

SHARING  
INFORMATION ON PROGRESS  
REPORT 2017 -19

Experiments  
& Learning



Evidence  
& Ideas



People &  
Partners



# SUSTAINABILITY@TAPMI

**PRME**  
**CHAMPIONS**  
2018-2019



TAPMI CENTRE FOR ENTREPRENEURSHIP,  
INCLUSIVE GROWTH & COMPETITIVENESS



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Designed & Printed: Adsyndicate Services Pvt. Ltd., Manipal

Published: October 2019

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**PRME**  
**CHAMPIONS**  
2018-2019



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INCLUSIVE GROWTH & COMPETITIVENESS**

## **SHARING INFORMATION ON PROGRESS REPORT 2017 -19**



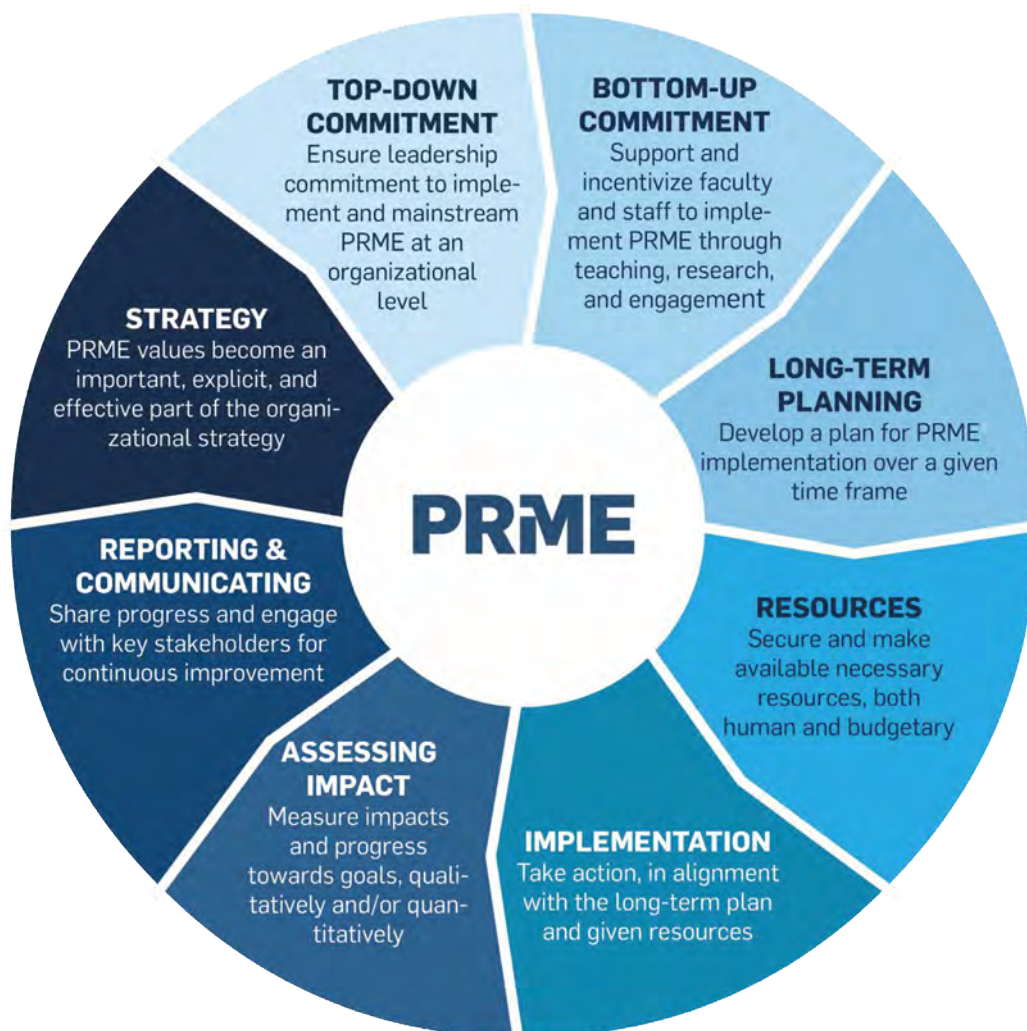
## SDGs



**THE GLOBAL GOALS**  
For Sustainable Development



## PRME and the Transformation Model



1. Top-down commitment from leadership
2. Bottom-up commitment from faculty and staff
3. Long-term planning
4. Resources
5. Implementation for a given time frame
6. Assessing impact
7. Sharing information on progress: reporting and communicating
8. PRME as an explicit part of the school's strategy

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## From the Director's Desk...

"Sustainability is a serious commitment for TAPMI, as is PRME. I am happy to present this 2 year Progress Report. As was expected from a school which is part of the Champions Group, we have experimented with several initiatives in all three core areas, i.e., Curriculum & Teaching, Research and Projects & Partnerships. We have many learnings, some setbacks and several successes. This report reflects all of these. Given half the SDG targets are to be achieved in India alone, as an Indian school we have an urgent and critical need to try, learn, scale and impact. We look forward to continued engagement with other Champion Schools, the Global Compact and other important stakeholders.

The legacy of our founder combined with vision of the responsible corporate citizenship, Manipal group ties in beautifully about why sustainability is important at TAPMI. One of the great things about good business schools is that students get a holistic experience. It's not just about the academics but they must also get an opportunity to demonstrate leadership skills - working together with committees, faculty and all the other stakeholders. To that effect, we want our students to understand that they also have a social and environmental responsibility in the community they've come to live in and that they have a role to play in making this world an even better place to live.

Over the last two years, bringing sustainability front and center, we've introduced SEVA - the Society, Environment, Value, and Attitudes course, the SRME course and in the next year we're going to have SOCH in the curriculum. There's also the Centre for Inclusive Growth and Competitiveness having dedicated faculty to coordinate the design and conduct of the courses, to pursue partnerships in India and overseas for faculty & student exchanges in sustainability related contexts and to anchor coordination with the PRME secretariat and network, of which we are an advanced signatory and a CHAMPION school, one amongst only 34 from over 800 globally. We're now telling everybody that sustainability is not something to be done in silo, it's an integral part of every organization.

We have published several high class journal articles on SDG e-governance, health policy, public private partnerships, green marketing, social entrepreneurship and closed loop supply chains; created a nexus between research and teaching; and we're practicing it by having the students and the professors work together on 40+ community relevant projects providing business solutions for the same.

