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Challenge of ECONOMIC GROWTH

While India's recent slowdown is partly routed in external causes, domestic causes are also important. The strong post-financial-crisis stimulus led to stronger growth in 2009-10 and 2010-11. However, the boost to consumption, coupled with supply side constraints, led to higher inflation. Monetary policy was tightened, even as external headwinds to growth increased. The consequent slowdown, especially in 2012-13, has been across the board, with no sector of the economy unaffected.

Experts believe that with good policies India will come through stronger. The possible way out lies in shifting national spending on consumption to investment, removing the bottleneck to investment, growth, and job creation, in part through structural reforms, combating inflation both through monetary and supply side matters, reducing the cost for borrowers of raising financing and increasing the opportunities for savers to get strong real investment returns.

The central long-run question facing India is where will good jobs come from? Protective jobs are vital for sustained income. And a good job is the best form of inclusive development. More than half of our population depends on agriculture, but the experience of other countries suggest that the number of people dependent on agriculture will have to shrink if per-capita incomes in agriculture are to go up substantially. While industry is creating jobs, too many such jobs are low-productivity informal and non-regular jobs in the unorganized sector, offering low income, little protection or benefits. Services jobs are relatively high productive, but employment growth in services has been slow in recent years. India's challenge is to create the conditions for faster growth of productive jobs outside of agriculture, especially in organized manufacturing and in services, even while improving productivity in agriculture.

CSR Funds open a crucial and vital opportunity for employment enhancing vocational skills and social business projects. The thrust of Schedule-VII on these two aspects will have a tremendous possibility of training large number of poor and needy and then providing them opportunity for starting their own enterprises, small shops or getting appropriate employment in industry or services. How far will the CSR Funds be able to create such opportunities will depend on creating enabling environment whereby larger amounts of CSR Funds are allocated and effectively utilized for employment creation? Some of the larger industries already show their inclination to work on these lines and others are looking at this option seriously. No estimate can be made at this stage, but it will open an opportunity for employment and income generation for a large number of persons resulting in inclusive growth.

The International Conference on CSR, being organized by IOD, at Bangalore 2014 is an effort to synthesize expert opinion on creating enabling infrastructure for effective implementation of CSR programmes for empowering the deprived.
As it moves to complete its 24th Year, IOD is proud to have made its mark in the Indian corporate landscape in many ways. During these momentous years, IOD has been aggressively bringing about a silent revolution for a sustainable world, through the boardroom. IOD believes that the role of business has changed profoundly, since the advent of 'Knowledge Economy'. Companies have to be driven not only by the shareholder's expectations of making quick profit, but satisfy aspirations of all stakeholders. It's mission has been to lead social, environmental and economic revolution, through visionary and holistic transformation of boardroom strategies and practices, by focusing on issues of governance, transparency and accountability, for brand building and sustainability.

The Institute of Directors (IOD) was established on 12 July 1990, as an independent, wholly non-profit apex association of corporate directors to spearhead India's quality revolution and build Brand India. IOD is the premier organization for development, training and networking of directors to attain their leadership role. It's focus has been on Building Tomorrow's Boards, by realigning their moral compass and making them more ethical, transparent, accountable and equitable.

IOD believes that the greatest challenge for Indian business in 21st Century is in bridging the gaps, which have widened since the advent of globalization. Poverty and inequality pose a greater threat to the security and sustainability of business, than ever before. IOD is increasingly emphasizing the role of transparency, equity, participation, accountability, integrity and social responsibility in corporate decision-making.

The Indian economy is going through a challenging phase, having lost its growth momentum due to policy paralysis, and inflation. With impending National elections, we are also in for a period of uncertainty and waiting mode. The only saving grace is the part recovery of the Rupee, which has since stabilized and is presently hovering around Rs 62 per dollar, as against Rs 69, 3 months ago. The union government has pushed several reform measures, and also put several infrastructure projects on a fast track mode. These initiatives have surely injected new optimism and impetus to economic activity. The Companies Act 2013 and Lokpal Bill, after a long wait, have finally seen the light of the day and have activated the corporate scenario.

While the business environment today provides a multitude of new challenges, it also provides significant opportunities for those who can master its dynamics. Business will have to grapple with a new concept of value that moves beyond a focus purely on profit, and incorporates non-financial metrics. Sustainability Report, based on Global Reporting initiative is now the normal practice of measuring, disclosing and being accountable for organizational performance, while working towards the goal of sustainable development.

Standards of corporate governance have also changed vastly due to the migration of public value. The issue of statutory compliance is no longer as important as ethics and social responsibility of the business. It is no longer a dominant business driver and is getting increasingly discredited. IOD through its programmes, conferences and lobbying activities, has sought to transform boardrooms around the globe, to make them transparent accountable, equitable and environmentally and socially responsible.

Satyam episode generated much heat, emotion and commotion to make 'corporate governance' a household word. There was a huge initial scare, which led to some 524 Independent directors quitting boards out of 2355 companies. Little has since changed in real terms. Fewer companies are using their boards effectively even after this deep crisis, which put India's national image on the mat. Board meetings continue to remain rituals with no effort to involve outside directors. Independent directors are still regarded more like trinkets to be displayed on the mantel piece.

From The President's Desk

IOD-24th year of Transforming Corporate Psyche

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IOD advocates principle-based model of corporate governance that value 7Ds- Disruption of status quo, Dispersal of authority, Diversity, Dissent, Dialogue, Disclosure, and Director's training to craft the boards to lead the change. Sustainability is impacted by our culture of short-termism, fueled by 'groupthink'. Groupthink creates a delusion of invulnerability and resists change that challenges 'status quo', upsetting their comfort zone.

The behavior and ethics of an organization are two defining characteristics, obvious to all the key stakeholders and critical both to their successful leadership and long term sustainability. ‘Business Ethics’ tries to determine the responsibilities and ethical obligations of business profession. Ethics is concerned with what is good and right for society. The board members understand that an ethical culture is essential for protecting reputation, recruiting and keeping good staff, and long term business success. Boards want their companies to behave ethically. IOD has for long held that boards should explain, as part of their governance report, how they ensure that they, and their staff, live up to the values they set.

Corporate Social Responsibility has gained tremendous momentum in today's economic and social environment. Now business goals are inseparable from those of the societies and environment, within which business operates. Whilst short-term economic gain can be pursued through traditional approach, the failure to align the business goals with social and environmental factors will make those businesses unsustainable in the long term. According to section 135(1) of 'The Company Act' 2013, every company having net worth of rupees five hundred crore or more, or turnover of rupees one thousand crore or more, or a net profit of rupees five crore or more during any financial year shall have to spend 2% of profit on CSR, and constitute a Corporate Social Responsibility Committee of the Board consisting of three or more directors, out of which at least one director shall be an independent director. Corporate Social Responsibility is a hard-edged business decision. Not because it is a nice thing to do, or because people are forcing us to do it, but because it is good for our business.

Our upcoming International conference is in Bangalore (India) on 17-18 January 2014, covering the 'Changing Face of CSR', followed by one in Mauritius on effectiveness of 'Business Excellence Models', and then the 'Global Summit on Corporate Governance and Sustainability' in London, in October 2014.

IOD's 'Masterclass for Directors' for training in-corporate directorship, Golden Peacock National Awards in 13 different functional disciplines, and other flagship initiatives aim to improve the competitiveness of individual directors and their organizations. These activities have by now become global benchmarks. No Business Award has received the kind of recognition and adulation among peers, as the Golden Peacock Award. IOD's Masterclass for Directors, a 3days Comprehensive Certification training programme, for attaining Certified Corporate Directorship provides a whole vista of opportunities, especially for those who wish to join the pool of Independent Directors. IOD maintains database of eligible qualified professionals, with relevant experience, specialization and expertise for setting up a panel of Independent Directors, to assist their placement. IOD has also now set up a separate wing to handle all activities concerning Independent Directors, called ONEID (Organization for Non-Executive Independent Directors).

We have lined up the regular features of IOD's National and International events for the year 2014. We are now in the process of finalizing the Special events for corporate directors, to be added for IOD's “25th Silver Jubilee Year”, starting from 12 July 2014 to 11 July 2015. I would like to urge all the members to give your inputs and suggestions for making it a Real Memorable Year, encompassing the aspirations of all our members.

The New Year has dawned with new aspirations, hopes, and new resolutions for a better world. I have had the privilege of your continuing advice, support and guidance, during the year that went by and look forward to more opportunities for working together, to shape a sustainable Boardroom. May this year lead all of us, to the path of a 'Beautiful Tomorrow'.

*Wish you all a Healthy, Happy and Prosperous New Year.*

J S Ahluwalia
Strategic corporate planning is a challenge for many boards. What is the best way of preparing for the future and the achievement of corporate aspirations? Resources may need to be assembled and relationships put in place to implement the strategic direction established by a board, but can one plan in an era of insecurity and uncertainty? In volatile markets discontinuities and shocks can shatter past assumptions. They can transform requirements and expectations. In such circumstances and turbulent contexts can one look ahead with any degree of confidence?

Opportunities abound with breakthroughs and innovative thinking occurring. There is unexploited intellectual capital in many companies. There are many ways of differentiating, connecting and adding value, and there is enormous scope for entrepreneurship. At the same time, competitive pressures and marketplace dynamics demand speed, and cost-effective and flexible responses. Rigidity can be quickly punished.

Questioning Planning

Directors should question and review corporate planning processes. In larger companies they are often bureaucratic and time consuming. Outputs from annual exercises may arrive too late to influence important decisions. Often there is so much detail in corporate plans that they are more likely to be put on shelves or in drawers than read and used. No sooner than a plan is put to bed it may be overtaken by events in the marketplace.

A cynic might be forgiven for thinking that the primary purpose of corporate planning is to provide work for corporate planning teams. Is flexible planning an oxymoron? In rapidly changing and competitive markets should a board be steering rather than planning? Should directors be asking for probabilities - distribution curves of possible outcomes - rather than single figures? Should they request models or scenarios rather than plans?

What should one’s time horizon be when at any time new competitors and alternative offerings may appear? As new technologies and requirements emerge, will we even know what our major lines of business may be in a few years time? What steps should a board take to remain current, competitive and relevant and prepare for an unknown future? How can one plot a way ahead in the face of shifting forces and changing priorities?

Planning Requirements

The lead times required to put different elements of corporate capability in place can vary greatly. New industrial plants do not just fall from the sky. They can however be designed to allow them to be reconfigured and modified as situations and circumstances change. Requirements for rapid repositioning, flexibility, affordability and avoiding dead ends and high crawl out costs can be included in planning guidelines and they can inform investment decisions.

Existing and potential key customers, business partners, suppliers and staff may all require some idea of where a company is aspiring to be in a few years time when deciding whether or not to engage with it and invest time and effort into continuing or building a relationship with it. The strategic direction provided by a board should be helpful in this regard.

Why do we need to plan? Directors should understand what is happening in the business and market environment, identify arenas of opportunity, and define and articulate a vision, goals and values that are compelling and differentiate an organisation from others. A board then needs to assemble the capabilities needed - whether people, know-how, finance, technology or a form of organisation - to achieve the corporate vision, goals and objectives. Some form of plan of how to get from a current situation to a desired destination may be called for. The sequencing and timing of acquisitions of capabilities and other steps may need to be determined.

Having access to relevant capabilities as and when they are required can be more
important than owning them. There is also little point carrying the cost of capabilities that are not relevant to what one is setting out to achieve. Boards should ensure that processes and other means are in place to apply relevant resources to the achievement of a company's vision, goals and objectives.

### Changing Priorities and Practices

My own investigations and work with boards reveals certain changes that have occurred in recent years. Compared with the attention that has been devoted in the past to formulating strategies and corporate planning, there is now greater focus upon adaptation and the implementation of strategy. Where plans were once seen as the output from a planning process, they are now more likely to be seen as but one step - and a temporary step - in a wider end-to-end process, the purpose of which is to remain relevant, vital and competitive and move in a desired direction.

On the more effective boards directors are prepared to question corporate planning and corporate planners. What are the costs and benefits of planning? Who actually uses the plans that are produced? Does the corporate planning process actually have any customers? If the answer to the last question is “yes” one could investigate what customers of planning would really like to have.

Given the volatility of certain economic environments, relentless innovation, changing labour markets and uncertainty regarding future expectations, aspirations and requirements, should one plan less and devote more effort to intelligent steering, flexible processes and responses, sustainability, and helping people to cope and face new challenges and address new opportunities? High performance organisations and their people, processes and approaches need to be flexible enough to quickly adapt to new requirements.

### The Role of Boards

Directors are concerned with determining what is to be done, ensuring the capability is created to do what needs to be done, ensuring that executive teams determine the best way of doing it and that it is done according to agreed policies. The board will also be concerned that what is done satisfies legal and ethical requirements and that what has been achieved is fairly reported to stakeholders. These requirements can lead to activities such as visioning, situation and gap analyses, issue monitoring and management, planning, monitoring and reporting.

Key tasks of boards include establishing vision, mission, values, objectives and policies; setting business and financial direction and strategy; ensuring an appropriate structure and capability; appointing a competent chief executive; delegating to management and ensuring control and exercising responsibility to shareholders and other interested parties. The directors will also need to safeguard assets and ethical standards, and agree and monitor plans and performance.

Certain of the roles of the board require a focus on the present and recent past, such as monitoring performance and supervising management. Future oriented activities could include establishing new policies, providing strategic direction, formulating strategies and agreeing plans. Larger companies often have one or more executives who are charged with drawing up plans according to guidelines and priorities established by the board and to which they will be submitted for approval.

### Directorial Dilemmas

Boards face choices and dilemmas. One may need to balance short-term requirements for economy and performance with the building of longer-term capability. One needs to anticipate the consequences of planning assumptions, policy decisions and executive actions and how various groups, and particularly customers, competitors and investors will react. Models and scenarios can be developed that recognise and incorporate responses and feedback.

