



# ***Proceedings Virtual Colloquium***

## ***Driving 2030 Agenda: Research for Societal and Business Sustainability***

**18 and 20 November 2021**

***Report Compiled and Edited by***

***Dr. Shelly Pandey (Co-convener, Virtual Colloquium)***

***Dr. Sreerupa Sengupta (Convener, Virtual Colloquium)***

**Centre for Social Sensitivity and Action (CSSA)**

**Goa Institute of Management, Goa, India**

Serial No.	Content	Page No.
1	Inauguration Session	3-6
2	Presentations: Doctoral Students / Faculty	7-14
3	Best Paper Award	15
4	Perspective: Research and Consulting Opportunities in the area of Sustainable Development, Co-hosted by North-South University, Dhaka	16-18
5	Panel Discussion: Driving 2030 Agenda through Impact Research, Co-hosted by UNPRME, India	19-21
6	Fire Side Chat with Editors Journal of Management Education	22-26
7	Outcome / Impact of Virtual Colloquium	27-30
8	About Centre for Social Sensitivity and Action	31
9	About Goa Institute of Management	31
10	CSSA – Virtual Colloquium Participants list 18 and 20 November 2021	32-34
11	Appendix: Extended Abstract submitted by Presenters	35-58
12	People behind the Colloquium	59
13	Contact Information	60

## BACKGROUND

The year 2015 witnessed crucial shifts in the discourse on human development. The United Nations launched the Sustainable Development Goals (SDGs), otherwise known as the Global Goals. The 17 Goals of Sustainable Development constituted a universal call to action to end poverty, eliminate all forms of inequalities, protect the planet and ensure that all people enjoy peace and prosperity by 2030. While, the SDGs largely drew from the framework of the Millennium Development Goals (MDGs), they also included new areas of focus such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The Global Goals are ambitious and will require collaboration between government, business, and academia.

Since 2015, sustainability has also been a key focus of higher education. With more than 190 countries pledged to meet the 17 SDGs by 2030, there has been a growing global interest among scholars to research various topics related to sustainable development. Further, as part of the mission of the higher education institutes (HEIs) to link academic knowledge to industry, the contributions of business and management scholars working on various sustainable development goals and their impact for business organizations has also grown exponentially.

With less than a decade left to realise the aspirations of the 2030 Agenda, it is the right time to review and understand the engagement of scholars in the management disciplines with SDGs, point out gaps in the research on SDGs, and identify ways in which academic research can be used by industry to effectively contribute to achieving various SDGs.

With this background, The Center of Social Sensitivity and Action at the Goa Institute of Management, announces a two-day Virtual Colloquium *on Driving Agenda 2030: Research for Societal and Business Sustainability*

## OBJECTIVES OF THE COLLOQUIUM

- Highlight current research trends on SDGs with regard to the management discipline and discuss ways to conduct high impact research on SDGs;
- Provide interdisciplinary networking opportunities and open up possibilities for collaboration and integrated research initiatives;
- Promote sustainability-oriented research that is relevant to academia and the industry.

## **BROAD THEMES OF THE COLLOQUIUM**

### **1) Responsible Management and Business**

### **2) SDGs and Social Engagements (Academia, Government and NGOs).**

Further, each theme includes several sub-themes.

#### **1. Responsible Management and Business:**

Today corporations have begun innovating and integrating responsible management practices throughout their entire value chain. Their efforts to strike a balance between profit and purpose helps them to address SDG 9 (Industry and Innovation) along with SDG 8 (Decent work and Economic Growth). For example, taking responsible sourcing as an aspect of responsible management, this is reflected in the way companies are adopting sustainable processes of selection, monitoring, evaluating and building long-term relations with suppliers based on their commitment to social or environmental causes. To accelerate the process of mainstreaming responsible management more broadly across industry, it is essential for research to address questions such as, “What specific process innovations have companies introduced that ensure responsible procurement? What challenges do companies encounter when adopting responsible procurement policies and practices? and How have companies addressed them? What business and social outcomes have resulted from the adoption of responsible procurement?”

The fashion industry is another sector where conscious effort has been made recently to integrate principles of responsible management principles into in their business operations. For example, proposal might submit proposals that address research on the kinds of new interventions undertaken by textile companies after 2015, to promote sustainable fashion, and to adopt ethical business practices.

Extended abstracts can be related to one or more of the sub-themes listed below.

- Decent Work and Sustainability Practices in Organisations
- Engagement of Industry with Diversity, Inclusion and Human Rights in
- Role of Business in Responsible Production (e.g Responsible Sourcing, Circular Economy, Green Financing, Green Marketing)
- Innovation for Responsible Production and Consumption in Industries
- Reducing Waste Generation (e.g. food waste, plastic waste)
- Marketing Sustainable lifestyle

## 2. SDGs and Social Engagement (Academia, Government and NGOs)

It is widely acknowledged that the SDGs are interlinked, and that success in achieving one SDG is often dependent on addressing issues related to other SDGs. It has also become evident that an effective response to SDGs requires the involvement of multiple stakeholders, i.e. government, NGOs, civil society, academia, and industry. The sub-themes included in this broader theme explore how academia, government and NGOs have conceptualised responsible management; what kind of administrative structures, systems and processes have evolved to promote a culture that facilitates these stakeholders in pursuing the various goals of sustainable development. Also included in this theme are topics related to the critical challenges involved in creating appropriate governance structures and mindsets for implementation of SDGs.

Extended abstracts can be related to one or more of the sub-themes listed below.

- Health, Well-being and SDGs
- Entrepreneurship and Sustainable Development
- ICT for Sustainable Development
- Capacity Building for Localizing SDGs at the grassroots level
- Partnerships for Implementation of Sustainable Development Goals
- Sustainable Development and Government policies
- International Sustainability Standards and Relevance of ESG Reporting

**Day 1 (18 November 2021)**

**Inaugural Session**

Goa Institute of Management organized its first virtual colloquium under the aegis of its Centre for Social Sensitivity and Action (CSSA) that thrives to promote social responsibility within and beyond Goa Institute of Management to achieve the goals of Agenda 2030. With less than a decade to achieve the SDGs, this colloquium was an attempt to recognize the collaborative efforts of universities, academicians, NGOs and industries across the world, so as to enable the successful accomplishment of the SDGs 2030 Agenda.

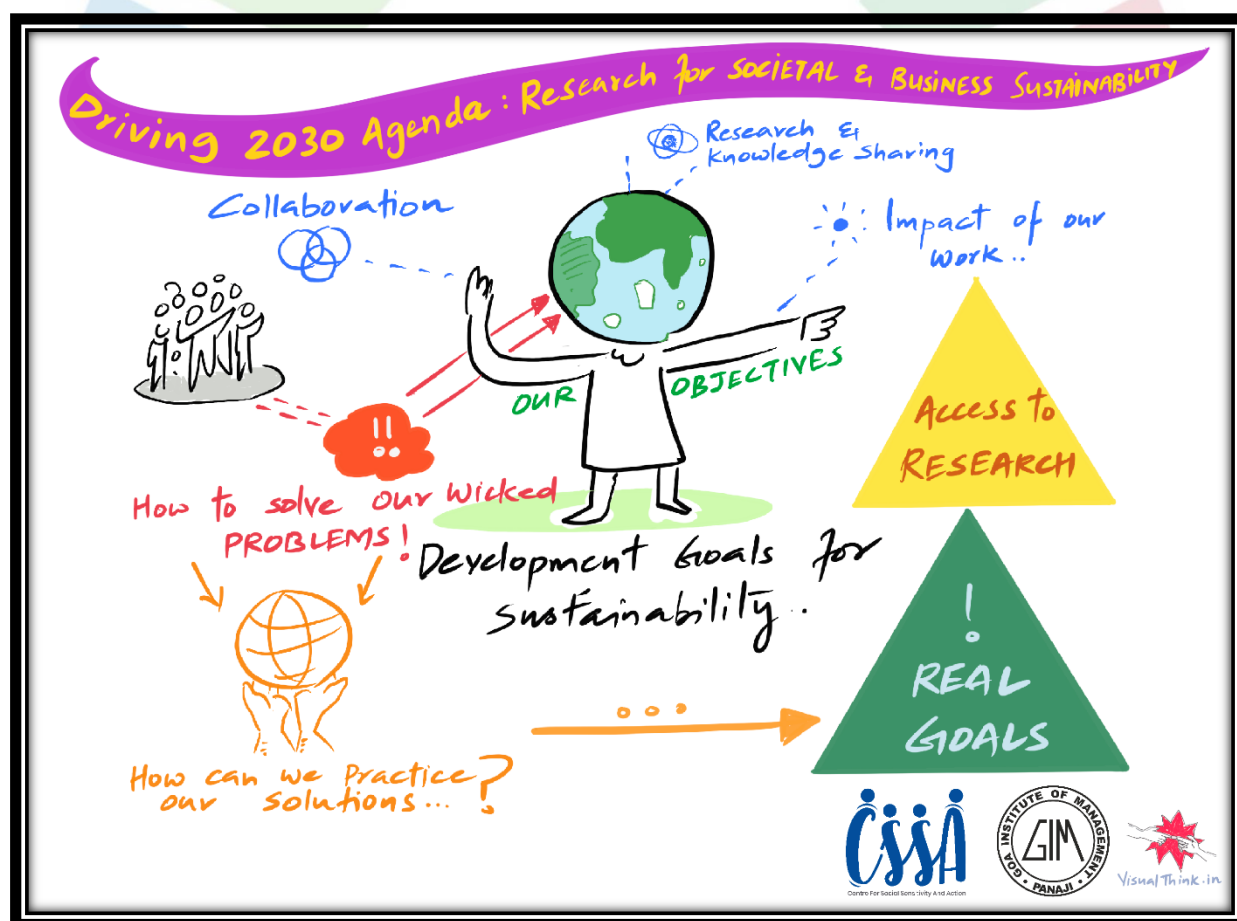
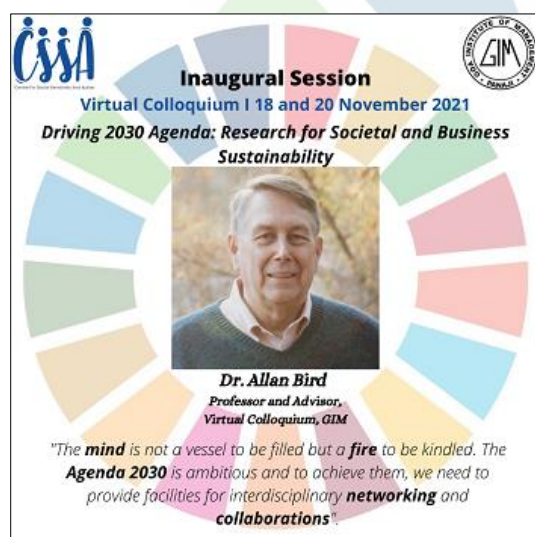


Figure 1: Inaugural Session: Visual Summary



The colloquium was inaugurated on 18<sup>th</sup> November with a welcome note by the co-convener of the colloquium, Prof. Shelly Pandey, who enthusiastically opened the colloquium and welcomed all the participants, speakers, guests and audience to the colloquium. Subsequently, Prof. Divya Singhal, Chairperson of the Centre for Social Sensitivity and Action (CSSA) and Professor at the Goa Institute of management, introduced the journey of CSSA, its mission and vision to the audience to establish the impetus, on which, the virtual colloquium was conducted. Thereafter, she invited Prof. Allan Bird, Professor and Advisor of the Virtual Colloquium, to set the agenda and context more elaborately.



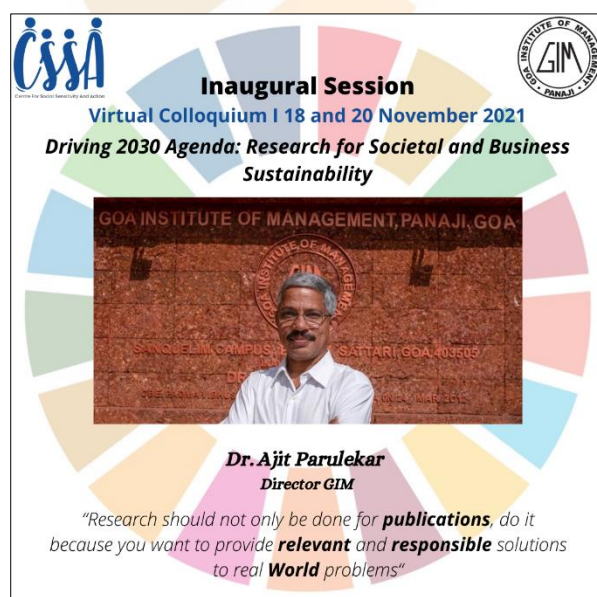
Prof. Allan Bird, emphasized the need for collaboration with different organizations for the achievement of the SDGs 2030 agenda, he further said that CSSA decided to organize this colloquium to highlight the trends and themes of SDGs with respect to businesses, to give a sense of urgency to achieve the goals and to explore ways to achieve them. His speech highlighted the requirement for interdisciplinary collaborations and cross networking to promote sustainable research and thereby help in moving closer to achieving the SDGs 2030 agenda.

The inaugural session had a special section of virtual messages by two eminent persons in the area of higher education. Prof. Stephanie Bryant, Executive Vice President and Global Chief Accreditation Officer for AACSB, sent an encouraging virtual message for the colloquium and its collaborative efforts. She highlighted that while issuing the new accreditation standards, AACSB keeps in mind on how accreditation standards should be about how B-schools are working together to make an impact on the society. Prof Bryant further emphasized on the research which



B-schools produce through interdisciplinary, cross disciplinary or other business partners which helps in solving society's problems. She threw light on how important it is for research and scholarly activities to make an impact and transformation in the society.

Another special virtual message was shared by Prof. Brad Blitz, who is globally known as migration expert and served as Director British Academy Modern Slavery Project 2017 to 2019. He is a Professor at the University of California and Distinguished Professor at GIM. He mentioned that the 2030 agenda is something all of us, including the government, sectoral organizations, and educational institutions are thriving to achieve. Further, he added that business is a social practice and sustainability cannot be imagined without social impact. He drew attention to the fact that, researchers have a responsibility to examine the world around us and if the activities we do are making an impact around the world. His message highlighted on the importance of how conferences help the researchers to reflect them on the impact they are making on the world.



Thereafter, the inaugural session had a welcome address by the Director GIM, Prof. Ajit Parulekar, who also stressed on the fact that research, should be focused on the impact they make on the society rather than the number and classification of the publications. He emphasized on the relevance and responsibility of research to help the industry and society to become efficient and effective. Further, he encouraged the researchers to make

ideas, research and publications which are relevant, positively impacting the society and solving real world problems of the world.



Prof. Shelly Pandey, concluded the inaugural session by delivering the vote of thanks to the organizing team, staff member, speakers and participants of the colloquium.

The inaugural session repeatedly emphasized on the importance of academic and scholarly research activities in enabling the achievement of SDG 2030 agenda. The speakers put spotlight on the significant contributions that relevant, responsible, collaborative and interdisciplinary research activities and publications can make a huge positive impact on the society

To view the Virtual Colloquium Agenda, please click on the link.  
<https://bit.ly/3rUXYG6>

Rapporteur: Keerthana P Girijan, Research Associate, GIM, India

## **Presentations: Doctoral Students and Faculty**

The first session of the colloquium had four presentations by national and international doctoral students and faculty members working on the areas of Sustainable Development and management. The session was moderated by Prof. Shelly Pandey, Prof. Nand Kumar Mekoth, who is the Chairperson of the fellow program at GIM was the discussant of the papers.<sup>1</sup>

### **Discussant:**

- Nandakumar Mekoth, Professor and Program Chair, Fellow Program in Management  
Goa Institute of Management, India

### **Reviewer:**

- Avik Sinha, Associate Professor  
GIM, India

### **Moderator:**

- Shelly Pandey, Co – Convenor, Virtual Colloquium  
Assistant Professor, GIM, India

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<sup>1</sup> The presentations were based on the extended abstracts submitted by the Doctoral Scholars. The extended abstracts are included in the appendix section.