When it comes to sustainable growth, there are two important student committees at TAPMI - Social Endeavour Group (SEG) and Sustainability Committee Of TAPMI (SCOT). SEG works closely with the local community whereas SCOT talks about more of a strategic way of how we can look at sustainability around the whole campus. Our intervention logic is based on long term support in key areas such as livelihoods creation, primary education, energy, infrastructure and health.

I now appeal to all the corporates in India, regardless of whether the need is for support to create a sustainability / CSR strategy, implement projects, evaluate sustainability related activity, help with faculty development in the area of sustainability management, management development programs or run short certification programs - onsite and remotely, I think you really should approach TAPMI.

Get in touch with us, leave us a short message via the contact us page on our website or call us and we will get in touch with you. Welcome to green and grounded TAPMI!"

**Prof Madhu Veeraraghavan**

Director and T.A. Pai Chair Professor of Finance  
T.A. PAI MANAGEMENT INSTITUTE



## Foreword from Head – SUSTAINABILITY@TAPMI

T.A. Pai Management Institute (TAPMI), Manipal, as a mission driven educational institute is immensely proud of one of its main mission aspects - its value bounds. The TAPMI value bounds are essentially an all-inclusive concern for the Society, the Environment and for Ethics. We are also proud of our heritage as being part of the Manipal Group of Institutions. Manipal has a rich legacy of being pro-development, pro innovation and growth and pro our natural environment. These lead us to the Sustainability Imperative at TAPMI which is closely aligned with the Sustainable Development Goals or SDGs as they are popularly referred to.

The SDGs contain several aspects that are very relevant to a business school. They include fundamental yet vital principles like innovation and industry, decent jobs, women's empowerment, the use of renewable resources, fostering responsible consumption and creating a global partnership for development.

It is in this context that we look at several aspects of sustainability at TAPMI. One of them is our campus. The campus is located alongside forests in the foothills of the picturesque Western Ghats of South India, one of the major bio-diversity hot-spots in the world. Being a green campus, solar energy is extensively used produced from various roof top solar installations across campus. The food waste generated is collected and utilized in an animal shelter nearby; textbooks and other unused learning material, left behind each year by the graduating students, are passed on to students in other business schools who come from lower income backgrounds or lack the same resources as are available to our students, in general. Water conservation and recycling is also an integral part of the resource management policy on campus. As for TAPMI's engagement with our host community, we support the use of renewable sources of energy via the installation of solar lighting in the village; ensuring proper maintenance of the 2 Km stretch of road leading to the institute and adoption of 2 public schools where we undertake several programs with the learners in those schools.

The academic programme at TAPMI includes both in-class and on the field components. In-class engagement happens via the Sustainability, Responsibility and Managerial Ethics Course. The second course, constitutes a on the ground project where every student undertakes a management project that is either with a business, social enterprise, local government or with an NGO. The thrust of these projects is either connecting small-scale producers to markets or helping the local government shape policy around competitiveness of different sectors, which includes objectives of inclusive growth.

The third aspect of our sustainability engagement is partnerships, both globally and nationally. TAPMI is part of a worldwide affiliate network run by the prestigious Harvard Business School, more specifically the Institute for Strategy and Competitiveness, headed by Prof Michael Porter. As part of this prestigious network, TAPMI works on competitiveness of different sectors, including importantly aspects of social progress. TAPMI is also an advance signatory of the United Nations PRME program, which is run by the Global Compact, and a proud member of Champions Group, comprising 34 leading business schools from around the world, for the 2018-19 cycle.

We remain hopeful and confident that we shall continue to be a part of the Champions program in the coming cycles and increase our contributions to fraternity of business schools and the business community in general.

Our educational, research and corporate engagement framework thus enable us to connect strongly and deeply with local communities, the student bodies, to our strong alumni base, to business communities and so on; which in turn teaches them the ability to see that social and environmental responsibility along with sustainability are very central to the competitiveness of businesses and managers alike in the 21st Century.

In this report we bring to you glimpse of all dimensions of our engagement with sustainability in general and the SDGs in particular – across curriculum & teaching, research, projects & partners, greening our campus and sustainability related services we offer to all our stakeholders.

We welcome feedback and the opportunity to collaborate. Do get in touch via phone, email or in person in Manipal.

**Ishwar HARITAS**

Head and Coordinator

Sustainability@TAPMI

TAPMI Centre for Inclusive Growth @ Competitiveness



SUSTAINABILITY@TAPMI

## THE MANIPAL MODEL

T. A. Pai Management Institution (TAPMI) has committed itself to training students in the triple bottom approach towards sustainability. With this in mind, social, environmental and economic sustainability are front and centre to the training imparted to students who are set to become future managers and path bearers towards making sustainability essential to the economic and development dialogues of nations.

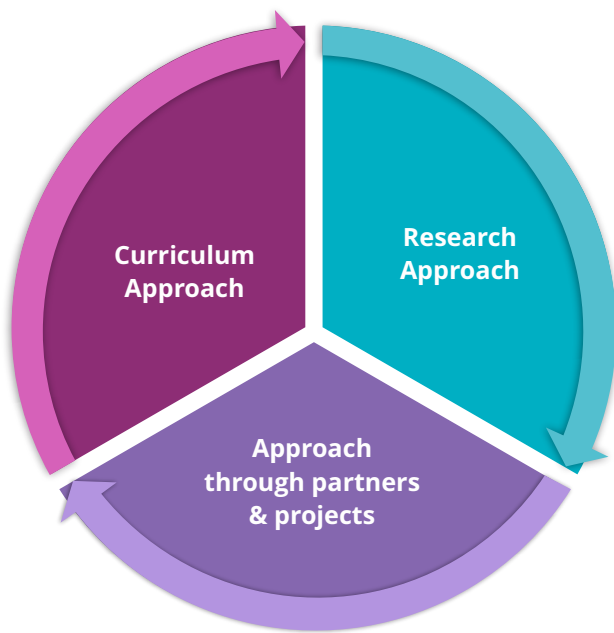


Figure 1 Sustainability@TAPMI - The PRME Pillars

As a first few steps, TAPMI, and specifically the Centre for Inclusive Growth and Competitiveness (TCIGC), have looked at inculcating aspects of sustainability with a three-pronged approach - spreading across its curriculum, its research and its project and partner involvement.

