender neutral perceptions as social and cognitive perceptions themselves go against creating an environment of equal opportunities. Gender Equality has been understood to have a positive impact on economic growth. Equality of access to resources and availability of opportunities, particularly in relation to education, employment and wages, go a long way in establishing economic growth. The economic component of women's work translates into outcomes that contribute towards establishing a sustainable world, a world all would find comfortable to live in. Women have evolved from a position of deprivation to recognition and incorporation of rights in the socio-political structures. Choice of remunerative employment or productive role over non-remunerative reproductive role too has been a conscious and a rational decision among working women in all three known waves of feminism. Structural and legal frameworks work towards protection of rights to create a world of sustainable distribution and conservation of resources. Social, professional and environmental justice would go hand in hand in establishing a sustainable world where justice will only be seen to have been done when it addresses the various contexts and people including women. Women in leadership are also instrumental in ensuring sustainable work environment for all. This requires an analysis of concepts like glass ceiling and glass walls that prove barriers to their leadership and boardroom presence.

This paper is an explorative analysis of all dimensions of gender equality through a study of existing literature on working women and women at work. It draws out perceptive outcomes through secondary data for further analyses and interpretations. This would help conceptualise frameworks within which women can contribute productively towards social, cultural, economic, legal, political and professional dimensions of sustainable development.

**Key words :** Leadership, Discrimination, Perceptions, Work, Boardroom, Gender

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**Session - III**  
**Sustainable Development through**  
**Information & Communication Technology:**  
**Case Studies on Best Practices**

# ACHIEVING SUSTAINABLE DEVELOPMENT WITH IDENTIFICATION OF CONTENT BASED REMOTELY SENSED IMAGE DATA

S.N. Singh\* & Rik Das\*\*

Challenges in achieving Sustainable Development Goals (SDGs) have emerged as an essential domain of research interest with increased awareness for a healthier future. Isolation, seclusion, topography and vulnerability to natural calamities have ever been treated as a serious threat to promote sustainability and growth in the remotely developing countries and islands. The information provided by the multi sensor images has portrayed immense potential as are sourceful foundation of information to combat the aforesaid natural disasters and to ensure progress towards sustainability. The purpose of this paper is to compare local and global binarization techniques to extract meaningful information from Multi sensor image data which is used in diverse applications for Earth observations. The methodology of content based feature extraction from image data has been used in this work for efficient content-based information identification from the archived image data bases. This approach has provided increased insight to the remote sensing users about the nature and genre of the remotely sensed images. Feature extraction has acted as a back bone to govern the success rate of content based information identification with image data. The mainstays of the paper are as follows:

- Creating awareness about involvement of Information Technology in sustainable development
- Showing the importance of remote sensing in sustainable development
- Creating an innovative framework for information identification with content based image identification
- Enhance the possibilities for achieving sustainability by means of content based remotely sensed image data identification

A public data set named Land Use Image data set has been used for evaluation purpose.

**Key words :** Sustainable Development, Remote Sensing, Content Based Image identification, Feature Extraction

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# ROLE OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) IN SUSTAINABLE DEVELOPMENT WITH SPECIAL REFERENCE TO JHARKHAND STATE : A PERSPECTIVE

Aparajita Kumari\* & Nalin Ranjan Tripathy\*\*

We are living in the world of technology and disparities between the urban and the rural, the empowered and the deprived, the poor and the rich. The gateway of development passes through ICT and has changed the way we act, think, and work, drastically. ICTs are vital to the economic development of both developing and developed countries. It is estimated that ICTs have contributed to one quarter of GDP growth in most developing countries during the first decade of the 21st century. Since 2000, ICTs alone have been responsible for 25% of Kenya's and 20% of China's economic growth. In the second half of the last decade, ICTs accounted for 34% of Japan's economic growth. Today, ICTs account for 6.6% of the world's global economy. India has been harnessing the benefits provided by the ICTs to provide integrated governance. Government of Jharkhand is committed to the use of ICT to drive all round development and good governance in a cost-effective, transparent and easily accessible manner to all its citizens. The State recognizes the power and potential of these technologies on the lives of the people. ICT, in the age of high-speed internet, is changing the way companies do business, transforming public service delivery and democratizing innovation. However, there is concern that the 'digital divide' is increasing the gap between the 'information haves and the have nots, and how ICTs can be best used to overcome sustainability challenges (citation). Sustainable development takes time but its benefits are materially rewarding. It is one of the most significant challenges and demand of the 21st century. Technology is not inherently good or bad, the outcome depends on how it is used. As a result of the "IT revolution." despite a lot of efforts by government & NGOs, public and private firms could not wipe out these glaring disparities. This article is based on the personal communication & secondary sources of information like Govt. Websites, journals, newspaper articles.

The Brundtland Commission defines sustainable development as meeting "the needs of the present without compromising the ability of future generations to meet their own needs (citation)." This study will be helpful to the growth of people, to analyze the problem critically, identify the future scope of development in the State of Jharkhand. This study is also an attempt to make an analysis of the work done by the State government and not only from academic point of view but also from the development and improvement point of view.

**Key words :** ICT, Sustainable Development

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## A FRAMEWORK FOR ICT APPLICATIONS

M. S. Neogi\* & V. Bhattacharjee\*

Information is power, and communication technology helps disseminate it amongst a group or community or the entire public. Information and Communication Technology (ICT) is going to pervade all domains – big data, Internet of Things, Governance, etc.

The Sustainable Development Goals (SDG) starting from no poverty and hunger, good health and quality education to peace and justice are all set to be achieved by 2030. Obviously Information and Communication will play a vital role in order to achieve these goals.

There is definitely transformation of technologies across the world that closes many technology gaps at very high speed<sup>1</sup>. We have already experienced the fast change in ICT products driven by Moors law which results at a reduced price.

As per the report<sup>1</sup> ICT has the potential to increase the rate of diffusion of a very wide range of technologies, applications and platforms across the economy. Key sectors in which technology diffusion can be accelerated include: healthcare, education, financial services, electrification and high yield agriculture<sup>1</sup>.

The report mentioned about five major waves in which ICT can dramatically speed the uptake of SDG supporting services. One of them is that national and global information networks can support the rapid upgrading of new applications. Nowadays, there is a trend towards many ICT applications to becoming open source, or at least interoperable, which allow for gains made by one developer to be picked up and improved by others.

This paper takes an attempt to propose a framework for software development to cope up with fast changing environment. The framework for the model for software development has been tested with a software project and compared the same by developing the software using an existing model. The products of two techniques were compared based on metrics such as effort, productivity, effectiveness and reliability. Results show that the proposed model performed at least as good as the traditional model and in some cases was better.

1. <https://www.ericsson.com/res/docs/2016/ict-sdg.pdf>

**Key words :** ICT, Sustainable Development Goals (SDG), Big Data, Internet of Things, Governance

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**SESSION - IV**  
**EVOLUTION OF START-UP CULTURE AND**  
**SUSTAINABLE DEVELOPMENT**

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## SUSTAINABLE FINANCE FOR BUSINESS SUSTAINABILITY IN START-UPS - AN EMERGING HOLISTIC MODEL

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**Arana Kausar\* & Damaraju Subba Rao\*\***

It is a well known fact that every action has an equal and opposite reaction and the same is applicable to all the activities of growth too. 'Business growth' mainly focusing on size and numbers and 'depletion of natural resources & its ill effects' are the two sides of the same coin. This leads to encouraging entrepreneurship so that the major problem of stressful work environment is reduced and the comparatively small size of the venture gets easy to manage. In order to let the future generations not be deprived of the precious free gifts of nature, these business organizations need to focus not only on business sustainability, but also on the triple bottom line. Finance being the life blood of any business, arranging funds for the start-ups is crucial. In order to be the best pick for the investors, the start-up venture should give some assurance to the stakeholders that it would run on sustainable ways. In order to gain sustainable competitive advantage in the market and to raise sufficient funds, the start-up companies need to win the goodwill and the confidence of the investors with their sustainability focused initiatives. As the branding on sustainability leads to sustainable brand image, the branding strategies- for ensuring smooth financial funds flow in a sustainable way, should be in line with the sustainable practices of the firm.

Thus, in this paper an attempt was made to study the effect of sustainability- initiatives of the start-up firms on getting sustainable finance to ensure business sustainability. The current research is based on reviewing of the material on the internet and the primary and secondary facts and figures.

A holistic model of sustainable finance for start-up firms based on statistical analysis done after the survey is the highlight of the paper and it offers a pathway for the bigger companies also which are on the way to achieve the sustainable excellence. As ensuring the sustainable finance for business sustainability is the prime responsibility of the business leaders, this model may be useful for the entrepreneurs also for ensuring a sustainable start-up culture. The discussion on different schemes of the Government and the foreign financial support for promoting the start-up culture are also part of the contribution of this study.

**Key words :** Start-ups, Sustainable Finance, Sustainable Development

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## FINANCIAL INCLUSION AND GROWTH OF INDIA

Abha Kumari\*

The issue of financial inclusion is emerging as the new concept of economic growth. Financial inclusion plays a major role in driving away the poverty from the country. It not only enhances overall financial intensity of agriculture but also helps in increasing rural non-farm activities which lead to development of rural economy and improve the economic condition of the people. The three major aspects of financial inclusion are:- (i) access to financial market, (ii) access to credit market, and (iii) learn financial matters.

