January 29, 2016

Mr Jonas Haertle
Head, PRME Secretariat
UN Global Compact Office
C/O Foundation for the UN Global Compact
801 Second Ave, 2nd Floor
New York, NY, 10017, United States

Reg : Renewal of our commitment to Principles for Responsible Management Education

Dear Jonas,

As an institution of higher learning involved in the education of current and future leaders, XLRI Jamshedpur reiterates its commitment to upholding the UN Global Compact Principles of Responsible Management Education. Further, we will engage in a continuous process of improvement in the application of the Principles for Responsible Management Education. We undertake to report on progress to all stakeholders and to exchange effective practices with other academic institutions.

As a signatory to the principles since 2007, we believe that the values of ethics, social responsibility and sustainability are important in all areas of XLRI's activities. This includes the areas identified in the principles: the business school curricula, program design, courses and learning, research as well as in partnerships and dialogue with all our stakeholders. We also understand that our own organizational practices should serve as examples of the values and attitudes we seek to convey to our students.

We also continue to encourage other academic institutions, and associations to adopt and support UN-PRiME.

With regards,

Fr E Abraham, S.J.
United Nations Global Compact Principles for Responsible Management Education

Sharing Information on Progress (2013-15)

XLRI Jamshedpur, India
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XLRI PRME ACTION HIGHLIGHTS

- Instituted “JRD Tata Chair Professor of Business Ethics”
- XLRI Jamshedpur is now “AMBA” accredited
- Initiated annual Dr. Verghese Kurien Memorial oration
- Commissioned 400 kg/day organic waste to biogas plant
- XLRI Jamshedpur adopts two villages as part of its social responsibility initiative
- Carbon footprint assessment study (UN-GHG protocol scope 3) by an independent agency
- Introduced 33 bicycles on campus to reduce carbon footprint and as part of awareness creation campaign
- Published 7 journal articles
- Presented 23 conference papers
1. COMMITMENT TO UNGC AND PRME

In a Board of Governors meeting held on 3 August 2007, XLRI Jamshedpur endorsed PRME, and in the process became the first Indian B-school to endorse the UNGC and PRME. This sharing of information on progress report reflects on the implementation of the PMRE principles in the last 2 years.

2. ABOUT THE INSTITUTE

Established in 1949, XLRI Jamshedpur is a Jesuit run institution of excellence for higher management education in India. XLRI Jamshedpur is consistently ranked among the top B-schools in India and ranked as the number one private B-School in the country. XLRI offers a two years full time MBA program (360 students/year), a one year full time executive MBA program (120 students/year), a three year evening MBA program for working executives (60 students) and has a full time Fellow (Ph.D.) program. A more recent initiative has been the Global Business Management program which is an outcome of a pioneering partnership among three internationally renowned business schools (XLRI, Tongji, and Case Western) from three major economies of the world (India, China, and USA). Apart from these full time academic programs, XLRI continuously offers Management Development Programs/capacity building programs in various functional areas of management for working executives in the corporate and public sector enterprises.

Over the years, XLRI has forged very strong relations with all major business enterprises and central and state governments in India. XLRI maintains strong bonds with its alumni, many of whom are among the top business leaders spread across the world. XLRI is a part of the International Jesuit Business School network and has also forged tie-ups with other top league B-Schools from across the world for student/faculty exchange and joint research programs.
3. Vision of XLRI Jamshedpur

XLRI Jamshedpur is deeply committed to ethics and responsible business conduct. XLRI’s vision explicitly captures the essence of the UN Global Compact’s vision of a more sustainable and inclusive global economy.

**XLRI’s Vision**

*Inspired by the Jesuit spirit of MAGIS, XLRI aims at being a management school with:*

- A passion for academic excellence
- Uncompromising human values
- A sensitive social conscience
- An abiding commitment to improving the quality of the life in organizations and society
- Integrity

In tune with the vision, a host of initiatives have been taken up by XLRI to strengthen the foundations of aspiring as well as incumbent business leaders in the broad areas of business ethics, corporate citizenship and sustainable development which are essential to achieve the overall UNGC objective of an inclusive and sustainable global economy. XLRI’s initiatives in this context can broadly be categorized into three distinct yet inter-connected thrust areas viz. (a) Institutional initiatives (b) Academic initiatives and (c) Research initiatives. These three thrust areas, in turn, broadly capture the essence of the PRME’s six principles viz. Purpose; Values; Method; Research; Partnership; and Dialogue. Figure 1 graphically represents the linkages. Salient initiatives under each of the thrust areas during 2013-15 are highlighted in this SIP report.
1. JRD Tata Foundation in Business Ethics
2. Centre for Rural Management
3. Fr. Arrupe Centre for Ecology and Sustainability (FACES)
4. Centre for Global Management & Responsible Leadership
5. Entrepreneurship Development Centre
6. Green campus initiatives
7. Social Responsibility initiatives

