January 21, 2013

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

Subject: Renewal of our Commitment to Principles for Responsible Management Education

Dear Mr Haertle,

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 the School’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. 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 continue to encourage other academic institutions, and associations to adopt and support these Principles.

With regards,

Fr. E. Abraham, S.J.
XLRI Jamshedpur
Sharing Information on Progress
Principles of Responsible Management Education (PRME)
January 2013

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www.xlri.ac.in
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 5 years.

2. ABOUT THE INSTITUTE

XLRI Jamshedpur (Established in 1949, www.xlri.ac.in) is a Jesuit run institution of excellence for higher management education. 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 year full time MBA program (240 students/year, selected from a pool of about 90000 competing students through a competitive exam), a one year full time executive MBA program (120 students/year) and has a full time Fellow (Ph.D.) program. Apart from these full time academic programs, XLRI regularly 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 corporates 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 exchanges and joint research programs.
3. XLRI’S VISION

XLRI Jamshedpur is deeply committed to ethics and responsible business conduct. XLRI’s vision (Box 1) explicitly captures the essence of the UN Global Compact’s vision of a more sustainable and inclusive global economy.

**Box 1**

**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. These initiatives try 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. (1) Institutional level initiatives, (2) Academic / curriculum initiatives and (3) Research initiatives. These three thrust areas, in turn, broadly capture the essence of the PMRE’s six principles viz. Purpose; Values; Method; Research; Partnership; and Dialogue.

The following paragraphs will highlight the salient initiatives under each of the three thrust areas:

4. INSTITUTIONAL LEVEL INITIATIVES

4.1 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. The activities that are envisaged and implemented by this Foundation are: annual JRD Tata Oration in Business Ethics; recognition and presentation of the JRD Tata award for Business Ethics to an eminent person who has distinguished himself/herself in business ethics.


4.2 Centre for Rural Management: established in 1992 with the objectives of (i) to build new rural management knowledge in order to provide creative instruments of intervention particularly in the areas of education, health, rural enterprises and infrastructure, etc.; (ii) create new and appropriate breed of professional leaders / managers who have capability of making Indian rural society vibrant through capacity building, enterprise and business development, (iii) strengthen microfinance, natural resources management, institutions supporting rural livelihoods and (iv) identify critical constraints and impediments of rural development, and influence public policies for creating enabling environment for democratic, just and equitable all round development of rural society. The center’s mandate is to build leadership and change agents for the development of an equitable and just society for women, the underprivileged and children so as to increase their participation and stakes through development of entrepreneurial capacity. The Centre plans to extend its outreach through training for private, public, public and NGO leaders / managers engaged in the process of rural development. It provides consultancy services to the organizations working for rural people to improve their effectiveness and for more inclusive growth of Indian Economy. It undertakes research and consultancy sponsored by national and international organizations.
4.3 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. Accordingly, the activities of Centre will focus on the following three areas (Box 2):

**Box 2**

**Knowledge Generation**
- Sponsor/ fund research and documentation in the area of ventures which follow double or triple bottom-line
- Build a repository of case-studies of sustainable business models and practices
- Hold round-table conferences involving the stakeholders in development process (government functionaries, corporate and civil society organizations), and document the proceedings/ conclusions.
- Bring out approach/white papers on issues related to sustainable development, etc.

**Knowledge Dissemination**
- Bring out a journal/ magazine on issues pertaining to sustainable development.
- Arrange talks by practitioners from government, corporate and civil society on issues related to sustainability.
- Hold an annual conference to provide a platform for sharing sustainable models of development, etc.
- Provide thought leadership for “Embedded Sustainability” through consultancy / Management Development Programms / in-company programs.

**Knowledge Application**
- Adopt a village as a laboratory for sustainable development, and involve students in carrying out projects there
- Start an Incubation Center to support ventures which have potential to provide social good in a sustainable manner.

4.4 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.
4.5 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.

4.6 Parivartan (Transformation) - Students’ Rural Exposure Program: Initiated in 2005, this is mandatory for all the students of the institute. As majority of the students in XLRI’s flagship programs come from urban or semi-urban upbringing, this programme is designed to expose them to rural India. The students stay in the villages for a period of time and study some of the practices and issues relating to rural India. It gives an opportunity to discover the taste of rural India [in Jharkhand, Orissa and Bengal] and acts as an eye-opener to our students and exposes them to the rural-urban divide, and various development challenges as well as business opportunities therein. Each year XLRI partners with about ten Non Governmental Organizations to facilitate this process.

4.7 National Social Entrepreneurship Conference: Organized by XLRI since 2009, this annual event aims to bring together social entrepreneurs, policy makers, academics, venture capitalists and aspiring entrepreneurs on to a common platform. Over the years, this event has emerged as a pivotal melting pot for ideas and catalyst for creating synergies among the social entrepreneurs in India. Each year, the conference deliberates on a different and topical SE theme (Box 3).

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<th>Box 3</th>
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<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; NCSE: Jan 31 – Feb 1, 2009: Theme: Providing Access for Sustainable Development</td>
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<td>2&lt;sup&gt;nd&lt;/sup&gt; NCSE: Jan 29 – Jan 31, 2010: Theme: Solutions for Inclusive Development</td>
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<td>3&lt;sup&gt;rd&lt;/sup&gt; NCSE: Jan 28-30&lt;sup&gt;th&lt;/sup&gt;, 2011: Theme: Youth, Development and Social Entrepreneurship</td>
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<td>4&lt;sup&gt;th&lt;/sup&gt; NCSE: Jan 27-29, 2012: Theme: Entrepreneurship for Rural Revival</td>
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<td>5&lt;sup&gt;th&lt;/sup&gt; NCSE: Jan 25-27, 2013: Theme: Innovations in Livelihood Promotion and Skill Development</td>
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4.8 Ecological Footprint Project: 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 room. As a part of this project, XLRI has measured its carbon footprint through student’s involvement. As a next step, XLRI has charted a “Carbon Neutral” strategy and is committed to achieve it in five years (2011-2016) with a capital commitment of Rs.75 lakhs. It will be achieved through in-house energy efficiency initiatives, coupled with energy efficiency/ transition initiatives in a few adopted villages. XLRI Jamshedpur probably is the first Indian academic institution to have made a carbon neutral commitment.