## Presentation 1

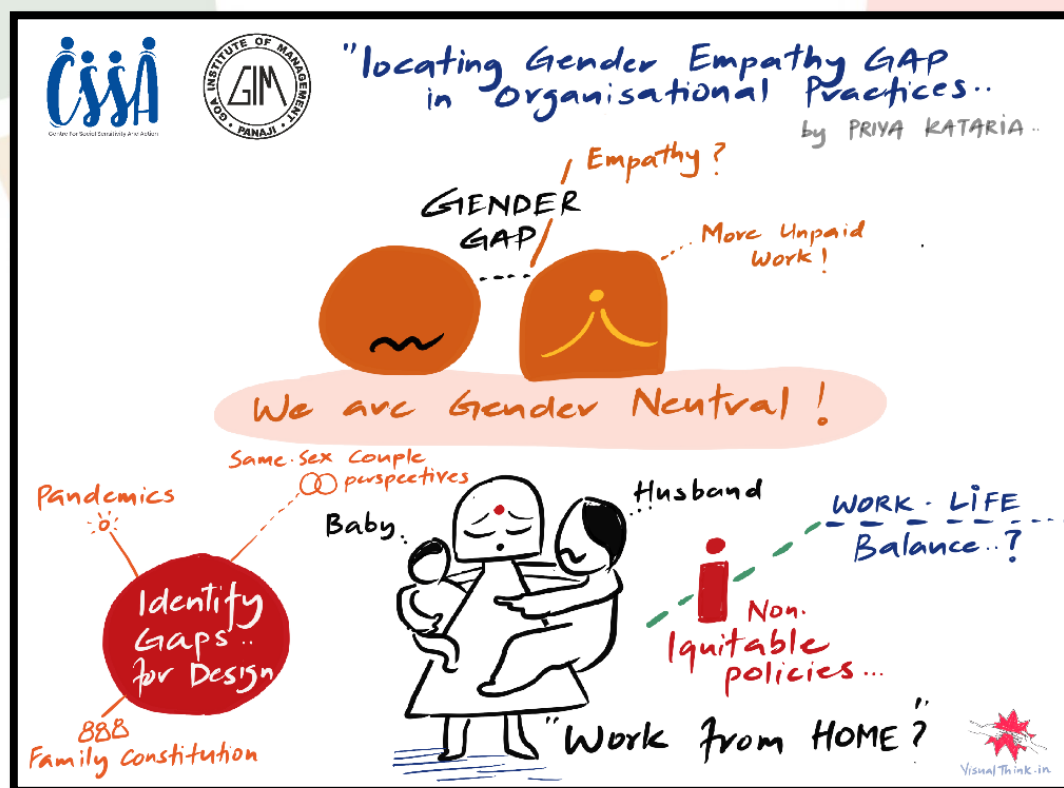
### *We are Gender Neutral: Locating Gender Empathy Gap in Organizational Practices*

**Priya Kataria, FPM Scholar, Goa Institute of Management**

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The major motivations for her research include the global findings in the 2021 SDG report highlighting the role of women spending about 2.5 times as many hours as men on unpaid domestic and care work which results in a reduction of women in workforce. The impact of the coronavirus pandemic which had ramifications in terms of working middle class women in India being restrained from obtaining household and child care.

Figure 2: Visual Summary of Extended Abstract



The paper questions the viability of gender-neutral initiatives during the pandemic by the ITES organizations and argues that the gender-neutral approach led to a gender empathy gap for middle class women employees. The presentation concluded with contradicting the assumption that organizations worldwide make use of technology making WFH smoother. However, cultural nuances intersecting with technology have not let WFH policies deliver their maximum benefit to Indian women working in the ITES sector. The paper thus, informs the need for more gender inclusive policies and empathetic leadership by locating the gender empathy gap in organizational practices.

The questions revolved around what gender sensitive policies can be implemented by organizations, given the high attrition rate of women. Having a feedback mechanism and providing a listening ear was suggested as a good remedy. The next one was on why not to have a holistic understanding by including the role of families and recognizing the reality of today's woman. Lastly, a question arose to expand the binary gender understanding along with also understanding the impact on same sex relationships in order to be more inclusive.

## **Presentation 2**

### ***Making progress in the E in ESG while leaving the S behind: Modern Slavery among Migrant Workers in the South of Portugal***

Francisca Sassetti, PhD scholar, Centre of Research into Sustainability, Royal Holloway University of London, UNESCO Chair of ICT4D, UKRI South- South Migration Inequality Development Hub

Carolina Almeida Cruz, PhD Scholar, Lisbon University Institute (ISCTE), Portugal

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Although Portugal is a leader in environmental policies, the researchers noticed a social blind spot. In both environmental and social challenges, there is a need to increase the quality of disclosures. The authors strive to figure out how food corporations in South Portugal disclose sustainability policies and actions, how effective these policies are, and what gaps exist in their ESG strategy.



A mixed-method approach was used in this study. Food enterprises in South Portugal were included in the sample. Semi-structured interviews with corporate representatives from 10-12 companies were conducted as part of the qualitative research. The quantitative research was carried out with the help of sustainable reports, which included 15 measures for measuring company sustainability disclosures. These measures were divided into two categories: E and S, with G being split between the two.

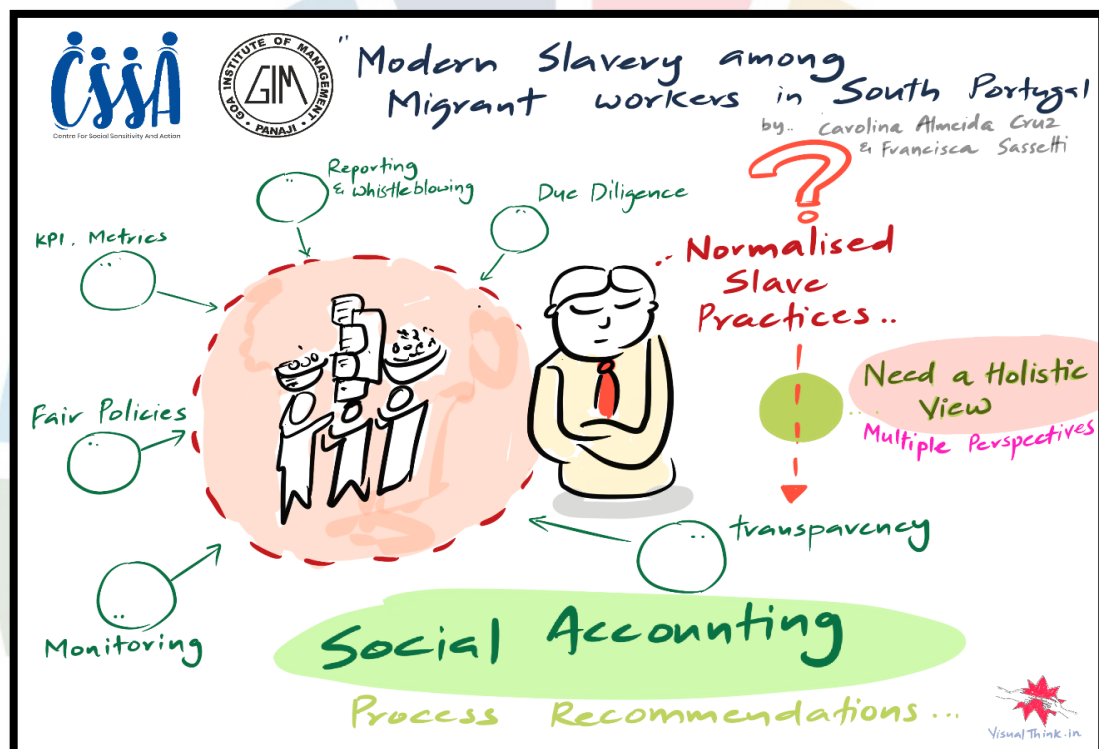


Figure 3: Visual Summary of Presentation

The study demonstrates that corporations fail to respond to social issues, and that in order to achieve sustainability and successfully address risk, a holistic approach that includes the environment, social issues, and governance is required. According to the statistics, 58 percent of businesses have sustainability reports, 67 percent have some sort of social or environmental policy, and 50 percent do due diligence. According to the findings, 58 percent of companies have KPIs for environmental issues, whereas just 33 percent have KPIs for social issues. Only 25 percent of corporations report social hazards, whereas 33 percent report environmental risk assessment policies. This study emphasizes the method's originality as well as its contribution to the field of social accounting research. The authors demonstrate the importance of social accounting and citizen approaches. The study support companies in identifying where they stand in terms of sustainability, what they need to improve and what policies are most needed

### **Presentation 3**

#### ***Performance Evaluation System for State Owned Enterprise***

Reshamkaur Bhambra- Associate Professor, Fr. Agnel College of Arts and Commerce, Goa, India

Sanjay Dessai, Principal, CES College of Arts and Commerce, Goa, India.

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The authors propose three dimensions to measure State Owned Enterprise (SOE's) performance:

1. Financial Efficiency in terms of evaluating the financial performance of the SOE: (profitability, liquidity, leverage and asset management).

2. Contribution to the economy which is the net contribution made by the SOE to the growth of the economy: (internal resource generated, contribution to exchequer, employment generation and value addition).

3. Social Effectiveness is the contribution towards social obligations benefitted the stakeholders: (promoting R & D and technology self-reliance, protection of environment, social sensitivity, model employer, promoting weaker sections of society & good governance).

The results focused on the weightage given to the various parameters (highest to social effectiveness followed by contribution to economy) and a representation of the cumulative developed performance index. The implications for the study were the need for continuous performance measurement system for SOE's since they play a pivotal role in accelerating the economic and social development of the economy. This is expected to help the government to measure and improve performance of SOE while holding them accountable. In conclusion, the authors posit that the conventional belief that SOE's financially underperform when compared with private counterparts can be justified by its contribution to the economy and social effectiveness.

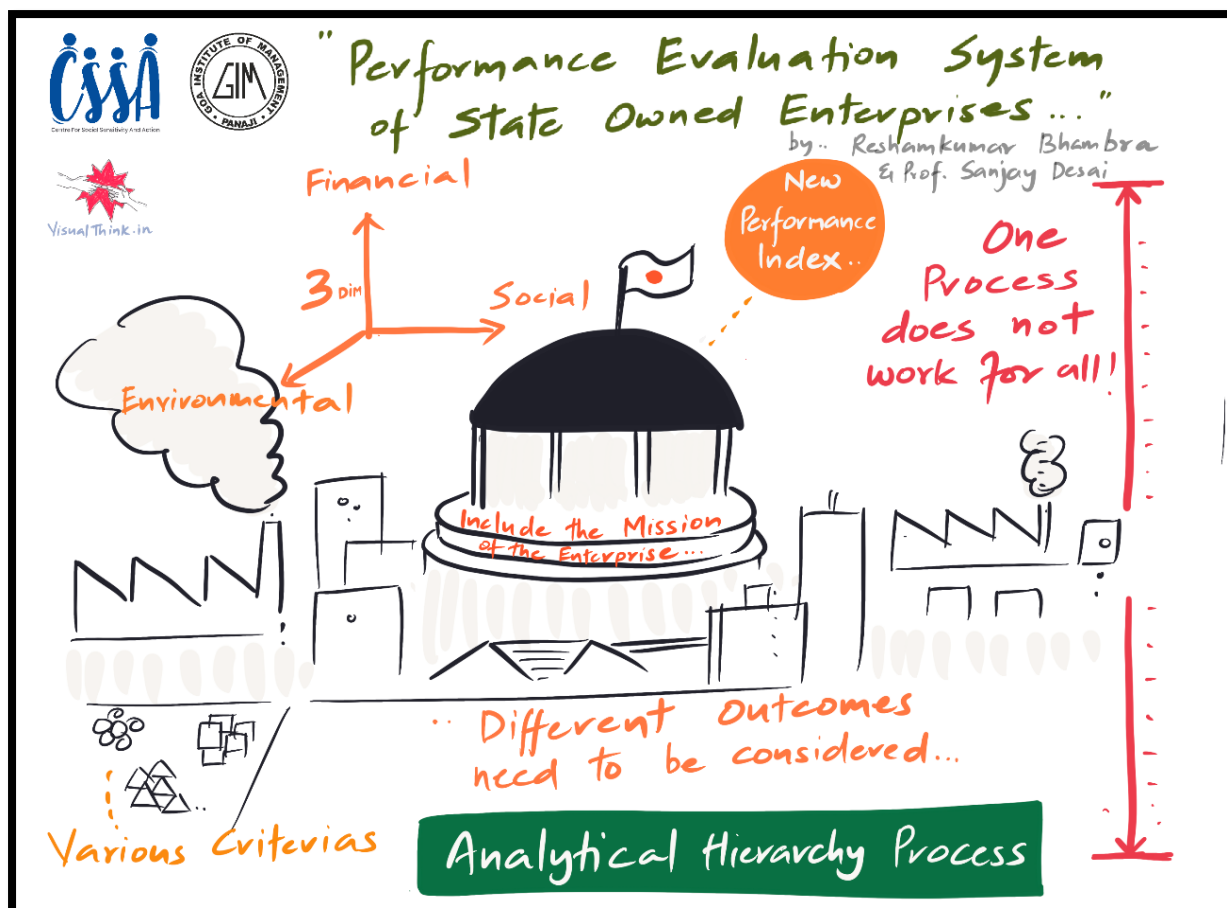


Figure 4: Visual Summary of Presentation

#### Presentation 4

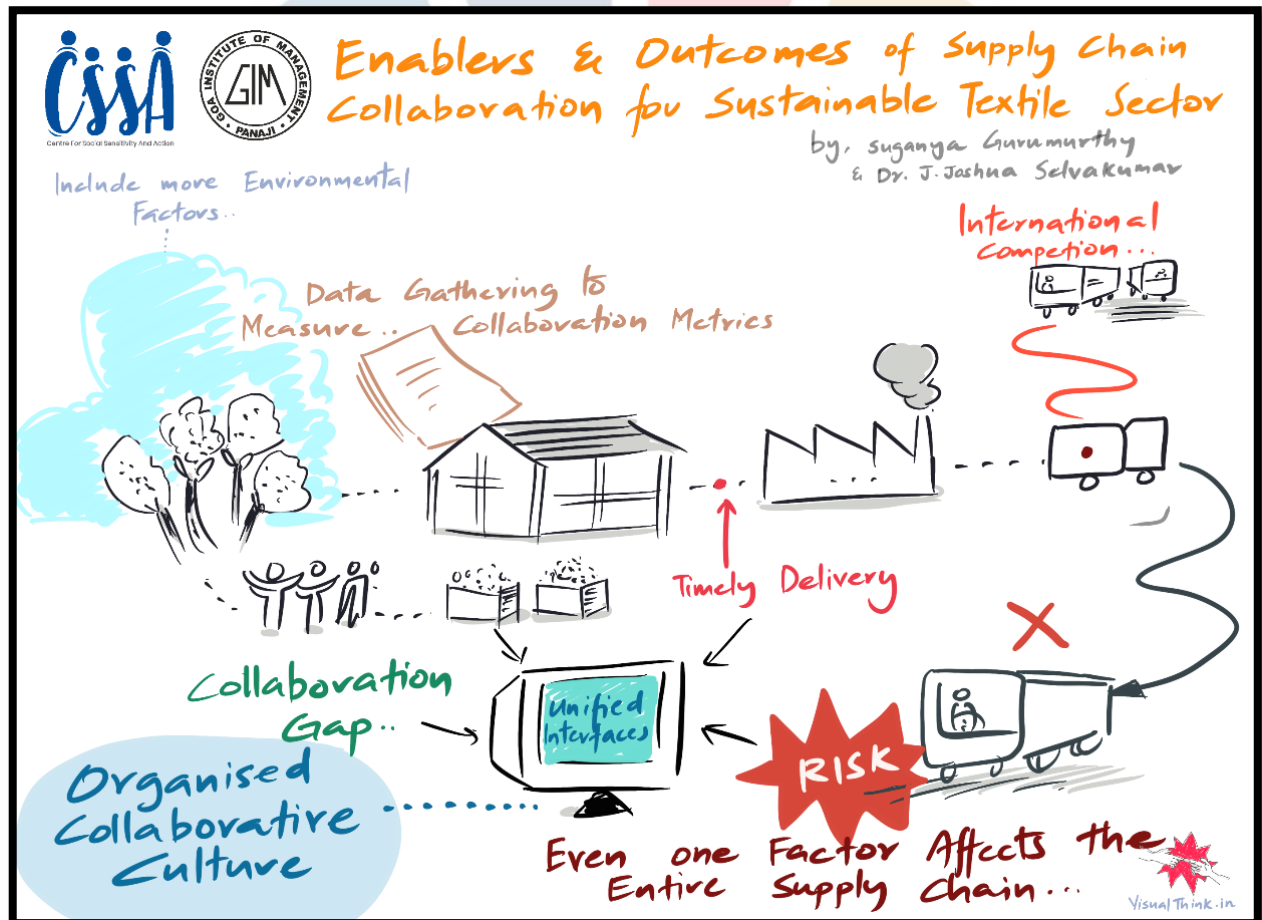
##### *Enablers and Outcomes of Supply Chain Collaboration for Sustainable Growth in the Garment Manufacturing Sector*

Suganya Gurumurthy, Research Scholar and Dr. J. Joshua, Selvakumar, Anna University, Chennai

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With increased focus on technical textiles, abundance of raw materials, availability of skilled manpower, textile sector has gained importance. Textiles is now the second largest employment generating sector in India which employs over 35 million in the country. Also, FDI in the apparel industry has reached up to \$3.45 billion during 2020. This has led to increase competition in the garment manufacturing business from countries like Bangladesh and Vietnam. The textile

industry has been under constant pressure to meet stringent social and environmental norms in the international market. The earlier studies have focused on the collaborative culture in the organization and the orientation of the organization to integrate with partnering firms. There is a need to study how operational integration impacts the environmental sustainable performance in supply chain. The paper studies the moderating effect of collaborative culture on the interaction between Intra Organizational collaboration and sustainable supply chain engagement. It also aims to identify the critical criteria which impacts collaboration within an organization, organization motivators to invest resources in improving supply chain



practices and collaboration with external partners.