Directors may experience some tension between the desire to be both entrepreneurial and prudent. They may feel accountable for plans and so may feel they need enough detail in order to be answerable. However, they should avoid having so much information that they are not able to see the wood for the trees. Directors need to be able to see the big picture and should avoid becoming involved in operational matters. They may need to be alert to both short-term pressures and longer-term trends, and they may need to balance the competing interests of different stakeholder groups.

### Directorial Qualities

In relation to providing strategic direction and corporate planning, directors need strategic awareness, an understanding of the context in which they are operating, a holistic perspective,
and an ability to vision and look ahead. Analytical, thinking and decision making capabilities are also required, along with communication and inter-personal skills. Outside of the boardroom – and we will return to this - little may happen if strategies and plans are not communicated and shared, and people are not motivated or equipped to implement them.

Planning, delegating and reviewing, and challenging, appraising and developing colleagues are important boardroom skills. If plans are to be implemented, certain levels of energy, drive and integrity may also be required. However, great harm can be done by an energetic board that is determined to implement a flawed strategy and an inadequate or unbalanced plan.

**More and Less Successful Approaches**

The author’s investigations have explored a number of aspects of corporate planning in order to identify what the most effective boards do differently in various areas that are critical for sustained corporate success. Areas examined include strategic, corporate, financial, business development, key account and communication plans. Clear differences of approach emerge when one compares the most effective with the least effective planning processes.

In less innovative companies and less dynamic contexts corporate planning is more likely to be a periodic, programmed and formal process. It is often annual and may involve much crunching of numbers. The basic work of planning tends to be done by specialists in central and/or head office roles. On occasion, it takes the form of an annual ritual as contributors view the exercise as a mandated administrative chore, revisit past files and update previous submissions.

In more enterprising companies facing challenging conditions corporate planning is more likely to: (a) be continual, exploratory and informal; and to (b) involve creative thinking. Important and valued contributions are made by those who are closest to customers and the marketplace. They participate more willingly as they are keen to remain current and relevant, and eager to learn and discover and ready to share insights with colleagues. Some model and update developments in real time. They provide access to a continually changing picture as and when decisions have to be made.

Less effective practitioners are more likely to produce a single detailed plan and set of numbers. In contrast, their more successful colleagues may present a plan composed of a portfolio of estimates covering major projects and new product launches, in each case providing a distribution or bell curve of possible results to enable readers to assess the variability of potential outcomes and the risks involved. The planning models of the latter group may also incorporate inputs from strategic partners and key customers, and contributions from important suppliers.

**Stimulating Positive Responses**

The plans of static and struggling companies can appear heavy with problems, constraints and risks and relatively light on opportunities. Not surprisingly, they can lead to hunkering down and a battening down of the hatches. In contrast, the outputs of more ambitious and imaginative planners suggest possibilities and more positive courses of action. They may stimulate enterprise and entrepreneurial responses.

Global problems can represent strategic opportunities. A growing population of frail and elderly people can fuel healthcare innovation. Crime and terrorism can trigger security responses. Global warming creates opportunities for more sustainable solutions. New lifestyle options could be created to tackle an increase in insecurity and stress.

My 2001 book *Shaping Things to Come* put the case for organisations to become incubators of new enterprises, and for entrepreneurs to question the balance between factors such as change and continuity, complexity and simplicity or surface and substance. Planning can be a creative process of exploration and discovery. It can help ambitious entrepreneurs to pro-actively launch new ventures, generate new offerings, create new options, establish new markets, win new customers and build an alternative and better future.

**Addressing Critiques of Planning**

Corporate planning has not been free of academic criticism. In his 1994 book *The Rise and Fall of Strategic Planning* Henry Mintzberg pointed out the challenge of predicting discontinuities and highlighted the separation of planners and doers. As one often sees in the field of competitive intelligence the focus of corporate planners is too often almost exclusively upon hard data, while feelings and intuition are ignored. Potentially valuable sources of insight...
and understanding are ignored, learning does not occur and updating and modification can be difficult.

An appropriate management and planning model can address these and other issues. It can be designed to “live” in the sense that it can incorporate new inputs and feedback and quickly react to them. Inputs can be obtained from customers, prospects and the marketplace by means of informed opinion, account management reviews, surveys and market research, issue monitoring, opportunity and competitor analysis and tools such as benchmarking. Following a process of assessment and review these sources can lead to updated forecasts and corrective actions.

Understanding major business, political, economic, social, scientific and technological trends and developments in the business environment and how they are likely to impact upon a company and its customers and competitors is particularly important. Issues need to be prioritised, and what needs to be done in response at local, business unit, national and international level to address problems, seize opportunities and help customers identified. An issue monitoring and management exercise can represent the front end of a corporate planning process.

**Board Involvement**

The operation of a model to plan and monitor progress can flag up issues requiring board attention such as a proposed change of direction, a policy issue or a strategic opportunity. More successful boards address the root causes of issues by whatever combination of actions are appropriate. They seek to understand the situation they are in and they explore options before making changes.

Action taken can reflect factors such as the probability of occurrence and the scope and degree of impact. Companies should not model in a vacuum. They should monitor external developments. They should listen to their customers and monitor the activities of their competitors. Model outputs can trigger tactical responses in areas such as pricing and lead to product and service changes, as well as influencing the future development of a company’s technology and the shape of its organization.

Improvements or more fundamental changes and significant new investments might be required, depending upon the scale of the adjustment required in different areas. An external assessment might also lead to a visioning exercise to revisit an existing vision or establish a new one. Regular SWOT analyses of strengths, weaknesses, opportunities and threats could be undertaken to review assumptions about market and opportunity growth rates. They might lead to a revisiting of desired and future states, and a revised list of vital few actions to tackle barriers, bridge gaps and seize windows of opportunity.

A board should pay particular attention to the prioritization of key activities and actions, and ensuring that there are clear responsibilities for implementation, appropriate measures and ambitious but realistic targets. Less is sometimes more in terms of the number of key indicators to monitor. Outputs from a management and planning model could include reports to the board. Real time reporting that allows directors and authorised executives to view a current situation.

Visioning is an important activity of boards. Establishing or revisiting a vision should be regarded as a priority activity. It should receive attention until the point is reached when the directors feel that a vision is stretching, distinctive and compelling. The vision should be a desired and attainable future state of affairs that can engage and motivate. Internally, it should motivate people to achieve and focus their efforts, while externally it should differentiate a company from its competitors.

**Communicating Vision and Strategy**

There is little point producing a detailed plan that sits in a file or is stored on a shelf. It may look good and the numbers might seem appealing, but outside of the boardroom nothing is likely to happen until it is communicated to - and shared with - those whose activities might bring it about. People need to know what is expected of them and what they need to do to contribute to the achievement of corporate objectives.

Similarly a new or revised vision needs to be communicated. Some companies use analogies with animals, cars or people to help communicate the nature of the changes required to achieve a future state of affairs. Simple imagery can be particularly effective. Italian utility Enel felt that its current situation reflected the characteristics of a solid and lumbering elephant and that the company needed the greater speed and agility of a horse to succeed in a competitive marketplace.

Elements of a planning process can feed into the determination of communications strategy. Thus a SWOT
and/or issue monitoring exercise could inform an analysis of a situation, while a vision, goals, values and objectives could influence the determination of the purpose of communication and the formulation of communication objectives and messages. Survey data might help to increase understanding of the various groups and communities a company needs to communicate with.

**Board Involvement**

Plans and strategies for competitive pricing, business development, innovation, financial, talent and knowledge management could all derive from a corporate planning model. In each case a board will need to consider the criteria it will use to assess the adequacy of the planning that has been undertaken and the adequacy of the documentation provided by the chief executive and senior management team.

A board should agree what it would like to receive. Typical elements of a strategic plan might include a vision, mission and statement of values, strategic goals and key objectives, market and competitive assessment, SWOT and situational analysis, risks, dependences, resource and capability requirements, priority actions, financial, people and other budgets, and various sub-plans, milestones, measures and reporting arrangements. The effort of producing information should be balanced against its cost and justified in terms of its value.

Key steps in the achievement of a vision or strategy are particularly important if progress is to be made and monitored. Boards need to ensure the milestones are in place to get them from where they are to where they would like to be. Key decision or challenge points could also be built into a model or plan. These could be the stage at which a competitor might be encouraged to enter a market, an alternative may be introduced, or a government might be tempted to intervene.

**Reporting to the Board**

Reporting is a key consideration. Smarter boards often demand fewer but more focused and better presented reports, with executive or dash board summaries that show the direction of travel on key indicators and are colour coded so that areas demanding attention stand out. Trend lines and comparisons are particularly helpful. Comparisons can reveal who should be learning from whom.

Root causes of trends should be given. Those preparing a report for the board should keep posing the question “why?” until they feel they have identified the real reasons a situation is getting better or worse. They should also be required to state what action they recommend that the board should take in relation to the situation or development that is being reported upon.

The members of a board may not be familiar with the details of what is being reported, but they ought to be able to see from trends whether or not management action is working. Comparisons can help to pin point areas of relative weakness and strength, especially when they are against competitor performance or customer expectations. Directors should consider whether or not root causes and underlying drivers have been identified and the recommended actions seem appropriate.

**Horses for Courses**

Whether a board requests a traditional plan, a model or set of scenarios, a cycle of refinement and review is advisable. The frequency of iteration should reflect the nature of the context, and particularly the pace of change in the marketplace concerned. During each cycle, activities such as prioritisation and differentiation can occur. Account should be taken of external reactions, especially of customers and competitors, and directors need to ensure that shared learning occurs.

The results of a periodic and bureaucratic planning process can quickly become out-of-date. In contrast, an intelligent and living model that is used to steer a company towards a desired destination can be designed to continually adapt to new inputs and feedback in order to cope with change. If intelligently used to steer and support decision making, it can flag up when discontinuities or significant developments occur, so that a board can take appropriate action.

In conclusion, alert boards pro-actively compete for a share of the future and strive for a better tomorrow, while coping with contemporary issues and reacting to changing requirements and evolving realities. They recognise that inflexible plans can quickly become dated and can demotivate. They opt instead for intelligent steering away from dangers and towards promising areas of opportunity and the achievement of their visions.

*Prof Dr Colin Coulson Thomas, A member of the business school team at the University of Greenwich, U.K and an adjunct professor at Manipal University.*
MANY THINK ABOUT CHANGING THE WORLD WE ARE ACTUALLY DOING IT
Transforming Corporations through our holistic programmes so together we can create a better world

Why we focus on Conferences?
Conference creates understanding • Understanding creates networking • Networking creates experience
Experience creates knowledge • Knowledge creates technology • Technology creates convenience
Convenience creates well being • Well being creates feelings • Feelings create motivation
Motivation creates involvement • Involvement starts a movement • Movement leads to desired behaviour

Mark the following Dates in your Diary
(Dates are tentative pl confirm from the website www.iodonline.com)

UPCOMING EVENTS 2014

8th International Conference on CORPORATE SOCIAL RESPONSIBILITY
Also presentation of Golden Peacock Awards for Corporate Social Responsibility, both national & global,
Innovation Management
17–18 January 2014, Bengaluru (India)

DUBAI GLOBAL CONVENTION
incorporating
24th World Congress on effective Leadership & driving Quality & Business Networking Meet
Also presentation of Golden Peacock Awards for Quality, Training, Business Excellence & Innovative Product/Service
15-17 April 2014, Dubai (UAE)

16th World Congress on ENVIRONMENT MANAGEMENT & 25th IOD Annual Day
Also presentation of Golden Peacock Awards for Environment, Occupational Health & Safety and Eco-Innovation and IOD Distinguished Fellowships
11 - 12 July 2014, New Delhi (India)

LONDON GLOBAL CONVENTION 2014
incorporating
14th International Conference on CORPORATE GOVERNANCE and SUSTAINABILITY & Global Business Meet
Also presentation of Golden Peacock Awards for Corporate Governance, Sustainability (both national & global) and HR Excellence
29-31 October 2014, London (UK)

25th World Congress on Total Quality
TOTAL QUALITY MANAGEMENT
Also presentation of Golden Peacock Awards Total Quality, Training and Innovation Product/Service
16-17 January 2015, Mumbai

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The recently enacted Companies Act, 2013 (the New Act) is a landmark piece of legislation and likely to have far reaching consequences on all the companies incorporated in India. The erstwhile Companies Act, 1956 was in existence for well over fifty seven years and was lately seeming quite ineffective at handling present day challenges of a growing industry and the complexities related with the growing stakeholders' interests.

The New Act promises to substantively raise the bar on governance and in a comprehensive form purports to deal with some very relevant themes. On the flip side, it appears to be quite pervasive and thrusts greater responsibility and obligation on the Board of Directors and Management in Indian Companies. Therefore, it becomes extremely important for the Board to operate within a framework of prudent and effective controls which enables risk to be assessed and manage. An effective board develops and promotes its collective vision of the company's purpose, its culture, its values and the behaviors it wishes to promote in conducting its business and in an attempt to do so, establishes certain norms, known as board processes. The new Act contains a lot of provisions like Board Structure, management, disclosures to be made by the Board etc. with an aim of ensuring corporate governance. Some of them are discussed below.

Addition of a segment on Risk Management in the Directors Report:

A statement must be enclosed which shows the development and implementation of risk management policy of the company. Under new Act, there is no meaning and definition of Risk Management. Hence, the statement which is enclosed with the director report may have the following elements: –

a) Introduction  
b) Meaning and definitions of Risk Management  
c) Types of Risks  
d) Risk Management  
e) Risk Assessment  
f) Risk Identification Activities  
g) Risk Handling  
h) Monitoring and Reporting  
i) Conclusion  

Disclosure in the Board Report:

Independent Director shall be appointed for a term of 5 years but he shall be re-appointed by passing of Special Resolution. In this regard, the company must disclose the appointment or re-appointment of Independent Director in the Board Report.