1. Core/compulsory courses
2. Elective courses

1. Research projects
2. Conferences/seminars
3. Capacity building programs

XLRI Jamshedpur

Institutional initiatives

Academic initiatives

Research initiatives
4. INSTITUTIONAL INITIATIVES

JRD Tata Foundation in Business Ethics: This was established in 1991 by XLRI and Tata Sons to mark their long-standing commitment and contribution to the business ethics in India. The foundation seeks to address itself by publicly affirming the need for ethics in business and the need to bring about an appropriate culture in which it can thrive. As part of this initiative, “J.R.D. Tata Chair Professor of Business Ethics” has been instituted along with the founding of XLRI Ethics Research Center (XERC).

- XERC organized two conferences on the theme “Leveraging Ethics for Sustainable Corporate Advantage” in Bengaluru and Mumbai. Organized in collaboration with XLRI alumni chapters, the conferences attracted over 250 participants.
- XERC completed a XLRI/Tata-Hitachi Collaboration Ethics Research Project.
- 23rd JRD Tata oration on Business Ethics was delivered by Mr. D. Shivakumar, Chairman & CEO of PepsiCo India on Nov 29, 2014.
- 24th JRD Tata oration on Business Ethics was delivered by Mr. Shekar Gupta, Vice Chairman, India Today group on Nov 24, 2015.

Dr. Verghese Kurien Memorial Oration on Sustainable Development: Verghese Kurien (26 November 1921 - 9 September 2012) was an Indian social entrepreneur who is known as the Father of White Revolution in India for his Operation Flood, the world's largest agricultural development program. This transformed India from a milk-deficient nation to the world's largest milk producer, surpassing the United States of America in 1998, with about 17 percent of global output in 2010–11, which in 30 years doubled milk available to every person. Dairy farming became India's largest self-sustaining industry. Dr. Kurien founded major institutes such as Anand Milk Federation Union Limited (AMUL), National Dairy Development Board and Institute of Rural Management Anand.

The oration is held every year to inspire aspiring business leaders and young professionals to help shape an inclusive and just society whilst inculcating the values and entrepreneurial spirit of the Father of the White Revolution. It is a platform to listen to and learn from thought-leaders, social entrepreneurs, development sector professionals and policy makers who have made significant contribution to the idea of empowered, prosperous and sustainable society. To commemorate and celebrate contributions of Dr. Kurien, XLRI instituted an annual oration in 2014.
• First Dr. Verghese Kurien Memorial Oration on the topic “Unequal is Unsustainable” was delivered by Dr. P Sainath, Ramon Magsaysay Awardee for Journalism, Literature and Creative Communication Arts on Monday, September 8, 2014.

• Second Dr. Verghese Kurien memorial oration on the topic “The 21st Century Gandhian Model to Sustainability” was delivered by Mr Bunker Roy, Founder and Director of Barefoot College on September 19, 2015.

**Centre for Rural Management:** CRM was established in 1992. XLRI received its second grant from the David and Lucile Packard Foundation for Strengthening Leadership Development for Sexual Reproductive Health Professionals in the states of Bihar and Jharkhand. Till 2015 under the activities of the grant 5 training programs on strengthening leadership development were organized and 122 public health professionals were trained.

• Since March 2011, CRM has been identified as a Key Resource Centre (KRC) by the Ministry of Rural Development, Department of Drinking Water and Sanitation, Government of India. KRC’s its main activity has been to conduct Capacity Building on Governance, Intuitions and Leadership Development for Drinking Water Supply
Professionals from various states such as Assam, Bihar, Chhattisgarh, Jharkhand, Odisha, Uttar Pradesh and West Bengal. Ten capacity building programs have been conducted and about 300 professionals have participated from the states of Assam, Odisha, Bihar, Uttar Pradesh and Jharkhand.

- In September 2013, CINI along with PRADAN had commissioned CRM assess the impact of their intervention in the states of Jharkhand and Odisha. The objective of the study was to examine the long, medium and short term impact of PRADAN’S intervention at household, village and Self Help Group (SHG) level under different agro climatic zones and different periods of intervention. A total of 38 villages, 82 SHGs and 1016 households have been studied in detail.

