June 7, 2018

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

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

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 (PRME). Further, as a signatory to the principles since 2007, we will engage in a continuous process of improvement in the application of the PRME. We undertake to report on progress to all stakeholders and to exchange effective practices with other academic institutions.

As an institution, 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 all 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-PRME.

With regards,

Fr E Abrahama, S.J.
United Nations Global Compact

Principles for Responsible Management Education

Sharing Information on Progress (2015-18) XLRI
Jamshedpur, India
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XLRI PRME Action Highlights

- XLRI Jamshedpur became AACSB accredited in 2016. In 2015 XLRI had received AMBA accreditation.
- XLRI Jamshedpur initiated exercise of becoming carbon neutral by 2020.
- As part of the carbon neutral initiative, XLRI Jamshedpur started the process of installing 375kWp rooftop solar PV plant of the rooftop of buildings inside XLRI campus in 2017. Once functional, it is expected to save 443 tonnes of CO2 per annum.
- XLRI Jamshedpur also built a biogas plant in the campus that generates biogas using food and household waste from inside the campus. It also made the campus a no-vehicle zone by banning students from owning vehicles inside the campus. These initiatives, done as part of carbon neutral goal, are expected to reduce X tonnes of CO2.
- Two new courses, ‘Public Policy and Business Strategy’ and ‘Managing Energy Businesses’ were added to the course curriculum.
Commitment to UNGC and PRME

XLRI Jamshedpur was the first management school in India to endorse UNGC and PRME when the Board of Governors of XLRI endorsed XLRI joining PRME on 3rd August 2007. The last Sharing Information on Progress (SIP) Report was submitted in 2016 and reflected the implementation of the PRME principles during 2013-15. This SIP report reflects on the implementation of the PRME principles during the three year period 2015-18.

About the Institute

XLRI Jamshedpur is a Jesuit run institution of excellence for higher management education in India. One of the oldest management institutes in India, XLRI was established in 1949 and has been consistently ranked among the top five management schools and the number one private management school in India. XLRI offers a number of long duration and short duration programs in management. It offers a two year full time MBA equivalent program on Business Management (180 students/year), a two year full time MBA equivalent program on Human Resources Management (180 students/year), a one year full time MBA equivalent program on General Management for students with significant work experience (120 students/year), a three year evening MBA equivalent program on Business Management for working executives (60 students/year) besides offering a full time PhD equivalent Fellow Program in Management (FPM). Apart from these full time academic programs, XLRI continuously offers Management Development Programs and capacity building programs in various functional areas of management for working executives in the corporate and public sector enterprises.

In 2016 XLRI earned the distinction of being one of the select management schools in India to be accredited by AACSB International for its management and doctoral programs. Founded in 1916, AACSB (The Association to Advance Collegiate Schools of Business) International is the premium body for accreditation of management schools in the world. AACSB was the second global accreditation for XLRI after it received the accreditation from the Association of MBAs (AMBA) in 2015. The dual accreditation serves as an indicator to XLRI’s foothold and reputation in the global arena and demonstrate its commitment to excellence.

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.

Vision of XLRI Jamshedpur

XLRI’s vision is to be an institution of excellence nurturing responsible global business leaders for the greater common good and a sustainable future. XLRI’s vision demonstrates XLRI’s commitment to ethics and responsible business conduct and also captures the vision of UNGC’s vision of a more sustainable and inclusive global economy.
XLRI has five missions which are driven by its vision. These are:

- To disseminate knowledge in management through a portfolio of educational programs and publications
- To extend frontiers of knowledge through relevant and contextual research
- To nurture responsible ethical leaders sensitive to environment and society
- To encourage critical thinking and continuous improvement
- To inculcate a culture of innovation and entrepreneurship

The above vision and mission of XLRI are further translated into the values of XLRI which are inspired by the Jesuit Spirit of “Magis”. The values of XLRI are:

- Ethical conduct
- Integrity and Trust
- Passion for Excellence
- Sensitive Social Conscience
- Inclusiveness and Tolerance
- Creativity and Innovation
- Global Mindset

Over the years, driven by vision, mission, and values, XLRI has taken a number of steps in the broad areas of business ethics, corporate citizenship, and sustainable development, all areas that are aligned with the overall objective of UNGC to achieve an inclusive and sustainable global economy. We now highlight the salient initiatives taken by XLRI during 2015-18. The initiatives are clubbed under three distinct but interconnected areas, i) Institutional Initiatives, ii) Academic Initiatives, and iii) Research Initiatives. These three thrust areas, in turn, broadly capture the essence of the six principles of PRME viz. Purpose; Values; Method; Research; Partnership; and Dialogue.