Reservation and qualifications in Auditor Report and Secretarial Report:

Every company shall disclose in its report to the shareholders, the details of every contract or arrangement entered into under Section 188(1) of the Companies Act, 2013 along with justification for entering into such contract or arrangement.

Formal Annual evaluation:

A statement shall be attached with the Board Report which shall indicate the performance of the Board and its committee and its individual directors. This clause shall be applicable only on listed company or prescribed public limited company.

Apart from the abovementioned disclosure provisions, the Act prescribes:

Constitution of a Nomination and a Remuneration Committee by every listed company and prescribed classes of
public companies to identify the persons having desired qualifications to be appointed as directors or for appointment on senior management level and to recommend their appointment and/or removal to the Board and to carry out evaluation of every director's performance.

**Constitution of Stakeholders Relationship Committee ("SRC"):**

Companies with more than one thousand (1,000) shareholders, debenture-holders, deposit-holders and any other security holders at any time during a financial year to constitute a SRC to consider and resolve the grievances of security holders. SRC shall comprise of a non-executive chairperson and such other members as the board may decide.

**Constitution of Corporate Social Responsibility Committee:**

Every company having net worth of rupees five hundred crore or more, or turnover of rupees one thousand crore or more or a net profit of rupees five crore or more during any financial year shall constitute a Corporate Social Responsibility Committee of the Board.

The mandate of the said CSR committee shall be:
- To formulate and recommend a CSR policy to the Board;
- To recommend amount of expenditure to be incurred on CSR activities;
- To monitor the CSR policy of the company from time to time

**Appointment of Independent Directors in the following classes of companies:**

(a) Listed Companies
(b) Prescribed classes of public companies

Independent directors, being capable of challenging the decisions of the management, are widely considered as a means of protecting the interests of shareholders and, where appropriate, other stakeholders.

**Independent Directors:**
- Oversee implementation of best corporate governance practices.
- Safeguard interests of all stakeholders
- Ensure adequate and functional vigil mechanism.
- Determine appropriate levels of remuneration for Directors and KMP.
- Compliance on Related Party Transactions
- Prime accountability on CSR compliance

In addition to regulatory provisions certain practices, some of them being recommended by various committees on Corporate Governance, are adopted by the Boards all over to promote corporate fairness, transparency & accountability. These include:

**A. Separation of roles of Chairman and CEO:**

It is perceived that separating the roles of Chairman and CEO increases the effectiveness of the Company's board. It is argued that CEO-chairman duality is detrimental to companies as the same person will be marking his "own examination papers".

**Separation of duties will lead to:**

1. avoidance of CEO entrenchment;
2. increase of board monitoring effectiveness;
3. availability of board chairman to advise the CEO and;
4. establishment of independence between board of directors and corporate management.

**B. Board Performance Evaluation**

Board Evaluation, if conducted in a planned and systematic manner, can contribute significantly to performance improvements at three levels—the organizational, board and individual director level. Boards who commit to a regular evaluation process find benefits across these levels in terms of improved leadership, greater clarity of roles and responsibilities, improved teamwork, greater accountability, better decision making, improved communication and more efficient board operations.

Board performance evaluation is an important step for a board interested in transitioning to a higher level of performance. While informal board and individual director evaluations may be appropriate in some circumstances, the discipline for a formal assessment is generally a good option.

**C. Succession Planning:**

Boards also need to be increasingly proactive in board succession since there is an acute shortage of experienced and qualified persons to be appointed as board members. The increased time commitment and perceived legal, financial and reputational risks related to board service have caused many experienced directors to reduce their participation in boards. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. Taken narrowly, "replacement planning" for key roles is the heart of succession planning.

The board should ensure a succession plan for the role of the chairman, CEO and other senior executives and officers.
is in place.

D. Lead Independent Director
Designating an Independent Director as a Lead Independent Director is considered as good governance practice.

The lead independent director acts as a guide to other independent directors in fulfillment of their duties and responsibilities as directors.

Independent Directors can meet separately at least once every year, with the lead independent director chairing the session, to assess the quality, quantity and timeliness of flow of information between the company management and the Board that is necessary for the Board to effectively and responsibly perform their duties.

E. Board Charter:
As a good practice, companies may prepare a Board Charter which is intended as a tool to assist directors in fulfilling their responsibilities as directors. It sets out the respective roles, responsibilities and authorities of the Board and the management in the governance, management and control of the organization. This Charter should be read in conjunction with the Company's Memorandum and Articles.

F. Board Training and Development Programmes:
An important aspect of Board effectiveness would be appropriate attention to the training and development needs of directors. Most codes of best practice in corporate governance require directors to undergo periodic training to improve their knowledge and skills, so they can become better leaders and change agents of their companies. Attendance at continuing education and professional development programmes is essential to ensure that directors remain abreast of all developments.

Developing a fair, transparent and easily accessible organizational structure and meeting the high standards of Corporate Governance is the ultimate aim of Board Processes. Therefore, the following points must be deliberated upon while developing Board Processes to ensure high quality Corporate Governance in the organization.

Organisational Alignment:
Organisational alignment is a process of ensuring that the organisation is aligned with the realisation of its strategy - operationally (the business ability to deliver its 'mission') and strategically (the management of the business to achieve its vision). This involves ensuring the appropriateness and effectiveness of the core business processes and the organisational structure designed to manage this. It includes the governance mechanisms that empower management and ensures accountability, and the setting and monitoring of performance objectives.

Defining Organizational Culture:
Organizational culture is a mysterious word that characterizes the qualities of a work environment. A healthy organizational culture often includes the following characteristics:

Acceptance and appreciation for diversity
Concern for each employee and fair treatment in managing organizational change
Employee pride and enthusiasm for the company
Equal opportunity for each employee to achieve their full potential
Open communication with employees

regarding policies and corporate issues

Board Processes in any organization shall define and continually seek to improve the organizational structure.

Periodic Communication:
A key element of sustaining and embedding any project is to communicate with stakeholders effectively and to engage them as early as possible with the project and develop a shared understanding of what they want to achieve by communicating and engaging with each stakeholder group.

Effective communication with stakeholders can help an Organization to have a better understanding of stakeholder's interests and understanding and enables Boards or managements to respond to critical comments or clear misunderstandings.

Transparency: During the past few decades, the primary drivers of business value have shifted significantly. Formerly, capital market performance most closely tracked an organization's tangible assets, but today's markets are more strongly correlated with intangible assets in the form of goodwill or brand equity. This shift in value drivers and a broader recognition of the importance of environmental, social and governance (ESG) performance have been accelerated by market forces demanding greater transparency by companies.

Companies are now required to provide timely and complete information to shareholders and other stakeholders in a way that is easy to understand in order to meet their information needs.

Access to seniors: It is extremely important for the members of Board to understand that a well defined and transparent organizational structure
Introduction

Disability is a critical public health problem, especially in developing countries like India. Census 2001 revealed that over 21 million people in India are suffering from one or the other kind of disability. This is equivalent to 2.1% of the population. Among the total disabled in the country, 12.6 million are males and 9.3 million females. Also the number of disabled is more in rural, than urban areas.

Any restriction or lack of ability to perform an activity in a manner or within the range considered normal for the human beings, resulting from impairment termed as disability. Impairment concerns the physical aspects of health; disability is the loss of functional capacity resulting from an impairment organ; handicap is a measure of the social and cultural consequences of an impairment or disability. The types of disability include loco-motor, hearing, speech, visual and mental disability. Recent development is the International Classification of Functioning, Disability and Health developed by WHO in 2000, which has been used in the Multi-Country Surveys. The domains here are classified into body, individual, and societal perspectives.

The closing years of the twentieth century have seen rapid advancements in the areas of biotechnology and technology. Advanced diagnostic techniques and corrective surgery, that even includes prenatal interventions, are now available. Genetic mapping and counseling coupled with genetic manipulation and gene therapy are now helping doctors address some of the causes of disability. Due to the progress made in this direction, coupled with the excellent health care facilities, the incidence of congenital disabilities in developed countries is very low now.

The paradigm shift from the welfare and charity approach to a rights based one onwards, the issues concerning persons with disabilities are encapsulated most effectively through the landmark enactment of the Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995. The Act establishes the responsibility on the appropriate Governments and society to ensure free education for the persons with disabilities up to the age of 18 years, preference in employment in the public sector through the reservation of 3% of vacancies against identified posts and accessibility to buildings, roads, transport and other public services. The Act also prohibits discrimination, in every sphere on the ground of disability.

It was followed in 1999 by the enactment of the National Trust for the Welfare of Persons with Autism, Cerebral Palsy; Mental Retardation and Multiple Disabilities Act. The objective of this enactment is to enable and empower persons with these disabilities to live as independently and as fully as possible, within or close to the community to which they belong. It also addresses the needs of those persons, who do not have family support and provides for their care and protection.

According to the experts, 50 percent disability is preventable, provided the quality of air and water is satisfactory, and immunization and nutrition get adequate attention. However, much of disability can also be attributed to accidents, ageing and lifestyle diseases. The persons affected are often in the productive and older age group, and require appropriate rehabilitation services to enable them to lead as normal a life as possible. This implies that they should be able to attend to the activities of daily living, regain mobility if they have lost, it and reintegrate with the workplace.

Problem Burden

Globally, around 800 million persons, aged 15 years and older, are living with disability based on 2010 population estimates. Of these, the World Health Survey estimates that 110 million people (2.2%) have very significant difficulties in functioning.

Systematic research into prevalence and determinants of disability has been scanty from India although it is an important public health problem. Disability is the best example of the iceberg phenomenon of disease. This is because of difficulty in identifying the mild and moderate degrees of physical and mental disability. The National Sample Survey Organization (NSSO) report and Census data of 2001 stated that its prevalence was as low as 2% in India. A recent community-based study in India found the prevalence of all types
of disability as 6.3% out of which mental disability was found to be the most common. The disability prevalence varies in different age groups and urban-rural areas. The burden of disability is more among the geriatric (>60 years) age group.

Among the five types of disabilities on which data has been collected, disability in seeing at 48.5% emerges as the top category. Other in sequence are: in movement (27.9%), mental (10.3%), in speech (7.5%), and in hearing (5.8%). Across the country, the highest number of disabled has been reported from the state of Uttar Pradesh (3.6 million). Significant numbers of disabled have also been reported from the state like Bihar (1.9 million), West Bengal (1.8 million), Tamil Nadu and Maharashtra (1.6 million each). Tamil Nadu is the only state, which has a higher number of disabled females than males. Among the states, Arunachal Pradesh has the highest proportion of disabled males (66.6%).

**Disability Studies**

Disability studies provide nuanced ways of thinking about disease, medical ethics, and social justice in health care. Medical models of health care often overlook the social dimensions of health and health care. Disability studies, on the other hand, contrast the biological model with a social model. They lay stress on finding how much can the suffering of different bodies be relieved through the adjustment, not of biological variables, but of social variables. They unpack the role of ableism, pathologization, isolation, confinement, and lack of access in producing human suffering. Disability studies encourage perspectives that place disability in social, cultural, and political contexts.

Opportunities to learn about disability and rehabilitation must be strengthened by ensuring that the society acquires not only the specific knowledge and skills, but also the attitudes required to provide effective service to persons with disability. Interest groups may help in ensuring that everyone is adequately sensitized to issues about disability. Disability studies, if introduced in various fields of education, especially medical education can offer an explicit commitment to assist disabled people in their fight for full are required.

Organized programmes and packages in the field of human resources development are required to be involved to effectively manage Rehabilitation activities being undertaken by the NGOs. Ministry of Social Justice and Empowerment is working on a massive scheme of rehabilitation. The strength of community groups/NGO is more in terms of mobilizing non-financial resources, inspiring high levels of performance to innovate, experiment & in general carry out activities in a more flexible institutional environment than that usually allowed in Govt bureaucracies. While NGOs may utilize resources more effectively than government in certain situations, they are not realistic in planning for investments in human resources development. The effects of alternative intervention, interdepartmental and interagency coordination and collaborative team work are valuable solutions to the need and the problem. This needs integration of policy making, planning and implementation at all levels.

There is a great need to create awareness among the policy makers, engineers, architects, local bodies etc. to make them understand the needs and requirements of an accessible environment. The following actions are required:

Adoption of building bye-laws by all the States.

Include the idea, concept, basics and standards for planning an accessible, environment in the curricula for training architects and civil engineers.

Education and training of professionals to ensure that the structures designed and constructed have all the barrier free features.

Modify the building byelaws to keep up with the latest ideas of universal design in consultation with persons with disabilities.

Development of guidelines for barrier free transportation.

**Employment**

The current Social Security programmes are employment related and do not appear to have any special attention to the disabled persons. Lack of information and dissemination & absence of a single window approach makes persons with disabilities often unaware of what benefits and schemes are available to them. No matter whatever we do, a great deal of awareness building is required across the society for the fruits to reach the needy. Therefore, mass awareness building is required not only for the persons with disabilities and their family members about their rights, schemes, concessions and privileges but also among the general public about the strengths, abilities and potentials of persons with disabilities.

As far as the private sector is concerned, the act suggested incentives tenure that persons with disabilities comprised at least 5 per cent of the workforce. Subsequently. The Centre announced an incentive policy, but it is not clear how many corporations took up the government's offer. However, recently, the minister for social justice and empowerment, Kumari Selja, wrote to the minister of corporate affairs, Sachin Pilot, to ask the private sector to adopt a corporate disability policy for the inclusion of the differently abled in their
workforce. It’s heartening to hear of several differently abled people getting jobs due to their excellence and hard work.