- In August 2014, the Ministry of Rural Development, Department of Drinking Water and Sanitation, Government of India requested XLRI’s Centre for Rural Management to conduct an Evaluation study on the Functionality of Rural Water supply scheme in Bihar. The main objectives of this study was to map the functionality of the water supply systems of selected Gram Panchayat, Anganwadi and Schools in Bihar and to analyze, present and document the above information in a user friendly way.

**Fr. Arrupe Centre for Ecology and Sustainability (FACES):** Established in 2011, FACES is a multi-disciplinary centre, which aims to provide thought leadership to promote policies, practices and dialogue which have impact on holistic and sustainable development of society and enterprises. The Centre engages in three key activities of Knowledge Creation, Knowledge Dissemination and Knowledge Application.

- FACES organized and coordinated the Students’ Rural Immersion Program (PARIVARTAN), which is a mandatory part of induction program for all full time students of XLRI. To facilitate the visit and make it a meaningful learning experience, FACES partnered with 10 NGOs (Society For People's Awareness and Rural Development Action (SPARDA), Alternative for India Development, SEEDS, TSRDS, Samiket Jan Vikas Kendra (SJVK), Tagore Society for Rural Developmentenent-Patamda, Centre for World Solidarity, Kalamandir and TRTC-Chaibasa) to organize the week-end visits during the first term. The groups shared their reports with the partnering NGOs, who found them a useful input to their ongoing activities.
• FACES, in collaboration with Sankalp Forum organized an interactive workshop on “Guru Mantra - My Entrepreneurial Journey” to showcase Young Social Entrepreneurs on July 3rd, 2013 for students and local civil society organisations. The 3 panelists/ speakers for the workshop were Mr Vinay Jaju, Co-Founder & COO – Onergy, Mr NV Krishna, Founder & MD – SMV Wheels and Ms Meenakshi Kishore, Manager, Intellecap.

• FACES, in partnership with Aarohan Ventures (CIIE, IIM Ahmedabad), GIZ and Re-Emerging World, organized a workshop on “Ecosystem Development and Capacity Building for Social Enterprises” during August 2-4, 2013. The workshop was attended by about 30 support organisations and 18 social enterprises. The workshop also provided selected XLRI students to help the social enterprises with their business plans and financial models.

• In the 2nd year running, FACES signed an MOU with the ACCESS Development Services, New Delhi to be the knowledge/ technical partner for the national-level 5th annual Sitaram Rao Livelihood India Case Study Competition 2013. The competition was announced in May ’13, and FACES team shortlisted and assessed the cases. The compendium of the final 8 cases was released during The Livelihood India Conference, in New Delhi on Dec 12th 2013.

• FACES continues to participate in the Ford Foundation supported Livelihoods-MANTHAN project, which is a consortium of institutes of higher education and NGOs (Chaitanya, EDI- Ahmedabad, IIM-Ahmedabad, IIM-Udaipur, MDI-Gurgaon, The Livelihood School-Hyderabad, TISS-Mumbai, XIM-Bhubneshwar and XLRI Jamshedpur). An assimilation Workshop for the leadership team of the Jharkhand State Livelihoods Promotion Society (JSLPS), and a two day module on leadership for the District Managers of Bihar Rural Livelihoods Promotion Society in partnership with The Livelihood School were conducted.

• FACES, with the help of students’ committee SIGMA, organized the 6th National Conference on Social Entrepreneurship during January 31 – Feb 2, 2014. The theme of the conference was “Rethinking Development: Strengthening the Grassroots” and was attended by about 170 development sector professionals (social entrepreneurs, representatives from government agencies and NGOs, multilateral agencies, academics and students).
• FACES along with XLRI’s E-Cell, partnered with Villgro Innovation Foundation to organize the “Unconvention|L Social Business Plan Competition” for Jharkhand region on Sept 29th, 2014. The competition received around 20 entries from in and around Jamshedpur. The Winning entries were given seed money and mentoring support.

• FACES, in partnership with MART and GIZ Germany organized a Faculty Development Program on Sustainable Business Models during Feb 20-21, 2015. The two day program was attended by about 20 professors from 10 management schools.

• FACES, with the help of students’ committee SIGMA, organized the 7th National Conference on Social Entrepreneurship during January 30 – Feb 1, 2015 on the theme “The Young Change makers: Youth as Social Entrepreneurs”.