Reserve Bank of India and the government play important role in promoting financial inclusion for economic growth. The Government and the RBI have taken various steps to increase banking penetration in the country, nationalisation of banks establishment of RRBs, strategy of one person one account and national mission on financial inclusion known as PMJDY (Pradhanmantri Jan Dhan Yojana) are all to ensure financial inclusion of the poor and rural population giving them dignity, financial freedom and financial stability. This scheme is a national mission on financial inclusion, for accessing financial market.

The present paper attempts to access the Indian experience through descriptive and empirical studies of available statistical data for promoting financial inclusion. With special reference to some articles it is found that there are 403 million mobile users in India in which 54% has bank accounts. The paper concludes that financial inclusion plays a major role in driving away the poverty from the country. In India a day will come when all Indians will have their bank accounts and everybody will take part in financial inclusion.

**Key words :** Financial inclusion, Economic growth, Economic development, Financial market, Financial freedom, Rural development

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## THE ROLE OF STRATEGIC MANAGEMENT IN THE DEVELOPMENT OF AN ENTREPRENEUR

Pankaj Kumar Sharma\* & Sachin Kumar Sahu\*\*

The new fast - paced economy of 21st century has created a new competitive landscape – one in which events change constantly and unpredictably and affect all parts of an organization simultaneously. A study was carried out by GEM in the context of entrepreneurial attitudes and perceptions in the countries in 2015. The study measured several indicators of attitudes: the extent to which people think there are good opportunities for starting a business and their capabilities for doing so; perceptions about entrepreneurship were reflected in questions about the status of entrepreneurs, their media image and whether it made an attractive career choice. Finally, GEM assessed intent to start a business in the individuals it surveyed. In India, Small and Medium Enterprises (SME) participate in over 70 % of overall number of enterprises. The sustainable competitive advantage is based on core competencies which comprise abilities, experiences and skills. The strategic management, both formal and informal, in the context of the stages of venture's life cycle: New-Venture Development, Start-Up activities, Venture Growth, Business Stabilization and Innovation or Decline are fundamental for the sustainable competitive advantage. This paper attempts to analyze several aspects of strategic planning in the context of entrepreneurial ventures.

**Key words :** Entrepreneurship, Attitude, Strategic management, Enterprises

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# ABSTRACTS OF PAPERS : STUDENTS' CONFERENCE

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**Theme : *Management Education for  
a Sustainable World***

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**Session - I**  
**Human Resource Management**  
**for a**  
**Sustainable World**





# GENDER MAINSTREAMING AND GENDER EQUALITY IN THE NEW MARKET ECONOMY: AN ANALYSIS OF CONTRADICTIONS

Arunima Sengupta\*, Veedehi Patel\*\* & Snehana Bose\*\*\*

Achieving gender equality and realizing the human rights, dignity and capabilities of diverse groups of women is a central requirement for a just and sustainable world in human development priorities. It is evident in a number of international norms and agreements, including principle 20 of the Rio Declaration on Environment and Development, adopted in 1992, which states full participation of women being essential in achieving sustainable development. As the global community grapples with the challenges of sustainable development and sustainable development goals, the issue of Gender Equality in this regard has assumed a central role. It is necessary to understand the rationale behind the idea of using Gender Equality for a Sustainable World and its moral and ethical imperatives.

The population contribution of women in India is 48.5%, but the labour force participation is merely 29%. Even after considering their participation the wages or salary that they get for doing the same and similar kind of work is very less compared to men. Women hold only 7.7% of board seats and just 2.7% of board chairs. The industries with the highest percentage of women on boards are technology, media, and telecommunications. Between, 2004 to 2011, when the Indian economy grew at a healthy average of about 7%, there was a decline in female participation in the country's labour force. It's a puzzling picture; over the past few decades access to education for Indian women has increased but still they have increasingly stayed away from employment.

The paper also critically examines gender equality practices and its impact on the productivity of different organizations. A thorough study has been done to collate information from different sources followed by a benchmarking to find out the best practices among different sectors such as Conglomerates, Telecommunication and Financial Institutions. The study reveals the special initiatives taken on the part of organization to accelerate existing efforts for generating comparatively higher level of sense of gender egalitarianism within the workforce.

The paper unleashes current scenario and recent labour law amendments to enforce the right to gender equality among the workforce. An increasing number of organisations are realising the impact of having a diverse and inclusive workplace. Having women across management levels not only makes better business sense but also helps in sizeable additional economic growth.

**Key words :** Gender mainstreaming, Gender Equality, New Market Economy, Human Rights, Sustainable Goals.

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# GENDER PARITY IN EMPLOYMENT: A CRITIQUE OF THE EXISTING LABOUR LAWS FOR A SUSTAINABLE GROWTH

C. Suchismita\*, L. Nishita\*\* & R. Tulika\*\*\*

Inequality in any form threatens the idea of a sustainable world. Gender disparity is one such ugly manifestation that has plagued the world since time immemorial. Policy making and implementation is an important tool to address the glaring socio-economic disparities that exist among the different genders. Policies, therefore, must constantly evolve to suit changes in needs, interests, and perceptions with regard to the different roles, the different sexes play.

In India, judicial activism has played a pivotal role in public policy framework. Although there has been much criticism on the judiciary's growing encroachment on the powers of the legislature and the executive, one cannot deny its role of a harbinger of positive social reforms. However sound policy making must derive its strength from a more democratic discourse and dialogue.

The paper reviews the existing labour laws and other statutory provisions formulated by the centre, state and the corporate bodies in India. It adopts the concept of gender mainstreaming to address the issues in labour practices for a sustainable growth and development. An attempt is made to provide a comprehensive critique on the existing measures at workplaces in India to secure decent and productive employment and income opportunities equally for all genders alike. Further, it also seeks to peg India's performance as a welfare and equitable state vis-à-vis other countries across the globe.

The paper recommends non -statutory provisions over and above the legal framework after debating its feasibility in the Indian context. Finally it voices the need to have a strong and robust discussion and strong legislative intent to promote inclusive and sustainable development of the society.

**Key words** : Gender parity, gender mainstreaming, sustainable growth, statutory and non-statutory provisions, welfare state

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## CSR STRATEGIES FOR A SUSTAINABLE WORLD

Madhurima Banerjee\* & Karan Singh\*\*

Sustainability can be defined as a socio-ecological process characterized by the pursuit of a common ideal. Sustainable development is defined as a process of meeting human development goals while sustaining the ability of natural systems to continue to provide the natural resources and ecosystem services upon which the economy and society depends. Corporate social responsibility is a form of corporate self-regulation integrated into a business model. CSR policy functions as a self-regulatory mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards and national or international norms for business development.

In the current scenario, CSR is a year round responsibility keeping in mind the 3Ps- People, Planet and Profit. The results of CSR are not judged by what has been done but instead what result has it generated. CSR is more about the difference we make in the society by making people self-reliant; keep the environment and natural resources from getting depleted without affecting the profit to be earned. In other words, maintain a balance between sustainable socio economic development and business sustainability. CSR has become mandatory for all profit making organizations as per The Companies Act, 2013. The gaps are the complexity due to its requirement of knowledge and skills and there is no proper way as to measure what impact has been made to the environment and the people.

A recent research carried out about CSR strategies in Bokaro Steel Plant focussed on exploring the reasons behind the problem faced by the 20 periphery villages around the company and to find out the possible solution to their problems. From the study it was found that the existing infrastructural facilities in almost all the villages were very poor, unavailability of middle and high schools for secondary and college education, unavailability of pipe water for their drinking water and unavailability of building facilities like library, secondary schools etc. Similarly, many other companies have taken initiatives to ensure human development as well as preserving the natural resources as a way to give back to the society and not just because of government compulsion but as part of companies mission itself.

The main objective of this paper is to study what impact CSR strategies might have to create a sustainable world and to create awareness about the importance of CSR to protect the deteriorating natural resources and ensure the development of individual and ultimately the society. This paper is based on the detailed study of published literature on the subject, personal interviews with HR heads of different organizations and authors' personal observation of the prevalent CSR strategies and their impact.

Keeping in mind the gaps present in current CSR strategies, it is recommended that people should be trained with latest updates and practices of corporate social responsibility so they can identify the problem and suggest innovative solutions. Secondly, the people for whom the CSR is being done should know the benefits of the programme in their life thereby making them self reliant and not just for promoting brand value of the organization. Lastly, proper base line survey and need assessment should be done before implementing a strategy in order to maintain maximum efficiency.

**Key words** : Sustainability, CSR Strategies, 3P's of CSR, Sustainable Development, Socio-economic Development

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**Session - II**  
**Rural Management for a  
Sustainable World**



## CONSUMPTION AND CONSERVATION FOR A SUSTAINABLE FUTURE

Deblina Mazumdar\*

The time of cheap oil and gas is over. Mankind can survive without globalization, financial crises and flights to the moon or Mars but not without adequate and affordable energy availability. By 2050, humanity will need two to three earths to cover its consumption of resources, if we continue to manage our resources as business as usual. The global energy system currently relies mainly on hydrocarbons such as oil, gas and coal, which together provide nearly 80 per cent of energy resources.

Energy cannot be created rather it can be converted from one form to other by technical, biological and chemical means: solar and wind energy into heat and power energy, biomass into heat, electricity or biofuels, etc, and the best part is that we have all what we need of energy resources and the conversion technologies in order to ensure a complete supply of clean and green energy! Renewable sources of energy offer our planet a chance to reduce carbon emissions, clean the air, and put our civilization on a more sustainable footing. They are an essential part of an overall strategy of sustainable development. They help reduce dependence of energy imports, thereby ensuring a sustainable supply and climate protection. Furthermore these sources can help improve the competitiveness of industries over the long run and have a positive impact on regional development and employment. They provide us a more diversified, balanced, and stable pool of energy sources.