Kofi Annan, U.N. Secretary General has aptly stated that we must remember disabilities are another manifestation of human diversity. Getting jobs for the differently abled has been a major challenge despite the 3 per cent reservation which has never been fulfilled. Recently, the Supreme Court ruled that the 3 per cent reservation has to be earmarked across Group A, B, C, and D posts in all entities established by or owned and controlled by Central, state governments and local authorities. It is important that such jobs be inclusive, responsive and sensitive to the needs of persons with disabilities.

**Community-Based Rehabilitation**

Alma Ata declaration on 1978 stated that comprehensive primary health care should include promotive, preventive, curative, and rehabilitative care. There are three approaches to rehabilitation, namely institution based, outreach based, and community based. The major objective of Community Based Rehabilitation (CBR) is to ensure that people with disabilities are able to maximize their physical and mental abilities, have access to regular services and opportunities, and achieve full integration within their communities. CBR is a comprehensive approach at primary health care level used for situations where resources for rehabilitation are available in the community. In addition to transfer of knowledge related to skill development in various types of rehabilitation methods, community also will be involved in planning, decision making, and evaluation of the program with multi-sectoral coordination. Besides, referral system will be there for those disabled, who cannot be managed at community level and referred to district, provincial, and national levels.

Disability limitation at early stage, when they are amenable to preventive and rehabilitative measures, so that progression to severe disability can be minimized is a vital component in rehabilitation of disabled. Very few disabled people get benefit from rehabilitation services in India. In general, of people with disability, 1/3 needs no rehabilitation, 1/3 can be helped through CBR alone and 1/3 need specialized referral services. Basic principles of a CBR program for the disabled include inclusion, participation, sustainability, empowerment, and advocacy. These principles are overlapping, complementary, and interdependent and they cannot be addressed in isolation.

There are many measures initiated by Ministry of Social Justice and Empowerment and Health and Family Welfare in India. These include:

- District Rehabilitation Center (DRC) Project started in 1985.
- Four Regional Rehabilitation Training Centers (RRTC) have been functioning under the DRCs scheme at Mumbai, Chennai, Cuttack, and Lucknow since 1985 for the training of village level functionaries and DRCs professionals.
- National Information Center on Disability and Rehabilitation
- National council for Handicapped Welfare
- National Level Institutes-NIMH, NIHH, NIVH, NIOH, IPH.
- District Disability Rehabilitation Centre for persons with disabilities over 200 are functional now.

• The National Policy for Persons with Disability 2005.

**India's Twelfth Plan Strategy**

The Twelfth Five Year Plan look into the three key aspects: (i) Recognition; of the extent to which the development, competence and emerging personal autonomy of Persons with Disabilities are enhanced through the realisation of the various agreed National and International Conventions and Programmes; (ii) Empowerment; in term of denoting the rights of persons with disabilities to respect their capacities and by transfer of various legal rights; (iii) Protection. The proposed budgetary allocation has been doubled to Rs 32,684 crores, for the 12th 5 year plan.

Persons with Disabilities continue to face discrimination in education, employment, transport and in terms of access to sports, recreation, and so on. To counter this, India Twelfth Plan has a two pronged strategy incorporating— (i) Service delivery and (ii) Generation of public awareness about disability rights.

In the area of service delivery the challenges to be addressed include: making a large number of products, public services and information services accessible to PwDs, improving participation of students with disabilities at various stages of education (elementary, secondary and tertiary), reducing disproportionate incidence of poverty among the persons with disabilities, enhancing condition of nutrition, health and housing at least up to a reasonable level, identifying exclusive implementing agencies for programmes meant for persons with disabilities in States and strengthening of existing agencies.

Another major area of challenge pertains to public awareness about disability rights and issues and stepping up of the level of awareness among the persons.
with disabilities about legislative provisions and development programmes available to them.


**Childhood Disability:** prevention, early detection, intervention, community-based management, rehabilitation and inclusion, including civil society and parent networks. Set up Childhood Disability Resource Centres

**Education:** it plays a pivotal role in socio-economic empowerment of Persons. Education is critical to expanding the life prospects of people with disability. Universal coverage of disability friendly infrastructure and facilities in Universities. Training and development of Modular Employable Skills of people with disabilities under the Skill Development Initiative Scheme should be taken up on priority basis.

**Sports:** To make sports more accessible to Persons with Disabilities and to encourage their participation in the sports, there is a need for setting up a Centre for Disability Sports.

**Rehabilitation Centres:** Efforts also need to be directed to provide needed support and assistance for (i) Rehabilitation Centres for treating mentally ill persons. The health care needs for people with disabilities include the provision of accessible hospitals and health centres, trained and sensitised human resource in the field, affordable and reasonable health insurance and establishment of community care centres.

**Infrastructure:** Adapt buses, vessels trains and aircrafts in such a way as to permit easy access to persons with disabilities. Adapt toilets in vessels, aircrafts, train and waiting rooms in such a way as to permit the wheel chair users to use them conveniently.

There is need for modernization and expansion of production units of ALIMCO, to enhance the quantum of production to match the demand for improved products. Efforts, therefore, need to be made to ensure provision of modernized artificial limbs and appliances for the needy persons with disabilities with greater coverage.

**Employability:** As per the provisions of the Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995, 3 per cent reservation in employment is to be provided to the persons with disabilities. All Central Ministries/ Departments, State Governments and Panchayats, Municipalities and other Urban Local Bodies should earmark reasonable amounts in their Plan outlay for disability related interventions. The scheme for Incentives for Employing Persons with Disabilities in private sector needs to be suitably revamped to encourage employment and retention of persons with disabilities in private sector. Prioritize the most vulnerable as beneficiaries, particularly SC, ST women, Muslim women, single women, differently-abled, and HIV-positive women, among others.

There are an estimated 3,000 NGOs, civil society organizations, working with people with various disabilities in the country. There is, however, no clarity on the number of differently abled. Estimates vary. It is a huge human resource. whose potential needs to be tapped. With a broad spectrum of disabilities, this is also a sector that needs a lot of monetary and moral support to make them equal partners in development. NGOs have the capacity to substitute the government efforts in the formal delivery of specific services. As they are locally based and provide scope for beneficiary participation, their commitment and empathy to the services is beyond doubt, in majority of the cases.

People with disabilities need the same resources as non-disabled people, in terms of schooling, livelihood, reasonable accommodation and specific supports. They also need a barrier-free environment. People need to include disabled people in all institutions. Supporting people with disabilities is more about attitude than money. The bigger problem is getting CSR support for the challenged in rural areas, where a sizeable population lives, often cutoff from schooling, health and other facilities available in urban centers. In these areas, they have little to no access to government programmes.

The national trust for disabilities lobbys for the inclusion of disabilities, as a separate category. Though the government has been steadily increasing its budget for disabilities, since it is a state subject, the responsibility of caring for this segment lies with the states. The brutal of caring, nurturing and promoting those with disabilities lies with civil society. Since disability is not a standalone issue but a multi-sectoral,
cross-cutting one, hopefully it will be possible to access CSR, even before its inclusion as a separate entity.

One problem is that most NGOs work for specific disabilities. This leads to a kind of specialization. Of late, organizations for disabled persons that work across disabilities have been coming up. However, even here, intellectual and development disabilities, as well as other neurological disabilities and mental illnesses, get left out.

Indian Spinal Injuries Centre provides state of the art facilities for the management of all types of spinal ailments. It has a team of dedicated, internationally trained & acclaimed spine surgeons providing cutting edge medical & surgical technology. The spine service provides comprehensive management of spinal injury, back pain, spinal deformities, tumors, osteoporosis etc. Motion preserving spine surgeries including disc replacement & dynamic fixation, minimally invasive spine surgery including endoscopic disc excision, minimally invasive pedicle screw fixation & decompression, percutaneous kyphoplasty, thoracoscopic / laproscopic fusion & advanced pain & spasticity management techniques like intrathecal baclofen pump implantation are some of the cutting edge surgical technologies practiced at the centre.

**Major Focus Area**

The disability related issues lead us to focus on the following areas on priority:

a) Advocacy for mainstreaming the systems and services. It requires commitment across all sectors and built into new and existing legislation, standards, policies, strategies, and plans.

b) Invest in specific programs and services for people with disabilities. In addition to mainstream services, some people with disabilities may require access to specific measures, support services, or training. In this process, involvement of persons with disability is of paramount importance as they give insight into their problems and suggest possible solutions.

c) Capacity building of health care providers and program managers. Human resource capacity can be improved through effective education, training, and recruitment. A review of the knowledge and competencies of staff in relevant areas can provide a starting point for developing appropriate measures to improve them. Manpower generation by promoting new courses and initiating degree and diploma courses like Physical Medicine and Rehabilitation will address the problem of shortage of manpower in long run.

d) Focus on educating disabled children as close to the mainstream as possible.

e) Increase public awareness and understanding of disability. Governments, voluntary organizations, and professional associations should consider running social marketing campaigns that change attitudes on stigmatized issues such as HIV, mental illness, and leprosy. Involving the media is vital to the success of these campaigns and to ensuring the dissemination of positive stories about persons with disabilities and their families.

f) Generating representative community-based data will help to plan and execute appropriate measures to address the problems of persons living with disability.

g) Strengthen and support research on disability for increasing public understanding about disability issues.

**Conclusion**

India has almost 8-10 percent of the global population with disabilities. In the beginning of new millennium, United Nations made a Millennium developmental Declaration and stressed "The collective responsibility to offer the principles of human dignity, equality and equity at global level". In the South Asian region, the Biwako Declaration of 2003 endorses the same principle and philosophy wherein it envisages action points to have "an inclusive; barrier free and right based society". Of the total NGOs working in India, 78.5% work in the social sector.

In designing any programme, related to welfare of persons with in disabilities service delivery namely education, vocational training or vocational placement and, family play a central role. Thus, inclusion of family members in any programme for handicapped people will be a rewarding experience.

Access is a very wide concept. The term Access is not an act or state, but a liberty to enter, to approach, to communicate with, and to participate or use any physical, environmental and structural systems, processes etc. regardless of type and degree of disability, gender or age. Very few disabled persons have access to education through special schools, inclusive schools or any other alternate mode of education.

No matter whatever we do, a great deal of awareness building is required across the society for the fruits to reach the needy. Therefore, mass awareness buildings are required to only for the persons with disabilities and their family members about their rights, schemes, concessions and privileges, but also among the general public about the strengths, abilities and potentials of persons with disabilities.
Introduction

Innovation is the buzzword these days in all spheres of life, not merely confined to the corporate world. It is the mantra for survival, renewal, rejuvenation and competitive advantage for the corporate world and others. Corporate governance has become an increasingly acceptable and sought after currency of the corporate enterprises. This becomes all the more conspicuous in view of the Companies Act bill passed by the parliament recently. The governance through the Board of Directors (BoD) has become a differentiator between the sustainable corporate entities. Innovation management, therefore, becomes one of the key element of corporate governance along with the other matters, such as sustainability, corporate social responsibility, corporate ethics, boardroom effectiveness, et al. One of the prime responsibility of these BoD is the innovation governance. For any organisation, with a high index of innovativeness, which manifests itself in the corporate sustainability of the organisation, there are certain parameters which are important. It is imperative to bolster the innovation quotient of an individual employee as well as the whole organisation as such (which in any case is greater than the sum of the whole).

Broadly speaking, an innovativeness of an organisation can be described diagrammatically, keeping in mind five attributes. These are: strategy (strategic planning, innovation appreciation and implementation), process (robustness, flexibility, inclusivity), organisation (organisation structure and organisational climate), linkages (stakeholders, academia, R&D) and learning (training and development, ability to gather information / knowledge, learning and sharing of information / knowledge). The one with very good innovativeness index is seen in green lines in figure No.1 with individual scores on this account at a very high level. The organisation with a poor innovativeness index has a low score on each of these broad attributes as given in figure No. 1. In order to promote and nurture innovation, the BoD/ leadership needs to ascertain the present innovativeness index of the organisation so that necessary remedial measures are put in place in order to improve or bolster the same. Quantification of various parameters is the key here. The multiple dimensions of

innovation governance are given in figure No.2. The four vital areas which are addressed under innovation governance are strategy and plans, culture and values, processes and skills and resources. These are the central elements under which the various issues are covered.
a) **Strategy and Plans**: The strategy and plans deals with the following:

(i) Technology strategies
(ii) Technology roadmap/plan
(iii) Technology project portfolio
(iv) Product strategies
(v) Product roadmap/plan
(vi) Product project portfolio
(vii) Risk management

b) **Culture and Values**: The following parameters are covered under this:

(i) Open orientation
(ii) Networking and team-work
(iii) Entrepreneurship
(iv) Sense of urgency

c) **Processes**: The various elements which will be considered under processes are:

(i) Product launch and roll out process
(ii) Product/project management
(iii) Product/project review
(iv) New business creation process
(v) New venture management process
(vi) Process performance measure
(vii) Process improvement

d) **Skills and Resources**: Innovation, like anything else cannot succeed without adequate skills and resources. These are of the following kind:

(i) Innovation competencies: Training
(ii) Innovation tools
(iii) External resources
(iv) Innovation budget

e) **Strong Innovation Pipeline**: The BoD has also to constantly review the innovation pipeline. This implies that the innovation funnel as well as the status of various projects at various innovation stages have to be continuously monitored in order to ensure that a strong innovation pipeline is diligently created and maintained.