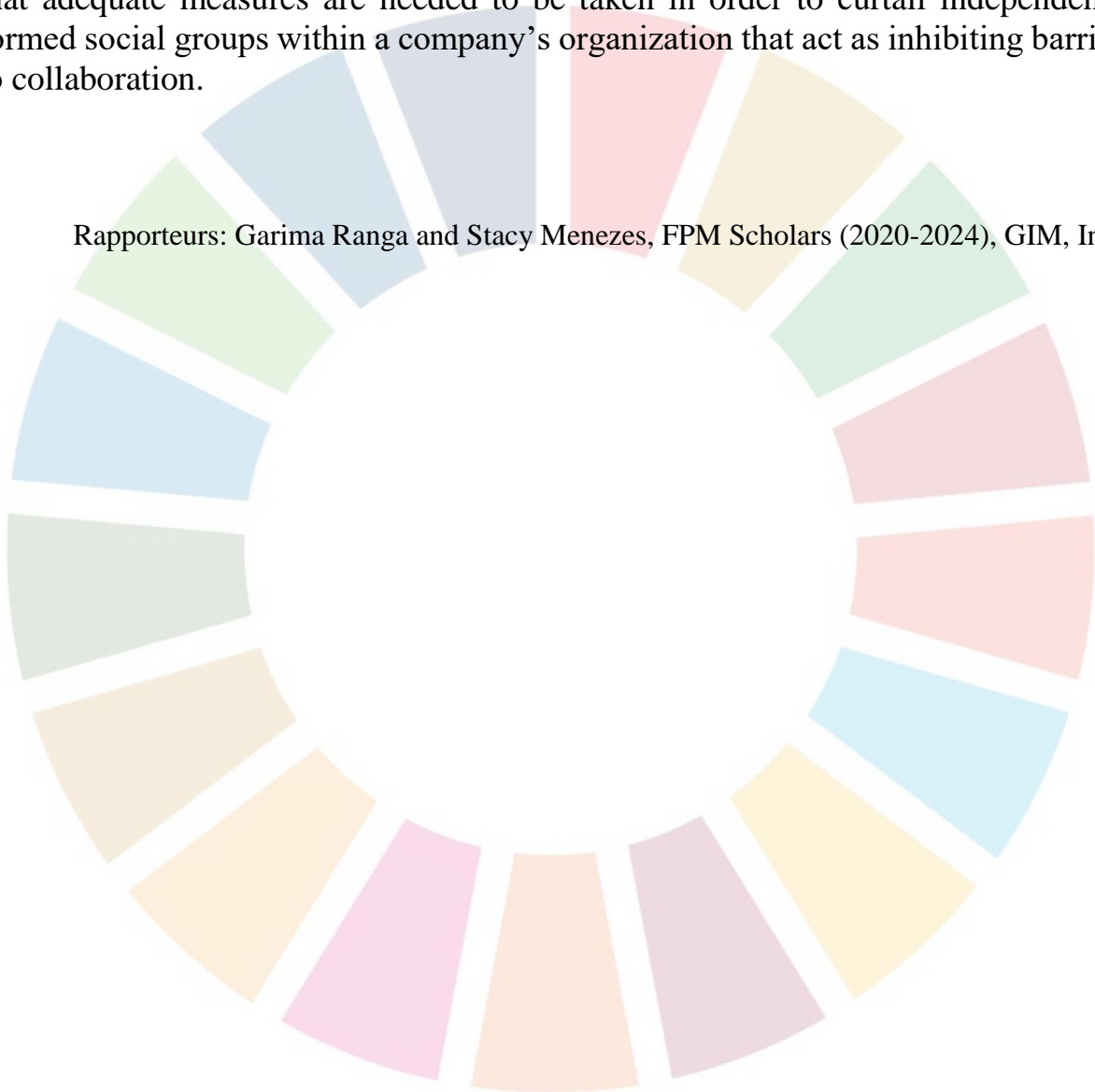
Figure 5: Visual summary of Presentation

The results show that firm's current practices focus towards ensuring smooth production. The collaborative culture acts as mediating influence on the relationship between intra-organizational collaboration and supply chain engagement. The study points out that firms are reluctant to share risk and reward between the supply chain partners. The lack of trust among supply chain partners is the key inhibitor to effective collaboration both within and outside an organization. The collaborative culture also moderately influences the relationship between intra-organizational collaboration and supply chain engagement. The collaborative culture does exist in the organizations but it fails to establish positive engagement with supply chain



partners. The proposed comprehensive model shows that intra-organizational and inter organizational collaboration works positively towards relational integration, information integration and operational integration. This leads to sustainable growth and performance of the value chain. The proposed model by the author could be used by the companies in their distribution channel and check for the degree of sustainability of their supply chain management. The was concluded by suggesting that adequate measures are needed to be taken in order to curtail independently formed social groups within a company's organization that act as inhibiting barriers to collaboration.

Rapporteurs: Garima Ranga and Stacy Menezes, FPM Scholars (2020-2024), GIM, India



## Best Paper Award



This session announced one best paper award at the end and the papers were evaluated by Prof. Avik Sinha, from GIM, whose name has been listed as top 2% global scientists list published by Stanford University. Prof Avik Sinha presented the best paper award to Francisca and Carolina, for their paper on *Making progress in the E in ESG while leaving the S behind: Modern Slavery among Migrant Workers in the South of Portugal*

## Perspective: Research and Consulting opportunities in the area of Sustainable Development Co-hosted by North-South University, Dhaka

### Speakers:

- Abdul Hannan Chowdhury, Professor and Dean, School of Business and Economics, NSU, Dhaka
- Zulkarin Jahangir, Assistant Professor, Department of Management, NSU, Dhaka
- Quazi Tafsirul Islam, Lecturer, NSU, Dhaka
- Ajit Parulekar, Director, Goa Institute of Management, India

### Moderator:

- Sreerupa Sengupta, Convenor- Colloquium and member CSSA  
Assistant Professor, GIM, India

The first panel discussion of the day was jointly hosted by GIM and North-South University, Dhaka on Research and Consulting opportunities in the area of Sustainable Development. Prof. Sreerupa Sengupta moderated the session and began with the introduction of speakers, Prof. Zulkarin Jahangir, Prof. Quazi Tafsirul Islam and Prof. Abdul Hannan Chowdhary (North-South University (NSU), Dhaka). Prof. Sengupta elaborated on the various student activities in the area of SDGs under the collaboration of NSU and GIM. The session was divided into the three following dimensions.

### **Importance of Research on SDGs:**

Prof. Abdul Chowdhary initiated on how the collaboration of NSU and GIM is been rewarding to both the institutions in students collaborated projects in working towards SDGs. Further, to the discussion on research in SDGs he said, the fundamental goals of universities is to learn, disseminate knowledge and work towards global goals. The global goals of sustainability must be reflected in academic research and other activities of the institution. The research must have SDG goals and must be impactful in solving some problem of the society or business. Researchers must focus on aligning SDGs in various disciplines like marketing, finance, human resources, operations etc and attach the sustainability goals and factors to their research. He insisted that young researchers must orient their research towards global goals and try to align their discipline and SDGs to contribute to global research and sustainability.

### **New Research Areas in SDGs:**

Prof. Zulkarin Jahangir said, there are 17 SDGs and all are interconnected. However, the global trend is in areas of how different geographical areas are having issues with population with respect to urban and rural poverty. He added, there is huge scope to investigate the role of technology in solving the challenges and problems associated with SDGs. Further areas like water management, education, governance pose a good opportunity for research in SDGs. He also highlighted on cross-country research opportunities.

Prof. Quazi Islam highlighted on how researchers must bring new quantitative research methodology in SDG related research. Most of the extant research in SDGs have used qualitative methods and hence quantitative methods must be encouraged in the area.

### **Funding Opportunities in SDG Research:**

Prof. Zulkarin and Prof. Chowdhary shared their experiences in funding opportunities in SDGs. A good project and idea will certainly attract funding opportunity and there are various international organisations who actively look to fund research in SDGs. The speakers shared their work on funded research in Rohingya crisis and exhibited how global institutions are constantly encouraging work in the area of human rights and support good research. The funding institutions, local communities and governments do support such research to gain insights of such crisis and sensitive issues. The data generated through such



research helps them to device appropriate policies and help foster livelihoods. Further they added how being an academic researcher helps in getting that extra support and security by the societal institutions.

### Concluding remarks:

Prof. Ajit Parulekar, Director of GIM addressed the session and said, research must be led by passion and this passion must be aligned with institution's vision and philosophy. He focused on how institutions and researchers can solve local problems through research and can bring change at global level. The session was concluded with Prof. Chowdhary and Prof. Ajit Parulekar sharing the various funded research initiatives at their respective institutions in the areas on women entrepreneurs' development and support, decent work conditions, Ayushman Bharat project etc. They also spoke how the institutions encourage and support faculty research and projects in the area of SDGs.

Prof. Jahangir gave his concluding message for the young researchers, "Find your passion, look for funding organizations and link it to SDGs and help making this world to be more-healthier, livable and beautiful planet".

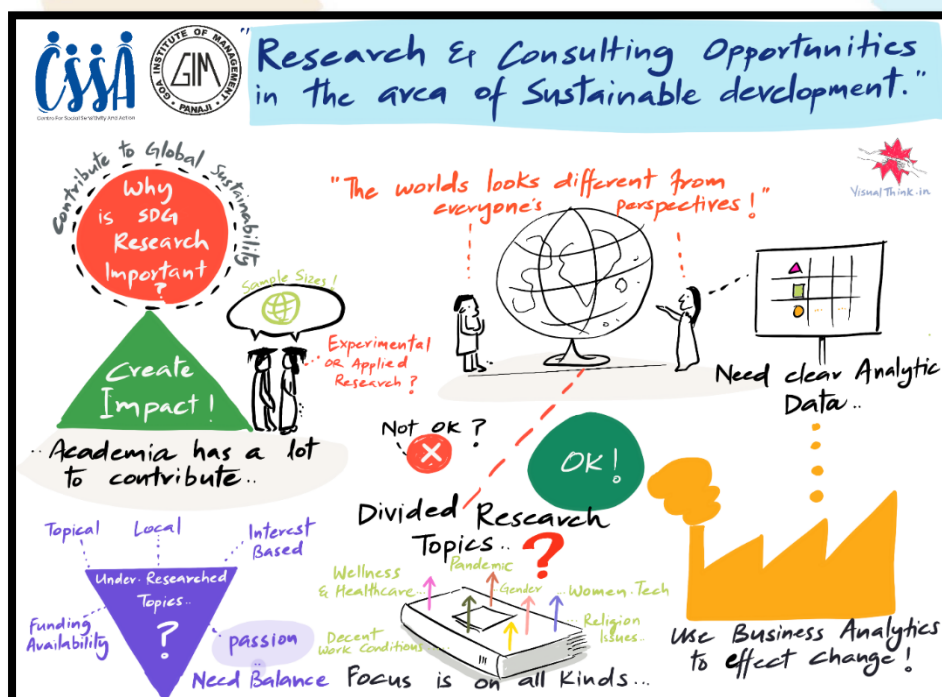


Figure 6: Visual Summary of the Session

Rapporteur: Priya Kataria, FPM Scholar (2022-2024), GIM, India

## PANEL DISCUSSION

### Driving 2030 Agenda through Impact Research jointly Co-hosted by UNPRME, India

#### Panelists:

- Neeraj Amarnani, Professor and Dean Academics, GIM
- Rohit Kumar, Assistant Professor, Strategic Management Area, Indian Institute of Management, Ranchi
- Piya Mukherjee, Director, Vivekananda Education Society's Leadership Academy and Research Centre

#### Moderator

- Chandrika Parmar, Associate Professor, SPJIMR, Head, PRME India Chapter

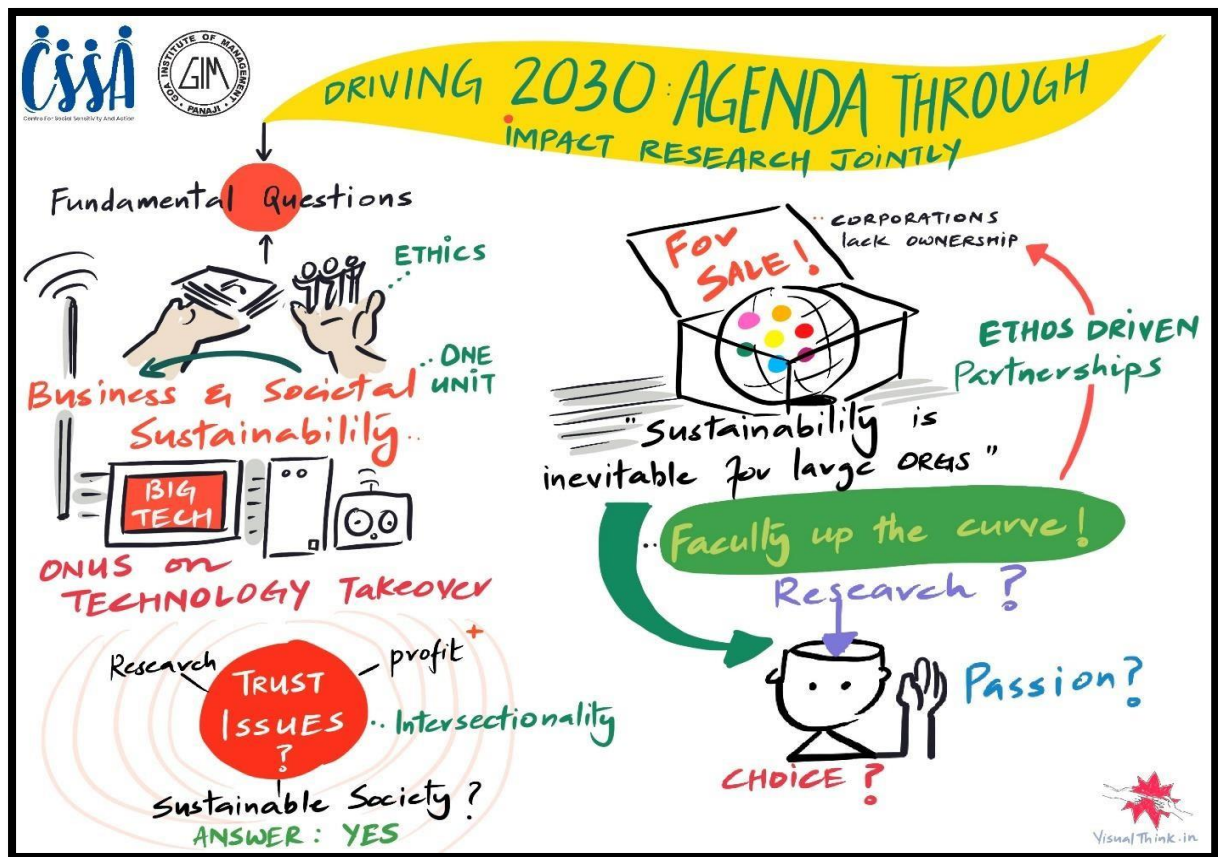
The post lunch session of the first day was Co-Hosted by UNPRME, India with a focus on Driving 2030 Agenda through Impact Research. The session was moderated by Prof. Chandrika Parmar Associate Professor, SPJIMR Head, PRME India Chapter. Prof. Chandrika Parmar with a lot of excitement welcomed the panelists belonging to a diverse and impressive work settings Prof Neeraj Amarnani Professor and Dean Academics, GIM, Prof Rohit Kumar Assistant Professor, Strategic Management Area Indian Institute of Management, Ranchi, Piya Mukherjee Director Vivekananda Education Society's Leadership Academy and Research Centre.