Centre for Global Management & Responsible Leadership: This Center was created jointly with Loyola University, Chicago in 2009 for promoting global, ethical, and sustainable business practices and developing requisite academic, curricular and outreach support for students and executives interested in global ethical business.

• From the inputs gained from the two National Conventions on Responsible Leadership, two sectoral seminars were held in Delhi and Mysore on the theme “Agri-input Marketing strategies for Sustainable Agriculture” in association with CropLife India (the voice and advocate of the plant science industry in India).

• “XLRI Leadership Conclave” an initiative by the students of the GMP was conducted under the aegis of CGMRL. A Panel Discussion on "Designing Future-ready Organizations" was held on April 17, 2014.

• Professor Pingali Venugopal, chairperson-CGMRL was invited to be an Expert Panel member for Global Value. Global Value is one of the largest European Commission
funded projects dealing with the impacts of multinational corporations on global
development. It envisages developing and testing a framework and toolkit for assessing
and managing the impacts of MNCs on global development challenges including poverty
alleviation, environment, human rights and transparency. In the first year Global Value
analyzed the database of tools and methods for measuring and managing business
impacts on development and is in the process of developing a tool to evaluate the
organizations.

- CGMRL conducted two International training programme under Indo- US-Africa
  Trilateral co-operation for functionaries from Kenya, Malawi and Liberia (Aug 12-14,
  2013 and March 3-5, 2014).
- The cases of the National Conventions held during 2012 and 2013 were analyzed to
develop a framework for Responsible Leadership. This framework has been accepted for
publication in the Special Issue of the Asian Journal of Business Ethics.

**Entrepreneurship Development Centre:** Establishes with support from the state
government of Jharkhand, EDC offers a six month Post Graduate Programme Certificate in
Entrepreneurship Management (PG-CEM). PGP-CEM has been designed to provide
competency-based education to the eligible candidates with a view to promoting
entrepreneurship in Jharkhand and rest of the country. The programme will be pursued in
such a manner as to encourage critical and lateral thinking and integrate theory with
practice.

- “Post Graduate Programme for Certificate in Entrepreneurship Management (PGP-
  CEM)” was launched March 2010. Five rounds of PGP-CEM having been completed
  successfully. About 90 per cent of around 250 students who have since graduated have
  launched their own entrepreneurial ventures.

**Green Campus initiatives:** This walking the talk initiative aims to measure and mitigate
XLRI’s ecological footprint. This project also aims to provide opportunities to students to
implement what they have learned in the class rooms.

- As a part of this project, XLRI has measured its carbon footprint through student’s
  involvement. An independent third party agency has now been engaged to measure
  institutional carbon footprint as per the UN-GHG protocol scope 3. XLRI is committed to
be a carbon neutral academic institution, to be achieved through in-house energy efficiency initiatives and carbon off set projects through innovative interventions.

- A 400 kg per day organic waste to biogas plant has been commissioned on XLRI campus. The organic food waste from student’s dining areas and faculty and staff quarters will be converted to biogas to feed cooking energy requirements.

- Students committee SIGMA has introduced 33 bicycles on XLRI campus to facilitate easy commute between academic blocks. This initiative is also meant to create awareness amongst campus residents.

**Model Village Project**

In keeping with the vision of XLRI, the Model village project, which is run in collaboration with an NGO “SEEDS” (Socio Economic and Education Development Society), offers opportunities to the grassroots communities to shape their own education, and development and thereby their own lives. The project, launched in 2013 for a period of three years, is designed to benefit nearly 1,500 persons in Khuchidih and Shwaspur villages. The goal is to create model villages by empowering poor communities to shape their development through holistic and sustainable approaches. Major initiatives so far have been:

- Regular Gram Sabha (village level meetings) are being conducted where women have started voicing their opinions as well as participating actively in formulating village plans.
• Village youth manage the village resource center which houses a library, science equipment, games items etc.
• The seed bank and soil testing kits created under the program are proving to be useful assets to the farmers.
• Project Sugram has supported 86 poor families to take up animal husbandry and tuber cultivation. The families have bought goats, pigs and ducks and most families for the first time have sown cash crops like turmeric, yam, colacasia and ginger.
• Quarterly health check-ups for school children are being done and proper records are maintained. School children have taken charge of the village sanitation and they have a system of penalty for the erring homes/persons.
• The recently installed lift irrigation system is facilitating the change in land use pattern. The introduction of vegetable cultivation, pulses and oilseeds on uplands have started giving monetary returns to the farmers. To begin with 13 acres of wasteland in Khuchidih has been converted to agricultural land where pulses and bamboo have been planted.