**The Governance Tools**: There are following governance tools available at the disposal of the BoD.

a) **Strategy formulation and review**: This will involve evolution and adoption of relevant strategy and periodic review for its effectiveness during execution phase.

b) **Financial and other resources involvement**: The resources including money, manpower, attention, R&D efforts are done by the BoD.

c) **Review of board agenda**: It is important to deviate from the routine agenda and focus on the various issues such as strategy, resources, competition analysis, any hand holding required, innovation portfolio, cultural audit, etc.

d) **System of rewards and recognition**: System of rewards and recognition has to be instituted so as to incentivise innovation activity.

e) **Organisational cultural audit**: This is an important activity and requires a review of a host of elements. These are:

(i) Competitiveness
(ii) Social responsibility
(iii) Client/stakeholder orientation
(iv) Change orientation
(v) Teamwork
(vi) Fun
(vii) Responsibility and accountability
(viii) Trust
(ix) Learning environment
(x) Result orientation
(xi) Respect to the individual
(xii) Entrepreneurship and motivation

(f) **Engagement with the stakeholders**: The policy of engagement with the various stakeholders such as finance bodies, academia, suppliers, customers, regulators, society, employees has to be formulated by the BoD.

(g) **Integration of war games into innovation activities**: Like the military, the spirit of war games is indulged into diligently in order to plan moves and counter-moves
against the competitors. This spirit has to be inculcated by the BoD.

(h) **Risk management strategy.** Innovation is inherently a risky business. It involves resources, time, attention of the leadership at all levels. Hence risk management strategy for identification, analysis, impact and mitigation of the associated risks has (both internal and external) to be in place, as seen in Fig 7 and 8.

The risks are both internal to the organisations, pertaining to the mind-set of an individual (employee in this case) as also external ones, over which an enterprise has no control. For example, demand risk is the biggest external risk as demand alone becomes the basis of sales for the innovation product. Similarly as far as internal risks are concerned, the biggest risk is time overrun, which will result into cost overrun and more importantly a leeway to the potential competitor to get his act together. Similarly, co-ordination is another big risk necessitating timely intervention at appropriate level. The risk management needs to be embedded into the strategy itself and actively factored in the war games scenario in the innovation activities of an enterprise.

Keeping the above in mind, it is important to allocate responsibilities for innovation. There are 9 different models of corporate governance proposed by Research from Jean-Philippe Deschamps, Professor of Technology and Innovation Management at IMD in Lausanne (Switzerland), there are 9 models of governance of innovation. The way these responsibilities are allocated is reflected in the innovation governance model chosen by the company. The mission here is that of promoting and overseeing execution of that innovation. Depending on various factors, it may be allocated to an individual at top, middle or lower level of management; it may be allocated to an individual or a group of individuals, who are working together with cross-functional positions. Very few companies such as 3M, Apple Computers, Google, GE, Tata group of companies seem to have adopted a systematic
approach to identifying and comparing possible models before choosing one. Moreover, models may also differ from one innovation project to another. Therefore, it is important to list evaluate the range of possible models, which can be adopted by the company for that specific innovation project. Figure No 5 clearly illustrates the same.

<table>
<thead>
<tr>
<th>All</th>
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<th>A Pair / Duo</th>
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<tbody>
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<td>Level</td>
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<td>CTO / CRO + BU Manager</td>
<td>Sub-set of Top Management Team</td>
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<tr>
<td>Top Management Level</td>
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<td>Senior Management Level</td>
<td>CXO / CIO</td>
<td>CXO + BU Manager</td>
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<tr>
<td>Middle Management Level</td>
<td>Innovation Manager</td>
<td>Cross-Functional Group / Board</td>
<td>Group of Champions</td>
<td></td>
</tr>
<tr>
<td>Any Combination is Possible</td>
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This call should be taken at the level of BoD and forms an important part of innovation governance, as the mission is to promote and ensure successful execution of any innovation project. In Apple Computers, Steve Jobs, who was the CEO, use to personally head the innovation project. In many companies such as 3M, innovation projects are managed by the group of champions. This is not to say that the innovation priority is low. It is a reflection of decentralisation of the process of innovation, where each employee becomes a stakeholder. In companies such as Samsung, CTO along with few cross-functional members manage the complete innovation project. These are all practical models and the BoD has to take a call for the innovation governance model for a specific innovation project. For example, a killer innovation project, which is left at the level of middle management level, will definitely not succeed, to the desired extent. Similarly, it must be appreciated there are incremental innovations taking place in the company all the while. An incremental innovation, having a marginal impact, on the overall performance could be best handled by a group of champions. A killer innovation such as say iPod, was personally handled by Steve Jobs, the top management level. However, it must be borne in mind, that in order for the innovation to become the driver of the business in the company, the top management as well as the BoD have to be constantly kept apprised of. That is how it works in the innovative companies such as 3M, Tata Motors, Google, Apple Computers, Samsung, Toyota Motors, Volkswagen, and others. It must be clearly understood that progress of all the innovation project, at each of the stage, must be the responsibility of a project manager / project director, under the careful monitoring and guidance of the BoD/CEO. This will help in allocation of resources and mid-course correction, as and when required for the successful accomplishment of the innovation project task.

**Conclusion**

There is no denial of the fact that innovation is a key determinant of the success and sustainability of any organisation and the corporate enterprise. However, keeping in mind the changing customer preferences, technology scenario, evolving market dynamics, evolving financial tools and other factors, it is of paramount importance that the innovation governance is robust in a company. The Government of India has accorded a very high place to innovation (particularly the inclusive innovation) on the list priorities, in the 12th Five Year Plan (2012-2017). This apart, the enterprise has to retain that competitive advantage through a robust pipeline of newer and more efficient products, processes and services. This calls for allocation of resources as also management attention. There are more core jobs competing for these. Here is where the BoD has to play a strong role in innovation governance, in order to guide the destiny of the corporate enterprise into a growth oriented and sustainable territory.

*Maj Gen TM Mhaisale, an Alumni of National Defence Academy*
We live in a world that has become fast, connected, transparent, and complex, where there are no secrets. The adage “one should behave in private the same way one would behave when being watched by the public” holds true now more than ever before. There simply is no other option.

Collective governance begins with self-governance. This applies to nations as well as organizations – there are no two ways about it. Self-governance requires a strong “core”, much like the “core” in the human body which comprises the deeper muscles that lie beneath the external musculature that is visible. Just as the strong core is a dynamic stabilizer – that provides the rest of the body with endurance, flexibility, control, and strength -- strong self-governance that begins with the individual, permeates the collective. It is a “muscle” that can be a “dynamic stabilizer” to the collective when it gets rigorously exercised at the individual level. In order for self-governance to be exercised and strengthened, it needs to be recognized, incentivized, and rewarded within organizational cultures. Individual behavior and ultimately organizational behavior is what counts, and gets noticed – not regulatory diktats, “sticks”, and a tick-the-boxes approach to compliance and governance.

**Inspirational Leadership and Clear Purpose are the Only Sustainable Glue**

There have been massive, ongoing structural changes surrounding global talent markets and talent mobility. While discussions abound regarding shortages pertaining to minerals, oil, water and other natural resources, the effective harnessing and leveraging of human capital and talent (“human resources”) in the 21st century is also going to be a significant challenge. It will call for leaders who can inspire, define a clear organizational purpose, and demonstrate strong self-governance. This task will become all the more challenging considering that according to some estimates, there will be as many as 1.2 Billion “knowledge workers” globally who will operate on a virtual basis and be only loosely tied to organizations in a legal sense.

What will it take for organizations to hold such diverse, geographically dispersed, loosely-affiliated, and independent talent pools together in order to achieve organizational goals? And that too with a keen eye on a galvanizing and higher purpose underpinned by high ethical standards, honesty, and integrity? The talent pool that we are describing here would comprise people who know what they want, and what they don’t want; they know their strengths and weaknesses; they know what they are good at and not good at and are not afraid to admit it; and they also want to achieve work-life integration while pursuing their deepest interests!

The answer has to be: Inspirational leadership based on transparency, consistency, integrity and clear purpose. The ability to build open and honest relationships through communication will become of paramount importance. In many ways, this will epitomize the highest forms of governance. Is it any wonder that a hugely successful organization such as Google has a clearly-state and bold purpose: “Organize the World’s Information”. Similarly, Facebook has the larger purpose of: “Making the World More Open and Connected”. Such organizations attract “talent providers” who see a deep congruence between their own pursuits of significance with that of...
Talent Providers and Talent Utilizers – A New Structural Dynamic at Play

The social contract used to be about employment agreements and binding employer-employee commitments. Several factors are already at play to challenge the status quo: Increased occupational mobility, longer duration of working career, rising average age of working professional, and growing multiculturalism and diversity. In the future it will about “Talent Providers” and “Talent Utilizers”, where transparent and mutual agreements and relationships are established primarily through expectations of mutual benefit. The relationship will end as soon as the Talent Utilizer stops garnering tangible value from the services of the Talent Provider. Similarly, as soon as the Talent Provider senses that the work he or she is doing is no longer challenging or congruent with established personal goals and objectives, he or she will move on to the next challenge. With such dynamics at play, Talent Utilizers will be focused on attracting the best talent only for as long as they require their specific skills and capabilities, while also keeping fixed costs at a minimum, and maximizing variable costs. Talent Providers will only be attracted to organizations that are challenging, transparent, and willing to pay commensurately for their specific skills. Utilizer/Provider relationships will only last as long as the relationship is mutually beneficial – this would be explicit and well-understood. Expectations would go both ways.

“Inbetweenity”

Today’s characterization of people according to traditional, well-defined life stages where transitions are the exception no longer applies. In the past, the tendency was to place people into simple and neat categories: so and so is in school, college, married, working, unemployed, divorced, and so on. Any transitions that occurred in between these life stages were typically viewed as temporary and short-lived, and therefore not worthy of specific attention. In the evolving talent market dynamics, structural changes have occurred such that transitions have become more frequent and of longer duration. Many smart, capable and talented people are finding themselves “in-between” either voluntarily or involuntarily, and for longer periods. Many opt to be “in-between” because they prefer the freedom to pursue opportunities of their own choice that are congruent with their personal aspirations. They consider themselves to be Talent Providers; they also tend to be self-confident and self-governed, with a high degree of self-knowledge gained through several years of work experience. Many are leaders in their own right who have reached that stage through introspection and learning from their successes and failures. Such talent providers are far more motivated by “employment security” rather than “job security”. They would rather that their skills and capabilities be current, leading-edge, and highly valued and readily “employable” – as opposed to others who might perhaps be contented with simply staying put in a job regardless of job satisfaction and only for the sake of job security in the traditional sense. Similarly, Utilizers will want access to talent (rather than “ownership” of talent. Organizations will need inspirational leaders who are able to provide strong emotional infrastructure, and as Nelson Mandela said, the ability to “lead from behind” in order to garner value from such relationships.

Risk is Much More Holistic Today

Risk is no longer only in the domain of financial, political, country, or disaster risk. Visionary organizations also realize that there is reputational and brand risk, reflecting the values and culture of an organization and HOW an organization does what it does. It is based on a keen understanding that all stakeholders (talent providers, talent utilizers, shareholders, suppliers) associated with an organization are evaluated and judged based on their behaviors and actions – not just their words, promises, and CSR pronouncements.

What Does All This Mean for Governance?

New thinking and courageous leadership will be required, where the ability to galvanize and inspire large, diverse, and often virtual talent pools will become critical. This will call for deep introspection on the part of leaders and the courage to ask and re-ask the most difficult questions that help define the

“Empowered employees are dramatically enabled, and powerless employees are dramatically disabled. When you put fences around people you get sheep” ---- Unknown
broader purpose of an organization and its existence. Leaders will need to “walk the talk”, clearly articulate their vision and purpose, and ultimately lead the growing army of highly-valued Talent Providers, many of whom will voluntarily choose to be “inbetween”. The overall sense of fulfillment and achievement, and rewards for all stakeholders will be several orders of magnitude better than what they are today if these dynamics are grasped and well-understood.

Good corporate social responsibility (CSR) is all about good self-governance that permeates the collective. It is the responsibility of leaders to be catalysts in this regard, and nurture and strengthen the organization's “core”. This will in turn ensure a sustainable, meaningful, and rewarding talent utilizer/provider relationship. It will also ensure a sustainable, valuable, and attractive enterprise that commands high brand reputation and respect.

* Mahesh Krishnamurti, Managing Director, Resources Global Professionals (RGP) India.

Achieving BUSINESS EXCELLENCE

K. Gopal*

Background

Business excellence is about optimising performance in all aspects of business; a combination of various actions including six-sigma, balanced scorecard. This is an evolution from TQM in the early 90s. A key driver for Business excellence is ‘innovation’; you cannot excel unless you constantly innovate in every aspect of your functioning, every process – purchase, finance, production

How do we achieve excellence?

Excellence is a continuing journey in optimising value to stakeholders. Management needs to be proactive and continually focussed on pre-emptive measures to avoid slip-ups.

There is the famous management saying that to remain where you are, you have to keep running!!

The idea is to bring in this continuous process in all activities and functions; in many cases, it may also be necessary to change the organisation culture.

The 1st step is to develop a Framework for excellence which will inter-alia include the identification of processes, strategies involved, timelines and responsibility for each activity in the process-journey.

The EFQM 9-box model is the most widely followed in Europe with over 30,000 organisations having adopted this; although the EFQM Excellence Model has its merits, many organisations have failed to derive major benefits and have therefore developed their own variations based on analysis of their requirements and current level of performance.

The Tata Group, which has been in existence for over 140 years, started off in 1994 with the US Malcolm Baldrige model which was later modified and became the Tata Business Excellence Model.

The Tata Group uses this model in pursuit of their vision of world-class processes, systems and standards to achieve Business Excellence; their model encompasses a wide range of functions from Leadership & strategy to safety and even climate change.

Sharing of good practices

The TBEM initiative led to ‘stitching together’ of Tata companies at different levels, connecting chief executives, business leaders and line managers of the many group companies.

This also led to significant transformation in practices, processes and even work-culture in the Group companies.

Conclusion

Excellence is a journey, not a destination; it is an ongoing practice and embraces all processes, ultimately optimising satisfaction to all stakeholders.