The discussion opened with an open slate *questioning the importance of impact research and achieving sustainable development goals in business world*. It steered up an interesting conversation among the panellist. Prof. Neeraj Amarnani spontaneously raised the educational point of view suggesting the integration of SDGs in research as inevitable. According to him, the successful business has to think about responsibility. They would fail if they don't leave a positive impact or are not mindful of the impact that they have. Prof. Rohit Kumar added to it with an industrial perspective highlighting the scope for companies to consider sustainability as a driver for innovation. While he wanted the importance of profit making in business to be recognized along with the possibility of achieving the SDG goals while making profit quoting, "sustainability can be profitable". Prof. Piya Mukherjee enthusiastically thanked the revolution that had made impact an important part of business. According to her business ethics expertise, society and business cannot function in silos and hence having a holistic perspective in business is necessary for the integration of SDGs. One of the questions that stood most relevant in the discussion was *"What are the drivers or motivating factors that would help researchers integrate sustainable development goals into their research?"* A very valid question raised by the moderator, Prof. Chandrika Parmar.

Prof. Rohit called attention to the trend of integrating SDGs in research. The pattern of organizing your research first and then mapping it to the SDGs. The pattern has been common across institute level. The contribution of research focusing on SDGs has been of 10 percent progressing each year as the scope and awareness increases. With the hope that it would reach 80 percent in future, Prof. Rohit set an electrified beginning to the discussion. Prof. Neeraj did agree to the percentage evolving in future and suggested few steps that have been extremely effective at his own institute. He put some spotlight on how developing centres dedicated to achieving SDGs has earned the involvement of faculty and students. At Goa Institute of Management, Centres like CSSA and CESD has brought together like-minded faculty, researchers and students to passionately work on integrating SDGs into their research. The institute also recognizes research and provides additional credits which would encourage the faculty to continue working on sustainable development goals. These Centres were set up a decade ago and have played as a great motivation for integrating the SDGs. Prof. Piya also brought us back to our nation's economic reality and with that it is going to take a while for business to think of impact while making profits. Our population to resource ratio balance would be the first priority. And if that would be achieved using the integration of impact research, it would be wonderful.

At the end, it was rightly pointed out by Prof. Rohit, our current research ecosystem is highly focused on 'publish and perish'. The focus that would be ideal here would be publish with impact and perish. Prof. Neeraj suggested how

institutes by providing right platform can contribute to the growth of impact research. As a researcher having a space that dignifies impact research surely



would motivate me to be passionate about my work on SDGs.

Figure 7: Visual Summary of the Session

Prof Piya's words provided a perfect conclusion to the session when she emphasised, "It cannot be this or that, it has to be this and that".

Rapporteur: Radhika K R, FPM Scholar (2020-2024), GIM, India



**Day 2 (20 November 2021)**

**Fire Side Chat with Editors**  
**Journal of Management Education**

- Jennifer S.A. Leigh, Professor, School of Business & Leadership, Nazareth College, USA and Co-Editor, Journal of Management Education
- Marissa Edwards, Lecturer, UQ Business School, The University of Queensland, Brisbane, Co-Editor of the Journal of Management Education

**Moderator:**

- Sreerupa Sengupta, Convenor, Virtual Colloquium Assistant Professor and Member, Centre for Social Sensitivity and Action

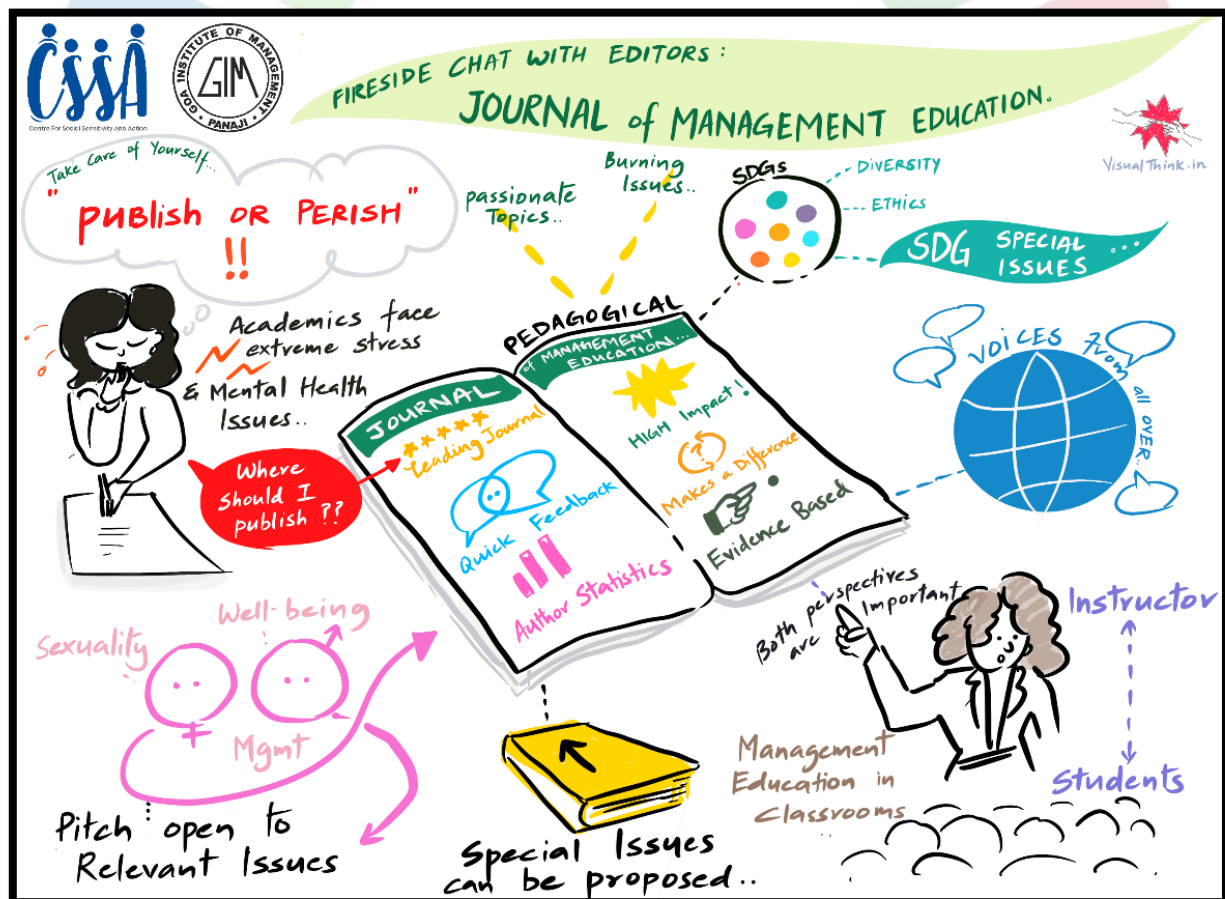
The second day of the virtual colloquium was in the evening of 20th November 2021, a fire side chat with the editors of the Journal of Management Education. The dignitaries for this session were Prof. Jennifer S.A. Leigh, Professor, School of Business & Leadership and Prof. Marissa Edwards, UQ Business School, The University of Queensland, Brisbane; Editors at Journal of Management Education. Prof. Sreerupa Sengupta, faculty - GIM was the moderator for the session.

The session started with Prof. Divya Singhal, faculty GIM, showing a glimpse of CSSA activities at GIM to the dignitaries and participants through a video presentation, followed by her briefing on the first day held on 18/11/2021 to the dignitaries and participants.

Prof. Marissa and Prof. Jennifer to the participants and requested Prof. Marissa to introduce to the participants the activities at JME.

Prof. Marissa briefed the participants on the history, objectives of Journal of Management Education. She mentioned that teaching is a demanding job that is leading to anxiety and depression among instructors. Classrooms are a source of stress and anxiety among students as well. therefore, one of the core objectives of JME is to promote the physical and psychological well-being of instructors and students alike through management research.

Prof. Marissa also spoke about the sister journals of JME, the detailed history of JME and what makes JME different from that of other journals by explaining about author and instructor considerations at JME. She also pointed out the key considerations for qualifying a research article at JME, which are - whether the research will have significant impact on thinking or practices in management



education and how the research will help readers think innovatively about management education. This was followed by Prof. Marissa briefing about the four important sections of the journal i.e., 1. Instructional Innovations, 2. Empirical, Theoretical, Conceptual review, 3. Essays and 4. Instructional change in the context.

Prof. Sreerupa asked the editors as to how JME's objectives are aligned with UN SDGs?

This question was answered first by Prof. Marissa by showing to participants the research questions from JME's mission and explaining that most of the research questions resonate with UN SDGs.

Prof. Jennifer showed the most Keyword hits at JME, which includes keywords such as diversity, ethics, social entrepreneurship, corporate social responsibility etc. that aligns with UN SDGs.

Prof. Jennifer also mentioned about social impact special issues at JME, that published papers in the context of poverty aversion, diversity, PRME, women leadership, ethics, sustainability, mental health etc. which is closely aligned with UN SDGs.

Participant Prof. Andy Silveira asked the editors as to how open the journal is to blend sexuality with wellbeing and management education?

To which the Prof. Marissa responded that it depends on the topic researched and its relevance to the journals core objectives and its implications to institutions and students.

Prof. Jennifer added that research in the context of gender identity, equality etc. are already published in the journal. If a new topic in the above-mentioned context is satisfying the journals core objectives, it can qualify for publication in the journal.

Prof. Marissa added that if a researcher feels that a burning topic need to be discussed, a proposal for a special issue can be sent to the editors and there is always room for such special issues at JME.

Prof. Marissa also presented before the participants, Social impact research questions from JME's mission including 'What should be taught related to SDGs in UG and PG level management education and continuing executive education in terms of preparing next managers and leaders to further stress on JME's commitment to UN SDGs'.

Prof. Chandrika Parmar asked about the geography from where articles come from to which, Prof. Marissa responded that they receive articles from all over the globe, particularly from the US, Africa and Asia including India. Ms. Priya Katariya asked whether gender empathy gap research would be of interest to

JME. On this Prof. Marissa stressed that it is important to hear voices around the world to align with one of the core objectives of JME, i.e., diversity.

Prof. Shelly Pandey asked the editors about the paradigm shift brought by Covid-19 in research and how long it will stay in the research context?

To this Prof. Jennifer responded that Covid-19 has changed the way classroom teachings are delivered. Moving from offline to online to a hybrid model, Covid-19 has affected everyone and on a global basis. Some of the changes brought by Covid-19 is going to stay for a long time. The journal is still accepting articles in this context as it is an ongoing phenomenon and no one knows when it will actually end.

After the Q&A session, Prof. Sreerupa asked both editors to convey a message to young aspiring researchers.

To this Prof. Marissa responded, “look after yourself, you are not a dissertation, so look for your family, relationships and health which is more important in life”. Prof. Marissa stressed on the importance of family and relationships over research.

In the last part of the session, Prof. Sreerupa delivered a special vote of thanks to editors Prof. Marissa and Prof. Jennifer for their efforts to clear the doubts and concerns of prospective contributors and authors.

The session provided detailed insights into JME and its close alignment with UN SDGs. The session also gave an understanding of the rising phenomenon of journal ranking not just based on citations but based on social impact. This will intern help researchers to identify research problems based on social and environmental relevance.

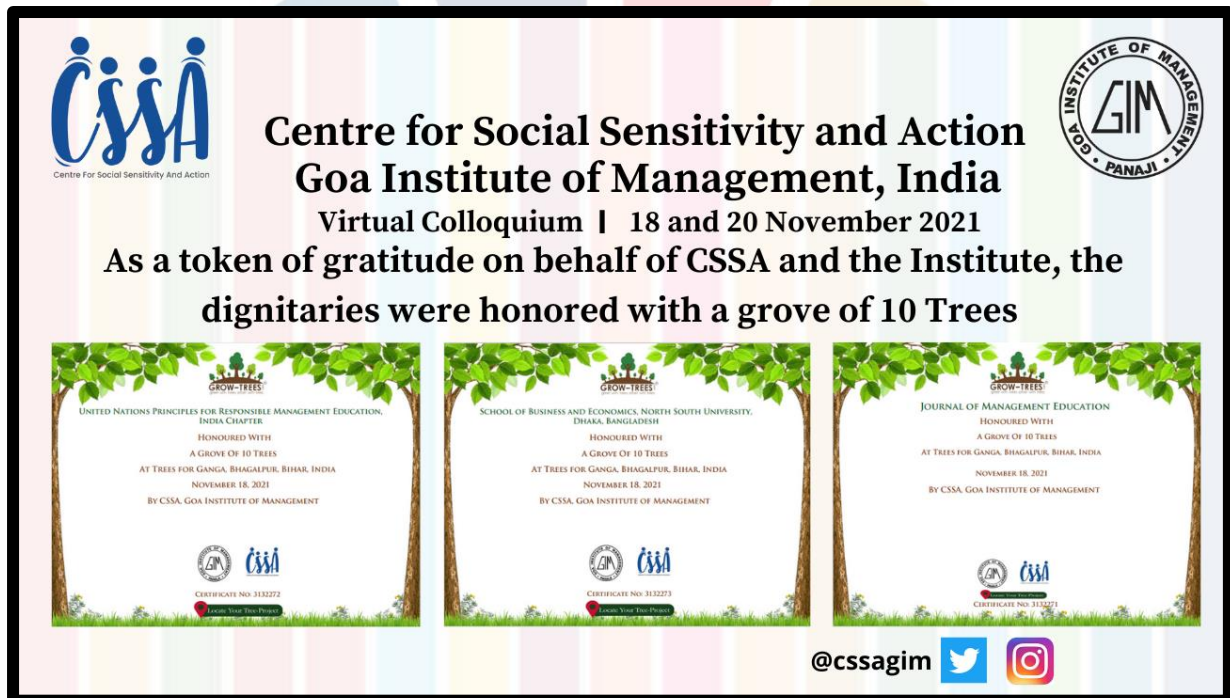
Prof. Jennifer conveyed two important messages -

1. Do things where your passion lies
2. Find means to engage with your passion, be it teaching, research or whatever.

Rapporteurs: Jeevan Laurence, FPM Scholar (2020-2024), GIM and Keerthana P Girijan, Research Associate, GIM, India



At the end of the fire side chat the virtual colloquium was concluded with a vote of thanks by Prof. Sreerupa Sengupta to GIM leadership for encouraging the idea of the virtual colloquium, faculty and staff for their support and speakers and participants for their contributions



As a token of gratitude, Prof. Sreerupa, on behalf of CSSA and the institute honored the dignitaries with a grove of 10 trees planted at Trees for Ganga, Bhagalpur, Bihar - India.