With regard to sustainability at the level of the curriculum, TAPMI has ensured that all students are introduced to concepts of sustainability and responsible business through the two-credit course titled 'Sustainability, Responsibility and Managerial Ethics'. Students have also been given the opportunity to engaged directly with field stakeholders through the project-based two-credit course titled 'Society, Environment, Values & Attitudes'. This course works directly with project partners across the local communities including non-governmental organisations, micro-entrepreneurs, local businesses, non-banking financial institutions, self-help groups and other research and teaching institutions that engage in the sustainability dialogue. TAPMI students, work closely with these partners and stakeholders to identify problems faced by them and to facilitate possible business, operational and strategic solutions.

Our research agenda is likewise driven by the need for original thinking, clear evidence and rigour to find solutions to the pressing challenges of our times.

TAPMI and TCIGC uses fills the knowledge/ skill/ technology/ linkage gaps and connects small producers and small consumers to the larger economic systems present today. This process is completed with support from our partners and collaborators who are critical to bridging the existing gaps in the market.

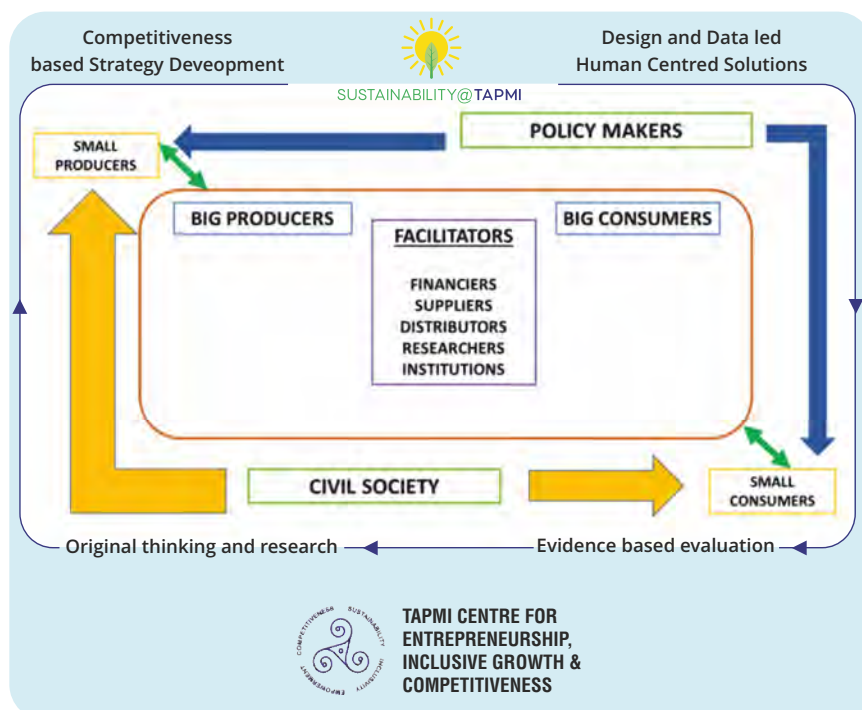


Figure 2 TAPMI & TCIGC's role - A Snapshot

With these basic processes and the longer impact in mind, our institution and our centre aim to work in collaboration with stakeholders to ensure that value is added to all players in the larger economic and development scene across geographies today.



# CURRICULUM & TEACHING

# SUSTAINABILITY IN THE CLASSROOM



At TAPMI, we believe in creating managers and leaders of the future by equipping them with knowledge, information and the skills to address the issues faced by enterprises in the near future. Over the course of the past two decades, resource crunch has become a reality for all businesses. Economies have been impacted due to unsustainable practices - whether it manifests itself in the form of utilization of resources, building or using human capital and in economic growth. Our markets have been severely impacted by the practices of our past and for long term development, it is essential to adopt the path of sustainability.

A business that focuses on sustainable practices must essentially look at the Triple Bottom Line approach towards

business development. Understanding the contexts in which these need to work, the methods to be adopted and the possible challenges that businesses may face in this process, is essential. TAPMI ensures that students are equipped with knowledge that can address these issues.

The two courses at TAPMI that respond to the sustainability crisis faced by the business world today are the courses titled 'Sustainability, Responsibility and Business Ethics' (SRME) and the project-based course titled 'Society, Environment, Values & Ethics' (SEVA).

# SRME

## Sustainability, Responsibility & Managerial Ethics

The SRME course looks at increasing the core competency of students to understand sustainability in business, conducting responsible businesses and the processes of ethical business management. The course is structured such that students are able to grasp theoretical knowledge, identify real time examples of problems and solutions and apply the same using knowledge and specific steps.