**Institutional Initiatives**

**JRD Tata Foundation in Business Ethics**

XLRI in association with select Tata Group Companies established the JRD Tata Foundation in Business Ethics in 1991, to mark their long-standing commitment and contribution to business ethics in India. The Foundation seeks to address itself by publicly affirming the urgent need for ethics in business and the need to bring about a conducive culture in which it can thrive. XLRI is the first Indian B-school to introduce a core course on Managerial Ethics for its HRM, BM, and other long duration programmes. Each year, XLRI confers a medal on the best student in Managerial Ethics at the institute’s annual convocation.

In 2015-16, XLRI organised the 24th Annual JRD Tata Oration on Business Ethics. Eminent journalist, Shekhar Gupta, Chairman and Founding Editor of Mediascape Group, delivered the oration on Changing Role of Media in Today’s India at XLRI Campus on 24 November, 2015.
Since May 2016, TXLERC is engaged in a second industry-academy interface business ethics research, now with Tinplate Company of India Ltd (TCIL). This collaborative research design is a qualitative undertaking that seeks to unravel and appreciate the Organizational Ethics Culture (OEC) at TCIL at various executive levels. The JRD Tata Chair with TXLERC are beginning to be seen as Corporate Ethics Resource Center at XLRI as evidenced by the some National Programs like In- Company Program for Bank of Baroda, Mumbai, Indian Oil Corporation Limited (IOCL), Gurgaon, New Delhi, and Mahanadi Coalfields Limited, Sambalpur and many others.

Some of the other academic and research initiatives taken by the centre are mentioned below:

• 23-24, September 2016: “Strengthening values and Ethics for Sustainable Growth: Role of Indian Philosophical Traditions” at MDI Gurgaon (Authors: Anabel Benjamin Bara, Fr. Oswald Mascarenhas and Sr. Doris D’Souza).

• 3-8, December 2016: TXLERC presented four double-blind refereed Business Ethics Research Papers accepted for two back-to-back Ethics Research Conferences at 6th Annual Australasian Business Ethics Network (ABEN) at Griffith University, Brisbane, and 30th Australian New Zealand Academy of Management (ANZAM), Queensland University of Technology, Brisbane, Australia. These papers are authored by Fr. Oswald Mascarenhas, Sr. Doris D’Souza, and Anabel Benjamin Bara.

A book with 25 ethics orations, compiled and edited by Fr Oswald AJ Mascarenhas, SJ, Sr, Doris D’Souza, AC, and Fr. E. Abraham, SJ, titled in Memory of J.R.D. Tata: A Quarter Century of Ethics Discourses was released on 29 November, 2017 at Tata Auditorium, XLRI, Jamshedpur.

Dr Verghese Kurien Memorial Oration on Sustainable Development

The third oration to commemorate the memory and legacy of Dr. Verghese Kurien was held on 25 September 2016. The oration was delivered by Magsaysay Awardee and Padma Bhushan Ela Bhatt, the founder of SEWA (Self Employed Women’s Association). She emphasised on the importance of ‘Anubandh’ and how one can build a sustainable society by being aware of the interconnectedness of self, society and environment. The 4th oration to commemorate the memory and legacy of Dr Verghese Kurien was held on 23 September 2017. The oration was delivered by Dr Ashok Khosla, Founder & Chairman of Development Alternatives Group. Dr Khosla spoke on the topic ‘Fulfilling the Aspirations of Rural India’.

Center for Rural Management

Centre for Rural Management (CRM) was established in 1992 with the objectives to a) build new rural management knowledge, b) to create responsible leaders/managers who can make Indian rural society vibrant, c) strengthen microfinance, natural resources management, institutions supporting rural livelihoods, and d) identify critical constraints and impediments of rural development.