*K. Gopal, former CEO, BL Kashyap & Sons Ltd.
India is the first country in the world to mandate Corporate Social Responsibility (CSR) spending, through a statutory provision under the Companies Act 2013. This will ensure a gradual shift from the traditional charity model to a more strategic CSR model that fits in with the long term objectives of the company.

8th International Conference on CORPORATE SOCIAL RESPONSIBILITY on 17-18 January 2014 at Hotel ITC Windsor Manor, Bengaluru (India)

Theme: 'Strategy To Leverage CSR For Competitive Advantage'

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**Marketing Options**

(a) **Sponsorship**

The International Conference offers a unique opportunity to project your organisation’s commitment to Corporate Social Responsibility. The event will be attended by eminent corporate heads, social scientists, NGOs and opinion leaders from across the globe.

**Categories**

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<th>Indian (in ₹)</th>
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**A Conference Souvenir Book** will be released on the Inaugural Day of the conference. These will also be distributed to members and associates, industry leaders, concerned govt departments, decision makers, eminent persons, NGO’s organizations, and standards institutions etc. worldwide.

**Sponsorship Rates are**

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**Who Would Benefit**

- Company chairmen, directors, presidents, CEOs, CFOs, bankers, fund managers, company secretaries, NGOs, investors, chartered accountants, management analysts, management students, financial consultants & academics
- All stakeholders interested in protection of the well-being of society, generating profits and improving the quality of life.
- Legislators, lawyers, jurists and all those concerned with efficient and ethical conduct of corporate and good governance.
- Policy makers, political leaders, government officials and decision makers in emerging and developed economies.
- Businesses - Corporate Large and Small & Medium Enterprises (SMEs)

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**Golden Peacock Awards**

*A Strategic Tool to Lead the Competition*

Golden Peacock Awards, instituted by Institute of Directors in 1991, are now regarded as benchmark of Corporate Excellence worldwide.

Today Golden Peacock Awards Secretariat receives over 1,000 entries per year for various awards, from over 25 countries worldwide. The Golden Peacock Awards have been instituted to celebrate and honour the best of best, as recognition of their unique achievements to build a brand.

The Golden Peacock Awards, instituted by Institute of Directors in 1991, are now regarded as benchmark of Corporate Excellence worldwide.

The selection of award winners is an elaborate process done by a team of professional independent assessors. The short-listed finalist applicants are then submitted to a jury of eminent people, known for their independence and impartiality headed by Dr Ola Ullsten, former Prime Minister of Sweden and Justice P N Bhagwati former Chief Justice of India.

Currently the Golden Peacock Awards Secretariat is inviting applications for the following institutional awards for the year 2013.

- **GOLDEN PEACOCK GLOBAL AWARDS**
  - Golden Peacock Global Award for Corporate Social Responsibility

- **GOLDEN PEACOCK NATIONAL AWARDS**
  - Golden Peacock Award for Corporate Social Responsibility
  - Golden Peacock Innovation Management Award

The above Golden Peacock Awards will be conferred during the 8th International Conference on CSR at Bengaluru on 17 January 2014

**LAST DATE FOR SUBMISSION**: 5th December 2013

The application forms and self-assessment criteria can be downloaded from website [www.goldenpeacockawards.com](http://www.goldenpeacockawards.com)
Dear All,

I have great pleasure in inviting you to the 8th International Conference on Social Responsibility, being held on 17-18 January 2014, at Hotel Windsor Manor, Bengaluru. The theme of this international conference is 'Strategy to Leverage CSR for Competitive Advantage'.

The International Standards organizations (ISO) issued the International Standard ISO-26000 in Nov, 2010, covering ‘Guidance on Social Responsibility’, followed by Government of India’s (Ministry of Corporate Affairs) issued of National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business in July 2011. The guidelines use the term ‘Responsible Business’ instead of CSR. Businesses have to endeavor to become responsible actors in society, so that every action leads to sustainable growth and economic development.

The best approaches to CSR have been so fragmented and disconnected from business and strategy, as to obscure many of the greatest opportunities for companies to benefit society. If, instead, corporations were to analyze their prospects for social responsibility, using the same framework that guide their core business choices, they would discover that CSR can be more than a cost, a constraint, or a charitable deed - it can be a source of opportunity, innovation, and competitive advantage.

The deliberations of our last International Conference on Social Responsibility, held in Dubai on 'Making Corporate Social Responsibility an Actionable Business Agenda', underscored the importance of social issues in boosting the capital markets. It was noticed that companies engaged in CSR, and clean and green issues were thriving, despite a worldwide meltdown.

From drawing board to boardroom, and to shop-floor, in this Conference we would like to examine the corporate strategies of a number of companies at the forefront of strategic CSR, as well as their alliance partners, and explore the evolution of corporate citizenship, and attempt to peep over the horizon to what's next. The choice is no longer one of 'whether or not?' but rather of 'How to?' and 'To what extent?'

The reason for selecting Bengaluru as the venue is the unprecedented business opportunities offered by this fast growing entrepreneurial IT capital of India. This international conference will provide a platform to interact with movers and shakers and CSR professionals, from around the world.

There are many ways you can contribute and benefit from the Congress - presenting your Business solutions and case studies for sustainability through social responsibility or, show casing your products, profiling your brand as a sponsor, exhibitor or advertiser or becoming a partner to promote the conference among your contacts. Together, we could help promote your business strategy to include 'CSR, as an Actionable Business Agenda'.

I look forward to welcoming you, at this International Conference.

Yours sincerely,
Justice M.N. Venkatachaliah
Chairman, IOD Advisory Council and former Chief Justice of India

Theme: 'Strategy To Leverage CSR For Competitive Advantage'

OBJECTIVES

- Boards to provide sound leadership and strategy for leveraging CSR, for the success of the enterprise.
- Aligning and embedding CSR in business Strategy
- Sustainability - an ethical imperative, based on Integrity, Engagement, Accountability and Social Responsibility.
- Diversity Disclosure and Transparency Social prerequisites for global trust and successful team work in 21st Century.
- Corporate Ethics - Realigning the moral compass of the board.
- Social Accountability and need for an integrated Corporate Reporting System.

TOPICS

1. Making CSR an Actionable Business Agenda
   a. CSR – A bridge between business and society.
   c. Business case for social responsibility
   d. Profiting from your business by turning it into a cause.
   e. Budgeting CSR - Need of Company Act 2013 & Role of Govt.

2. Strategizing CSR – Creating Shared Value
   a. Aligning and embedding CSR in business strategy.
   b. Business Social initiatives and community involvement strategy.
   c. Strategy and society - the link between competitive advantage and CSR.
   d. Business case for diversity in a social Resp Context.
   e. Dynamic nature of CSR Agenda
   f. CSR- Reaching directly or through NGO's

   a. Social Innovation – Practical challenges and barriers in managing Strategic CSR.
   b. Social dimension of business - Corporate conscience.
   c. CSR a journey, an 'enlightened self-interest' - not a destination.
   d. Impact of CSR on equitable economic and social development.
   e. Socially responsible lobbying and investment, for developing sustainable social programmes.
   f. Role of media in creating social innovations - the drivers of Economic growth.
   g. Social Impact Assessments & Social Media

4. Corporate citizenship – CSR as new agenda beyond governance
   a. How to build brand through CSR initiatives.
   b. Harness innovative energies of business for creating social value.
   c. New culture of society centered business growth.
   d. Business social initiatives and community involvement strategy.
   e. CSR – stakeholders perspectives, transparency, ethics and trust.

5. Social Accountability in 21st century
   a. Stake holder mapping and engagement for sustainability of business
   b. Engaging with stake holders and building partnerships.
   c. Performance indicators for the societal and corporate benefits of CSR.
   e. Corporate Toolkit for CSR.

6. Integrated Corporate Reporting
   a) Concept and principles of integrated reporting framework.
   b) Interconnected nature of environmental, social economic and governance factors in organization’s reporting.
   c) Measuring benefits of CSR and Environment Management – Universal integrated standards for reporting on sustainability.
REGISTRATION FORM

I am interested in participating in the “8th International Conference on Corporate Social Responsibility 2014” programme as a Delegate / Speaker / Sponsor / Partner / Advertiser ____________________________

To register, please complete this registration form in BLOCK LETTERS and return it to the Conference Secretariat at the address below by email/post/fax, together with payment of all fees. Registration will not be effective, until the payment has been received. To register by email, please fill in Registration Form and e-mail to info@iodonline.com. To book online, visit www.iodonline.com.

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The total amount for INR `/US $ _______ may be paid by either of the following (please tick appropriate payment box):

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(C) Credit Card: Please log on to www.iodonline.com for online payment.
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Institute of Directors, India:
Established in 1990, Institute of Directors, India is an independent, non-profit apex association of professional corporate directors. It has since grown to associate with more than 30,000 senior executives representing prominent organisations from both the Private & Public Sectors and Govt. from India and abroad and is now globally, regarded as one of the premier organizations for development, training and networking of corporate directors to attain their leadership role.

Institute of Directors, India’s ‘Masterclass for Directors’, the training for corporate directorship and Golden Peacock Awards in 12 different disciplines and other flagship initiatives aim to improve the competitiveness of individual Directors and their organizations. The ‘Masterclass’ programme prepares participants to become Independent Directors of listed companies. Both have become global benchmarks. No business award today receives the kind of recognition and adulation among peers that the Golden Peacock does.

Registration Package (Non-Residential Convention)

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*For Student Registration - a Certificate from the Head / Registrar / Director indicating Studentship at the Institution / University would be required
In the 21st century corporate social responsibility and ethical leadership go hand-in-hand. Earlier there was philanthropy, which existed in our society since long in various forms. CSR or corporate social responsibility came into existence when the business model found its relevance. CSR is not a philanthropy or charity, it's more of a business need.

What started as a charity or voluntary activity deed without any methodological measure is now a properly managed activity or responsibility for corporate and development organizations. So for all the young aspiring mind who are going to be a part of the corporate world of various government or private bodies should have a definite idea about the role of CSR in management and how it goes together or hand in hand with socio-economic development.

The definition of CSR in today's scenario has completely changed; it has moved beyond and has entered into a professional phase in the growing business environment. Now CSR is being linked with business strategies. It offers a new way to look at the relationship between business and society. Now most of the corporate or business houses ground CSR in the values, purpose and strategy of the business, treating it in entrepreneurial fashion. It's a beneficial situation for both the parties as giving to society establishes companies as credible and trustworthy enterprise on the other hand society gets what it requires to be a better developed place. The examples of companies where CSR practices have not only established them as credible enterprises but also brought them business benefits is replete in the corporate sector. Some of the worth mentioning benefits are cost savings, reducing risk, increasing revenue, building reputation, developing human capital, Improving access to capital. To apply fundamental business principles to make CSR sharper, smarter, and focused is what really matters and is the task for ahead. A significant expansion of basic business ethics, CSR establishes guidelines for ethical and socially responsible behavior. It addresses how companies that want to satisfy government and societal requirements should treat key stakeholder groups, including customers, suppliers, employees and the community.

Now what has made CSR such a trend or a part of popular culture? What is the reason behind this philanthropic evolution to professional responsibility or need? One of the major reasons behind this is the spread of education, information, communication & technology. The civil society is educated and informed well enough to understand the meaningful CSR with a purpose and definite outcome. With the spread of technology and communication even the companies are supposed to work in transparent environment keeping the society and stake holders aware about the correct use of funds and deeds.

Role of a development organization or an NGO

Community or society development is a very subjective topic. The basic problem is not just developing society but how to develop it. In India we have a trust deficient community that does not believe in any private or public body blindly even though they claim to develop them. It is here that community based organization or an NGO plays a major role. We understand the behaviour of that community and also understand the corporate that is not cosmetic and genuinely wants to work towards the upliftment of society. So playing the role of a catalyst we make that society understand and accept the change and on the other end utilize the resources by the organization in the correct way. Smile Foundation feels that due to its better understanding of society with respect to its developmental need CSR cannot be done without the help of NGO partnership. The organizations that have resources at times want to use it for the under-served but could not do it due to lack of relevant expertise or correct approach. In filling this gap the better understanding on the part of an NGO or development organization brings an added advantage for the corporate. In the process of channelizing resources from those who have it and willing to share it to the underserved section that requires them, an NGO or development organization acts like a catalyst in finding the developmental solutions. We at Smile Foundation always look for innovative solutions to social issues in alignment with the business needs of companies and willingness of goodhearted individuals and institutions across the globe.
Some facts about CSR

Integrity

CSR is considered by some as an evolution of business ethics. It is still grounded in basic business integrity and ethics, which begin with ethical leadership. Companies operate with integrity and transparency to gain long term trust and business from customers. Once the damage is caused to public trust due to any misdeed then the consistency of that company's word and future action are always under public surveillance.

Working Ethics

Many companies include management attitude toward employees as a major consideration in its overview of common CSR guidelines. Generally, management should realize that employees are your most valued asset and treat them with respect. Managers must also implement equality in hiring practices and promote a strong culture of diversity acceptance, which prohibits discrimination. Some organization conduct employee engagement programme, various kind of activities among the employees where the all the management comes up to the same level and at times they interact and indulge with underprivileged section of society for which the organization is doing CSR.

Giving Back

CSR-compliant organizations understand the importance of giving back to society and being good community members. They understand that participating in the activities of the communities that you do business with is great for community relations. Communities also often expect very profitable companies to give back a portion of their income to charitable causes or community programs.

Eco-responsible

Environmental friendly is another major component of corporate social responsibility. The government has put in strict regulations that make organizations to participate in certain green initiatives. Environmental and consumer watch groups have filled the void by monitoring the way companies operate with regard to environmental preservation. Majority of the corporate today take green initiatives by efficiently using natural resources and reducing waste as a major aspect of eco friendly CSR programme.