With rapid growth in Brazil, China and India, and continued growth in the rest of the world, it is no longer a question of when we will incorporate various renewable energy sources more aggressively into the mix, but how fast? By using various published sources of information like newspapers, magazines and articles I shall discuss the perspective of renewable energy (wind, solar, wave and biomass) in the formulation of strategies for a sustainable development. Sustainable development requires human ingenuity and thus people themselves are the most important resource. They are the ones who need to take the initial steps in order to attain a sustainable future. Thus there is a direct link between humans and sustainable development as human values play a major role.

**Key words :** Consumption, Conservation, Renewal Energy, Sustainable Development, Sustainable future

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## ORGANIC FARMING FOR SUSTAINABLE AGRICULTURE : PROSPECTS AND CHALLENGES IN JHARKHAND

**Zubair Akhtar\*, Kumar Priya Ranjan\*\* & Rajender Singh Bisht\*\***

Sustainability has a broad definition and it is more about better and more equitable world. Sustainability stands on its three pillars which are known as the holy trinity of global prosperity and these are the economy, equity, and ecology. As far as ecology is concerned, there is hardly any progress. Climate has changed drastically leading to global warming, ocean acidification, and deforestation. The day is not far away when there won't be any tree standing. It is necessary to understand that for the economy to survive and for humanity to thrive, we need to work in a manner that goes hand in hand with nature. Being an agrarian economy major part of Indian population is engaged in agriculture and allied activities. Even though the farming community reaped benefit from green revolution, yet in the aftermath we are now bearing its grave consequences including various health hazards. The tilt of farmers towards chemical farming due to its short term high yield has led to environmental consequences. On the other hand organic farming relies on the basic methods like crop rotation, off farm waste etc. and restrains the use of chemicals in the field making it more sustainable in nature.

Jharkhand being a rich source of minerals has a huge scope in agriculture. The farmers of Jharkhand depend on the conventional method of farming which is subsistence in nature and promotes chemical use. Hence it is a dire need to have organic farming which conserves resources and produces high quality product.

In this backdrop, the present paper is mostly inclined towards the prospects and challenges of organic farming in Jharkhand. The paper also highlights the positive and profitable impacts of organic farming on both man and Mother Nature. An extensive literature review was done through multiple secondary sources i.e. government reports, articles, journals and books for this study. Organic farming would embrace self-reliance of the farming community and could assist in developing socio-economic and ecologically sustainable Jharkhand.

**Key words :** Sustainability, Environment, Organic Farming, Sustainable Agriculture

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# GUJARAT EARTHQUAKE, 2001 AND ITS IMPACT ON SUSTAINABILITY OF LIVELIHOOD OF COMMON PEOPLE

Kumar Aman\*

Natural disaster is a major adverse event which results from the natural processes in the earth. It has always been a major problem for many parts of India. The impacts of these natural disasters are such that these actually affect the sustainability of livelihood of the common people. A livelihood can be sustainable only when it can cope with and recover from the stresses and shocks and maintain or enhance its capabilities and assets both now and in the future without undermining the natural resource base. Every year due to earthquake thousands of people die and infrastructure worth millions of rupees and other aspects of lives of common people get destroyed which includes their source of living, natural resources and many other things.

The Gujarat Earthquake of 2001 was a case in which more than 20,000 people lost their lives and there was a huge impact on their livelihood. The Gujarat, Kutch Earthquake of 2001 had a very major impact upon the livelihood of common people which the analysis shows. The impact had been in short term as well as in the long term. It left a huge gap in the lives of the people which they have to overcome to lead the life they were living before such devastation.

This paper is focused on analyzing the impact of one of the major earthquakes in India i.e. Gujarat Earthquake upon the livelihood of the people and their sustainability. A literature review was done for this study through secondary sources which includes Journals, articles and Government reports. Natural disasters have always left its impact on the lives of the people directly or indirectly in many ways and Gujarat Earthquake is one such case where we can see the impacts and measures taken afterwards to make the lives of common people sustainable after such a huge shock.

**Key words :** Earthquake, Sustainability, Livelihood, Impact, Measurs, Common people.

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## COMMODITIZATION OF TRIBAL LANDS AND ITS SUSTAINABILITY : CONTEXT AND REALITIES FROM THE URBAN SLUM OF KATHAR GONDA

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**Ankit Choudhary\***

In contemporary India, in the name of development and the so called public interest, land has been merely turned into a commodity. The people dependent on these pieces of land have been coerced to become mute spectators of the rampant exploitation of their traditional bonds with their ancestral lands. Very little attention has been paid towards the suffering of the folks dependent on these lands. In the study, the current status of commoditization of tribal lands and their future management strategies for sustainable development have been studied in the Urban Slum “Kathar Gonda” Ranchi. Majority of the people living on the agricultural produce from the lands located at the periphery of the Kanke Dam were the main sufferers when the municipal authorities extended the dam area in 1981 and exchanged land ownership with money. It had a drastic impact on the livelihood and life style of the local people especially women, who’s traditional knowledge system underwent a massive set back over the course of time. Through the study the author wants to emphasize on the depreciating socio-economic conditions and lack of proper sanitation facilities in the area. The study further highlights the health of women who suffered even greater challenges in sustaining the ill effects of development induced displacement in that area. The study is based on extensive secondary data, along with some insights from the people residing in the area of study. It is felt that more sustainable method of making compensation to the people could have been possible if the total amount of compensation money was divided into two parts - remuneration and pisciculture. With proper training and education to the people, this approach could prove fruitful in the long run as a sustainable source of livelihood. The wheel of development runs in between the silver linings, and even a little carelessness in the pursuit of development could either lead to massive development for some or bring destruction for many as well.

**Key words** : Commoditization, Management strategies, development, sustainable development, Kathar Gonda

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# SOCIAL ENTREPRENEURSHIP AND SUSTAINABLE DEVELOPMENT

Rekha Kumari Nayak\* & Anshumala Dungdung\*\*

Social entrepreneurship is a strategy of all the start up companies in order to raise funds to find solutions to the problems regarding social, environmental and other cultural issues. This includes the social as well as the environmental issues which also means that it focuses on sustainable development as well. Within entrepreneurship literature in this part of the world, much of the theoretical work has focused on business especially with emphasis on small scale businesses. But this has not been successful in the dispersal of industries in small towns and rural areas, empowering women, changing and sustaining a new set of social values that trigger on development.

A rewarding characteristic of business entrepreneurship is economic development. This has expanded highly skilled entrepreneurs who drive the small scale industries that make profits and create employments. But there are many specifics within the world of entrepreneurship to which nations might be committed. These specifics include business, education, women, rural area and the deprived society. The commitments of government to these specifics culminate in sustainable development.

This study of social entrepreneurship evaluates its contributions and the core elements in sustainable development using a cross section of entrepreneurs and its interest groups. The paper is based on the secondary research and as such is motivated from the magazine readings and through internet browsing. It was revealed that social entrepreneurship has not contributed effectively to sustainable development due to low level of creativity and innovation in our entrepreneurs and also this has adversely affected development of women in rural areas. It is therefore recommended that entrepreneurship programmes should not just focus on business for profit and wealth creation but should also focus on improvement of citizens' creativity and innovation capability. This will facilitate sustainable development. Today, profit making and self employment are not the sole motives of business entrepreneurship, and as such they are not only the ways of economic development.

A proper understanding of how specifics like social entrepreneurship shapes development will obviously enable stakeholders to be in a better position and design programmes in that line in order to anticipate the impact on sustainable development for our nation building.

**Key words** : Social Entrepreneurship, Sustainability, Business, Stakeholders, Sustainable Development

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**Session - III**  
**Sustainable Outcomes through  
Marketing and Financial  
Management Lessons**



## IMPORTANCE OF FINANCIAL DECISIONS IN MAKING BUSINESS SUSTAINABLE

Shreysee Banka\*

It has been globally accepted that sustainability is the way forward for any business and it is a result of this realization the concept of Corporate Social Responsibility emerged. In any business CSR comes up as a follow-up mechanism but it is more important to be judicious and cautious from the beginning of the venture. As financial decisions are important for the start and continuation of any business, it becomes essential to consider Sustainability as an important parameter while making these decisions.

This paper will discuss three primary concerns related with the above issue. Firstly, Sustainability should be considered as a parameter necessary in financial decisions. Secondly the paper will also discuss the effects of allocation and misallocation of capital in business. Finally it will discuss the Challenges faced in measuring the sustainable benefits of business. It will elaborate on the disadvantages that a business will have to face if the decisions made are not sustainable and try to explain how it is difficult to measure sustainability.

It is a 'Concept Paper' which tries to illustrate the importance of Financial Sustainability in Business Decision Making, with much of work done in the field of 'Literature Review'. It will use secondary data and take insights from international reports published by European Sustainable Development, World Wide Fund for Nature and other similar sources of information.

The key contribution of the paper will be at elucidating that Sustainable Financial Decisions (SFDs) play a crucial role in making Sustainable Business Models leading to a Sustainable Society.

The paper will conclude by proposing suggestive mechanisms of '*Principles for Responsible Investment*' and '*Fin-tech Solutions*' by means of which a financial decision can be made sustainable and profitable in the long run.