## OUTCOME/IMPACT OF VIRTUAL COLLOQUIUM

Overall the virtual colloquium came forward as a timely reminder towards the United Nations Sustainable Development Goals (SDGs) 2030, launched in 2015 and their targets for global development, which is set to be achieved in 2030. The virtual colloquium, offered variety of sessions with academic rigor and practical implications made in the directions towards achieving SDGs 2030.

### Benefits of Colloquium for doctoral students and faculty

- Enhanced understanding of the importance of research on SDGs
- Provided opportunities to deliberate on the complexity and interdependence among SDGs
- Created the platform to explore avenues for integrating diverse topics related to sustainability and responsibility in management research;
- Provided early career scholars an opportunity to interact with experts on sustainability and SDGs for impactful research and provide networking opportunities

### Highlights of the Colloquium

- Need for creation of societal impact metrics was flagged
- Realign the incentive systems for more sustainability-oriented research
- Research impact should go beyond the citation and ranking of the journals and should be looked through the lens of the social impact
- Responsible, collaborative and interdisciplinary research activities and publications should be focused upon.
- Business schools have a huge role to play in preparing future managers with a responsibility towards sustainability.

## Diversity of Participants

Was attended by:

- PhD Scholars
- Faculty
- Stakeholders from Industry

## Geographical Reach

Participants belonged to:

- Australia,
- Bangladesh,
- Hong Kong,
- India,
- Portugal,
- USA,
- UK



## SDGs Covered

### Expected Actions

- To open more dialogues and discussion by conducting many of such events on SDGs
- To encourage research projects and funding focused on areas of sustainability
- Motivating business students towards the sustainable managers is an important duty
- To link Ph.D. researches with SDGs
- Journal of Management Education became the targeted journals for most of the attendees

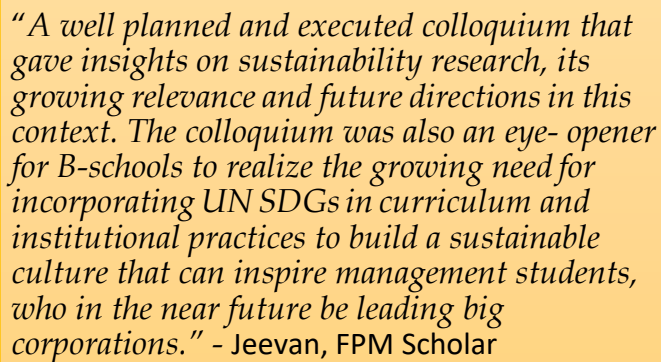
## Reflections from Participants

*"As an aspiring PhD scholar, the session was an eye opener for me on what the goal and output of a research activity or publication should be. The speakers have ensured that audience understand the impact research can make on the society and thereby help in achieving the SDG 2030 Agenda. I understood, that as a researcher, rather than having a myopic vision, you need to be focused on the influence you are able to make on the society's problems and long-term goals"-Keerthana*

*Given the unequal growth trajectories attained by nations, the world is experiencing several developmental issues, which might cause harm to the foundation of sustainable development. In such a situation, Sustainable Development Goals (SDGs) can pave a way to reorient the prevailing policy paradigms, and restore the developmental balance. The colloquium has focused on majority of such developmental issues, which are now of global concern. During the colloquium, the studies presented by the Doctoral scholars have reflected upon various policy dimensions, which can help the nations in attaining the SDG objectives. I believe the intellectual interaction between the eminent scholars and the budding researchers might show a new ray of hope to the world in making a progress towards achieving sustainable development and maintaining intergenerational equity. The world of academia is in dire need of such dialogues, and I believe, the colloquium has made a step towards fulfilling that need. – Prof Avik*

*"This Virtual Colloquium on SDG Research provided great insights on contemporary work in SDG research and how can different disciplines of management can contribute towards global goals. This has triggered me for an SDG driven research in marketing and help solving a business problem and work towards global goals"- Radhika, FPM Scholar*

*It was an engaging discussion for me listening to the speakers and how it had been moderated. I was able to make a sense of what's the goal of the journal and its orientation which is primarily SDG focussed. In fact, I came to know about the schema of expectations from the journal and also as a potential author what would I need to focus on if I plan my academic writing in that journal. In a nutshell, it was encouraging! - Prof V. Padmanabhan*



*"A well planned and executed colloquium that gave insights on sustainability research, its growing relevance and future directions in this context. The colloquium was also an eye- opener for B-schools to realize the growing need for incorporating UN SDGs in curriculum and institutional practices to build a sustainable culture that can inspire management students, who in the near future be leading big corporations." - Jeevan, FPM Scholar*

*"The virtual colloquium helped me discover the simple truth which is often forgotten, that it is Business AND Society and not Business V/S Society. Being a novice OB/HR researcher, I got exposed to gaps in sustainability research, which will truly help me in my journey in researching business as a force for good." - Stacy, FPM Scholar*

*"I learnt a lot from the presentations made by the research scholars and also from the expert comments during doctoral presentation session at colloquium. It will surely help me to improve my work." - Anonymous*

The key outcomes of the colloquium echoed the spirit behind this event that to enable a successful accomplishment of the SDG 2030 agenda, there is a need to have collaborative efforts by Universities, NGOs and Industries across the world, along with the responsible and ethical research writings and publications.



## CENTRE FOR SOCIAL SENSITIVITY AND ACTION (CSSA)



CSSA incorporates the values of equity, inclusivity and sustainability in all its activities. CSSA promotes and prioritises responsible management education and prepares future leaders to respond to the complex sustainability challenges faced by business and society. CSSA engages with the social and economic goals of sustainable development. The priority SDGs for CSSA are – SDG3 (Good Health and Well Being), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reducing Inequalities), SDG 12 (Responsible Production and Consumption), and SDG 17 (Partnership for the Goals). CSSA undertakes various initiatives such as training, workshops to disseminate knowledge on SDGs, collaborates with varied stakeholders to integrate SDGs in curricula and in research. Know more - <https://gim.ac.in/institute/centres>

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GOA INSTITUTE OF MANAGEMENT (GIM) Goa Institute of Management (GIM) is one of the leading B-School in India and has been instrumental in shaping future leaders. While the institution offers academic excellence to students, it has also aligned its vision and mission to being socially responsible. Vision of GIM: To

be a preeminent business school at the forefront of management education and research. We will create transformative leaders focused on responsible, ethical and sustainable business practices Mission of GIM: To develop responsible and agile leaders at the forefront of cutting-edge business practices as a committed member of UN PRME, UN SDSN and GBSN, institute is taking several steps through its teaching, research and outreach activities to contribute towards creating an impact and translating the vision into reality. Following the principles of 2030 Agenda and drawing from the mission and purpose of PRME, GBSN and UNSDSN; GIM established two centers to create social impact by integrating issues related to sustainability in teaching, research and outreach activities. Know more: <https://gim.ac.in/institute/about-us>

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**CSSA – Virtual Colloquium Participants 18 and 20 November 2021**

S. No	Name	Designation
1	Prof Ajit Parulekar	Director – Goa Institute of Management, Goa, India
2	Prof Neeraj Amarnani	Dean Academics - Goa Institute of Management, Goa, India
3	Prof Divya Singhal	Chairperson – CSSA Goa Institute of Management, Goa, India
4	Prof Sreerupa Sengupta	Member and Faculty CSSA Goa Institute of Management, Goa, India
5	Prof Allan Bird	Faculty Goa Institute of Management, Goa, India
6	Prof Shelly Pandey	Faculty Goa Institute of Management, Goa, India
7	Prof Andy Silvera	Faculty Goa Institute of Management, Goa, India
8	Prof Nanda Kumar Mekoth	Faculty Goa Institute of Management, Goa, India
9	Prof Vitthal Sukhathankar	Faculty Goa Institute of Management, Goa, India
10	Prof Muneeb	Faculty Goa Institute of Management, Goa, India
11	Prof V Padmanabhan	Faculty Goa Institute of Management, Goa, India
12	Prof Avik Sinha	Faculty Goa Institute of Management, Goa, India
13	Prof Diya Guha Roy	Faculty Goa Institute of Management, Goa, India
14	Prof D N Panigrahi	Faculty Goa Institute of Management, Goa, India
15	Prof Kheya Melo Furtado	Faculty Goa Institute of Management, Goa, India
16	Prof Manju	Faculty Goa Institute of Management, Goa, India
17	Prof Hanish Rajpal	Faculty Goa Institute of Management, Goa, India
18	Prof Shivani Gupta	Faculty Goa Institute of Management, Goa, India
19	Prof Hemant Padhiari	Faculty Goa Institute of Management, Goa, India
20	Prof Elisabeth Moses	Alpha Zulu Advocate – SDG Nugget Hour
21	Prof Chandrika Parmar	Head, UNPRME India Chapter, Faculty SPJIMR
22	Prof Rohit Kumar	Faculty IIM Ranchi
23	Prof Piya Mukherjee	Vivekananda Education Society's
24	Prof Ameeta Jain	Deakin Business School - Australia
25	Prof Abdul Hanan Chowdhury	Dean - North South University Dhaka, Bangladesh
26	Prof Zulkarin Jahangir	Faculty - North South University Dhaka, Bangladesh
27	Prof Quazi Tafsirul Islam	Faculty - North South University Dhaka, Bangladesh
28	Prof Shirley Yeung	Gratia Christian College - Hong Kong

29	Mr. Shrinivas Mangipudi	Visual Artist
30	Prof Marisa Kate Edwards	Faculty - The University of Queensland, Brisbane - Australia
31	Prof Jennifer Leigh	Faculty - Nazareth College, USA
32	Prof Raghuveer Vernekar	GCCI Education Committee Chair Goa
33	Francisca Sassetti	Research Scholar - School of Business and Management
34	Reshamkaur Bhambra	Professor - Fr. Agnel College of Arts and Commerce
35	Suganya Guru	Research Scholar Anna University
36	Krishna Pereira	Academic Associate - Goa Institute of Management, Goa, India
37	Tina Puri	Academic Associate- Goa Institute of Management, Goa, India
38	Hrishikesh Jadhav	Academic Associate- Goa Institute of Management, Goa, India
39	Apoorva Apte	Research Asst CESD - Goa Institute of Management, Goa, India
40	Adlino Vital Afonso	Academic Associate - Goa Institute of Management, Goa, India
41	Anuksha Dias	Academic Associate - Goa Institute of Management, Goa, India
42	Sheryl De Araujo	Academic Associate - Goa Institute of Management, Goa, India
43	Kay Gomes	Program Asst – Member CSSA Goa Institute of Management, Goa, India
44	Keerthana P. Girijan	Research Associate CSSA - Goa Institute of Management, Goa, India
45	Farha Shaikh	Program Asst – FPM Goa Institute of Management, Goa, India
46	Vinella Gomes	Student PGDM – PT Goa Institute of Management, Goa, India
47	Shashank Singh Pawar	FPM Scholar - Goa Institute of Management, Goa, India
48	Clifford Dcosta	FPM Scholar - Goa Institute of Management, Goa, India
49	Subodh Kumar	FPM Scholar - Goa Institute of Management, Goa, India
50	Shishir Trivedi	FPM Scholar - Goa Institute of Management, Goa, India
51	Garima Ranga	FPM Scholar - Goa Institute of Management, Goa, India

52	Jeevan Lawrence	FPM Scholar - Goa Institute of Management, Goa, India
53	Priya Kataria	FPM Scholar - Goa Institute of Management, Goa, India
54	Radhika K. R	FPM Scholar - Goa Institute of Management, Goa, India
55	Stacy Menezes	FPM Scholar - Goa Institute of Management, Goa, India
56	Trishit Bishwas	PR Cell – PGDM Student - Goa Institute of Management, Goa, India
57	Gurleen Kaur	Alumn
58	Lakshay Mehta	Invited Guest
59	Anushka Punjabi	Invited Guest
60	Karnika Gupta	Invited Guest
61	Riya Verma	Invited Guest
62	Gurleen Kaur	Invited Guest
63	Ibrahim Rashed	Invited Guest
64	Mrinalini Parashar	Invited Guest



# **Appendix**

## **Extended Abstracts Submitted by the Presenters**

**Paper Title-** We are Gender Neutral: Locating Gender Empathy Gap in Organizational Practices.

**Submitted by-** Priya Kataria, Research Scholar, Goa Institute of Management, India

### **Introduction**

To prevent the country from a rapid spread of COVID 19 Pandemic, India declared a nation-wide lockdown on March 24<sup>th</sup>, 2020. Most of the corporate offices in India changed their traditional “Work from Home” (WFH) routine and added a new series of WFH policies. With uncertainties regarding the duration of the lockdown, these policies were put into place based on employees’ and employers’ adaptability. Home became the new work space post March 2020 and blurred the boundaries between work responsibilities and house hold errands for working middleclass population in India. Alongside, the house-help was restricted for few months as no individual was allowed to step out of their personal spaces (Borah, 2021).

According sustainable development goal report 2021, “Women spend about 2.5 times as many hours as Men on unpaid domestic and care work”. The result of this is reduced women in workforce due to the additional burden of responsibilities at home (United Nations, 2021).

The Indian Technology and Engineering Services (ITES) sector in India was quick to come up with WFH policies ensuring safety of employees without hampering productivity. The initiatives taken for sustainable work-life balance included flexibility in the schedule, an office set up, and mental health care assistance. The policies were addressing to the effect of COVID 19 pandemic on workers emotional health (Pathak, 2021). Our observations and findings in the current study demonstrate the implication of gender-neutral policies. There were no specific accommodations made for middle-class women working in an ITES Sector.

The present paper questions the viability of gender-neutral initiatives during pandemic by the ITES organizations and argues that the gender-neutral approach led to a gender empathy gap for middle class women employees. The findings of the study also indicate the need to have a gender inclusive leadership policy by locating the gender empathy gap felt by women in organizational practices.

### **Literature**

#### **Middle class working women and Pandemic**

WFH has shaken the work-life balance of many individuals, but it has particularly affected women. The burden is more on women due to unpaid responsibilities. These include child care and household work. With schools closing down and house-help being restricted, the burden was more on women’s shoulders than men (Chauhan, 2020; Kaushik, M., & Guleria, N. (2020).

#### **The Gender Empathy Gap**

There has been a significant increase in women attaining tech education and securing corporate positions in the last decade. The ITES sector has invested into gender friendly policies so that they attract more women to their diverse workforce. But there is an existing bias which is leading organizations to come up with more gender neutral than gender inclusive policies. ITES



sector and corporate has been considerate of the burden of women, but the implementation of their policies has not lessened the burden of working middleclass Indian women. (Roy, 2021).

The current study lays an assumption that there is an existence of gender empathy gap within ITES sector affecting the decision-making process. Empathy is understood as the ability to understand others' emotional and mental state (Guthridge, 2021). Humans often face an empathy gap when they are unable to completely understand the other. The lack of understanding is attributed to the environmental, physiological, and psychological differences. These differences are most prominently experienced between different genders (Nordgren, 2011). The study argues that gender empathy gap is existing as policy makers, leaders, and human resource managers in the organization are unable to empathize with a working woman's difficulties during the pandemic (Flynn, 2021). The decision-making process is largely affected due to the cognitive bias emerging from organizational culture and leadership (Heathfield, 2019).

## **Methodology**

The study uses a digital ethnography approach to examine viewpoints of working middle-class women on WFH policies and initiatives. Data was collected using online in-depth interviews with a purposive sample of working middle class women. The interviews were of a dialogical nature to understand authentic standpoints of the participants. The ongoing study includes interviews of 20 women working in the Indian ITES Sector.