In 2015-16, CRM carried out training and workshops on reinforcement and appreciate assessment on leadership development, strengthening leadership development for public health professionals, and capacity building on governance, institutions and leadership development for rural drinking water professional. It also contributed to a project on functionality of drinking water in rural Bihar.
In 2016-17, the Centre undertook case studies on challenges in reproductive health in Uttar Pradesh and catalyzing leadership in public health system besides conducting training on strengthening leadership development for public health. A meeting was also organized with the participants of the leadership training program conducted between the years 2009 to 2016 to evaluate their learning from the workshop, better understand their working environment and provide a clearer insight into the issues faced by them in improving the maternal and child health indicators in their day to day life. The Chairman of CRM chaired a committee formed by the Government of Chhattisgarh state to look into surface and ground water governance and policy for agriculture and allied sectors.
CRM continued capacity building activities in 2017-18 too and it conducted workshops on challenges in leadership development for public health and strengthening leadership development for public health. Besides these activities, CRM also contributed to deepening understanding of rural management topics by engaging in research and knowledge dissemination exercise. Prof. Vishwa Ballabh, Coordinator, CRM presented a paper on the topic “Structural Changes in Indian Agriculture and Sustainability of Small Farm Households: Role of Agribusiness Institutions” in the MBALI conference, South Africa, July 06-08, 2016. He also authored a book chapter titled “Farmers in Distress and Resources Under-Stress: A Completely Neglected Subject in Indian Agricultural Policy” in the book named Vicissitudes of Agriculture in the Fast Growing Indian Economy Challenges, Strategies and the Way Forward published by Academic Foundation. In 2017, Professor Ballabh presented a paper at the 19th Annual conference of International Leadership Association (ILA) held during 12 to 15 October 2017 at Square Brussels meeting Centre in Brussels, Belgium.

Fr Aruppe Center for Ecology and Sustainability

Established in 2011, FACES is a multi-disciplinary center, 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.

The center carried out immersion program for students of 2 year MBA program in each of the three years in this period. In 2015-16, the Center conducted a SWOT study of Jharkhand state livelihood promotion society (JSLPS), partnered in the livelihoods MANTHAN project that is a consortium of leading Indian institutes of higher education funded by the Ford Foundation, and organized the 8th national conference on social entrepreneurship. The theme of the conference was ‘Social Innovations: Changing Lives and Society’ and was inaugurated by Professor Anil Gupta, Exec Vice-Chairman – National Innovation Foundation, and featured 27 social entrepreneurs as speakers. The theme of the 9th national conference on social entrepreneurship in 2017 was entrepreneurship for a sustainable planet. The conference was inaugurated by MV Ashok, Chief General Manager (Economic Analysis & Research), NABARD.

The Centre also organized a panel discussion in 2017 on becoming a social entrepreneur as part of its social leadership series. The panel was addressed by Abhishek Chakraborty (CEO & Founder of Whiz Mantra), Malavika Sharma (Founder of Avika) and Manish Kumar (Founder of Back to Village). The speakers shared their experiences and the challenges faced as a social entrepreneur. In 2017-18, FACES organized Daan-Utsav Jamshedpur Joy Fest in October 2017 to promote the joy of giving. It also entered into a partnership to institute Annual Livelihood Awards to promote good practices in social sector. Around 20 organisations were short-listed and awards were given to BAIF in farm category, and to Rangasutra in nonfarm category. The awards were declared and the organisations were felicitated during the Livelihood-Asia Summit on 13 December, 2017 in New Delhi.
FACES also initiated a collaborative research project with the Rhodes University Policy Development and the Promotion of Responsible Resettlement Outcomes: A Comparative Southern African-Asian Exploration. The study is being led by Professor Tata L Raghu Ram from XLRI and Professor Chris deWet of Rhodes University along with a research scholar Teboho Tsietsi.

**Center for Global Management and 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. After the completion of the three year Agreement between XLRI and Loyola University Chicago, the centers continued their activities in their respective Institutes.

In 2015-16, XLRI along with the University of Queensland and II Kharagpur organised the two-day National Conference on E-waste Management on 13-14 January, 2016. The conference focused on building a circular economy to ensure that the e-waste is recycled, reused and reduced to avoid ending up into landfills, which has been causing environmental and health hazards. In 2016-17, CGMRL in collaboration with La Trobe University, Australia, organised an International Conference on Responsible Marketing on 23 and 24 January, 2017. The theme of the conference revolved around the need for socially responsible marketing as a response to questionable marketing practices that have adverse effects on the society. Continuing on the trend of organising conferences on the theme of sustainability, in 2017-18 CGMRL in collaboration with Manipur Institute of Management Studies, Manipur University, successfully conducted a two-day National Conference on Promoting Business Opportunities in North Eastern India and India’s Act East Policy from 15-16 November, 2017 and a one-day Pre-Conference Case Teaching and Writing Workshop on 14 November, 2017.

As an off shoot of the National Conference on E-waste Management conducted by the centre on 13 and 14 January, 2016, CGMRL along with XLEAD, the student body associated with the centre, developed an e-waste policy for XLRI. The objective of the policy is to provide guidance for identification, collection, segregation and disposal of E-waste within XLRI. The e-waste policy was formally launched by Anand Sen, President (TQM and Steel Business), Tata Steel and Fr E Abraham, SJ, Director, XLRI, during the inaugural function of the International Conference on Responsible Marketing on 23 January, 2017. Currently the centre along with Sigma and XLead is conducting awareness campaigns and collection drives for e-waste. As part of the awareness drive poster campaign a Facebook quiz and write-up competition was conducted. Two collection drives were also carried out. Special collection bins for e-waste are being procured from JUSCO.