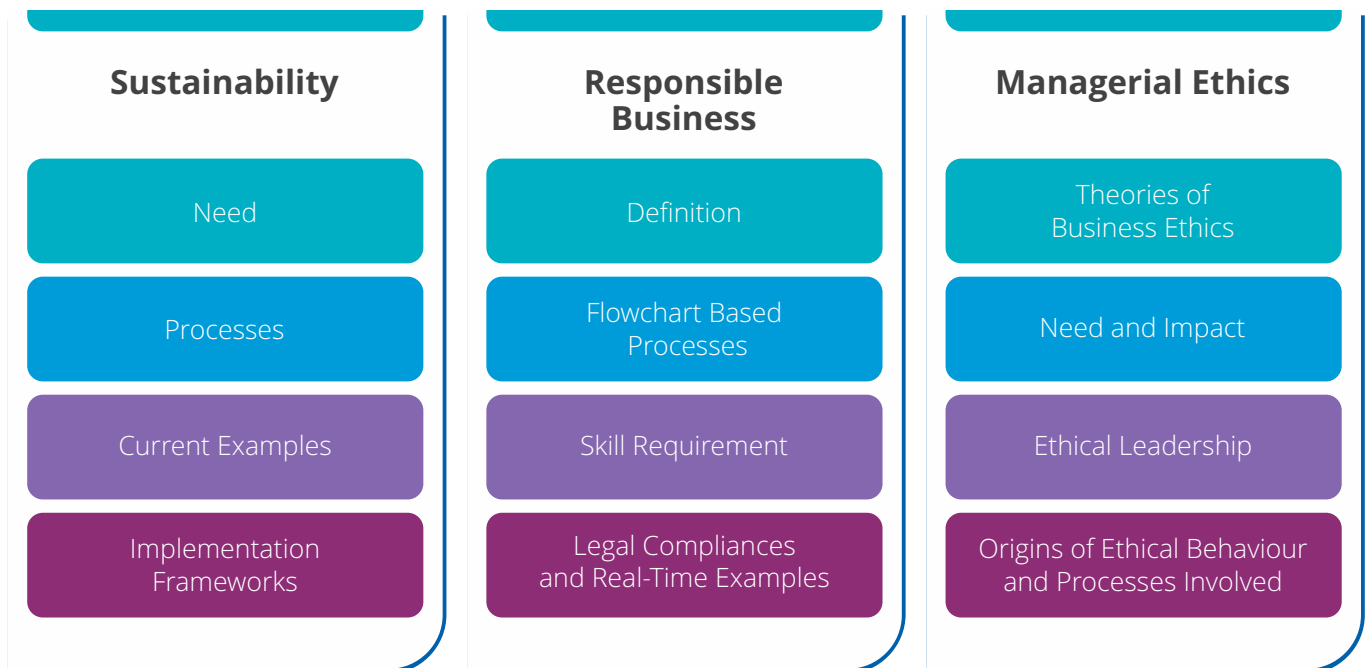


Figure: SRME Course @ TAPMI

The pedagogy used in the classroom is also designed for maximum experiential learning and retention. Case based study methodology, group based supervised activities and industry linked examples allow students to discuss and debate the various processes and challenges faced by industries today. Videos and case studies through reading material and film discussions are made to bring a situation analysis into focus and allow students to place theories into practical applications. Assessments have been designed through innovative methodology using role-plays, case simulations, and factual discussions and deliberations. The course has widely covered examples of responsible businesses with process perspectives so that students are able to translate theoretical and model behaviour into process-based solutions and applications.

The learning objectives of this course is to enable students to -

- Demonstrate awareness and assess the impact of sustainability, responsibility and ethical business practice
- Create solutions that optimize stakeholder value
- Demonstrate the application of functional/conceptual knowledge on sustainability to business situations
- Demonstrate the ability to identify a responsible business problem, critically assess various alternatives and suggest appropriate solutions
- Demonstrate the capability to take a leadership role in a business sustainability/ responsibility/ ethical situation



# SUSTAINABILITY IN THE FIELD

# SEVA

**Society, Environment,  
Values and Attitudes**

Society, Environment, Values and Attitudes (SEVA) is a 2-credit course that is entirely live project based. Delivered from within the Faculty Advisory System, SEVA introduces students to live, functioning NGOs, Enterprises and Individuals who are creating superior societal value.

The following are the measurable performance indicators that were targeted:

## Key Features:

**Comprehensive coverage:** All students have the opportunity to work on a substantive project. 41 projects were commissioned and completed.

**Mentor to Mentee Ratio:** Half the teams were mentored by one senior faculty and the rest by two faculty - one senior and junior.

**Domain Experts:** 4 faculty with cumulative experience of over 40 years in sustainability management were designated as internal experts who guided the projects very closely.

**Broad spectrum of stakeholders:** In recognition of the fact that diverse types of stakeholders are relevant to a modern manager / leader, stakeholders and projects were carefully curated to include public and private players, civil society organisations, NGOs, Foundations, Corporates - large and small, national and transnational, Micro-finance Institutions and others.

**Cross functional / Cross disciplinary Projects:** Projects were chosen such that they all offered substantive scope for use of management tools, techniques, concepts and frameworks to achieve management related results while simultaneously creating social / environmental value, the objective being to equip TAPMI grads to embed sustainability best practices within their corporate roles after placement and to initiate change at their own levels in the workplace or to position themselves effectively to influence / lead sustainability or CSR initiatives.

## Assessment Scheme

Stage 1: Assessment by Faculty Mentor and by Program Coordinator after initial needs assessment / diagnostic

Stage 2: Mid-term team - wise Review by Program Coordinator

Stage 3: SEVA JATRE/MELA - Assessment of stall / kiosk set up (including prototype display / demonstration, audio - video material, charts - collages etc) by project teams by 3 member jury panel

Stage 4: End of Project Report - Assessment of 15 page written structured report

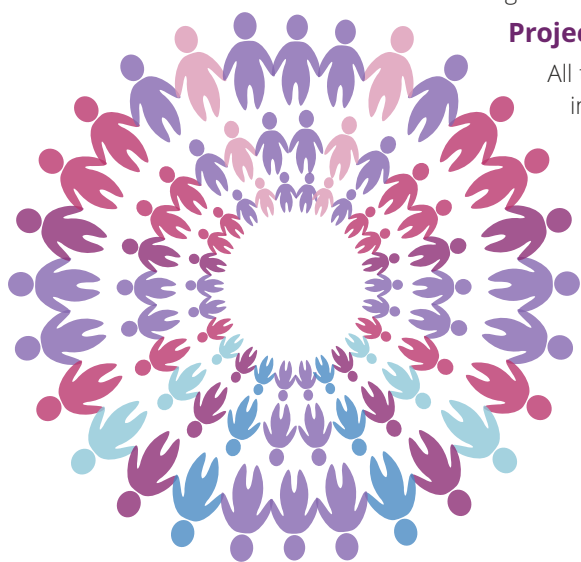
**Project Grant:** All teams were offered a grant of INR 10000 for expenses relating to project management, prototyping and testing

## Project Management & Leadership

All teams were expected to self-organise and encouraged to assign clear roles to individual team members, based on initiative, the specific skills required based on project needs assessment, language requirements, domain knowledge, functional focus etc.