A purposive sample of women working in ITES Sector was best suited for the study for the following three reasons. First, ITES has encouraged more women participation in the workforce by providing flexibility in workspace along with leadership opportunities. Second, organizations have been considerate of the working women lifestyle and are aware of the household and child care responsibilities that working women caters to. Finally, organizations are encouraged to enhance the diversity quotient by making more inclusive policies to attract women employees (Mattis, 1995; McCarty, Dawn, & McCarty, 2005; NASSCOM- Mercer, 2009).

Hence, exploring the initiatives taken by ITES sector during pandemic and its impact on the lives of working middle-class women in India proved to be an important objective of the study.

The interview guide used the following probes to build a dialogue with women working in ITES Sector-

1. WFH life during pandemic
2. Gender differences and WFH
3. Organization's consideration of workload (both professional and domestic)
4. Policies and initiatives executed and expected

## **Interim Findings**

The findings of the study indicated three major themes.

### **1. Organization Practices**

ITES sector was quick at executing WFH policies. Our data manifested that there were initiatives in place during the pandemic primarily to make the WFH life better. The initiatives taken by human resource department and leaders included – mental health helpline, flexibility in schedule, and group activities for motivation.

If we look at these policies from a working middle-class women's perspective, they were not very helpful. Participating in the activities scheduled by human resource manager rather increased their workload. The blurred WFH boundaries for women were blinded by the leadership and management which was predominately male. Our data also highlighted a pervasive acceptance of existing gender differences during the WFH period. Working middle class women would have appreciated the consideration of the same among the ITES sector so that they design more gender inclusive policies.

## **2. The Gender Empathy Gap**

Few of the study participants also believed that a woman in leadership position would have been more considerate of the unpaid work burden compared to a male leader. The expectation was of a more sensitive and empathetic leader.

The current data also identifies the lack of reciprocal relationship between employees and management. Hence there was no opportunity for women to place their opinions about their specific difficulties. It is very evident that organizations are making efforts to design more women friendly policies to sustain their diversity quotient, but they have been passive in terms of genuinely understanding the increase in working women's burden and work during the pandemic.

On a rare instance, there was a participant who had experienced an increase her work-productivity during pandemic. According to her, it was the leader's empathetic attitude, complied feedback mechanism and regular check-in meetings that contributed the most while working from home.

## **3. Sustainable Inclusive policies**

From our current data we assume that organizations in the ITES sector are focusing more on gender neutral policies. Gender neutral policies help curb the wage gap, promote equality, and foster diversity. But are we moving ahead in a sustainable manner? Would a gender-neutral mindset help women sustain their work life balance or would it lead to attrition?

Instead women are asking for more gender inclusive policies. Inclusive policies will help them stay focused on the work, while the organization is accommodating and modifying the workspace for them. This will provide ways for women to manage child care and other unpaid work.

For example, one participant suggested having a child care unit set up within the work space during onsite office or assistance with child care and domestic help during the WFH. For woman to feel equal at work, they certainly need the organization to recognize the urgency of reducing their burden.

## **Conclusion**

Organizations worldwide assumed that technological solutions will make WFH smoother. That would have been true had technology worked in a vacuum devoid of social practices. Cultural nuances intersecting with technology have not let the WFH policies deliver their maximum benefit to Indian women working in the ITES sector. The ongoing study informs the need for more gender inclusive policies and empathetic leadership by locating the gender empathy gap in organizational practices. This ethnographic study also suggests the organizations to identify the existing gender roles and allowing women to contribute in designing policies that are more inclusive and sustainable.

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**Paper title:** Making progress in the E in ESG while leaving the S behind: modern slavery among migrant workers in the South of Portugal

**Submitted by:** Carolina Almeida Cruz<sup>1</sup> and Francisca Sassetti<sup>2</sup>

<sup>1</sup> Social Sciences Department, Lisbon University Institute (ISCTE), Portugal

<sup>2</sup> School of Business and Management, Royal Holloway

University of London, United Kingdom, and UNESCO Chair in ICT4D

### Short abstract:

Over the last couple of decades, Portugal started a green revolution by investing in renewable energies. Today, the country's main energy sources are based on renewables such as solar, wind and hydro energies, having reached almost 80% of the national energy consumption in the first quarter of 2020. It is internationally recognised for its efforts in addressing climate change and investing in energetic sustainability. Yet, the investment in social sustainability has not received the same attention as modern slavery reports have come to light in recent years, particularly among migrant workers working in Beja, the region known for producing most of the country's renewable energy. Migrant workers from South Asian countries such as Nepal, India and Thailand, and Eastern European countries such as Bulgaria and Romania, arrive in Beja through smuggling or human trafficking, ended up trapped in exploitative working and living conditions, which go by underreported and under investigated. Using a case study methodology, this paper will analyse the blind spots in the country's ESG strategy and investment in the face of modern slavery in its "green" region by using an inclusive innovation framework. It argues that it is not possible to become closer to being sustainable if there is a high human price for environmental sustainability and not all voices are part of innovation and progress. Further, it puts forward a need for holistic approaches towards sustainability.

**Key words:** ESG, energy, innovation, migration, modern slavery, sustainability.

### Long abstract:

#### Purpose/Rationale

Over the last couple of decades, Portugal started a green revolution by investing in renewable energies. Today, the country's main energy sources are based on renewables such as solar, wind and hydro energies, having reached almost 80% of the national energy consumption in the first quarter of 2020. It is internationally recognised for its efforts in addressing climate change and investing in energetic sustainability. Yet, the investment in social sustainability has not received the same attention as modern slavery reports have come to light in recent years, particularly among migrant workers working in Beja, the region known for producing most of the country's renewable energy. Migrant workers from South Asian countries such as Nepal, India and Thailand, and Eastern European countries such as Bulgaria and Romania, arrive in Beja through smuggling or human trafficking, ended up trapped in exploitative



working and living conditions, which go by underreported and under investigated. Using a case study methodology, this paper will analyse the blind spots in the country's ESG strategy and investment in the face of modern slavery in its "green" region by using an inclusive innovation framework. It argues that it is not possible to become closer to being sustainable if there is a high human price for environmental sustainability and not all voices are part of innovation and progress. Further, it puts forward a need for holistic approaches towards sustainability.

### Brief Literature Review

It is estimated that 25 million people are trapped in forced labour conditions, of which 16 million can be found in the global supply chains of large corporations (Walk Free Foundation, 2018). Given hidden nature of the problem, Portuguese consumers and society are unknowingly complicit in these crimes through their choices and investments. Portugal lacks transparency regulation while other countries like France, the UK and Australia are implementing legislation to address human rights violations in supply chains (Almeida Cruz and Sassetti, 2021).

During the COVID-19 pandemic, large companies (like Apple and Nestlé) increased their profit and grew in value, while structural inequalities affecting the most vulnerable in our economy were revealed. At the national level, more than 2 million Portuguese remained at risk of poverty or social exclusion. Some news reports estimate that 1 in 4 SMEs with online businesses closed their doors because of the pandemic (Pplware, 2020). Globally, millions of workers in global supply chains have had their wages cut by corporations and remain without remedy (Business and Human Rights Resource Centre, 2020; FLEX, 2020) – many of these companies continue to operate in Portugal.

There is a persisting myth that sustainability only refers to environmental impacts. Wynn, Roberts and Uhlhorn (2021) argue that reporting on social responsibility, including human rights, is a blind spot of Environmental Social and Governance (ESG) strategies, which worsened during the pandemic. There are several initiatives to measure and regulate aspects of environmental sustainability, such as energy efficiency and waste reduction. Movements such as Net Zero have inspired governments around the world to commit to carbon neutrality, including Portugal which has adopted the "Decarbonise 2050" strategy, extending to large companies and investors. Although Portugal leads in matters of environmental sustainability, unfortunately it neglects the human and social aspects. The case of Odemira clearly shows the normalisation of the lack of working conditions in an area of great investment in organic farming and renewable energy (Almeida Cruz and Sassetti, 2021). Such examples call for holistic views of sustainability. Linked to this, lack of high-quality data to measure sustainability maturity and inspire transparency, a cornerstone for accountability and sustainable development (Thinyane, 2017; Thinyane, Goldkind and Lam, 2018). Data is critical to measure progress, identify opportunities and vulnerabilities to build a fairer and more sustainable and more inclusive economy. Portugal needs to value both people and planet if it wants to lead in sustainability and, to do so, it requires data to inform advocacy, policymaking and change among key stakeholders.

Given the failure of organisational responses to mandatory transparency legislation, citizen approaches have gained relevance in order to address the opaqueness of companies' social and environmental impact (Rogerson *et al.*, 2020). The use of citizen approaches particularly crowdsourcing for raising transparency and ensuring accountability for government responsiveness in monitoring elections and peacekeeping is an area of growing interest for research (Grömping, 2012; Bader, 2013; Bailard and Livingston, 2014; Sassetti, 2019).



More recently, studies have investigated the application of citizen approaches to corporate responsiveness, particularly corporate transparency (Perkiss, Dean and Gibbons, 2019), with special attention to sustainability reporting (Christ, Rao and Burritt, 2019) and disclosures under mandatory transparency legislations such as the UK Modern Slavery Act 2015 (Rogerson *et al.*, 2020; Bryant *et al.*, 2021). Perkiss, Dean and Gibbons (2019) and Bryant *et al.* (2021) adopted a similar methodology by applying social accounting to crowdsourcing corporate transparency information using a platform called WikiRate, “a Collective Awareness Platform for Sustainability and Social Innovation (CAPS) project with the aim of “crowdsourcing better companies” through analysis of their Environmental Social and Governance (ESG) performance” (Mills *et al.*, 2016).

Social accounting can be defined as encompassing all possible accountings, beyond the economic (Gray, 2002), being inclusive of all the different labels under which it is used, such as corporate social responsibility accounting, auditing and environmental accounting and reporting (Perkiss, Dean and Gibbons, 2019). Perkiss, Dean and Gibbons (2019) argue that external accounting is a form of social accounting that allows the interests and voices of multiple stakeholders to be accounted for.

### Methodology

This study will employ a mix-methods approach combined with a citizen approach, where WikiRate will host all data collection and methodology. Case studies will be developed to complement the qualitative and quantitative data on transparency to highlight best practices per sector. The criteria developed can be found on the Table below.

The aim of this study is to understand the maturity of companies in South of Portugal in matters of sustainability, what information is available to civil society, and to promote corporate accountability. To do so, we built an index that assesses and compares these, in terms of social and environmental sustainability, to foster a fairer, more responsible, aware and transparent society and business ecosystem where the human capital is indeed valued.

This research adopts a multidisciplinary, an interdisciplinary approach at the intersection of fields such as of management and business studies, accounting, sociology, economics and communication, which offers rich and diverse perspectives and insights into the research work.

The originality of this paper relies on, first, the fact that such study has never been undertaken in Portugal. Current reporting frameworks on corporate transparency are not capable of effectively measuring companies’ actions and impact on environmental and social sustainability and what governance structures they have in place in Portugal. In response, this study proposes a tailored approach to the Portuguese context. Second, this study adopts an inclusive multi stakeholder innovation approach—in which key stakeholders will be surveyed and their voices included throughout the research (Sasseti and Thinyane, 2021)—in order to understand their standings on transparency and sustainability, challenges and opportunities. Mostly, to promote a holistic view of sustainability, we hope to centre the voices of prominent experts in the Portuguese society: consumers, academics, policymakers, employers, workers and trade unions.

The main research question is: How transparent are large companies operating in Portugal with regards to the environmental and social (including human rights) impacts of their actions across their direct operations and supply chains? Specifically, we aim to investigate:

- What is the importance of effective corporate disclosure in promoting transparency and enabling accountability?

- Do companies perceive transparency and sustainability as being linked?
- What are the key gaps in companies' ESG / sustainability strategies?
- How much do companies operating in Portugal disclose with regards to sustainability policies and actions?
- How mature are companies operating in Portugal in matters of social and environmental sustainability?
- What awareness exists among civil society actors on the importance of corporate transparency to build a more sustainable economy?

### Scope of work

Initially, the scope of the study falls onto the 12 largest companies operating in South of Portugal, meaning any company with operations and representation of a legal person in the country, Portuguese or foreign, in the food industry but this sample can be expanded. Companies might be in the PSI-20 or have the B-Corp stamp. These companies were identified through desk review.

### Validity and rigour of metrics and results

#### Metric category

General

Social

Environment

#### Metrics

1. Sustainability report
2. Social / human rights policies
3. Identification of social risks
4. Governance of issues / social human rights/  
modern slavery
5. Risk assessment of social issues
6. Social issues KPIs
7. Remediation of social issues
8. Training on social issues
9. Environmental policies
10. Identification of environmental risks
11. Governance of environmental issues
12. Risk assessment of environmental issues
13. Environmental issues KPIs
14. Remediation of environmental issues
15. Training on environmental issues

**Table 1. Company sustainability transparency metrics. Source: authors.**

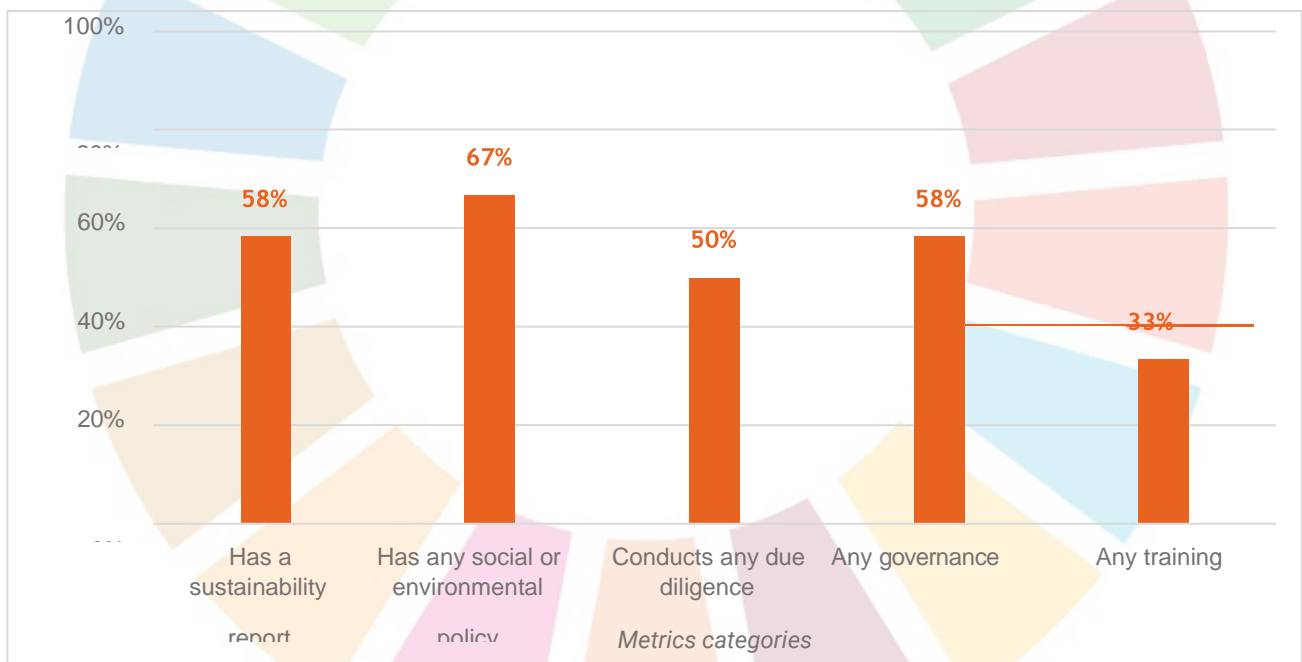
To ensure the validity, recognition and consistency of the indicators and criteria used for measuring the transparency of companies in the index, three steps will be considered. First, using a desk review, we will map indicators from other indexes and initiatives in this area, which we will code and group the most relevant areas. Along with our expertise in the area,

the result will be an initial proposal for indicators. Second, for expert validation, using the Delphi method (Turoff and Linstone, 2002) and value damns and flows (Miller, Friedman and Jancke, 2007) technique, we will present the initial metrics for feedback and for discussion in a series of expert consultations with various stakeholders (researchers, business, trade unions, NGOs, consumers, employees, public sector, international experts). Third, for proof of concept, we will test the defined criteria with a small sample of companies, collecting data and verifying the research. We may compare the results to those achieved by international tools and request feedback from experts for further validation.