A two-day Faculty Development Programme on Responsible Marketing was conducted on 21 and 22 January, 2017 to help faculty and doctoral students develop curriculum and cases for teaching responsible marketing. The faculty development programme attended by 19 participants was conducted by faculty both from XLRI and LaTrobe University, Australia.

CGMRL has also been involved in a number of research activities and the details of conference and research papers are provided in the table at the end of this report. A research paper Incorporating
Sustainability in the Realm of Marketing: A Theoretical Framework was presented at the 30th ANZ Academy of Management Conference 2017 at Brisbane, Australia. Professor Venugopal, Chairperson of the centre was invited to chair and speak on the World Education Day in Dalian, China, in September 2017.

In 2017-18, CGMRL started a Post-Doctoral scholar programme this year and the first student to enrol under this programme was Professor Sanjay Bhale, Associate Professor Indira Institute of Management, Pune. Professor Bhale is working on “Managing Sustainability amid Global Headwinds: A Strategic approach for Business Growth”. Professor Bhale has also got book chapter to his credit in 2018 for the chapter “CSR: in pursuit of sustainable growth and economic development” the book Sustainability and Social Responsibility Regulation and Reporting by Gal Graham, Orhan Akisk and William Wooldridge (eds). He also got a paper on the topic ‘Managing sustainability amid geopolitical headwinds: A strategic approach for International trade in the global market’, accepted for presentation at the 5th Multinational Enterprise and Sustainability Development research conference at Atlanta, USA, December 2017.

CGMRL also initiated an Output based research grant for the post graduate students for papers on sustainability issues. Divya Saroja Chayanam, an MBA student from the 2016-18 batch, presented a paper on “Water and Carbon footprint of Pizza crust wastage in India”, at the 12th International conference on Multidisciplinary Trends in Social Sciences and Business Research, Sydney, December 2017 was given this grant.

Recently, CGMRL has been in discussion with International Finance Corporation’s (IFC) India e waste project for a proposed institutional collaboration between IFC and XLRI for setting up a e-waste centre/information clearing house at XLRI. The possible activities of the under this collaboration would be hold conferences, workshops, training and development programs, research and short duration projects etc.

Entrepreneurship Development Center

Entrepreneurship Development Centre (EDC) started its operations in 2007 with the objective of promoting entrepreneurship largely through education and research. A full-time 6-month programme on entrepreneurship management under the title “Post Graduate Programme for Certificate in Entrepreneurship Management (PGP-CEM)” was launched subsequently in March 2010. The programme was designed to provide competency-based education with a view to promoting entrepreneurship in Jharkhand and rest of the country.

The Centre provides support to interested students drawn from across programmes of XLRI including its flagship programmes in the design and conceptualization of entrepreneurial ventures in various fields of business, and in obtaining institutional support, among others, from the Government, other regulatory agencies and banks etc. A formal Entrepreneurship Cell (E-Cell) of students was set up in July 2012 as a part of EDC, with a view to generating a conducive ecosystem for development and promotion of entrepreneurial spirit among the students. More than 80% of the alumni of this program are currently into their own entrepreneurial ventures, some in India and a few outside India.
In August 2016, Professor Vishwa Ballabh was appointed as the Chairperson of the Centre succeeding Professor Prabal K Sen who chaired the center since 2007. As a part of an educational trip, arrangement was made for the visit by the students of PGP-CEM 2016-17 to the TATA steel plant on December 07, 2016. The Centre also provides scholarship facilities for the backward and needy students. The programme was restructured in 2016-17 to make it more context-specific after receiving recommendations from a faculty committee set up by the Director XLRI.

Image 2: Professor Vishwa Ballabh seen addressing the students in Arunachal Pradesh for National Entrepreneurship Awards 2017

Dr. Swapneswar Sahu of PGP CEM batch of 2017-18 received the first prize in the pitching session for his project, "DISHA Health Care - Patient Navigation Service" in the CII-Yi start up conclave in February 2018. Ministry of Skill Development & Entrepreneurship, Government of India, has announced the 2nd National Entrepreneurship Awards for 2017 for young entrepreneurs, women entrepreneurs, social enterprises, entrepreneurs from SC/ST category & People with Disabilities (PwDs), and grass-root enterprises (collective enterprises, e.g., cooperatives, FPOs, and federations of SHGs). Entrepreneurship Development Centre, XLRI is one of the partners in this initiative to mobilize and encourage participation in the Award for the Jharkhand, Odisha, Sikkim and NE regions. Professor Ballabh and Professor Madhukar Shukla are anchoring this initiative.