**Key words :** Business Model, Sustainable Financial Decisions, Responsible Investment, Measurability Challenge.

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## ETHICS IN FINANCIAL PRACTICES AND REPORTING

Pragya Tantia\* & Manisha Rathod\*\*

Accountability, taking responsibility for one's actions, begins in the individual and gets transferred over to integrity in the workplace. The absence of accountability is likely to result in floundering, failure and lost opportunities. There exists a gap between what is documented in the form of ethical codes and what some professional accountants really practice. The main focus of this research is to examine the extent of ethical values reflected in professional practice of the accountancy profession.

This paper involves discovering the importance of ethics in financial practices and reporting. It shall involve brief discussions on certain financial scams and frauds committed by companies such as Saradha Group's Financial Scam, Abhishek Verma arms deal scandal, Common wealth games scams, etc.

The paper shall discuss the scandals arising out of window dressing, reporting of financial statements, presentation of financial reports. Misrepresentations, false entries and other loopholes in the financial reporting system are used to turn away from the moral, ethical values of business.





The discussion shall be concluded by discussion of any possible remedies or alterations that could be made to stop businesses from using these loopholes and making the financial reporting a stronger tool for providing a true and fair view of the company's financial status. Hence, it is recommended that to provide remedy or improve the situation, there is the need for practicing accountant to pay attention to good ethical conduct and adhere strictly to the ethical code of conduct.

**Key words :** Ethics, Financial Practices, Financial Reporting, Accountability

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## GREEN MARKETING MIX STRATEGIES FOR PROMOTING APPARELS AMONG CONSUMERS IN EASTERN PARTS OF INDIA

**Nipun Jain\***

The recent times have shown that there has been a change in consumer attitudes towards a green lifestyle. The ever-increasing knowledge, awareness and communications on the various environmental and ecological problems have led to a shift in the manner consumers go about their life. There has been a change in consumer attitudes towards a green lifestyle. People are actively trying to reduce their impact on the environment. However, the impact of this increasing awareness may or may not be visible on the retail shelves and online stores. Here lies the challenge- How can 'greening' guarantee the 'market-winning'.

Sustainability shall come with the growth of people and businesses, which ultimately happens with the regular manufacture and sale of their offerings and products i.e. 'Creation of Value' for all and hence, where 'Marketing' begins. In today's time, because of both cut-throat competition and endangered planet - it is inevitable to deny the crucial importance and need of adopting eco-friendly, socially responsible and environmentally sustainable practices by business organizations, in their values to processes.

In this background, this paper attempts to first, formulate the best mix of how to make/present the offerings acceptable, available, and affordable for the consumers to accept the new green couture in their daily lives. Then, the paper seeks to ascertain the best green marketing practices with the consumers' perspective, their feasibility, and projected impact on long-term business growth.

Thus, the green elements of business have to be developed and applied in sourcing of raw materials, process of value creation, collaborations, supply chain, packaging and distribution. Formulating the Green Marketing Mix strategies must encompass the right amounts of tangibility, relevance, uniqueness and belief to override the eco-motivation of the consumers so that they pay up, buy and re-buy.

Sustainability, if infused in product design and manufacture can yield significant opportunities to grow any business, to innovate, and to build sustained brand equity. In India too, where consumers have started paying a premium for the 'green' elements in a product, the new segment emerging is an abundance of opportunity for the brands, companies, products and marketers to grab this and 'say the word right'.

**Key words :** Green Marketing Mix, Apparels, consumer decision-making, Greening, Brand Equity.

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## A STUDY ON THE GREEN MARKETING PRACTICES & ITS EFFECT ON INDIAN MARKETS

**Ravi Kumar\*, Rajan Kumar\*\* & Ashutosh Chaudhary\*\***

Marketing is the root of every business and hardly anything moves on smoothly without the same. The major and challenging job of a marketer is to influence customers to purchase even the unnecessary product. Marketers hardly talk too much about ethics. There should be a balance between economic and social goals in an organization with respect to marketing. Now a days we can see that there has been a growing interest among the consumers all over the world concerning the protection of environment. As a reason green marketing practicing can be a method or a way to these concerns. The consumers generally know the importance of the environment and its impact on degradation. Green marketing is the process referring to selling of goods or services based on their environmental and social welfare. It becomes very much vital now to modify the living style of our own to create a healthy environment for present as well as for the future generations. It can be achieved by adopting different practices like the use of energy efficiently, recycling of materials, creating awareness about social ideas in packaging of products and adopting different methods that are environmental friendly. Therefore, it is required to identify the needs and wants of the consumers and the variables which affect them and the environment most.

In this backdrop my secondary sources of information in the present paper attempts to study the effect of the green marketing in Indian markets. The paper also attempts to understand different ways of green marketing practices followed by Indian marketers. Finally, the paper analyzes the aids of following green marketing tactics from the side of both consumers and marketers.

Therefore, by promoting green marketing practices in Indian markets both consumer and manufactures get benefited. The organizations can reinforce environmental credibility by using sustainable marketing and communication such as public relations and creative advertising associated with green issues in India.

**Key words :** Green marketing, Ethics, Environment friendly, Awareness, social welfare

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## ETHICS IN FINANCIAL REPORTING FOR SUCCESSFUL CORPORATE GOVERNANCE

**Diksha Vijayvergia\* & Kritika Tekriwal\*\***

In the recent years there has been an increase in accountability pressure mostly in large companies because the world economy has now come under one boundary. This requires the account showing the transparent financial position of the company. It is not only important for companies to prepare financial statements correctly and legally to avoid punishment, but also to have an honest relationship with customers and stockholders. Many multinationals have started paying attention to supervising and structuring of sustainability responsibilities for compliance and ethics.

To ensure ethics in financial reporting, it's important that all users of the financial systems understand the Generally Accepted Accounting Principles (GAAP). This will give the users guidelines so that accounting can be



performed legally and ethically. It can be understood from two angles which shows convergence in the term of topics and audiences; and accountability requirements in the context of corporate governance which expands to employees, ethical aspects and sustainability reporting. It can be broadened to the environment from social and financial issues.

In this background, this paper attempts to describe to what extent and how current sustainability reporting of the companies incorporates corporate governance aspects. This paper also highlights the steps that the company can use when facing ethical dilemma.

It may be concluded that the companies can provide the codes and standards which the employees can follow. They should select the best alternatives considering all the consequences. While we cannot generalise the procedures, some notable practices can be found. The dilemmas and complexities for managers in dealing with the accountability to shareholders and stakeholders and the role of the auditors in the same have also been presented in the paper.

**Key Words :** Accountability, Corporate Governance, Sustainable Responsibilities, Compliance and Ethics, GAAP.

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## IMPLEMENTING MANAGEMENT STUDIES ORIENTED TOWARDS EMPOWERING WOMEN THROUGH ENTREPRENEURSHIP

**Saloni Jalan\***

A quiet revolution is taking shape right now among women. For ages women have worked in house or at a lower level in job. As of now, women entrepreneurs constitute 10 % of the number of entrepreneurs in the country. There has been a significant growth in self-employment of women with women now starting new ventures at three times the rate of men.

The research paper tries to explore to what extent women perceive self-employment as a viable career choice and is implementing management studies helping them? With more women opting to be entrepreneurs, is it leading to their sustainability? In this research paper I also want to find out the reasons whether women would prefer to be a job-provider or a job-seeker.

**Key words :** Women Empowerment, Management Study, Entrepreneurship.

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## SUSTAINABLE BUSINESS PRACTICE IN TELECOM INDUSTRY - A STEP TOWARDS GREEN DIGITAL INDIA

Vishal Kumar Verma\*

**W**hy people and government authorities are concerned only with the carbon emission through automobiles/factories where the Telecom industry is the second largest consumer of diesel in India after Indian railways? To curb this problem out what the government is doing and what are the roles of environmental managers? India currently has more than 3,10,000 cell phone towers, which consume about 2 billion litres of diesel per year. The move from diesel to solar and other alternate sources of energy will result in a reduction of 5 million tons of CO<sub>2</sub> emissions as well as a savings of \$1.4 billion in operating expenses for telecom tower companies. Move to renewable energy sources can generate millions of carbon credits that could offset the opex (operational expenditure) on their towers. In addition saving in the energy bill would further reduce the operating expense. Everyone in 21st century talks about the communication technology and its growth as the backbone for development of a nation. However, many governmental schemes such as digital India would not become possible if towers do not exist. Thus, if we focus on the concept of Green Digital India, in future we would not be the victims of the highest carbon emission and its negative impacts.

In this backdrop, this paper attempts to expose the facts of carbon emission by using information available on the telecom sites as well as by collecting data on carbon emission from various telecom and other industries in order to draw the attention of common people and government about this major serious concern and overcome the issue. The present study also examines whether it is only the automobile, manufacturing or the TELECOM sector which contribute in highest carbon emission.

The paper is based on case research. The data about the telecom infrastructure have been taken from TRAI (Telecom Regulatory Authority of India). We have tried to compare the different industries and their various ways to curb out the issue of emission from other industries which is creating huge threat to the environment and are not known to the environmental managers. The data from the industries of different sectors are taken and put forward to clarify and throw the light on the topic. The paper shall be concluded after presenting the extensive calculation and highlighting the per year carbon emission in kgs which proved that it is also a major concern to be looked after.

Technologies that have to be implemented to curb out the problem are basically dealt by implementation of options such as – right fuel selection, and efficient electronics - in order to maximize the efficiency. Fuel preference to run a telecom site should be in the order as follows- Renewable sources > Site on mains supply > Site on battery > site on generator. The help of technology and suitable marketing practices are required to be adopted in order to move towards the business of GREEN TELECOM.