## Key Results Achieved - IMPACT

|                               |                                        |
|-------------------------------|----------------------------------------|
| No of Projects: 41            | Number of Rural Projects: 70%          |
| No of Students: 410           | Number of Evaluations: 5               |
| No of Program Coordinators: 4 | Number of Strategies Developed: 15+    |
| No of Faculty Mentors: 55     | Number of SMEs supported: 50+          |
| Number of Urban Projects: 30% | Number of Livelihoods supported: 2000+ |



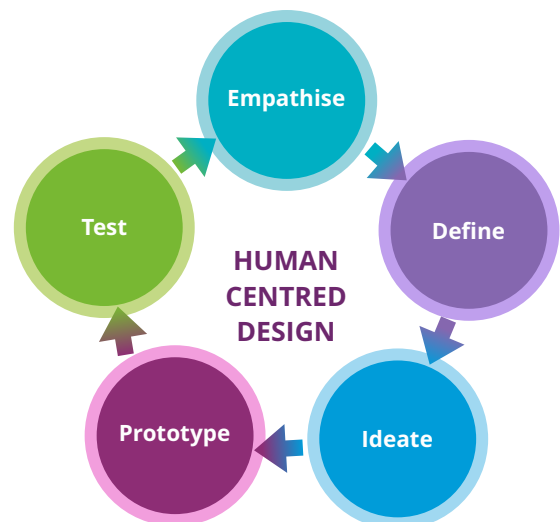
Society, Environment, Values & Ethics (SEVA) is a unique initiative by TAPMI to enable students to actively implement the concepts learnt by them in the SRME course. The uniqueness of the course comes from the fact that it is a purely project based course where students work directly with field-based stakeholders who are our partners in the path towards business sustainability and in management education geared towards the same.

SEVA was initiated as an outcome of the work done by TAPMI over the past many years with stakeholders across various spectrums including government, non-governmental organisations, educational institutions, corporate entities and entrepreneurs. TAPMI's commitment is partnership in the process of sustainable development of the local community. TAPMI's model of partnership and handholding comes from aiming to fill the information/ skill/ technology and linkage gaps that our partners in the local communities may face. In this process, TAPMI has also immensely benefitted from these partnerships and has gained knowledge and experience across verticals.

As our commitment towards sustainable engagement with our partners, TAPMI has initiated a student-based project system which has translated into a two-credit compulsory course for students of the management graduation programme. TAPMI works with its partners to identify possible challenges or bottlenecks that businesses may face and facilitates student engagement to address the same. Students contribute to the ongoing projects by identifying specific stakeholders for the issues to be addressed, identify business/ operational/ strategy/ marketing solutions and aim to prototype and test possible ideas for the same.

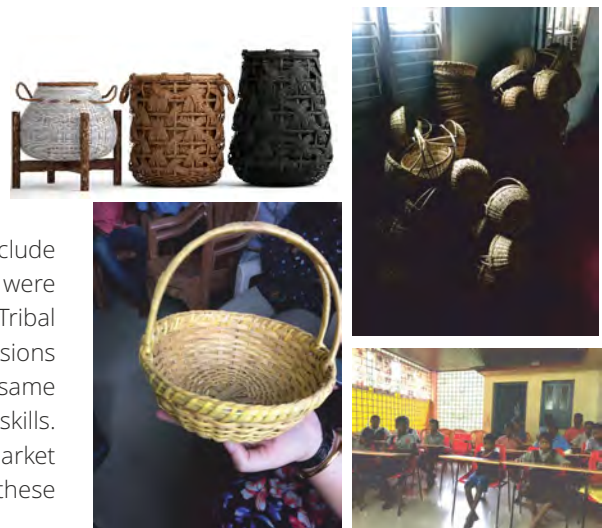
SEVA follows the design thinking ideology and students are equipped to design solutions with these processes in mind -

Over a period of six months (two terms) students get multiple levels of handholding from within the institution and from field experts to work with the community stakeholders and learn the processes needed to address the problem at hand. In the spirit of sustainability, TAPMI continues its association with the field partners to ensure that the problems are addressed in a sustainable manner. SEVA 2018 saw teams working with myriad variety of business problems.



### SEVA Project in focus - Koraga Tribal Support Initiative

One group worked on the market linkage and skill development of a local tribal community. The group immersed themselves in the field with the tribal youth and conducted a detailed market research to understand how their skill of basket weaving (using a local weed) can earn them better livelihood opportunities. At the end of the project, the students suggested skill diversification to include products that had more market demand. The suggestions were very well received by local trainers and the Integrated Tribal Development Scheme, Government of India. Training sessions were planned around the same. SEVA 2019 starts with the same youth who now are armed with newer and market-oriented skills. The focus of the SEVA 2019 project is to facilitate better market linkage for these new products and to further handhold these young tribal entrepreneurs to become successful.



# SEVA HALL OF FAME

**Group :** AB1 & AB2

**Title :** Manipal Drainage/ Sewage System

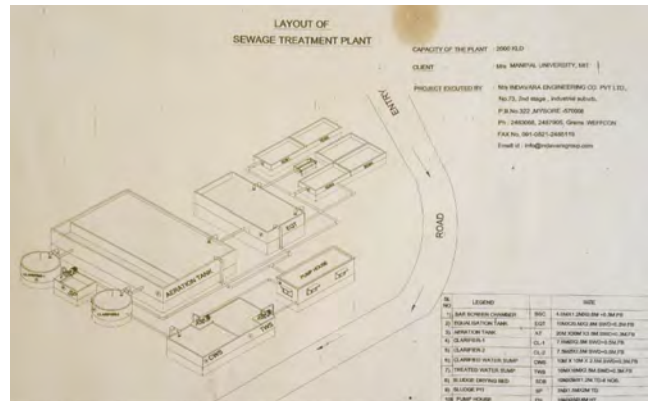
**Business Case**

**SDGs :** GOAL 11: Sustainable Cities and Communities

**Scope :** The project is set in the town of Manipal. In the last five years, Manipal has seen a rapid growth in the population primarily led by student influx. The existing population is 40000 and is expected to grow to 48000 (20%) by 2025. The once quiet town has seen a growing pressure on its resources, one of those being sewage treatment. Manipal with its traditional sewage system, never required a centralized system. However, the rapid growth in the number of people seems to have a different demand. Proper sewage treatment is a basic requirement of all people and any change affects all the stakeholders. Hence, we have built our model based on the stakeholders and their requirements.

**Results Achieved:** A detailed plan was formulated to lay down a Sewage plant in Manipal with a view to improve the well being of the community

**Members:** Chandrashekar; Harshvardhan; Prateek; Pucha Pavan Srikar; Sri Valli; Vyshnavi Meduri; Aditya Sinha; Ankur Kumar Dwivedi; Rasika D Adhikari; Swathi N.S



**Group :** AN1 & AN2

**Title :** Stree Shakti Yojane

**SDGs :** GOAL 5: Gender Equality; GOAL 8: Decent Work and Economic Growth

**Scope:** Empowering Women Micro Entrepreneurs through better product planning, product diversification, marketing solutions, better pricing strategies etc

**Results Achieved:** Shakti Snacks were brought by various students, faculty and consumers outside the campus. The consumers liked the product and expressed interest in buying it again.