Model Village Project

XLRI has been involved in a multi-year project on socio economic and education development as part of Sugram during 2015 to 2018. As part of the project, it has been working towards creating model villages by empowering poor communities to shape their development through holistic and sustainable
approaches. The project area comprises of two villages in Jharkhand, Shwaspur (Musabani Block of East Singhbhum District) and Khuchidih (Chandil Block of Seraikela-Kharsawan District) and benefits 1500 people directly in the two villages.

Key activities include addressing an integrated set of interventions covering constitution of community based organizations, improving quality of school education, adult literacy, skill development of communities and improved services for better food production, nutrition, health, water, sanitation, communication, enterprise diversification and environmental management. To assess the project outcomes, detailed household socio-economic data is available showing the post and pre-project status.
Image 5: Father Jerry Cutinha (XLRI) looking at the Science models by village children

Image 6: Health camp in the village
Image 7: Change in land use after training

Image 8: Income generation through incense making
Other key activities and project outcomes are discussed next. Resource map and land map of project villages have been prepared by the community and displayed on the wall. Community based organizations (17) have been constituted and members participate actively in development work. Two cooperative societies have also started functioning. Farmers are trained in techniques of dry land farming, multiple cropping, tuber cultivation and dairy farming. There are 11 women self-help groups with 138 members who save regularly and engage in various income generation activities. Families have started adopting diversified on – farm based economic activities. Resource Centre (library, basic computer training, soil testing, seed bank) is functional. Village sanitation has improved in terms of better disposal of waste water and solid waste. Anti – liquor campaigns led by women has drastically reduced the consumption of liquor. Over 70% households have become liquor-free. Networking with government departments has become perceptible. An efficient Panchayati Raj system and a cadre of empowered women and youth have taken charge of sustained development of their village.

There is a shift of 50% families (154) from below-the-poverty line to above poverty line. The hike in income ranges from Rs 2000 to Rs 20000 per month through self- employment opportunities created within the villages has led to a twofold increase in the income of poor households. Improvement in food and nutrition security particularly by farm diversification and animal husbandry. The land use pattern has started changing. 77 poor families were given minor one-time support for buying goats, pigs, ducks. In three years the numbers have multiplied manifold, the value of which stands at Rs 48 lakhs. 118 farmers have been given seed support for first time cultivation of tubers. The income generated is nearly Rs 6 lakhs. Almost 97% families have a savings bank account as compared to the 30% at the start.
Total enrolment in school and retention of all 6-14 age group children. Remedial classes for students of Class VII-X in English, Science and Maths, have shown drastic improvement in learning levels of over 90% students studying in government schools. Total literacy in the 18-45 years age group has been achieved. For the first time 70 students have learnt the fundamentals of computer in the last six months at the village computer centre. For the first time in the last three years 43 village children have passed the 10th board exams. Currently nearly all of them are studying in college. Water and solid waste management (soakage pits/compost pits/kitchen gardens in 90% homes) by the villagers is perceptible. There has been no incidence of malaria in the last one year. The use of polythene bags is nil. This has led to the income generating activity of paper bag making, and the bulk of the paper is being sourced from XLRI.

Khuchidih village has become open-defecation free. The construction of toilets is in progress at Shwaspur village. Iron deficiency anemia is nearly negligible now as a result of regular school health check-ups, general health camps and awareness workshops. People – centred advocacy and regular gram sabha meetings have facilitated access to government schemes and improved services.

**Academic Initiatives**

Two new electives have been added to the course curriculum for students. The first elective is titled Public Policy and Business Strategy and is aimed at introducing students to the field of public policy and its interface with business strategy. Some of the topics covered as part of the course include health, livelihoods, education, and water. The second course is titled Managing Energy Businesses and is aimed at introducing students to the dynamics of different types of energy businesses including renewable energy businesses, energy efficiency, and smart mobility.

**Research Initiatives**

As a responsible management institute, 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.

A salient list of XLRI faculty contributions in this direction is listed hereunder:

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<td>1</td>
<td>Shabbir Husain R V</td>
<td>Understanding Green Consumer Value and Consumers Make vs Buy Preference</td>
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<td>Incorporating Sustainability in the realm of Marketing: A Theoretical Framework</td>
<td>Faculty Seminar</td>
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**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.