**Key words :** Carbon Di-oxide Emission, Sustainable Business Practice, Green Digital India

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## CAN INDIAN MANAGEMENT INSTITUTES FACILITATE KEY-KNOWLEDGE RETENTION? A PERSPECTIVE ON SUSTAINABLE, EDUCATION-BASED KNOWLEDGE ORGANIZATIONS

Abhilash Acharya\* & Namrata Dasgupta\*\*

The overall quality of management education in India is getting affected due to the rise in Business Schools. But the issue of facilitating quality education through sustainable, education based knowledge organizations remains unchecked. When a faculty member of any institute with an expertise in a particular area transitions himself in a different institute, it is a loss for the previous institute due to lack of a certain kind of expertise getting withdrawn.

Academic researchers of late have been highlighting the prominence of organizational structures (OS) and significance of constructed/available hierarchies in various functional outcomes. They intend to explain how sustainable educational institutes as knowledge organizations with distinctive structures may allow improving such outcomes by concentrating on their core strengths. However, there's a dearth in research explaining the impact of Indian management institutes that acknowledge organizations' structure on knowledge management and knowledge retention (KR) as outcome.

Knowledge organizations' structures are ever emerging to better balance the exploration and exploitation of organization's knowledge, which can be achieved through effective knowledge management and retention-like in the case of Indian Management Institutes. Faculty members as leaders must ensure that knowledge management in the institute, which is of course a knowledge organization, promotes an 'integrated approach' to identify, capture, evaluate, retrieve, share and retain most of the institute's knowledge and try and become superior to other comparable management institutes.

The objective of the study is as follows. This research is expected to offer to the academia a new perspective of understanding the importance of organizational structure to that of driving key-knowledge retention in an Indian Management Institute. Modern-day, sustainable educational organizations add pace and efficiency into India's progress, a country which has embraced the notion of a knowledge economy of late. This raised the importance of shifting paradigms of Indian Management Institutes per se, and the researchers tried to cover the consequent but underexplored role of organizational structure vis-à-vis knowledge retention.

This paper is based on a case study of an Indian Management Institute situated in the eastern part of India. The researchers have undertaken an exploratory study to find out the dynamics between organizational structure and knowledge retention. A qualitative approach has thus been adopted and the application of Thematic Analysis found place in conducting the research. The themes and sub-themes generated from the research, aligned with the theoretical backdrop, gave rise to a schematic model explaining the relationship between organizational structure and knowledge retention.

This paper tries to uncover the relationship between a sustainable, education-based knowledge organization's structure formation and the critical aspect of knowledge management cycle, which is key-knowledge retention. This shall be helpful for academicians (who can make advancements by testing the relationship in other contexts).

It is recommended that for facilitating key-knowledge retention, Indian Management Institutes should change pedagogy methods, extend journal clubs, and practice discussion seminars, thus creating a co-opetitive environment for promoting sustainable education- based knowledge organization.

**Key words :** Changing education paradigm, Organisational Structures, Knowledge Management, Management Institute, Key knowledge retention.

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# THE CONCEPT OF WORK FROM HOME FOR SUSTAINABILITY IN 21<sup>ST</sup> CENTURY BUSINESS CORPORATES

Astha Tiwari\*

India has been adding 10 million people in the existing workforce every year. A fraction of this 10 million workforce is unable to work in their respective working environment due to various social, cultural and personal issues. Previous studies have shown that the concept of working from home provides opportunities to the employees to maintain a balance in their work life and fulfill their family responsibilities while completing their work demands in a timely manner. The main area of concern is the eligible women workforce who are unable to continue their jobs due to reasons such as early marriage, maternity leave and other family problems. Also people who possess varied skills and knowledge but are physically disabled miss the opportunity to utilise their talents.

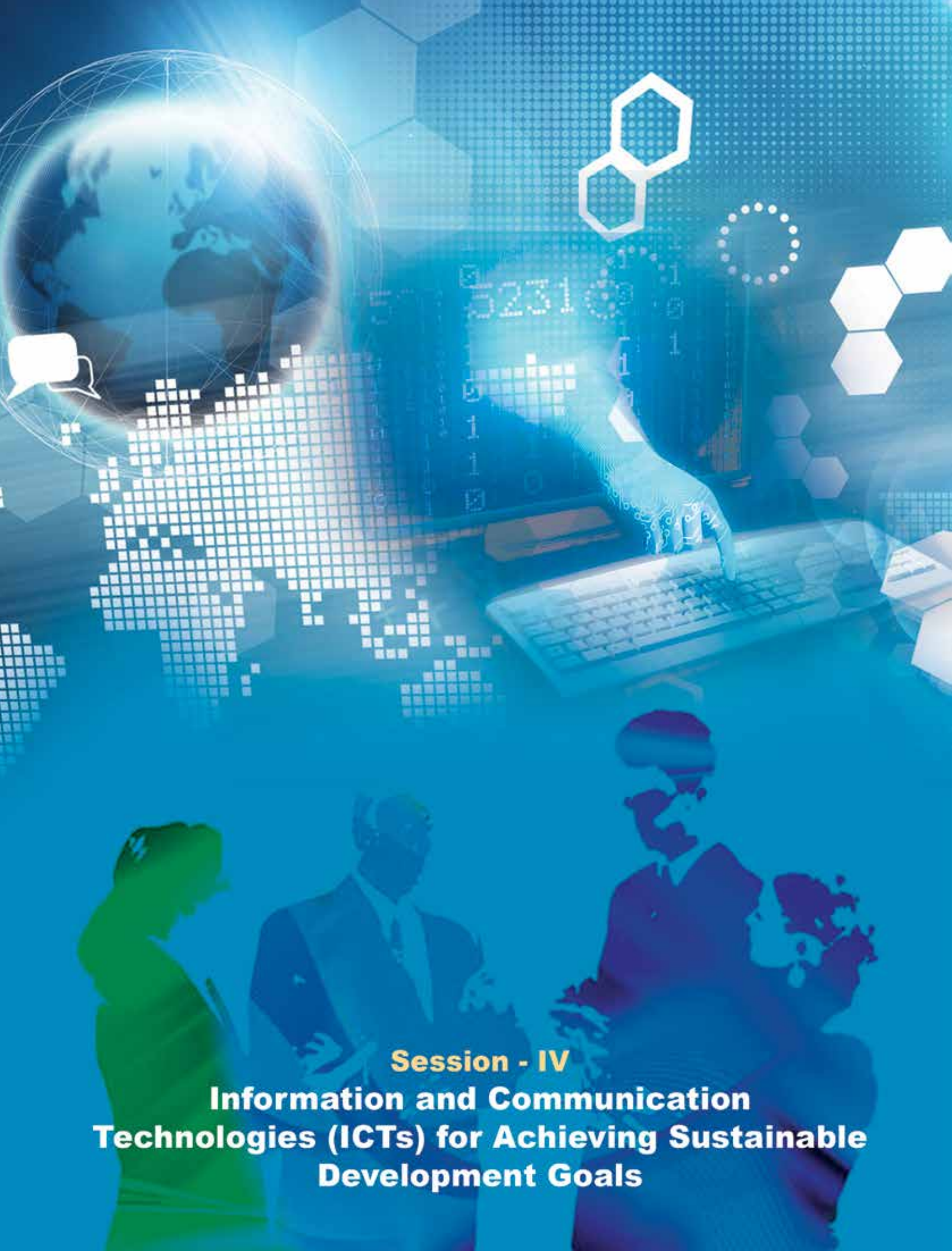
There are not many industries which are encouraging the concept of work from home. Mostly we see the IT sector to be encouraging this concept, with limited scope. Other than that the sectors like PSU's, FMCG, Banking industries, etc. have been witnessed in taking no interest in encouraging this concept. This study is an attempt to discover as to how much of employment can be generated of this kind maintaining the other factors like work confidentiality, productivity, efficiency, etc. of the companies of the respective sectors?

By using primary and secondary information this paper reviews the concept of work from home at the national level and looks for its mutual benefits to the employees as well as the employers.

**Key words :** Work from Home, Sustainability, Business Corporates, Women, physically Disabled.

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**Session - IV**  
**Information and Communication**  
**Technologies (ICTs) for Achieving Sustainable**  
**Development Goals**



# IMPLICATIONS OF LBP (LINEAR BINARY PATTERN) AND DCT (DISCRETE COSINE TRANSFORM) UNDER MATLAB FOR SUSTAINABLE DEVELOPMENT

T. Venkata Shashank\*

Environmental Issues have raised concerns regarding the sustainable development goals. Computer vision and Image Processing have a significant role towards sustainable development. There are many literature regarding the enhanced identification of images and because of these significant advancements better results are being produced.

This paper deals with the importance of sustainability in image processing considering two techniques namely Linear Binary pattern and Discrete cosine transform using mat lab software to describe the characteristics and features of an Image under both the techniques individually and also by merging them..

Linear Binary pattern is a technique to visualise the image textures where a pixel of image is considered as the centre and the corresponding points surrounding it are tested whether they are greater than or less than the centre and it is extensively used due to its discriminative power and computational simplicity. This technique when applied on the environment has lot of illumination changes which makes it robust to use which implies that it can be used for sustainable development. On the other hand the Discrete Cosine Transform technique separates the images into various parts of differing importance where the output is obtained in the form of Integers. It is used to compress the images, decor relate the pixel data and minimize spatial redundancy. This method also reduces irrelevance and redundancy which makes it suitable for sustainable development. This paper also describes the output that is obtained by combining both these techniques thereby examining the image clearly and making decisions based on colour characteristics through which sustainability concept can be explained.