4.9 XLRI organized International Conference on Resettlement and Rehabilitation jointly with Xavier Institute of Management, Bhubaneswar and Tata Institute of Social Sciences, Mumbai, 10-12 April 2012, Bhubaneswar.


5. ACADeMIC / CURRICULUM LEVEL INIgITIATIVES

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 recognized that multi-disciplinary approaches are required to address the complex inter-linkages among economy, society and environment. Our curriculum offers core (mandatory) and elective courses that build the capabilities of our students on business ethics, sustainable development, corporate governance etc. A list selected courses that directly address the concerns of ethics and sustainable development are listed below (Box 4). It is our endeavor to integrate these concerns into all relevant business functional area courses over a period of time.

**Box 4**

5.1 **Managerial Ethics** has been 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*).

5.2 **Introduction to Sustainable Development & Corporate Sustainability** has been introduced as a core course across all flagship programs since 2007.

5.3 **Introduction to Social Entrepreneurship** is a 6 credit elective offered across two terms with a mandatory internship in between the terms with a social venture.

5.4 **Social Banking and Microfinance** is a 3 credit elective offered from the economics area.

5.5 **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”.

5.6 **Managing Private-Public Partnerships** is a 3 credit elective that introduces multi-disciplinary approaches to PPP project management.
6. RESEARCH 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. Some of the major research/consultancy projects that encompass sustainable development, UNGC/PRME elements are listed here:


6.2 Capacity Building for the Promotion of Labour Rights for Vulnerable Group of Workers. Sponsored by the European Union.


6.4 Small scale, artisanal illegal coal mining in Jharkhand and mitigation strategies sponsored by Government of Jharkhand and Coal India Limited.

6.5 Developing the Human Development Index for villages adopted by TATA STEEL. Funded by TSRDS (Tata Steel Rural Development Centre).

6.6 Management of Common Property Resources (CPRs) sponsored by National Rainfed Area Authority, Planning Commission, New Delhi, India.

6.7 MANTHAN-Livelihood Project 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-Bhubaneswar and XLRI Jamshedpur) which came together to professionally support the National Rural Livelihood Mission. The 3-year project is funded by the Ford Foundation.
6.8 **Partnership with The Global Development Solutions Consortium (GDSC)** for accelerating social enterprises to solve grand challenges. GDSC is a global consortium of Jesuit management schools and other professional organizations (Ashoka, Ateneo de Manila, ESADE- Barcelona, Pontifica Universidad Javeriana-Cali, Santa Clara University-USA, Toniic Impact Investing Network, William Davidson Institute and XLRI Jamshedpur).

6.9 **Assessment of Community Radios in India.** Supported by the Ford Foundation.

6.10 **Sustainable & Equitable Growth: Redefining Rural Markets.** Sponsored by CGM&RL, XLRI Jamshedpur.


6.12 **Green Believes and Marketing Behavior of Indians: An Exploratory Study.** Sponsored by XLRI Jamshedpur.

7. **CAPACITY BUILDING INITIATIVES**

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 most of the capacity building/management development activities that it undertakes for government, NGO and corporate sectors. An indicative list of UNGC-PRME centric capacity building activities are listed here.

7.1 **Leadership Development for Reproductive Health Professionals** of Bihar and Jharkhand. Funded by the David and Lucile Packard Foundation.

7.2 **Appreciative Inquiry Workshop for Vasundhara** - a policy research advocacy group in Bhubaneswar, Orissa.

7.3 **Workshop on Governance of Public Health Challenges and the Road Ahead.** Funded by The David and Lucile Packard Foundation.

7.4 **Leadership Development and Advocacy for Pathfinders and Partners.** Funded by Pathfinder International.
7.5 **Capacity Building on Governance, Institutions and Leadership Development for Drinking Water Supply** in the states of Assam, Bihar, Jharkhand, Orissa, Chhattisgarh, Uttar Pradesh and West Bengal. Funded by the Ministry of Rural Development, Department of Drinking Water and Sanitation, Government of India.

7.6 **Workshop on National Rural Livelihood Mission.** World Bank, New Delhi.

7.7 **XLRI participated in the first working group meeting of the “International Center for Social Franchising”** ([http://www.the‐icsf.org](http://www.the‐icsf.org)) held at University of Cape Town. XLRI will be the nodal partner from India to promote this effort.

7.8 **XLRI has partnered with Freemont Partners** ([http://www.freemontpartners.com](http://www.freemontpartners.com)) for its proposed Social Venture Incubator. As per the agreement, Freemont Venture will co-invest in selected incubatee ventures and provide mentoring and networking support.

7.9 Two National conventions on “**Responsible leadership: Sharing of Case studies**” were held during 2011 and 2012 at XLRI, Jamshedpur.

8. **PUBLICATIONS & MAJOR CONFERENCE PAPERS**

**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:**


**Venugopal Pingali (2012).** CSR Initiatives in India, accepted for IADIS International Conference n Sustainability, Technology and Education, Perth, Australia.


9. 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.