**Members:** Ankur Inani; Darshika Goel; Mayur Vasant Phalak; Mayur Vasant Phalak; Prithvi Raj Narendra Padgalwar; Thomas Kuncheria; Abhijeet; Namrata Natha Mane; Prateek Bhatt; Sharvani Penumatsa; Sri Sarat Chaitanya Gollapalli



ಕರ್ನಾಟಕ ಸರ್ಕಾರ  
ಮಹಿಳಾ ಮತ್ತು ಮಕ್ಕಳ ಅಭಿವೃದ್ಧಿ ಇಲಾಖೆ

GOVERNMENT OF KARNATAKA  
DEPARTMENT OF WOMEN AND CHILD DEVELOPMENT



Group : Q1 & Q2

Title : Mini Dairy Farm

SDGs : GOAL 8: Decent Work and Economic Growth;  
GOAL 9: Industry, Innovation and Infrastructure



**Scope:** Identifying scope of existing livelihood initiatives - access to markets, product diversification, effective digital marketing strategies.

**Result Achieved:** Financial Feasibility Analysis  
IRR = 31.4% and NPV = 1,57,952 for a 5 year period  
Average Operating Profit Margin 26.9 % for every year  
CPM analysis for the activities required to kick-start the project

**Members:** Jasmin Kaur; Rajib Upadhyay; Rohit Paravada; Shivram S; Shubham Anil Kabre; Arun P Sasi; Kshitija Vijay Ojale; Nachiket Jannu; K Revathi; Suvamm Lohiya



Group : X1 & X2

Title : Art to Assets

SDGs : GOAL 8: Decent Work and Economic Growth;  
GOAL 9: Industry, Innovation and Infrastructure

**Scope:** Assisting graduates from institute in setting up businesses in local craft, understanding new market needs, newer methods of reaching clients and meeting market needs - product diversification

**Result Achieved:** Website template designed through wix.com and training program through a marketing game

**Members:** Abinandhanan S K; Ameya Gupta; Aritra Datta; Swarnim PrakashSrivastava; Akshit Karunakar Hegde; Alok A N; Poorva Gupta; Tanima Asthana

C E KAMATH INSTITUTE  
FOR ARTISANS





**Group :** G1 & G2

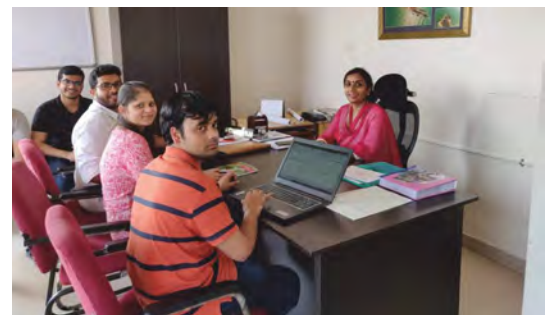
**Title :** Heritage Village as Tourist Destination

**SDGs :** GOAL 8: Decent Work and Economic Growth;  
GOAL 11: Sustainable Cities and Communities

**Scope:** Assess potential for Heritage Village, Manipal to be made part of regular tourist circuits, to be used as a venue for other corporate / private events - create an overall Sustainable Marketing Plan.

**Result Achieved:** Based on the recommendation provided by us, the trust has managed to get 5 more structures adopted under the "Adopt a home" scheme and is looking into placing an advertisement hoarding near Tiger Circle and at the airport.

**Members:** Ajitabh Sethi; Jeyanth Krishna; Madhurima Mukherjee; Nirmal Krishna A; Advait S Aji; Ahana Banerjee; Akshatha Vaka; Mayur Suresh Dhamale; Sachin Mahawar.



**Group :** P1 & P2

**Title :** Responsible Tourism

**SDGs :** GOAL 8: Decent Work and Economic Growth;  
GOAL 9: Industry, Innovation and Infrastructure

**Scope:** Bed n Breakfast strategy for the district including owners of heritage homes, village stays, farm stays etc.

**Result Achieved:** Increase in awareness of homestay owners regarding the advantages of registering their homes. Increase in awareness among tourists about 'B&B' services in Udupi

**Members:** Anirudh Ramakrishnan; Ashwin James; Brishketu Singh; Megha Gadia; Sanket Harishchandra; Abhinay Reddy; Abirbhab Roy; Devanshi Sinha; Mantripragada Sai; Pranav Rathi



Group : AP1 & AP2

Title : Responsible Tourism - Sustainable Anchor Investments in Beaches

SDGs : GOAL 8: Decent Work and Economic Growth:  
GOAL 11: Sustainable Cities and Communities