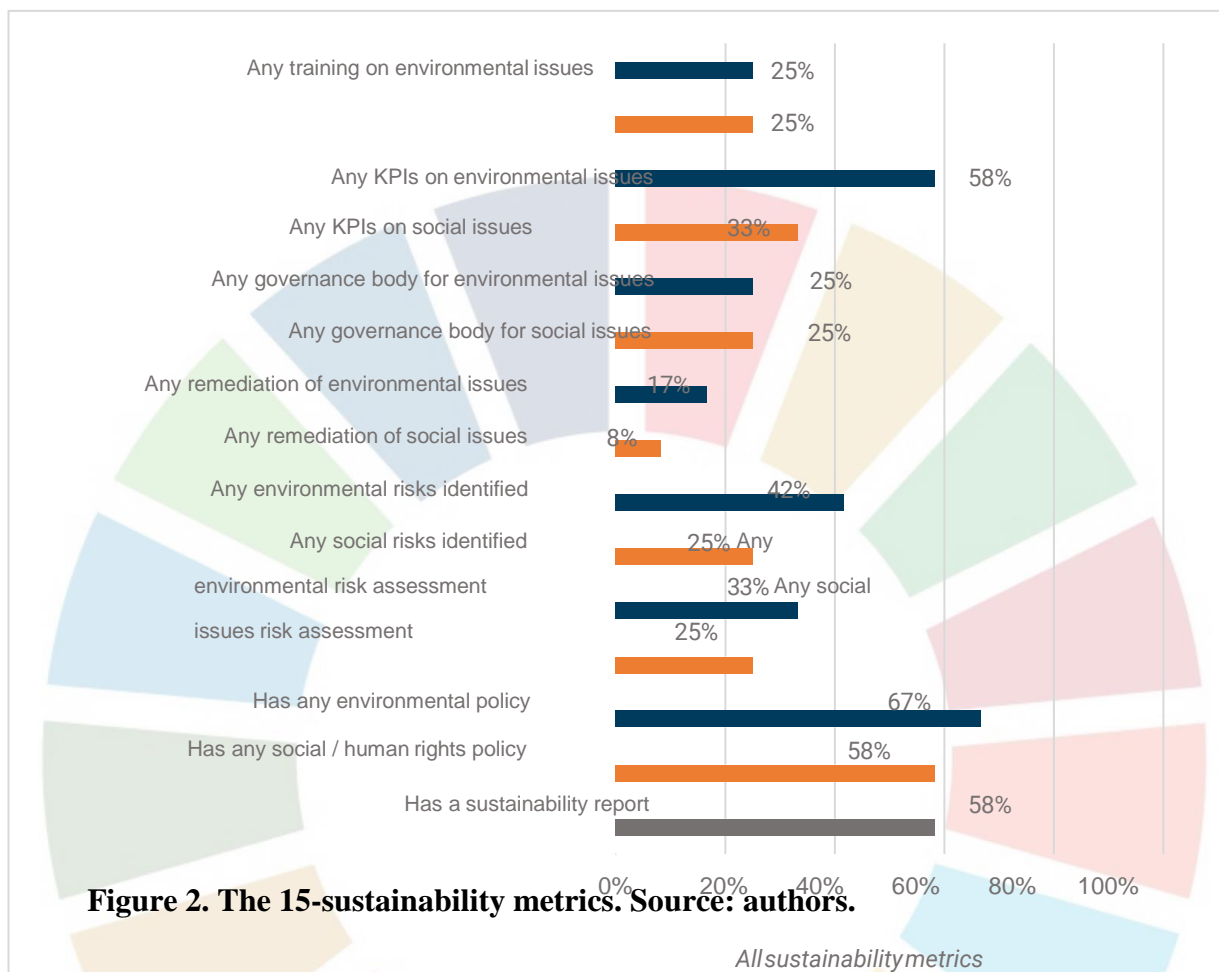
### Empirical/Theoretical results

Sustainability disclosures are becoming more common, which does not necessarily translate into greater transparency. There's much room for improvement of the quality of disclosures across environment and social issues.

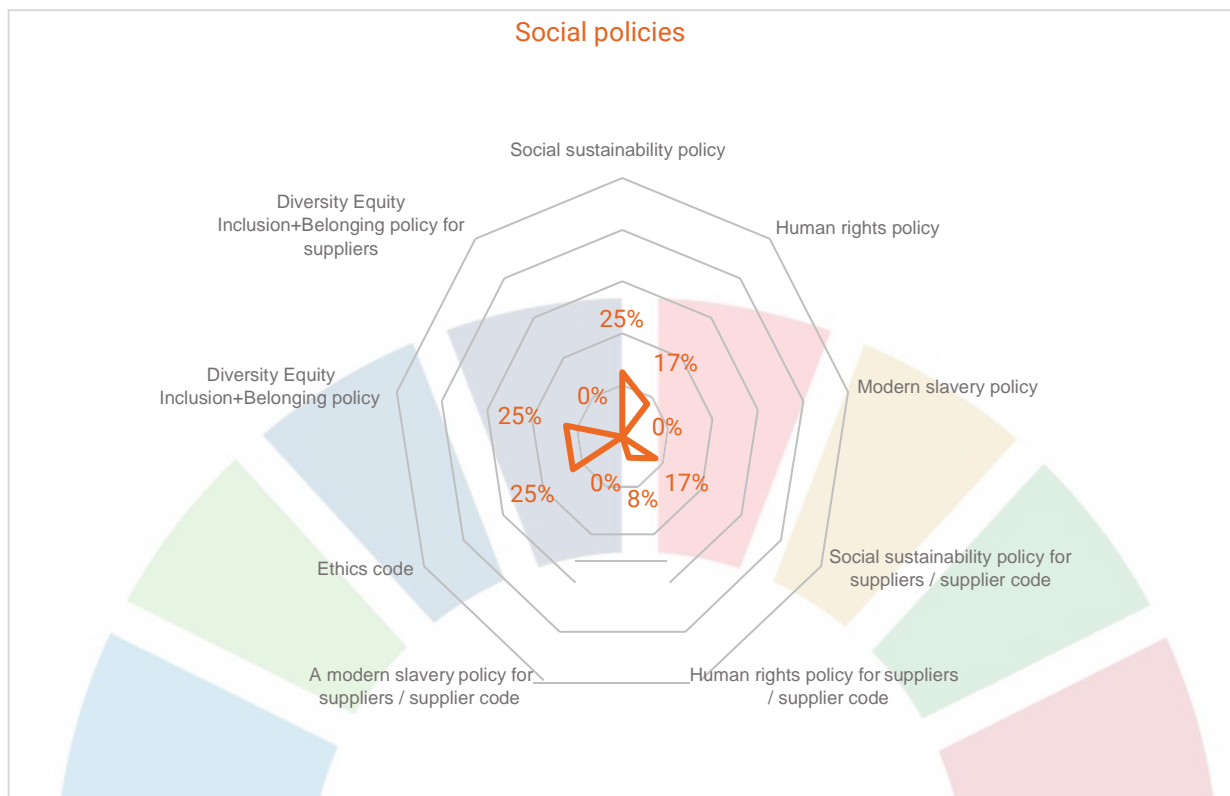
Our preliminary results demonstrate that there is a gap in policies, due diligence and governance of social issues; human rights issues and in particular modern slavery including forced labour remain a blind spot for sustainability / ESG strategies, as the following figures show.



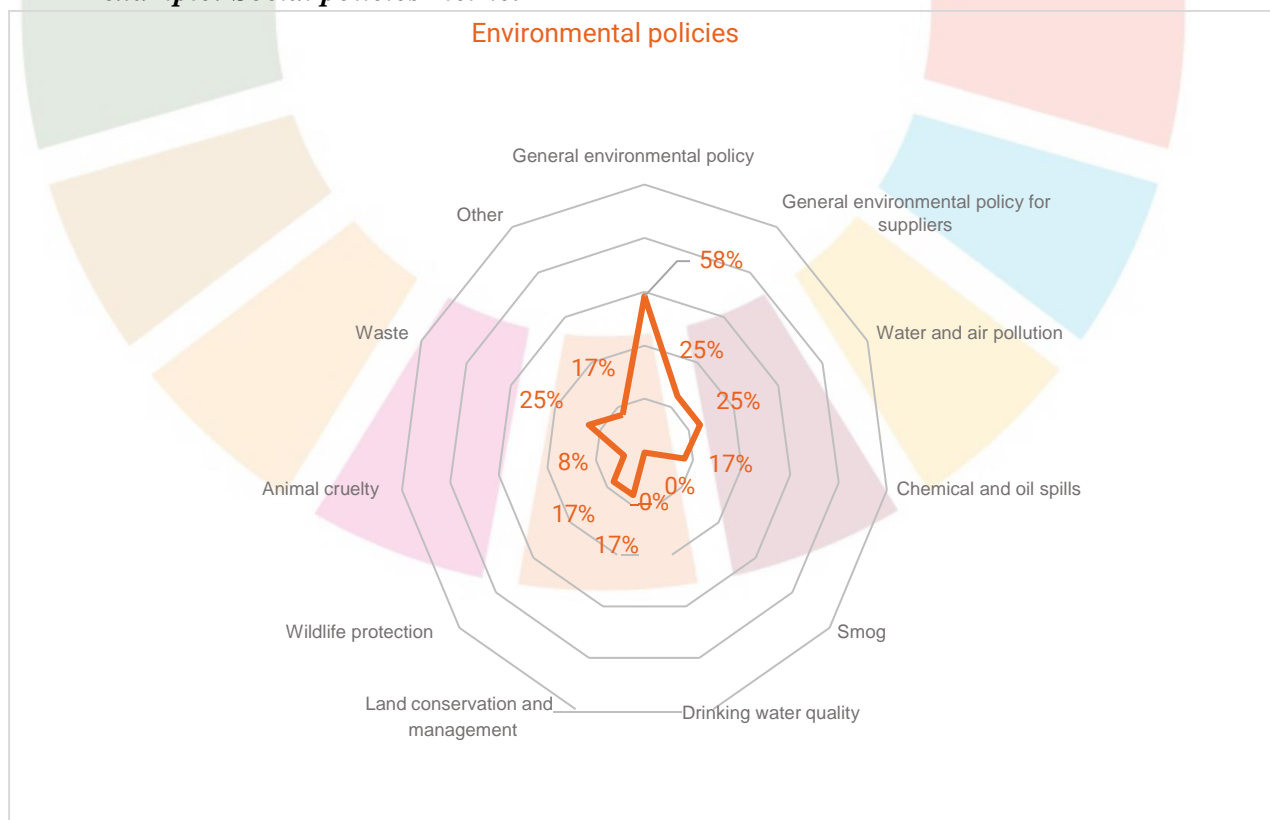
**Figure 1. General metrics. Source: authors.**



**Figure 2. The 15-sustainability metrics. Source: authors.**



**Figure 3. Nuanced analysis: variables within one metric**  
*example: Social policies metric.*



**Figure 4. Nuanced analysis: variables within one metric**  
*example: Environmental policies metric.*



We need a holistic view inclusive of environment, social and governance to have sustainability and to effectively address risk.

### Managerial Implications

This research presents implications for the growing field of social accounting and in the use of crowdsourcing as both a method and contribution of the value of external accounting.

In order to democratise the access of information and research to the public in accessible formats, this research will consider several outputs, such as an online platform, a mobile app, an awareness& action toolkit, in order to inform and empower all key stakeholders needed to engage to foster a more transparent, responsible and transparent society.

The expected impact of the project is as follows:

- To provide greater education and awareness amongst consumers towards more informed and sustained consumption, inspiring behavioural change.
- To support civil society and NGOs in their work advocacy and impact.
- To enable academia and scientific evidence to become the centre of socio-economic and political discussion, guiding political, programmatic, and corporate practices.
- To support companies in identifying where they stand in terms of sustainability, what they need to improve and what policies are most needed.
- To support the public sector in setting priorities and creating new policies that will accelerate the integration of sustainable practices in business and society.

### Authors Bios:

Carolina Almeida Cruz, entrepreneur, and champion of positive impact in Portugal that started her career at the International Labor Organization, recently received the Women Economic Forum award's on "Iconic Women Creating a Better World" and the Portuguese Women in Tech Award's Female Activist focus on sustainability. Carolina is a PhD scholar at the Lisbon University Institute (ISCTE), and studied Psychology at ISPA, Finance and Administration for Non- Profit Organizations at Harvard, Entrepreneurship, and Corporate Sustainability Management at Cambridge University.

Francisca Sassetti, a researcher and policy analyst working at the intersection of business & human rights, with experience of working across international large multistake holder projects and the Global Slavery Index. She is pursuing a PhD in Management at Royal Holloway University of London (RHUL) and has a masters from the London School of Economics. In April 2021, she was included in #ThinklistNext in the field of responsible business, having authored UN reports, journal articles and policy briefs in this area (Sassetti, Mera and Thinyane, 2019; Thinyane and Sassetti, 2020a, 2020b, 2020c).

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Title of the Paper: **Performance evaluation system for State Owned Enterprise**

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### **Purpose/Rationale**

Performance measurement is the vital facet of performance management as “what can be measured can only be improved”. But in case of State Owned Enterprise, absence of clearly quantifiable objectives and multiplicity of goals has made the problem of measurement of its performance complicated. This necessitates instrumentation of a comprehensive evaluation method to assess the performance of State-Owned Enterprise. Various theoretical models have contributed to define appropriate performance evaluation criteria for Public Sector Enterprises. Still there is no academic consensus to this complex issue.

### **Objectives of the study:**

- The study aims at providing a theoretical description to the problem of performance evaluation of State-Owned enterprises
- To propose suitable criteria for performance evaluation of State-Owned enterprises based on its goals.
- To suggest methodology for developing a unified performance index for State Owned Enterprises based on the proposed criteria.

### **Methodology**

The study is both conceptual and analytical in nature. The paper is divided into two parts: analytical part which includes generalisation of the theoretical propositions applied in evaluation of performance of State-Owned Enterprise and methodical part that proposes alternative analytical framework to develop the performance index using Analytical Hierarchy Process. The data for the study is collected from secondary sources which include available literature and primary data collected from a survey of 11 respondents.

### **Brief Literature Review**

Periodic evaluation of the performance of State-Owned Enterprises is important for the success of the enterprises as well as for the success of the economic plans as both are interdependent. Measurement of performance of State-Owned Enterprises is a complex question and should be done in relation to the objectives of the enterprise that spells out the criterion of measuring its performance (**Chandra, 1975**). According to (**Testi & Bellucci, 2011**) evaluating the performance of State-Owned Enterprises with economic dimension is necessary but not sufficient. Thus, to evaluate the performance of Public Sector Enterprises it is necessary to take into account both economic and social dimensions. It is true that Public Sector Enterprises does



not operate with making profit as its primary objective but it is equally true that in order to pursue social objectives it is necessary for these enterprises to maintain economic health. Economic and financial measures can be used to measure their financial viability. For Public Sector Enterprises, effectiveness becomes fundamental to meet the social needs that it has been designed to address, but measuring social effectiveness is difficult as it is intangible and difficult to quantify. Unlike other non-profit organisations, Public Sector Enterprises are enterprises therefore their social goals are to be pursued only by respecting their economic and financial efficiency (Bagnoli & Megali, 2011). A combination of economic and financial objectives with social and political aims invariably makes it difficult to devise an appropriate performance measurement instrument (Ogohi, 2014). Mere profitability review is assumed to ignore the socio-economic objectives associated with the Public Sector Enterprises. Differing perceptions of public interest and conflicting instructions further compound the problem of performance evaluation and purely financial indicators of performance are inappropriate (Ahuja & Majumdar, 1998). A performance criterion is simply a quantifiable expression of the objectives of an enterprise. The construction of performance evaluation criterion for Public Sector Enterprises is challenging not because its objectives are multiple but some of the objectives are difficult or impossible to quantify (Jones, 2012). According to (Pestieau, 1989) the performance of the Public Sector Enterprises should be measured using the approach that rests on "Principal-Agent" relationship. These enterprises receive support from the State (Principal) in the form of funds and in return are expected to support the state by contributing towards development of the economy. Thus, the economic efficiency of Public Sector Enterprises should be measured in terms of their financial contribution to the state's economy. In view of (Ghuman, 2001) along with pursuing commercial objectives, Public Sector Enterprises have to play an important role in meeting variety of social objectives. Thus, there is a need to account for the resources spent on social obligations while measuring the performance of Public Sector Enterprises.