Brand Building

CSR benefits not only the communities but also the companies in their marketing goals. Bigger names derive many benefits from engaging in acts of social responsibility. With community outreach programs, citizens develop a preference for that company's products or services based on these acts of good will. Such programs increases brand recognition and also help in making a base of loyal customers. Enacting sustainable methods of production may increase short-term costs but could drive down costs in the long run.

*Puja Trisal, General Manager (Programs), Smile Foundation.
3rd Annual Real Estate and Construction Legal Summit offers you a not to be missed opportunity to help find solutions and guide through the maze of complex and new regulatory and legal challenges for all professionals involved in real estate and construction transactions.

2nd Annual Banking and Finance Legal Summit is organised with more focus on practical knowledge sharing with sessions specifically designed to enhance your defined leaning need and its a best investment of your time to analyse, interpret and strategize your current and future response to legal, regulatory and compliance challenges.

A Corporate Counsels Legal Best Practices Summit presents a new and innovative format to arm Experience - real knowledge sharing platform for learning. With a rapidly changing and challenging business environment, expectations are ever increasing from key stakeholders across organizations. Playing a pivotal role within the organization how to manage your job function more effectively and how to keep more updated on changes in law and regulation and risk manage the impact.
Corporate Governance is the framework of rules & practices that determines a company’s relationship with all its stakeholders - Investors, Promoters, Shareholders, Creditors, Employees and society at large.

Like all relationships, intention is what drives it. Greed, dishonesty and lack of transparency and fairness destroys it.

Regulations and laws can't drive intention however they can make it difficult for mala fide intention to succeed.

The importance of Corporate Governance in the Private Sector is in focus now more than ever before and the new Companies Act that will come into effect in April next year (2014), reflects this in all its aspects.

The new law will bring in several good practices and hopefully the option of Corporate Governance being mere 'Legal Compliance' will no longer exists.

The impact of the new provisions will be on all Stakeholders – Investors, Promoters, Shareholders, Creditors, Employees and yes on Auditors too.

Some of the Important changes are:-

**Accountability to Shareholders:**

The new law would introduce the concept of Class Action suits by a group of shareholders. Satyam’s US based shareholders could get US$ 150 million as compensation in a class action suit but Indian shareholders who put in their life’s savings in Satyam only to be defrauded by Raju could not get a penny. This anomaly is sought to be rectified. Further, Audit Committee functioning is being improved. Independent Directors & Audit Committee to be used to protect shareholders. Provisions are being made to enable small shareholders to nominate a director. Thus accountability to the shareholders is being increased.

**Disclosures to increase for private and unlisted companies:**

Consolidation of Financial Statements of all group entities is mandated. Cash Flow Statements, between operational income and external funding to be made transparent. Investment Models to be transparent and who the real investor is would now show. The number of layers of investment companies limited to 2. So in case of a fraud or investors complaint, the real culprit cannot hide behind a maze of companies and run away from his obligations. Wonder if the career-loan defaulters are reading this? However rules for subsidiary are awaited and hopefully they will throw light over any places to hide ownership. These transparency norms for private and unlisted companies are welcome.

**Fraud Prevention**

Corporate Fraud is the fear of every shareholder and a new and improved Serious Fraud Investigation Office (SFIO) is being created with more teeth and independence.

A statutory audit is the main protection of a shareholder against fraud by promoters and employees. Sometimes ‘cozy relationships’ between the auditor and the promoter helps in financial frauds being hidden. Surprisingly till now even in a case like Satyam only the audit partner (auditor) and not the firm could be prosecuted even where collusion is apparent. This was because the regulating body, the ICAI could only act against its members who are individual audit partners.

In case of accounting frauds, a new National Financial Reporting Authority is being created. It will be the nodal body to look after financial reporting. It will be a quasi judicial body with much more powers and teeth than the ICAI and can take action against audit firms. If irregularities are found in a particular audit, it can suspend the license of the audit firm. This is a much needed requirement to discourage fraud.

All these measures would definitely enhance the level of corporate governance in Indian companies. The real challenge lies in the implementation of the new regulations. Clause 49 of the Listing Agreement which every listed company signs with the stock exchanges had most of the prevention norms for the points listed above but SEBI had no auditing mechanism to ensure compliance.

The SEBI is on the verge of bringing in
new Corporate Governance Code for listed companies. This would introduce 'Corporate Governance Ratings' by independent agencies to monitor the level of compliance with the corporate governance norms. There would also be periodic inspection by SEBI. Penalties on the company and its directors would be imposed if there is non-compliance.

Corporate Governance standards and resultant investor and all stakeholder protection will be enhanced by these new regulations and as always the best Corporate Governance depends on good intentions of the management and the better the standards the better the company and its stocks perform.

*Amrita Mitra, Partner, Desai Haribhakti Consultants.

where each employee can raise his concerns to the seniors is the need of the hour. Such a structure increases employee loyalty and motivation by assuring employees of their seniors' availability.

Counseling: An entrepreneur must be, first and foremost, self-reliant, but there are times when the best thing you can do for yourself is to find someone you trust and ask for advice. One way to increase the benefit of such informal advice gathering is to organize the individuals you frequently consult into an advisory board. An advisory board is a group set up to meet regularly to review business plans and new projects and also to give feedback, as needed, whenever special questions arise.

The discussed points must be taken into account by the Boards while formulating Board Processes to develop a transparent, structured and effective organization with the most efficient manpower that meets the needs of all of its stakeholder groups.

*CS Nesar Ahmad Former President ICSI and Advisor IOD

KERALA CHAPTER organises an insight to The Companies Act 2013

The Kerala Chapter of Institute of Directors India organized an one day Workshop on AN INSIGHT TO THE COMPANIES ACT 2013 at Trivandrum on 26th October 2013. at Hotel Maurya Rajadhani. This was done with a view to update the skills and knowledge of Directors, CEOs, Managers, and other professionals in the light of the historic land mark promulgation of the Companies Act 2013 in August this year, replacing the 60 year old Companies Act of 1956 which heralded a new era of Corporate Governance in India. Due to logistical constraints we had to limit the number of participants to 35. The Participants were from Public & Private sectors, Government and Academics. A few keenly interested MBA students were also admitted. The topic being current, there were active discussions & interactions. The Faculty headed by CS Mr J. Sundharesan (Bangalore), ably assisted by CS Dr K.S. Ravichandran (Combatore), CS Mr Jayan Katri, President of ICSI Cochin Chapter & CA Mr. Vivek Shenoy, Sr. Vice President,( Risk management ) Muthoot Group effectively handled the sessios and clarified the doubts and answered the questions from the floor.

The workshop commenced at 9 AM with a brief inaugural ceremony. Mr C.M. Radhakrishnan Nair IPS (Rtd) President, Kerala Chapter IOD inaugurated the program The welcome address was given by Vice President Mr. C.P.G Unni IPS (Rtd), and Summing up the program was by Mr PVijayachandran, Director General IOD Kerala. The workshop came to a close at 5.45 PM with an Vote of Thanks by Mr I.APeter, Hon Secretary of the Chapter.

*CS Nesar Ahmad Former President ICSI and Advisor IOD
Introduction

With various phases of evolution of CSR Practices in India, starting from charity and philanthropy to integration of CSR into sustainable business strategy and now as Mandatory practice under Company's Act, it's always more focused by Public Sector Units and big Private Limited Company's. CSR gets prioritized as Business Strategy only when all other aspects of Business is absolutely established including flow of profits, it rarely gets prioritized at par with Business as Nation Development which is the Necessity for Ecosystem to exist in balanced way. Thanks to Government of India to enact CSR as Statutory requirement which mandate organizations to abide by the CSR activities and spending.

CSR today's call

There is a need for some serious contribution from the common public, be it individual, Small & Medium Enterprises, Large Corporate or PSU's who draw on the Ecosystem. Business and industry draw huge resources from the society and add values to generate wealth. Every organization is responsible for some GHG emissions (either directly or indirectly) and will be affected in some way by climate change. There are implications for organizations in terms of both minimizing their own GHG emissions (mitigation) and planning for a changing climate (adaptation). Also an organization's performance in relation to the society in which it operates is a critical performance indicator. Hence, society and business are interdependent and business must take full account of societal expectations. Companies are now expected to act responsibly, be accountable and benefit society as a whole. Sustainable resource use, sustainable waste / emission management and sustainable livelihoods are vital to all organizations and relate to the sustainability of society as a whole. A stable corporate social responsibility is a pre-requisite for business investment and industrial operations. Organizations around the world, and their stakeholders, are becoming increasingly aware of the need for and benefits of socially responsible behavior. Along with understanding various reasons for having CSR integrated into business we must understand that CSR is absolutely required for Nation Development and it can offer boulevard for business to grow. In the long run, all organizations' activities depend on the health of the world's ecosystems.

CSR at Viom Networks, paving way towards sustainability

VIOM believes that a company culture based on core values not only helps our business, but also defines the role that we can and should play in society. We embrace a more sustainable approach that takes into account the environmental and social impact of operations along with economical strengthening. By factoring social responsibilities into our values, we implement new ways to service in a more sustainable manner, often while simultaneously lowering costs. Even before we arrived into a profit making mode we started our journey towards CSR practices. We identify and act upon new opportunities to apply our technology/expertise to social problems. Viom Networks has developed an ethical work culture by inculcating a spirit of teamwork, helping attitude and honesty in its employees. Various steps have been taken by company employees to fulfill their responsibilities in serving the local community. We empower our employees and others to serve their communities. We are playing a role in transforming lives, which makes us more than just a telecom infra company. We are guided by our commitment to the communities where we live and work.

Top management has created core themes and foundation pillars for Viom NEXT Vision. Three Core themes which will accelerate Viom's path to sustained value creation. One of the foundation
GET DIRECTORS VIEW EVERY MONTH
12 issues of Quality Times Each Year

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Please Note:.................................................................................................................................

• The Quality Times publishes 12 issues in a year.
• The organisation Libraries are entitled to a 10% concession.
• Unrestricted to Quality Times online

The Quality Times provides intelligent analysis of events and trends that are reshaping Corporate Boards. IOD members entitled to receive a free issue each month.

www.iodonline.com
pillars supporting the Viom NEXT vision is to “be Socially Responsible employer of choice”

At Viom we have formulated a CSR Policy and clear Roadmap to drive CSR Initiatives. We have framed our initiatives typically surrounding TRIPPLE BOTTOM LINE i.e. Environment, Social & Economic sustainability viz. largely the technology enabled Green Initiatives (Resource Conservation, Energy efficiency improvement and conservation) Carbon Sink Tree Plantation to offset our operational emission, Car pooling, education, community development, joy of giving, waste material management, strengthening labour practices and human rights, and are trying to encourage CSR awareness among different parts of the society. We identified the sources of direct and indirect accumulated GHG emissions and based on implementation of Green Initiatives we achieved huge amount of GHG emission reduction.

We understand that the act of giving to another also has a personal and business value for the contributing workers within the organization as well as for the community, just as the positive psychology approach posits. Therefore, positive psychology reinforces action in the framework of CSR, which is so highly recommended in organizations and companies today.

At Viom we instituted an Eco Club (named Srishti), a volunteer program that combines employee capabilities to fulfil a shared belief and enhancing value for the society and environment. The volunteers leverage resources to help communities work better.

We are committed to environmental leadership in all our activities while extensively working on Green Energy Solutions that encompass resource conservation, pollution prevention and more. We initiated extensive carbon sink tree plantation across our operational locations throughout the country. Spread education among the under-privileged and weaker sections of the society. We are socially engaged through skill development and reaching out community at every geographic location of the country through our presence across the country.

At Viom Networks, there is Governance System for performance evaluation, review of accountability for the management’s actions, transparency in operations and selection of and disclosure policies for governance board members, protection of stakeholder and stockholder interests, as appropriate. We have been also formally assessed on CSR by our stakeholder’s viz. Investors/Shareholders, Customers etc.

Conclusion

To bring in realistic and effective socio-economic development of the nation, various public, private, Govt. organizations whether large or small must come forward and undertake CSR initiatives involving local communities and civil society, now we have every reason to propagate CSR as one of the strategic business priority. Every organization must work towards sustainable resource use, sustainable waste / emission management and sustainable livelihoods. It is very important that Companies perceive CSR as a Nation development commitment with economic benefits at the end.

Post incorporation of CSR spending as statutory mandate under Companies Act, Govt. to further device win win partnership models, various schemes with measurable performance and spending on CSR initiatives.

Also the public, private, Govt. organizations may associate with structured implementation and certification based on national and international guidelines. Organizations may undertake various Benchmarking activities to understand status of CSR drives as against the benchmarking parameters and publicly disclose information on best practices. Over a period composite research and referral reports may be published based on the publicly disclosed progress on CSR initiatives undertaken by such organizations. This would help us to assess whether as whole are we moving on right direction or not, where we must focus next etc.