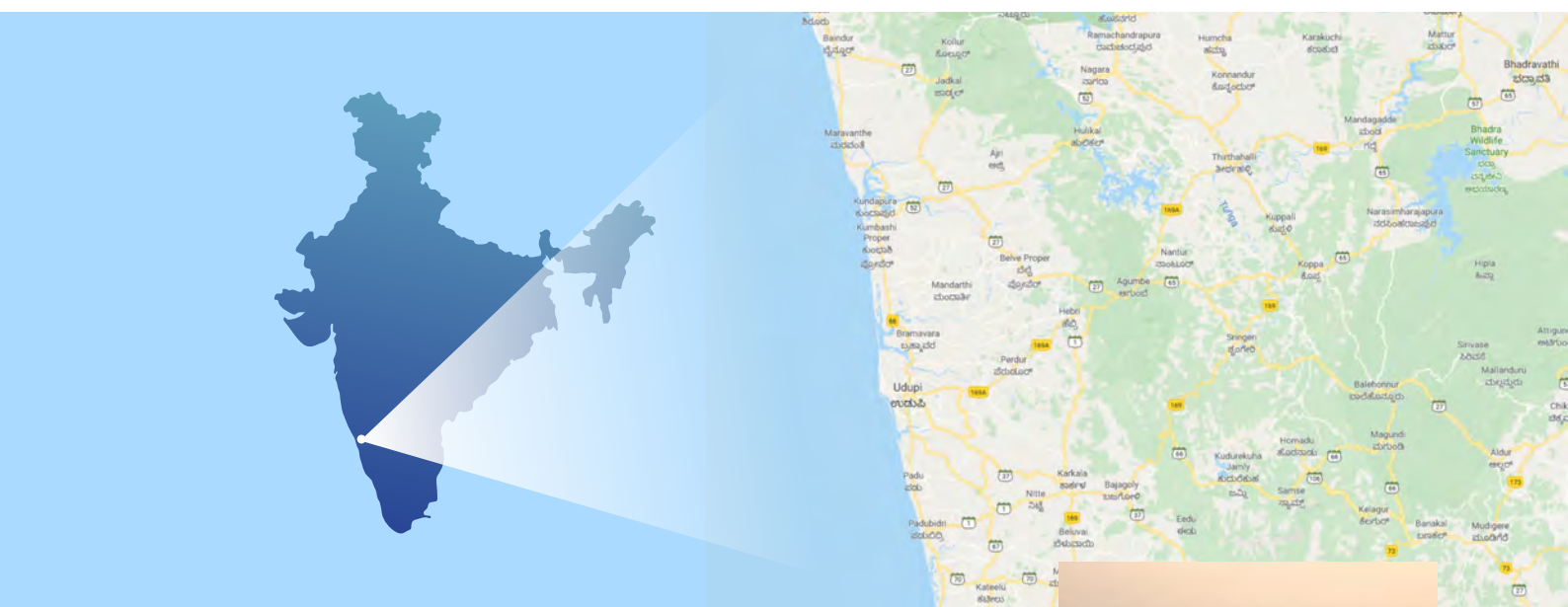


**Scope:** The scope of this project covers Baindur beach and encompasses objectives like to increase the footfall of this scenic location, to educate tourists about the flora and fauna in and around Baindur, to educate tourists about the behavioural etiquettes at the beach.

**Result Achieved:** The suggestions have been given to the tourism department and discussed with the client

coordinator; however, implementation of the same on ground level requires a huge investment which is beyond the scope of the project.

**Members:** Anjali T; Ayushi Sinha; Lakshay Goyal; Rajul Khare; Ramasamy R; Sai Tej Madugula; Shreya Srivastava; Smit Lath; Yashwanth



Group : AG1 & AG2

Title : Padubidri Beach - Market Development Strategy

SDGs : GOAL 8: Decent Work and Economic Growth  
GOAL 11: Sustainable Cities and Communities

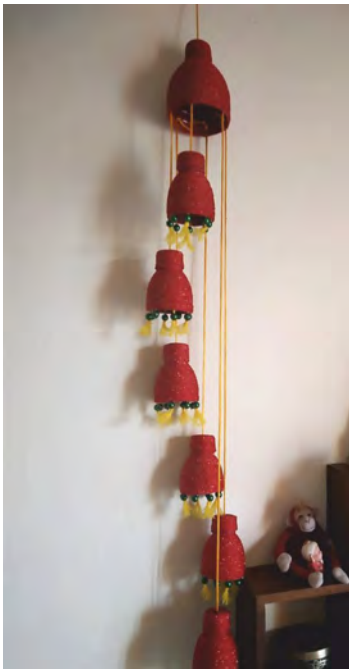
**Scope:** Padubidri Beach - Market development Strategy to increase visibility for the property, to monetize the property plus the experiences on offer there optimally.

**Results Achieved:** It received a lot of appreciation from faculty, external clients of other projects and students. It has led to increase in awareness about Padubidri beach. This can be seen by the increased number of visitors on the beach. Also, many vendors have set up activities in the testing phase on the beach.

**Members:** Aditya Kumar Pandey; Anisha Jaiswal; Manu Krishna U; Rahul Mishra; Siddharth Jain; Ashish Kumar; Payal Jhavar; Sagar Senapati; Sayan Saha



# DIRECTOR'S COMMENDATION WINNERS



**Group :** AL1 & AL2

**Title :** Green Campus initiative

**SDGs :** GOAL 15: Life on Land

**Scope:** Campus 'Green Spaces' beautification with artefacts made from recycled waste, phase out of single use plastics over 1-2 year period

**Result Achieved:** 30% reduction in single-use plastics was achieved in the form of elimination of plastic laminated badges, plastic pens and cutlery with eco-friendly options. Also, reuse of single-use plastic was achieved in form of mementos to the guests of Winter School. Around 30% students initially switched to sustainable alternatives to plastic straws and spoons such as plant made cutlery in the first week. Also, 70% of them voluntarily paid the switching cost. The proposal of renovation of TAPMI Night Canteen with eco-friendly and waste materials was welcomed by Director and college administration showed interest to implement the same in the near future.

**Members:** Debanjana Mitra; Rajat Kapil; Siddharth; Soham; Tejas; Abhineet; Aboli Tukaram; Aditya Alkesh; Ashish Chauhan; Vrinda Agarwal

**Group :** K1 & K2

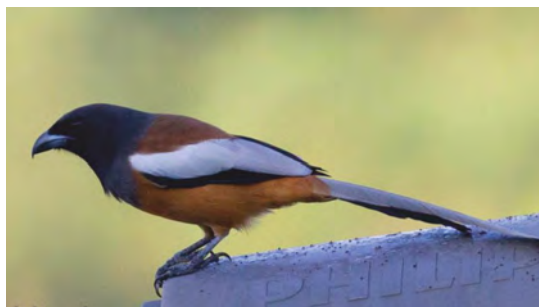
**Title :** Conservation at TAPMI

**SDGs :** GOAL 15: Life on Land

**Scope:** Inventory of Species / Habitats in & around campus.

**Result Achieved:** By showing the diversity of the campus through 3D model, infographics, calendar and notepad, we were able to generate awareness about the surroundings and got recommendations from the Director of TAPMI and appreciation from faculty.

**Members:** Harshit Ghanshyam; Palash Deb; Prathulya; Sairaj Ninad Sinai Kakodkar; Sakshi Maheshwari; Moubani Roy; Rajineekar Reddy; Samyukthaa G; Sanjeev Rana; Varun Metlapalli.



**Group :** V1 & V2

**Title :** Business Case for Renewable Energy Solutions for Manipal

**SDGs :** GOAL 7: Affordable and Clean Energy

**Scope:** Identification of energy conservation and green energy solutions in the institute

**Result Achieved:** Cost benefit analysis of solar powered gym was carried out. The plan is implementable after increasing the capacity of photovoltaic systems, total savings amounts to 1.8 Lakhs per month. It has scored well on feasibility and desirability factors.