**Key words :** Sustainability, Sustainable development, Image processing, Linear Binary Pattern, Discrete cosine transform.

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# GREEN CLOUD COMPUTING FOR SUSTAINABLE DEVELOPMENT

Shishir Kumar Mayank\* & Komal Kumari\*\*

Cloud computing is a cost effective technology that enables the users to store and share data on a network of remote servers hosted on the web rather than owning their own systems. However, the increasing demand of cloud computing has led to rise in the energy consumption of data centers which in turn leads to high operational costs. Along with this, energy dissipation in the environment in the form of CO<sub>2</sub> is also rising. This paper will focus on the measures we can adopt to reduce the CO<sub>2</sub> emissions by the data centers in the environment. The energy consumed in cooling is a major part of the energy consumption of data centers.

$$\text{Power Usage Effectiveness (PUE)} = \frac{\text{Total Power consumed by a data center}}{\text{Total Power consumed of IT equipment (server, routers etc.)}}$$

The benchmark of PUE for 2003 for 15 data centers was 1.93; in 2005 it was improved to 1.63. Some of the data centers have achieved a higher efficiency with Google reporting one of their data centers functioning at PUE of 1.15.

## APPROACHES:

1. The power used by CPU needs to be reduced to reduce the power consumption on cloud. One such approach is innovative inter connect technology under which three dimensional stacking technology has been discussed which uses Chip multiprocessor architecture (CMP).
2. The workload for the servers can be scheduled. This is also called Server allocation using network visualization. The goal of the service provider is to minimize Round-Trip-Time (RTT) of its service users to the servers.

These approaches could lead to effective cost reduction. To further limit the energy emission into the environment, latest energy saving techniques is suggested.

**Key words :** Carbon Di-oxide Emissions, Green Cloud Computing, Effective Cost Reduction, Sustainable Development,

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## SUSTAINABLE DEVELOPMENT THROUGH INFORMATION & COMMUNICATION TECHNOLOGY : CASE STUDIES ON BEST PRACTICES

**Chandni Khatoon\* & Ananta Nandni\*\***

“Good health and well-being” has been emphasized as an essential component to achieve sustainable development goals (SDG), established by Department of Economics and Social Affairs, United Nations. The intensifying issue of breast cancer has posed a significant challenge to ensure the aforesaid component of SDG. Various studies have shown that radiologists may miss the proper detection of breast cancer to a significant proportion of abnormalities which may cause anxiety, retardation, and depression among women. The objective of this study is to develop a computer-aided detection (CAD) technique to differentiate three different categories of parenchyma, namely, cancer, benign and normal to enhance the capability of digital mammography technique leading to successful detection of breast cancer. The methodology of feature extraction from image datasets has been used for identifying the pattern of image and classifying them in above categories to amplify the efficacy of mammographic technique. This project encompasses the concept of reducing content of image data using content based feature extraction technique to find out more accurate signatures from image datasets. Feature extraction of image datasets plays the pivotal role to succeed in computer aided detection technique.

The Mammographic Image Analysis Society (MIAS) dataset has been used for the purpose of accessing and calibrating features from the mammographic images. It contains the original 322 images (161 pairs) at 50-micron resolution in “Portable Gray Map” (PGM) format and associated ground truth data.

**Key words :** Sustainable Development, Cancer Detection, Mammograms, Contents Based Image Identification, Feature Extraction

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## ACHIEVING SUSTAINABLE DEVELOPMENT GOALS BY USING COMPUTER VISION

**Ritika Selot\* & Akshat Gupta\*\***

Information and Communication Technology has played a pivotal role in achieving Sustainable Development Goals (SDG) for an improved future. The foundation for sustainable development is based on economic development, social inclusion and environmental protection. All these three pillars of SDG have observed massive application of information identification using image data to ensure management of sustainability using Information and Communication Technology (ICT). In this paper an attempt has been made to discuss one of the goals of sustainable development which is the green economy by calculating the cost of achievement of green economy as well as maintenance cost after the development is been done in the area which was realized in the image (with comparison with master image). However, the easy availability of image data has posed significant research challenges to make it available in real time environment to the stakeholders to ensure sustainable practices. The paper has addressed the aforesaid issues and has introduced a novel technique for content based image classification to enhance the contribution of ICT in achieving Sustainable Development Goals.

**Key words :** Information and Communication Technology, Content based image classification, Economic Development, Green Economy, Sustainable Development Goals.

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## RECYCLE MANAGEMENT THROUGH INFORMATION TECHNOLOGY

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**Jayanti Jyotika\*, Madhuri Kumari\*\* & Ashlash Shrivastav\*\*\***

**S**ustainable development is one of the most significant societal challenges of the 21st century. One global trend with significant implications for sustainable development is the extraordinarily rapid development and application of information technology (IT), often referred to as the “IT revolution”.

The world today is surrounded with technology. A huge amount of electronic items are developed and wasted or thrown for dump every day. Recycled items may include servers, desktops, workstations, thumb drives, cell phones, tapes, printers, monitors, telephones, network gear, peripherals, etc. Electronic testing equipment from research labs may also be recycled once the department removes any hazardous materials or chemicals. And some of the items are disposed at no cost.

This paper is all about the recycling and refurbishing of the electronic devices. Recycling and refurbishing of the technology and devices can bring the return on investment on the outdated technical equipments. Recycle management is the process which emphasises on the “Green Technology” to bring changes in the developing earth. It means the technology which is environmental friendly is developed and used in such a way so that it doesn't disturb our environment and conserves natural resources. The constant production of the electronic device is leading towards scarcity of the resources. The resources are limited and the demand is high, which is leading towards the vanishing of the resources. This also lead to high increment on the productivity cost.

Every day new product is developed on one side and a huge number of electronic devices are wasted or dumped into waste on other hand. If the dumped items are recycled and reused it could bring a huge growth in the economic development.

**Key words :** Recycle Management, Information Technology, Electronic items, Natural resources

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Dr. Sant Kr. Prasad  
Prof. Ignatius Xaxa  
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## CONFERENCE ON MANAGEMENT EDUCATION FOR A SUSTAINABLE WORLD

15<sup>TH</sup> FEBRUARY 2017 AT XISS

### PROGRAMME SCHEDULE & DELEGATION OF RESPONSIBILITIES

#### Inaugural Session

Venue – XISS Courtyard

9 -10	Registration	Dr. Bhaskar Bhowani
10.00	Inauguration Welcoming the Dignitaries to the Dais and offering bouquets Lighting of Lamp	Anchor : <b>Prof. Nidhi Shukla</b> With volunteers from all departments
10.10	Welcome Address	<b>Dr. (Fr.) Alexius Ekka, S.J.</b> Director, XISS & Conference Chair
10.20	About the Conference	Dr. (Fr.) Ashok Ohol, SJ Convenor, MESW
10.25	Introduction of Keynote Speaker	Prof. S. R. Shauq, HOD HRM
10.30	Key Note Address	Prof. James Stoner Fordham University, USA
11.15	Release of Souvenir ( <b>Dr. Sudeep Kumar</b> )	Prof. James Stoner
11.20	Felicitation of Guests	Dr. Alexius Ekka, S.J., Director, XISS (Assisted by volunteers from all departments)
11.25	Vote of Thanks	Fr. Pradeep Kerketta, S.J. Assistant Director, XISS
<b>Tea Break (Food Committee) 11.30 – 12.00 PM</b>		

**Pre-lunch Session Theme : Human Resource Management for a Sustainable World**

**Venue : Auditorium**

**Time : 12 noon to 1.30 pm**

**Stage Arrangement, Bouquets and Mementoes : Dr. Kumar Mohit Spring with HRM Student Volunteers - Denis Toppo (HRM1-29), Deepak Kumar (HRM1-50), Sushmita Bajpai (HRM-1-39), Ria Ray (HRM1-59).**

Welcoming the Chairperson and Speaker with bouquet by session coordinator. Introduction of Speaker by Session Coordinator	Anchor and Session Coordinator: Prof. S.R. Shauq HOD - HRM
Theme Introduction by Chairperson	<b>Mr. Nadeem Kazim,</b> Former Director HR, Exide and Former chairman CII-HR & Eastern India
Speaker's address	<b>Prof. James Stoner</b> Fordham University, USA
<b>Paper 1 :</b> Gender Mainstreaming in the New Market Economy: An Analysis of Contradictions	Arunima Sengupta, Veedehi Patel, & Snehana Bose
<b>Paper 2 :</b> Gender Parity in Employment: A Critique of the Existing Labour Laws for a Sustainable Growth	C. Suchismita, L. Nishita, & R. Tulika
<b>Paper 3 :</b> CSR Strategies for a Sustainable World	Madhurima Banerjee & Karan Singh



Q&A	Moderated by Chairperson
Presentation of Mementoes	HOD, HRM
Vote of Thanks	Session Coordinator

**Pre-lunch Session Theme : Rural Management for a Sustainable World**

**Venue : XISS, Courtyard**

**Time : 12 noon to 1.30 pm**

**Stage Arrangement, Bouquets and Mementoes : Dr. Raj Shree Verma with RM Student Volunteers** - Shubham Joshi (RM-1-62), Rajeev Ranjan (RM-1-58), Puja Kumari (RM-1-52), Sheetal Kumari (RM-1-46), Ragini Prasad (RM-1-03)