*Sunil Maxwell Massey
Sr. VP-Business Excellence, HR & ADM, ViomNetworks Ltd
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**Institute Of Directors, India**

8th International Conference on

**CORPORATE SOCIAL RESPONSIBILITY**

&

Presentation of Golden Peacock Awards

17 – 18 January, 2014 at Hotel ITC Windsor Manor, Bengaluru (India)

**Theme: “Strategy to Leverage CSR for Competitive Advantage”**

**AGENDA**

**FRIDAY, 17**

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<td>Registration</td>
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<td>0930 –1030 hrs</td>
<td>Opening Session</td>
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<td>1030 – 1100 hrs</td>
<td>Tea / Coffee Break</td>
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<tr>
<td>1100 - 1200 hrs</td>
<td>Plenary Session - I Strategy to Leverage CSR for Competitive Advantage</td>
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<tr>
<td>1200 – 1315 hrs</td>
<td>Plenary Session- III The Moral Compass and the Bottom Line</td>
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<td>1315 – 1400 hrs</td>
<td>Lunch Break</td>
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<tr>
<td>1400 – 1515 hrs</td>
<td>Plenary Session – IV Making CSR an Actionable Business Agenda</td>
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**Plenary Session - I**

**Welcome Address**

Lt Gen J S Ahluwalia, PVSM (retd), President, Institute of Directors, India

**Chairman’s Address**

Hon’ble Justice M N Venkatachaliah, Chairman, IOD Advisory Council and former Chief Justice of India

**Guest of Honour**

Richard Howitt MEP, Member of the European Parliament for the East of England and European Parliament Spokes Person on CSR

**Special Address**

S. Chakraborty, Chief Executive, Innovative Financial Advisors

**Inaugural Address**

Hon’ble S. R. Patil, Minister for Planning and Statistics, IT, BT, Science & Technology, Govt. of Karnataka

**Plenary Session- II**

**Session Chairperson**

Ashish K Chauhan, MD & CEO, Bombay Stock Exchange

**Keynote Speaker**

Prof C. B. Bhattacharya, Dean of International Relations & E.ON Chair Professor in Corporate Responsibility at ESMT, Germany

**Speakers**

Dr. Shalini Rajneesh, IAS, Secretary to Govt., Dept of Personnel & Administrative Reforms, Govt. of Karnataka

Dr Rebecca Reichmann Tavares, Ed.D. UN Women's Representative for India, Maldives, Bhutan and Sri Lanka

**Plenary Session- III**

**The Moral Compass and the Bottom Line**

- Sustainable Business: Where Our Moral Compass Meets the Bottom Line
- Profit for a Purpose: Moral compass and bottom line
- How the economy could better serve humanity
- Business model with a primary Social Purpose
- Relationship between CSR and Financial performance
- Championing the cause of Social Returns

**Chairman**

Prof R. K. Mishra, Dean, Institute of Public Enterprise, Hyderabad

**Presenters**

1. WNS Global Services Pvt. Ltd, India
2. Doha Bank, Qatar
3. Dubai Customs, UAE
4. Marks & Spencer Group PLC, UK
5. SanDisk Corporation, USA

**Lunch Break**

1315 – 1400 hrs

**Plenary Session – IV**

**Making CSR an Actionable Business Agenda**

1400 – 1515 hrs
Panel Discussion

- Social Responsibility Agenda – an emerging corporate strategic approach to building brands, reputation and trust
- Profiting from your business by turning it into a cause
- Budgeting for CSR – Companies Act 2013 & Role of Govt

Moderator
Adil Malia, Group President-HR, Essar Group
Sanat Hazra, Director, The Times of India
Lt. Gen. Rajender Singh, CEO, DLF Foundation
Mohini Daljeet Singh, CEO, Max India Foundation
Melanie Richards, Founder, CSR Solutions Ltd, Trinidad
Ornella Cilona, Italian General Confederation of Labour, Italy
Parvatheesam Kanchinadham, Chief Risk Officer & Company Secretary, Infosys Ltd.

Panelists

Interaction with audience

Plenary Session – V
Strategizing CSR – Creating Shared Value

Panel Discussion
- Aligning and embedding CSR in business strategy
- Strategy and society – the link between CSR and competitive advantage
- Dynamic nature of CSR Agenda
- CSR – Reaching directly or through NGO’s?

Moderator
TBD
Panelists
Prabh Das, MD & CEO, HMEL (HPCL–Mittal Energy), India
Deepak Amitabh, Chairman cum Managing Director, PTC India Ltd
Ajay Poddar, Managing Director, Synergy Environics Ltd.
Namita Vikas, Senior President and Chief Sustainability Officer, YES BANK
Kaustubh Bodhankar, Deputy CEO, Global School Foundation, Singapore
Manju Dhasmana, Head CSR (Community Affairs), Microsoft India

Interaction with audience

Tea / Coffee Break

Plenary Session – VI
Mandating CSR in India

Panel Discussion
- An opportunity to work together for common good
- How Corporate India can leverage a mandatory CSR
- How mandatory legislation will help for the long term
- Integrating CSR in Companies business strategies
- Mandating CSR for Social good

Session Chairman
M N Vidyashankar, IAS, Additional Chief Secretary to Departments of Industry & Commerce, Govt.of Karnataka

Panelists
R K Dubey, Chairman cum Managing Director, Canara Bank Ltd.
Anoop Mittal, CMD, National Buildings Construction Corporation
Dr Shekhar Shah, Director General, National Council of Applied Economic Research
Mao Mohapatra, Chief Executive Officer, Mahindra Comviva
Ramanathan Ramanan, MD & CEO, CMC Limited, A TATA Enterprise

Interaction with audience

Plenary Session - VII
GOLDEN PEACOCK AWARDS NITE

Welcome Address
Lt Gen J S Ahluwalia, PVSM (retd), President, Institute of Directors, India
SATURDAY, 18TH JANUARY, 2014

Plenary Session – IX

Stories of Success
CSR Case study presentations
0900 – 1115 hrs

Chair

Presenters

1. Mahindra & Mahindra Ltd, Mumbai
2. IDBI Bank Ltd, Mumbai
3. Serco Global Services Pvt Ltd, Mumbai
4. JK Lakshmi Cement Ltd, Sirohi
5. Engineers India Limited, New Delhi
6. Samsung India Electronics Pvt Ltd, Gurgaon
7. Uranium Corporation of India Ltd, Singhbhum (E)
8. Oil and Natural Gas Corporation Ltd, New Delhi
9. NTPC Ltd, New Delhi
10. Aditya Birla Nuvo Ltd, Madura Clothing Bangalore

Tea / Coffee Break

Plenary Session - X

Corporate citizenship – CSR as new agenda beyond governance
1130 – 1300 hrs

Panel Discussion

- How to build brand through CSR initiatives
- Harness innovative energies of business for creating social value
- New culture of society centered business growth
- CSR – stakeholders perspectives, transparency, ethics and trust

Moderator

Panelists

A.K. Mirchandani, Chairman-cum-Managing Director, PEC Ltd.
Shyam Srinivasan, MD & CEO, Federal Bank Ltd
P Dwarakanath, Advisor – Group Human Capital, Max India
Vishvesh Prabhakar, Managing Director, India Lead-Sustainability Strategy, Operations and IT, Accenture
Sundeep Kumar, Head of Public Affairs, Novartis India

Interaction with audience

Lunch Break

Plenary Session – XI

Social Innovation for Economic Growth and Business Sustainability
1345 – 1500 hrs

Panel Discussion

- Social Innovation – Practical challenges and barriers in managing Strategic CSR
- Social dimension of business – Corporate conscience
- Impact of CSR on equitable economic and social development
- Role of media in creating social innovations – the drivers of Economic Growth, Social Impact Assessments & Social Media

Moderator

Prof Colin Coulson-Thomas, International Authority on Director, Board & Business Development & Transforming Performance, UK
Panelists

Malay Chatterjee, Chairman-cum-Managing Director, Kudremukh Iron Ore Company Ltd.
D C Garg, Chairman-cum-Managing Director, Western Coalfields Ltd.
Muhammad Abdullah Yusuf, Chairman, Pakistan Institute of Corporate Governance
Ritu Jhingon, General Manager Corporate Comm. & CSR, Cairn India
Manoj Dawane, Vice President - Technology, Govt. & Ind Relations and Sustainability, Ericsson India

Interaction with audience

Plenary Session – XII
Panel Discussion

**CSR – Unlocking the Value**

- CSR as a driver of social inclusion, sustainability & profits
- Business Social Initiatives and community involvement strategy
- Rise of Corporate Social Responsibility in emerging economies
- CSR to Alleviate Poverty and help achieve the ‘Millennium Develop Goals’
- Social Intrapreneurs: Unlocking the Social Value of Companies

TBD

Panelists

Gunelie Winum, Expert Consultant International Programs, Norway
Hugo Middlemas, Director of Fundraising, Leonard Cheshire Disability, UK
Favad Soomro, Director Engro Foundation, Pakistan
Prof Mahesh Chandra, Dept of IT, Hofstra University, New York
Manoj Sonawala, GM & Company Secretary, TATA Services Ltd
Manisha Dahad, Co-founder, World Changers & Co, UK
Prof. Mouloud Madoun, Visiting Professor, HRM & TQM, Indian Institute of Management, Tiruchirappalli

Interaction with audience

Closing Remarks of the Conference 1630 hrs

*SUBJECT TO CHANGE*

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**SATURDAY, 18TH JANUARY, 2014**

**Business Study Tour & Industry Visit to The Times of India Press, Bangalore**
**BCCL, 9, 10, 11A, Bommasandra Industrial Area, Hosur Road, Bangalore – 99**

_Bennett, Coleman & Co. Ltd. popularly known as Times Group is one of the oldest media groups of India with first edition going to print in 1838. Today, the group does more than USD 1.2 Billion in revenue every year. The group has specific business interests in the entire gamut of media ranging from Newspapers to magazines to internet to TV. The company has eleven publishing centres, twenty two printing centres, sixty one sales offices, over 11000 employees, thirteen dailies, including four of the largest in the country, twenty-nine niche magazines reaching 2468 cities and towns, Radio Stations, two Television News Channels, one Television Life Style Channel and one movie channel. BCCL owns amongst the top brands in media. Times of India, Economic Times, Bangalore Mirror, Mumbai Mirror and Vijay Karnataka are top dailies in their respective categories_.

_The Times of India known for innovations and green initiatives._

**Visit Programme**

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<th>Activity</th>
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<tr>
<td>1645 hrs</td>
<td>Assemble at the Entrance of Hotel ITC Windsor Manor for Study Tour</td>
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<tr>
<td>1700 hrs</td>
<td>Coaches depart from Hotel (limited seats, prior reservation is required)</td>
</tr>
<tr>
<td>1800 hrs</td>
<td>Arrive at Times of India / BCCL Bangalore Plant</td>
</tr>
</tbody>
</table>
| 1815 – 1830 hrs | Welcome Address  
M. R. Vasudevan, Dy Director, The Times of India               |
| 1830 – 1850 hrs | Special Address  
Sanat Hazra, Director – Technical, The Times of India             |
| 1850 – 2000 hrs | Plant Tour of The Times of India Printing Facilities          |
| 2000 hrs | Networking Dinner                                                        |
| 2100 hrs | End of Visit. Coaches depart for Hotel ITC Windsor                |
The Times of India was founded on 3 November 1838 as The Bombay Times and Journal of Commerce in Bombay, during the British Raj, published every Saturday and Wednesday, which is now celebrating 175 years of publication.

The daily editions of the paper were started from 1850 and in 1861; the Bombay Times was renamed as The Times of India after amalgamation of three more newspapers.

The Times of India is published by the media group Bennett, Coleman & Co. Ltd. This company, along with its other group companies, known as The Times Group, also publishes The Economic Times, Mumbai Mirror, Pune Mirror, Bangalore Mirror, Ahmedabad Mirror, the Navbharat Times (a Hindi-language daily broadsheet), the Maharashtra Times (a Marathi-language daily broadsheet), Vijaya Karnataka (Kannada language daily broadsheet) and EiSamay (a Bengali daily).
In 2013, circulation reached over 4.47 million and is certified by the Audit Bureau of Circulations (India) as the world’s largest selling broadsheet English-language daily, ranking as the 3rd largest selling newspaper in any language in the world.

According to the Indian Readership Survey (IRS) 2012, the *Times of India* is the most widely read English newspaper in India with a readership of 76.43 lakhs (7.643 million). This ranks the *Times of India* as the top English daily in India by readership.

**THE TIMES OF INDIA PRESS, BOMMASANDRA**

The Times of India press in Bommasandra industrial area which is the largest printing plant in south India started in year 2005 with the printing presses from MAN Roland, Germany, mailroom equipment’s from Switzerland, Krause CTPs from Germany.

The Bangalore plant is capable of producing 3.10 lakh copies per hour. Average pages produced about 90 crore per month, consuming 3700 metric tons of newsprint, 75 tons of ink, 30000 plates & 5 lakhs units of power consumed every month.

In 2010 Bangalore press won the prestigious International Color Quality Club (INCQC) Competition held by WAN-IFRA, Germany in the first appearance which is for the period of 2010-12. Consecutively again won this competition for the membership for 2012 -14.

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Next Schedule

102nd batch : Mumbai - 10-12 Jan 2014
103rd batch : New Delhi - 07-09 Feb 2014
104th Batch : Bangalore - 21-23 Feb 2014

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What Participants Say

It has been a privilege attending the Masterclass for Directors program. IOD is doing a tremendous work in this field. Shri S Krishna Kumar, former Union Minister

"Excellent Program"
Dr Christy Fernandez, IAS (retd) former Secy to the President of India

"A very useful course":
D.R. Kaarthikeyan, former Director,
Central Bureau of Investigation

"Excellent Program"
T.S. Vijayan, Chairman, LIC India

"Balanced Scorecard, Finance for Non Finance Directors, Duties & Liabilities and Corporate Transformation are the best aspects".
Sanjay Jain, Managing Director, Accenture

"One of the best and relevant program"
Yogesh Lohiya, CMD, General Insurance Corporation

"Sharing relevant knowledge is the best aspect of this course".
T.R. Doongaji, MD TATA Group Services

"My greatest appreciation for the manner in which you presented your material, rich in content; depth of experience and overall expertise including international matters was mind boggling".
Felix D’Souza, Head Corporate Governance, Abu Dhabi

"It was a great learning experience"
Prof. Gregorio Flores, Texas, USA

"I would like to recommend each Director to undergo this training program".
FK, Siddig Director, Hinaqoh Motors, Karachi

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THE COMPANIES ACT, 2013
ARRANGEMENT OF CLAUSES

Chapter I

Clauses

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