5. ACADEMIC / CURRICULUM LEVEL INITIATIVES

As one of the largest and most successful business schools in India, XLRI is committed to influencing its students through inspirational learning and teaching, and business engagement. XLRI recognizes that ethics, social responsibility and sustainability are of concern for businesses locally, nationally and internationally and their importance for the global economy is likely to increase into the future. As managers/leaders of the future, XLRI students would be required to directly address, and make decisions regarding societal challenges in these areas. In line with XLRI’s vision of making students with “An abiding commitment to improving the quality of the life in organizations and society”, our students would be equipped with the relevant knowledge and understanding of the current and future implications of ethics and sustainable development for business. In tune with our vision and commitment to sustainability, our academic programs equip our students to become responsible business leaders. XLRI also recognizes that multi-disciplinary approaches are required to address the complex inter-linkages among economy, society and environment. XLRI’s curriculum offers core (mandatory) and elective courses that build the capabilities of its students on business ethics, sustainable development, corporate governance etc. A list of selected courses that directly address the concerns of ethics and sustainable development are listed below. It is our endeavor to integrate these concerns into all relevant business functional area courses over a period of time.

• Managerial Ethics continues to be offered as a core course across all flagship programs at XLRI for over 40 years (probably among the very first B-schools to introduce such a course globally).

• Introduction to Sustainable Development & Corporate Sustainability has been introduced as a core course across all flagship programs since 2007.
• **Introduction to Social Entrepreneurship** is a 6 credit elective offered across two terms with a mandatory social venture internship in between the terms.
• **Social Banking and Microfinance** is a 3 credit elective offered from the economics area.
• **Social Finance, Impact Investing and Insurance** is a 3 credit elective that addresses two of the most pressing global concerns regarding "inclusive finance" and "financial institutions working for the poor”.
• **Managing Private-Public Partnerships** is a 3 credit elective that introduces multi-disciplinary approaches to PPP project management.

6. **RESEARCH AND CAPACITY BUILDING INITIATIVES**

XLRI actively engages in conceptual and empirical research that advances our understanding about the role, dynamics and impact of business enterprises in the creation of sustainable social, environmental and economic value.

XLRI recognizes that capacity building is an important element that will further expand the organizational capabilities to achieve embedded sustainability, corporate citizenship and ethical behavior. Accordingly, XLRI has been proactively promoting UNGC-PRME agenda across range of capacity building/management development activities that it undertakes for government, NGO and corporate sectors.

7. **PUBLICATIONS**

XLRI recognizes that research publications in peer reviewed journals and conferences as an important way of furthering the UNGC-PRME agenda. XLRI’s faculty members actively pursue and contribute to knowledge sharing and consensus building through publications and conference participation. A salient list of XLRI faculty contributions in this direction is listed hereunder:
Journal Articles:


Pingali Venugopal (2016). Responsible Leadership: Learning from Indian Case Studies. Asian Journal of Business Ethics, special issue on Inclusive Development and Responsible Business in India, 2016 (accepted for publication)

Action Research Reports:


Conference Papers:


T.L. Raghu Ram (2015), Chaired a session “Sustainable Corporate Transformation” a symposium on Advancing Sustainability Research and Education organized by IIM Bangalore and UNC Kenan Flagler Business School, 5-7 January, Bangalore.


Research in Progress


8. REITERATING XLRI’s COMMITMENT TO PRME

As an institution of higher learning involved in the education of current and future leaders, XLRI Jamshedpur is committed to upholding the UN backed Principles of Responsible Management Education and to engaging in a continuous process of improvement in the application of PRME. We undertake to report on progress to all stakeholders and to exchange effective practices with other academic institutions. As a signatory to the principles, we believe that the values of social responsibility and sustainability are important in all areas of XLRI’s activities. This includes the areas identified in the principles: the business school curricula, programme design, courses and learning, research as well as in partnerships and dialogue with all our stakeholders. XLRI strives to be recognized locally, nationally and internationally as a credible institution in ethics, social responsibility and sustainability through research activities, publications, and community engagement and continue to encourage other academic institutions, and associations to adopt and support these Principles. Finally, we understand that our own organizational practices should serve as examples of the values and attitudes we seek to convey to our students and will continue to review and revise our policies and practices to achieve this.