Welcoming the Chairperson and Speaker with bouquet by session coordinator. Introduction of Speaker by Session Coordinator	Anchor and Session Coordinator: Prof. (Dr.) K. K Bhagat Professor – Rural Management
Theme Introduction by Chairperson	<b>Dr. (Fr.) Denzil Fernandes,</b> Executive Director, ISI, New Delhi
Speaker's address	<b>Dr. Richa Chowdhri,</b> Associate Professor, IIT Patna.
<b>Paper 1</b> : Consumption and Conservation for a Sustainable World	Deblina Mazumdar
<b>Paper 2</b> : Organic Farming for Sustainable Agriculture: Prospects and Challenges in Jharkhand	Zubair Akhtar, Kumar Priya Ranjan & Rajendra Singh Bisht
<b>Paper 3</b> : Gujarat Earthquake, 2001 and its impact on sustainability of livelihood of common people	Kumar Aman
<b>Paper 4</b> : Commoditization of Tribal Lands and its Sustainability: Context and realities from the Urban Slum of Kathar Gonda	Ankit Choudhary
<b>Paper 5</b> : Social Entrepreneurship and Sustainable Development	Rekha Kumari Nayak
Q&A	<b>Moderated by Chairperson</b>
Presentation of Mementoes	<b>HOD, RM</b>
Vote of Thanks	<b>Session Coordinator</b>
<b>Lunch Break 1.30 – 2.30 PM</b>	

**Post-lunch Session Theme : Sustainable Outcomes through Marketing & Financial Management Lessons**

**Venue : XISS, Courtyard**

**Time : 2.30 pm to 4.00 pm**

**Stage Arrangement, Bouquets and Mementoes : Dr. Bhaskar Bhowani with Marketing and Finance Student Volunteers** - Debopriya Chatterjee (Fin-1-22), Sushmita Jain (Fin 1-46), Sumit Kumar (Fin-1-33), Vidhan Chandra Rai (Fin 1-01)

Welcoming the Chairperson and Speaker with bouquet by session coordinator. Introduction of Speaker by Session Coordinator	<b>Anchor and Session Coordinator:</b> <b>Prof. Arana Kausar</b> Asst. Professor, Finance
Theme Introduction by Chairperson	Ms. Asha Wazeer Dy. GM In charge HR, MECON Ltd.



Speaker's address	<b>Ms. Archana Sahay,</b> CSR & Inclusion for India and abroad, Thompson Reuters
<b>Paper 1</b> : Importance of Financial Decisions in making Business Sustainable	Shreysee Banka
<b>Paper 2</b> : Ethics in Financial Practices and Reporting	Pragya Tantia & Manisha Rathod
<b>Paper 3</b> : Green Marketing Mix Strategies for Promoting Apparels among Consumers in Eastern Parts of India	Nipun Jain
<b>Paper 4</b> : A Study on the Green Marketing Practices & its Effect in Indian Markets	Ravi Kumar, Rajan Kumar & Ashutosh Chaudhary
<b>Paper 5</b> : Ethics in Financial Reporting for Successful Corporate Governance	Diksh Vijayvergia & Kritika Tekriwal
<b>Paper 6</b> : Implementing management study oriented towards empowering women through Entrepreneurship possible?	Saloni Jalan
<b>Paper 7</b> : Sustainable Business Practice in Telecom Industry - A step toward GREEN Digital India	Vishal Kumar Verma
<b>Paper 8</b> : Can Indian Management Institutes Facilitate Key-knowledge Retention? A Perspective on Sustainable, Education -based Knowledge Organizations	Abhilash Acharya & Namrata Dasgupta
<b>Paper 9</b> : The Concept of Work from Home for Sustainability in 21 <sup>st</sup> Century Business Corporates	Astha Tiwari
Q&A	<b>Moderated by Chairperson</b>
Presentation of Mementoes	<b>HOD (Mktg.), HOD (Fin.)</b>
Vote of Thanks	Session Coordinator

**Post-lunch Session Theme : Information & Communication Technologies (ICTs) for achieving Sustainable Development Goals**

**Venue : Auditorium**

**Time : 2.30 pm to 4.00 pm**

**Stage Arrangement, Bouquets and Mementoes : Dr. Mahua Banerjee with IT Student Volunteers - Aisha Benazir (IT-1-04), Monika (IT-1-30), Kumari T. Singh (IT-1-6), Puja Rani (IT-1-22)**

Welcoming the Chairperson and Speaker with bouquet by session coordinator. Introduction of Speaker by Session Coordinator	Anchor and Session Coordinator: <b>Prof. S. R. Roy</b> Prof. Information Management
Theme Introduction by Chairperson	<b>Mr. Sanjiv Kumar</b> VP and Area Head, Kotak Mahindra Bank, Bihar and Jharkhand
Main Speaker	Dr. P. P. Chattopadhyay Director, NIFT
<b>Paper 1</b> : Implications of LBP (Linear Binary Pattern) and DCT (Discrete Cosine Transform) Under Matlab for Sustainable Development	T. Venkata Shashank

<b>Paper 2</b> : Green Cloud Computing for Sustainable Development	Shishir Kumar Mayank & Komal Kumari
<b>Paper 3</b> : Sustainable Development through Information & Communication Technology: Case Studies and Best Practices	Chandni Khatoon & Ananta Nandnia
<b>Paper 4</b> : Achieving Sustainable Development Goals by using Computer Vision	Ritika Selot & Akshat Gupta
<b>Paper 5</b> : Recycle Management through Information Technology	Jayati Jyotika, Madhuri Kumari & Ashlash Srivastav
Q&A	<b>Moderated by Chairperson</b>
Presentation of Mementoes	HOD(IT)
Vote of Thanks	Session Coordinator

### Valedictory Session

Venue : XISS, Courtyard

4.15	Welcoming the Chief Guest	<b>Anchor – Prof. (Dr.) R. K. Agrawal</b> with volunteers from all departments
4.20	Welcome Address	Dr. (Fr.) Alexius Ekka, S.J., Director, XISS
4.25	Rapporteur's Report	Dr. Shyamal Gomes Dr. Anant Kumar
4.40	Address by Chief Guest	Dr. Satyendra Kishore Executive Director, IICM, Kanke, Ranchi
5.00	Certificate Distribution to the Paper Presenters	
5.05	Felicitation of Chief Guest	Dr. (Fr.) Alexius Ekka, S.J., Director assisted by volunteers from all departments
5.10	Vote of Thanks	Dr. Fr. Ashok Ohol, S.J. Convenor, MESW
<b>5.15 pm – High Tea</b>		
<b>Note</b> : Announcement of High Tea and Cultural Programme		





## DELEGATION OF RESPONSIBILITIES

Sl. No.	Responsibility	In-charge
1.	Flex, Standee, Banner and Certificate	Prof. S. R. Shauq
2.	Videography and Photography	Prof. (Dr.) M. H. Ansari
3.	Souvenir	Dr. Sudeep Kumar and Team
4.	Distribution of Invitation Cards	Prof. P. C. Dash, Mr. Manoj Singh & Mr. Sunil
5.	Speakers and Delegates Accommodation	Dr. Shyamal Gomes, Mr. Ashok Kumar & Mr. Manoj Singh
6.	Stage- Name Plates	Mr. Arvind Dey, Manoj Singh, Sriram Mishra
7.	Food Incharge	Dr. Kumar Mohit Spring with his team
8.	Press and Media	Dr. Pinaki Ghosh
9.	Rapporteurs	Dr. Shyamal Gomes, Dr. Anant Kumar
10.	Kit	Prof. Sajit Lakra and Prof. Sarbjeet Prasad
11.	Web Page	Prof. Sarbjeet Prasad
12.	Mementos	Dr. Mahua Banerjee
13.	Lighting of Lamp	Prof. Arana Kausar
14.	Bouquet and Flower Decoration	Dr. Raj Shree Verma
15.	Help Desk	Prof. Sarbjeet Prasad
16.	Sound and LCD	Himanshu, Pankaj and Shabir
17.	Cleaning	Cristopher Crasto
18.	Hospitality & Guests (Transport and Accommodation)	Prof. Rik Das and Student Volunteers - Swaroop Barikdar (HRM-1-60), Nirmal Sharma (HRM-1-26), Abhishek Das (RM1-49), Lav Kumar (RM1-51), Maheep Singh (FIN1), Tushar (FIN-1-24), Safal Singh (FIN-29), Anand Kumar (MKT-1-4), Subrata Dey (MKT-1-45), Ashlesh Sharma (IT-2-44), Shalendu Saurav (IT-2-16)
19	Registration Committee (Registration of the Participants)	Prof. Bhaskar Bhowani and Student Volunteers - Eva Richa (HRM 1-72), Bradley (HRM1-41), Aditya (RM1-2), Avantika (RM1-66), Sandhya Kumari (IM 1-31), Saharsh Sinha (IM 1-19), Abhishek Kumar (Fin 1-34), Nidhi Chowdhary (Fin 1-18), Prateek Kumar (Mkt1-56), Raichal Raj (Mkt1-6)

## CONFERENCE ON LEADERSHIP AND INNOVATION FOR A SUSTAINABLE WORLD

16<sup>TH</sup> FEBRUARY 2016 AT XISS

### DELEGATION OF RESPONSIBILITIES

#### Committees for the 16th February 2017 International Conference:

Name of the committee	Registration
<b>Responsibility</b>	Registration of Paper Presenters, Outside Participants, XISS Faculty and Project Officers
<b>In-charge</b>	Dr. Amardip Singh
<b>Students Member</b>	Mr. Sonal Sinha (IT – I – RN-08) Mr. Sunit Sinha (IT – I – RN-17) Ms. Nisha Bharti (IT – I – RN-20) Mr. Tarun Anand (IT – I – RN-27) Ms. Prabha Munda (IT – I – RN-39) Mr. Kumar Siddhant (IT – I – RN-40)