### **Empirical/Theoretical Results**

#### **I) Theoretical propositions applied in performance evaluation of Public Sector Enterprises:**

Performance measurement is a tool for measurement of efficiency and effectiveness of an enterprise. There are number of viewpoints on the issue of standard principle of performance evaluation of State-Owned Enterprises. Generally, the performance of any enterprise is evaluated based on financial measures but this ideology is strongly opposed by some social scientists because of the fact that the State-Owned Enterprises are strongly governed by the object of social welfare. Defining performance in Public sector and constructing indicators for performance measurement is a difficult task guided by the intricate role of these enterprises. The present systems of performance measurement in public sector also facing difficulties due to the following:

- Multiple and conflicting goals.
- All goals are not measurable.
- Relative inexperience of officials in measuring the performance.
- Complexity of integrating and synthesizing the performance data.

Based on the literature review it is understood that some studies have advocated criterion of profitability as the most efficient tool for measurement of performance of State-Owned Enterprises whereas some have adopted profitability along with other criteria on priority basis for the purpose of evaluation of their performance. State Owned Enterprises have multiple objectives, including public interest which constrains their financial performance. The financial performance highlights the true and fair view of an enterprise but fails to highlight the



contribution made by the organizations towards corporate social responsibility performance which is of great significance in case of Public Sector Enterprises (**Kartik Nandi, 2012**). Nonetheless their financial performance is not irrelevant because Public Sector Enterprises must remain commercially viable. In India and many other countries Government expects Public Sector Enterprises to promote the “Public Interest” rather than profit maximisation. According to (**Ramamurti, 1987**) the results of the bureaucrats subjective evaluation shows that commercial profitability was the most important criterion for evaluation of performance of State Owned Enterprises. As large portion of public funds have been actually invested in these enterprises therefore while evaluating the performance of Public sector enterprises it is necessary to consider the economic and social justification of these enterprises in terms of the value it adds to the economy and the society. The parameters instrumental in performance evaluation should not only be viewed from narrow commercial angle instead should be multi-criteria evaluation balancing both commercial and non-commercial objectives of the enterprise.

## II) **Proposed analytical framework to evaluate performance of Public Sector Enterprises:**

Most studies on the performance evaluation of public sector enterprises are focused on the financial performance of the enterprise. But evaluating the performance of SOEs with financial dimension is necessary but not sufficient. The financial efficiency of the Public Sector Enterprise is equally important as economic and social effectiveness of an enterprise. For economic and social effectiveness of an enterprise, it is necessary that the enterprise should be financially viable. These three dimensions though seem to be three independent outcomes of the State-Owned Enterprise’s activity but are closely interlinked. Therefore, should be viewed as three stages of the overall performance evaluation of State-Owned Enterprise.

- i) **Financial Efficiency:** Financial performance of Public Sector Enterprises is of wide interest and concern as they are set up at a huge cost to the Exchequer. Appraisal of financial efficiency should include evaluation of financial performance and financial health of an enterprise.
- ii) **Contribution to the economy:** Public enterprises are the vital instruments of public policies to accelerate economic development in a country. Thus, their contribution to the economy determines their economic efficiency. Economic efficiency of Public Sector Enterprise relates to the net contribution made by the enterprise to the output and growth of the economy.
- iii) **Social effectiveness:** For analysis of social effectiveness of the Public Sector Enterprises it is necessary to consider the contributions of these enterprises towards social obligations. Society’s stake in the Public Sector Enterprises is more than its owners. Thus, the social efficiency of the state-owned enterprises can be analysed in terms of its contribution towards social obligations benefitting various stakeholders

## **Proposed Criteria for performance evaluation of State-Owned Enterprises:**

The attributes of performance of State-Owned Enterprises are multiple and some of them are difficult to quantify. Thus, only those parameters which can be quantified and can be put into any operational form are identified for the study.

Criteria and Sub-criteria	Variable
<b>Financial Efficiency</b>	
Returns/Profitability	Return on Capital employed ratio
Financial Health	Current ratio for Liquidity Total Debt to Total Assets ratio for Solvency

Efficiency of asset management	Asset Turnover ratio to reflect efficiency of asset management to generate revenue
<b>Contribution to the Economy</b>	
Internal Resource Generation	Ratio of Internal Resource generation to Total Investment/Capital employed
Contribution to Exchequer	Ratio of Contribution to exchequer to Total Capital employed (Net contribution after deducting subsidies received from Government)
Employment Generation	Growth rate in the number of employees.
Value Addition	Ratio of Value addition to Capital employed.
<b>Social Effectiveness</b>	
Promoting research & development and technological self-reliance	Ratio of expenditure on research & development and technological advancement to Total Revenue
Protection and conservation of environment	Ratio of expenditure on conservation of environment to Revenue.
Social Sensitivity (Community Welfare)	Ratio of expenditure on Social overheads (like education, health, sports, etc.) to Revenue.
Being a model employer	Ratio of employee cost to Revenue.
Promotion of weaker section of society	Percentage of employment opportunities for weaker section/ under privileged to Total Employment.
Good Governance	Board Size Board Leadership structure Optimum number of independent directors Prescribed number of board meetings Transparency and disclosure

### **Suggested methodology to develop performance index:**

The study also aims to suggest methodology for developing a unified performance index for State Owned Enterprises based on the proposed criteria and aligned with the general framework of performance evaluation. For developing the index, we propose to use the AHP technique (Analytical Hierarchy Process). AHP has been effectively applied in many disciplines in complex decisions and evaluation problems involving several objectives and multiple stakeholders. The AHP technique was introduced in 1980 by Thomas Saaty as an effective multi criteria decision making tool to set priorities and generate weights for each evaluation criterion and sub-criterion based on decision maker's pair-wise comparison of the criteria. The developed index can be used to monitor the performance of State-Owned Enterprises either at individual entity's level over a period of time or group of entities and compare the overall performance of different entities with respect to each other and rank them. For generating the weights, the pair wise comparison of criteria will be done through a structured questionnaire. The respondents for the same will be experts/stakeholders of State-Owned Enterprises.

A pilot study was conducted taking 11 respondents comprising of 5 officials from State Owned Enterprises and 6 academicians representing the general public. Delphi method was used for collecting the data. Delphi method is a process used to arrive at a group opinion or decision by surveying a panel of experts through several rounds of questionnaire. The respondents can adjust their answer in each round provided to them till the ultimate result is meant to be true consensus of what the group thinks or consistency in responses of the groups is obtained. Under Delphi method it is often recommended to have a smaller group between 9-18 participants in order to avoid the difficulty to reach consensus among experts.

### Findings of the pilot study:

Criteria	Criteria weights (a)	Sub-criteria weights (Parameters) (b)		Over all weights (a) x (b)	Normalised %
Financial performance (C <sub>1</sub> )	0.204 (20.4%)	Profitability (P <sub>1</sub> )	0.211	0.0430	4.30
		Liquidity (P <sub>2</sub> )	0.242	0.0494	4.94
		Solvency (P <sub>3</sub> )	0.187	0.0381	3.81
		Efficiency of Asset management (P <sub>4</sub> )	0.360	0.0734	7.34
Contribution to Economy (C <sub>2</sub> )	0.372 (37.2%)	Internal Resource Generation (P <sub>5</sub> )	0.189	0.0702	7.02
		Contribution to Exchequer (P <sub>6</sub> )	0.057	0.0210	2.10
		Employment Generation (P <sub>7</sub> )	0.291	0.1084	10.84
		Value Addition (P <sub>8</sub> )	0.464	0.1724	17.24
Social Effectiveness (C <sub>3</sub> )	0.424 (42.4%)	Promoting research & development and technological self-reliance (P <sub>9</sub> )	0.035	0.0148	1.48
		Protection and conservation of environment (P <sub>10</sub> )	0.035	0.0148	1.48
		Social Sensitivity (P <sub>11</sub> )	0.134	0.0567	5.67
		Being a model employer (P <sub>12</sub> )	0.118	0.0500	5.00
		Promotion of weaker section of society (P <sub>13</sub> )	0.161	0.0681	6.81
		Good governance (P <sub>14</sub> )	0.518	0.2195	21.95
Total				1.000	100.00

Representation of the developed Performance Index:

$$PI = 0.0430P_1 + 0.0494P_2 + 0.0381P_3 + 0.0734P_4 + 0.0702P_5 + 0.0210P_6 + 0.1084P_7 + 0.1724P_8 + 0.0148P_9 + 0.0148P_{10} + 0.0567P_{11} + 0.0500P_{12} + 0.0681P_{13} + 0.2195P_{14}$$

### Conclusion:

State Owned Enterprises are instrumental in accelerating the economic and social development of a nation. Therefore, it becomes important to evaluate their performance on a continuous basis in order to ensure the development of the economy as a whole. The proposed criteria can serve as a basis to device a unified performance evaluation index considering the three interrelated dimensions of State-Owned Enterprise's performance. The findings of the study show that the criteria social effectiveness of the performance of State-Owned Enterprise has the highest weightage followed by contribution to the economy. Thus, the conventional belief that the State-Owned enterprises financially underperform as compared to private counterparts can be justified with the its contribution to the economy and its social effectiveness.

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**Title of the paper:** Enablers and Outcomes of Supply Chain Collaboration for Sustainable Growth in the Garment Manufacturing Sector

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### **Purpose**

The main purpose of the research is to map out current practices among the various players in a garment supply chain, to identify the critical criteria which impacts collaboration within an organization, to identify organization motivators to invest resources in improving supply chain practices and collaboration with external partners, to classify various dimensions of collaboration by positions in the supply chain, to identify disruptors and inhibitors to effective collaboration between partners, to study the impact of effective collaboration on sustainable growth of garment manufacturing and to identify, measure and validate Intra Organizational Collaboration, Collaborative Culture, Sustainable Supply Chain Engagement, Relational Integration, Information Integration, Operational Integration, Social Sustainability, Economic Sustainability, Environmental Sustainability and Value Chain Performance in the garment industry and the interrelationship between the variables.

### **Methodology**

This research is an exploratory research methodology, which aims to identify the enablers and outcomes of Supply Chain Collaboration for Sustainable Growth in the Garment Manufacturing Sector. A comprehensive literature review was undertaken and logical reasoning was applied to propose the hypotheses and the conceptual model. A structured questionnaire was given to the samples to understand their Intra Organizational Collaboration, Collaborative Culture, Sustainable Supply Chain Engagement, Relational Integration, Information Integration, Operational Integration, Social Sustainability, Economic Sustainability, Environmental Sustainability and Value Chain Performance.

### **Brief Literature Review**

Supply chain collaboration can be defined as the relationship developed for a long time between supply chain members for mutual benefits and goals accomplishments including lowering cost and risk as well as improving quality and market value (Sumesh Singh Dadwal, 2019). Supply chain collaboration can deliver substantial benefits and advantages to its partners. Collaborative relationships can help firms obtain information, share risks, access complementary resources, reduce product development costs, reduce logistical costs, reduce transaction costs and enhance productivity, improve quality, improve technological



capabilities, enhance profit performance and competitive advantage over time. Without effective relationships, managing the flow of materials and information across supply chain are unlikely to be successful (Mei Cao, 2007). Studies on the Cognitive Dimension of social capital have demonstrated shared cognition, logic, values, norms and strong cultural bonds with individuals within the group (Wassmer, Paquin & Sharma, 2014). However, in the context of sustainability-oriented alliances and partnerships, it is possible to identify characteristics such as proximity of cognition and institutional logics. They have also argued that cognitive and institutional distances between the partnering firms in the supply chain pose a challenge in terms of inter-organizational learning (Ashraf, N., Pinkse, J., Ahmadsimab, Ul-Haq & Badar, 2019). The social exchange theory (SET) which has its emphasis on "independent and contingent" is founded on societal transactions and relationship. Furthermore, SET is the most influential concept to understand the work place behaviour (Colquitt et al., 2013; Molm et al., 1999). Studies reveal that inter- and intra-organizational relationships are guided to a large extent by different social exchange norms existing within the groups in the organization (Lioukas and Reuer, 2015; van Knippenberg et al., 2015; Elstad et al., 2011; Tekleab and Chiaburu, 2011). Internal social networks operate within the boundaries of the group and are largely influenced by the relationship between the employees associated with that group. (Gratton, 2005) defines the ties within social networks as bonding ties and understanding the extent of these relationships is of paramount importance as they contribute to the success of these teams. These groups and teams with strong bonding ties collude to fulfill their personal goals rather than organizational goals. It has been identified that when there is lack of organizational culture and psychological biases, teams tend to work in silos and an inhibiting organization culture develops which will have negative implications for information sharing and knowledge management. Organization cultures that support hierarchy are a hindrance for intra-organization social networking. Organizations are not able to achieve the expected level of collaboration and innovation drive because of the lack of quality social interactions and relationship exchanges (Gospel, 2016; Reagans & Zuckerman, 2001). Strong Cultural differences between the teams and groups are also the reason for organizational goals not being accomplished and the rupturing of alliances with partnering firms (Whipple and Frankel, 2000). Pothukuchi et al. (2002) and Sirmon and Lane (2004) have suggested that partner's cultural differences have a bearing on the alliance value creating activity. The presence of counter-productive behaviors between teams creates a negative work culture and directly hinders collaboration (Duffy and Lee, 2012; Felps et al., 2006). In a team setting collaboration can have different meaning such as encouraging colleagues to perform a task, information sharing, specify roles and responsibilities for each member of the team etc. (Driskell et al., 2006; Marks et al., 2001; Rousseau et al., 2006a). The negative effect of counterproductive behavior on collaboration is part of the research on the theory of conservation of resources (Hobfoll, 1989, 2011). The theory states that individuals seek to protect their resources such as social support, healthy working conditions, material resources, sense of competence and react negatively with the decline of these resources. The culture-comparative perspective assumes that groups have values and shared meaning systems and distinguish themselves from each other and exhibit high level of consensus on a set of values within their cultural group (Hofstede, 2001; Minkov & Hofstede, 2012).

### **Empirical/Theoretical results**

The research helps to study the moderating effect of collaborative culture which has a moderating effect on the interaction of intra-organization collaboration on sustainable supply chain engagement with partners. The study throws light on the intra-organization collaboration enhances the sustainable supply chain engagement with partners also enhances, the sustainable

supply chain engagement improves the relational integration also improves, better the relational integration in the supply chain better is the information integration, better the information integration in the supply chain better is the operational integration, as the operational integration improves in the supply chain the social sustainable performance improves, as the operational integration improves in the supply chain the economic sustainable performance improves, as the operational integration improves in the supply chain the environmental sustainable performance improves, as the operational integration improves in the supply chain the value chain performance improves.

### Managerial Implications

The research helps in identifying the enablers and outcomes of Supply Chain Collaboration for Sustainable Growth in the Garment Manufacturing Sector. This helps the garment manufacturing sector in enhancing the way they work and helps in having a sustainable growth through Intra Organizational Collaboration, Collaborative Culture, Sustainable Supply Chain Engagement, Relational Integration, Information Integration, Operational Integration, Social Sustainability, Economic Sustainability, Environmental Sustainability and Value Chain Performance.

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