Name of the committee	Inaugural Session - Auditorium
<b>Responsibility</b>	Stage Decoration, Flex & Banners, Arrangement of Prayer Song, Sound System, Bouquet, Lighting of the Lamp, Mementoes
<b>In-charge</b>	<b>Dr M.S. Neogi &amp; Prof. P.C. Dsah, Mr. Arvind Dey</b>
<b>Students Member</b>	Ms. Manjika Tantia (IT – I – RN-09) Ms. Komal Kumari (IT – I – RN-10) Ms. Divya Kumari (IT – I – RN-24) Mr. Sumandeeep (IT – I – RN-27)

Name of the committee	1 <sup>st</sup> Session – HRM Dept – Auditorium
<b>Responsibility</b>	Stage Decoration, Sound System, Bouquet, Mementoes & Certificates for the Paper Presenter
<b>In-charge</b>	Prof. S. R. Shaq
<b>Students Member</b>	Ms. Tulika Raven (HRM – II – RN-35) Ms. Sukriti Srivastava (HRM – II – RN-06) Mr. Redendu Naskar (HRM – II – RN-07) Mr. Chandrashekhar Kumar (HRM – II – RN-09)

Name of the committee	2 <sup>nd</sup> Session – RM Dept - Courtyard
<b>Responsibility</b>	Stage Decoration, Flex & Banners, Sound System, Bouquet, Mementoes & Certificates for the Paper Presenter
<b>In-charge</b>	Dr. Niranjan Sahoo
<b>Students Member</b>	Mr Aditya Raj (RM – I – RN-02) Mr Zubair Akhtar (RM – I – RN-29) Ms Rawee (RM – I – RN-06) Ms Deblina Majumdar (RM – I – RN-15)



<b>Name of the Committee</b>	<b>3<sup>rd</sup> Session – IT Dept - Auditorium</b>	
<b>Responsibility</b>	Stage Decoration, Sound System, Bouquet, Mementoes & Certificates for the Paper Presenter	
<b>In-charge</b>	Dr M. Banerjee	
<b>Students Member</b>	Ms. Ritika Selot	(IT – I – RN-07)
	Ms. Rishu Modi	(IT – I – RN-16)
	Ms. Komal Kumari	(IT – I – RN-29)
	Ms. Ashirka Agarwal	(IT – I – RN-41)
<b>Name of the committee</b>	<b>4<sup>th</sup> Session – Mkt &amp; Fin Dept – Court Yard</b>	
<b>Responsibility</b>	Stage Decoration, Sound System, Bouquet, Mementoes & Certificates for the Paper Presenter	
<b>In-charge</b>	Dr Pinaki Ghosh	
<b>Students Member</b>	Mr. Vaibhav Kumar Sinha	(FIN – I – RN-03)
	Ms. Manisha Singh	(FIN – I – RN-31)
	Mr. Amar Singh	(Mktg – I – RN-20)
	Ms. Swarika Seraphim	(Mktg – I – RN-39)

<b>Name of the committee</b>	<b>Valedictory Session – Auditorium</b>	
<b>Responsibility</b>	Stage Decoration, Sound System, Bouquet, Mementoes	
<b>In-charge</b>	Prof. P. C. Dash & Dr. M. Neogi	
<b>Students Member</b>	Ms. Mariya Jasim	(IT – I – RN-03)
	Ms. Sandhya Kumari	(IT – I – RN-31)
	Ms. Nisha Bharti	(IT – I – RN-20)
	Ms. Prabha Munda	(IT – I – RN-39)

<b>Name of the committee</b>	<b>Transport &amp; Accommodation</b>	
<b>Responsibility</b>	Transport & Accommodation for key note speaker, main speakers, Chairpersons of the sessions and Chief guest of Valedictory session	
<b>In-charge</b>	Dr. Shyamal Gomes, Mr. Manoj Singh & Mr. Ashok Biatha	



## CONFERENCE ON LEADERSHIP AND INNOVATION FOR A SUSTAINABLE WORLD

16<sup>TH</sup> FEBRUARY 2016 AT XISS

### PROGRAMME SCHEDULE & DELEGATION OF RESPONSIBILITIES

#### INAUGURAL SESSION

10.00 – 11.30	Inauguration Welcoming the Dignitaries to the Dais Lighting of Lamp Opening Song	<b>Venue - XISS Courtyard</b> <b>Anchor</b> : Dr. Madhumita S. Neogi <b>Stage Decoration</b> – Mr. Arvind Dey, Manoj Singh, Sriram Mishra <b>Ushers &amp; Lightening of Lamp &amp; Presentation of Bouquets</b> – IT students <b>Opening Song</b> - Prof. S. R. Shauq & Team <b>Presentation of Mementoes</b> – IT students <b>Students to be selected</b> by Dr. M. Neogi
11.30	Tea Break	Mr. Arvind Dey & Team with Food Comt.

#### 1<sup>ST</sup> SESSION

12.00 – 1.30	<b>Theme : Leadership and Innovation in HRM for a Sustainable World</b>	<b>Venue - Auditorium</b> <b>Anchor &amp; Coordinator</b> - Prof. S. R. Shauq <b>Stage Decoration</b> – Dr. K.M. Spring & PM Students <b>Presentation of Bouquets</b> – PM students <b>Presentation of Mementoes</b> – PM students <b>Students to be selected</b> by Dr. K. M. Spring
1.30 – 2.20 pm : LUNCH - Dr. M. Spring & Team		

#### 2<sup>ND</sup> SESSION

12.00 – 1.30	<b>Theme : Leadership and Social Change for a Sustainable World</b>	<b>Venue – XISS Courtyard</b> <b>Anchor &amp; Coordinator</b> - Dr. N. Sahoo <b>Stage Decoration</b> – Dr. N. Sahoo & RM Students <b>Presentation of Bouquets</b> – RM students <b>Presentation of Mementoes</b> – RM students <b>Students to be selected</b> by Dr. N. Sahoo
1.30 – 2.20 pm Lunch - Dr. M. Spring & Team		

#### 3<sup>RD</sup> SESSION

2.30 – 4.00 pm	<b>Theme : Sustainable Development through Information &amp; Communication Technology: Case Studies on Best Practices</b>	<b>Venue – Auditorium</b> <b>Anchor &amp; Coordinator</b> - Dr. Mahua Banerjee <b>Stage Decoration</b> – Dr. M. Banerjee & IT Students <b>Presentation of Bouquets</b> – IT students <b>Presentation of Mementoes</b> – IT students <b>Students to be selected</b> by Dr. Mahua Banejee
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#### 4<sup>TH</sup> SESSION Theme : Evolution of Start-up Culture and Sustainable Development

2.30 – 4.00 pm	<b>Theme : Evolution of Start-up Culture and Sustainable Development</b>	<b>Venue – XISS Courtyard</b> <b>Anchor &amp; Coordinator -</b> Dr. Pinaki Ghosh <b>Stage Decoration –</b> Dr. Pinaki Ghosh & Mkt Students <b>Presentation of Bouquets –</b> Mkt students <b>Presentation of Mementoes –</b> Mkt students <b>Students to be selected</b> Dr. Pinaki Ghosh
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#### VALEDICTORY SESSION

4.15 – 5.15 pm	<b>Valedictory Session</b>	<b>Venue - Auditorium</b> <b>Anchor :</b> Prof. P. C. Dash <b>Stage Decoration –</b> Mr. Arvind Dey, Manoj Singh, Sriram Mishra <b>Presentation of Bouquets –</b> GIS students <b>Presentation of Mementoes –</b> GIS students <b>Students to be selected</b> by Prof. P. C. Dash
5.15 pm	<b>High Tea</b>	Dr. Mohit Spring & Team with Food Comt.

**Rapporteurs :** Dr. Arup Mukherjee, Dr. Pramil K. Panda & Dr. Mrityunjay Roy

**Press & Media Incharge –** Prof. H. K. Singh

With best compliments from:  
**NATIONAL BANK FOR AGRICULTURE AND RURAL DEVELOPMENT**

**MISSION**

Promotion of Sustainable and Equitable Agriculture and Rural Prosperity through Effective Credit Support, Related Services,

**MAJOR ACTIVITIES**

- Credit Functions: Refinance for production credit (Short Term) and investment credit (Medium and Long Term) to eligible Banks and financing institutions
- Development Functions : To reinforce the credit functions and make credit more productive. Development activities are being undertaken through
  - Research and Development Fund
  - Micro-Finance Development and Equity Fund (MFDEF)
  - Financial Inclusion Fund (FIF)
  - Financial Inclusion Technology Fund (FITF)
  - Farm Innovation and Promotion Fund (FIPF)
  - Farmers' Technology Transfer Fund (FTTF)
  - Watershed Development Fund (WDF)
  - Rural Infrastructure Development Fund (RIDF)
  - Tribal Development Fund (TDF)
  - Cooperative Development Fund (CDF)
  - Rural Innovation Fund
- Supervisory Functions: NABARD shares with RBI certain regulatory and supervisory functions in respect of Cooperative Banks and RRBs.
- Provides consultancy services relating to Agriculture & Rural Development. ([nabcons@vsnl.net](mailto:nabcons@vsnl.net))



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Love

"We abuse land because we regard it as a commodity belonging to us. When we see land as a community to which we belong, we may begin to use it with love and respect."

A simple gesture, a big impact on the **environment.**





*60 Years of Service to the Nation*