**Members:** Apoorva Laharia; Aprameya Mukunda Hebbar; Chris John Dsouza; Mihir Shirkant Dixit; Radha Priyanka; Aashpreet Kaur; Hemanth Vinod; Joshua Kukkamudi; Pratik Vinayak Vatsyayan; Shubham Agrawal





# UNNAT BHARAT ABHIYAN



TAPMI as a Unnat Bharat Abhiyan Partner Institution of the All India Council for Technical Education, is committed to supporting the extension of the positive impact of the free market system to all sections of society, especially rural populations, women, youth and otherwise disadvantaged communities.

TAPMI has identified and carried out the first phase of activity under the Unnat Bharat Abhiyan in the following 5 village panchayats in the Udupi District:

1. Tallur
2. Mattu
3. Badagabettu 80
4. Thakkatte, Kumbhashi
5. Miyar



**Group :** AA1 & AA2

**Title :** Koraga Tribe – Basket Weaving

**SDGs :** GOAL 1: No Poverty,  
GOAL 8: Decent Work and Economic Growth

**Scope:** Identifying scope of existing livelihood initiatives of the Koraga tribals - including 'butti' making/ basket weaving - access to markets, product diversification, better marketing strategy.

**Result Achieved:** Products designs were revamped, found many hotels in and around Manipal which were interested in buying baskets, tissue boxes, gift boxes, etc. from the Koraga tribe. Successfully connected with an order for boxes from Crafts Mantra.

**Members:** Debanjana Mitra, Rajat Kapil, Siddharth Singh, Soham Moitra, Tejas Deendayal Sharma, Abhineet, Aboli Tukaram Gunjal, Aditya Alkesh Patel, Ashish Chauhan, Vrinda Agarwal



**Group :** AI1 & AI2

**Title :** Renewables Enabled Livelihoods – Pottery / Earthen-ware

**SDGs :** GOAL 7: Affordable and Clean Energy;  
GOAL 8: Decent Work and Economic Growth;  
GOAL 9: Industry, Innovation and Infrastructure

**Scope:** Pottery (Programmatic Pilot) Scale up strategy for solar powered solutions for potters. Overall value added opportunities in pottery and new uses of clay based products recommended.

**Result Achieved:** Confirmed the possibility of scaling up based on success of the pilot.

**Members:** Anusha Nandigam, Himanshu Varshney, Prateek Singhal, Shefali Arvindkumar Sharma, Sourav Banerjee, Jishnu Nandakumar, Parth Vinod Gautam, Samiksha Gunwant Nihul, Yagneshwar Chowdary Bandlamudi



**Group :** J1 & J2

**Title :** Campus Water Harvest Initiative

**SDGs :** GOAL 6: Clean Water and Sanitation

**Scope:** Study Rain Water Harvesting, water table recharging & water recycling opportunities on campus (especially for bund creation) and come up with relevant recommendations.

**Result Achieved:** Water recycling, reuse and conservation execution plan has been created and adopted.

**Members:** Anirban Kesh, Shivika Singh, Sushal Sharad Patil, Urvashi Vatsa, Varghese, Farhaan Zakaria Rouf, Nishant Sharma, Jacob Appeecil, Aditya Baruri, Akhil Sivadasan Nair, Apoorva Rajan



**Group :** S1& S2

**Title :** Mattu Gulla – Market access/ Organics labelling

**SDGs :** GOAL 12: Responsible Consumption and Production

**Scope:** To assist the Karavali Integrated Farmer Producer Organization to sustainably monetise the Geographical Indication (GI) tag and increase value added component for Mattu Gulla farmers

**Result Achieved:** Positive response from local restaurants, interest from online retail chains for future business opportunities and feasible packaging options for export

**Members:** Aswathy, Chandraday Bhowmik, Darren Vincent Pereira, Gopalkrishna Bhat, Nitin Bhatnagar, Adithya K S, Madhurima Bhowmick, Mahender Reddy Chandupatla, Mitali Hemant Gadam



**Group :** X1 & X2

**Title :** Art to Assets

**SDGs :** GOAL 8: Decent Work and Economic Growth;  
GOAL 9: Industry, Innovation and Infrastructure

**Scope:** Assisting graduates from partner institute in setting up businesses in local craft, understanding new market needs, newer methods of reaching clients, meeting market needs and product diversification

**Result Achieved:** Website template designed through wix.com and training program conducted through a marketing game

**Members:** Abinandhanan S K; Ameya Gupta; Aritra Datta; Swarnim Prakash Srivastava; Akshit Karunakar Hegde; Alok A N; Poorva Gupta; Tanima Asthana



# SEVA AS APPLIED RESEARCH

SEVA project teams actively explore opportunities to connect small-scale producers to mainstream value chains, to apply modern management principles in different functional areas to decrease operational inefficiencies, improve top-lines, introduce the use of information and communication technologies (digitalisation) and thus improve overall business health of the beneficiary.

While 41 projects were carried out in total in the academic year 2018-19, a smaller sub-set were research projects, i.e., those were meant to understand, describe or evaluate a phenomenon / scheme/ program etc. SEVA research is by design applied, i.e., strives to answer a management question that is currently being faced on the ground. SEVA Research projects for the year 2018-19 were carried out in three broad areas - (a) E-Governance, meaning the application especially of Information and Communication Technologies in delivering government services (b) Connecting small and medium sized producers (especially female and rural producers or other marginalised populations) to mainstream markets in sustainable ways, and (c) waste management of various kinds - solid, wet and paper.

In each of the three categories of projects a qualitative approach is employed to first understand the context of the

research, the key stakeholders are mapped and first hand accounts of the issue at hand are recorded from the relevant stakeholders and/ or expert respondents. Further, data collection is done from primary as well as secondary sources. Following which, analysis is carried out combining qualitative and quantitative techniques. Finally, few normative recommendations are made in terms of suggested interventions. In some cases, TAPMI assists with implementation and in others the study ends with the presentation of the results achieved from the analysis to the key stakeholders.

The majority of the recommendations result in changes in programmatic level interventions and in some cases inform broader policy level changes / adjustments as well based on evidence collected and analysis carried out. TAPMI also carried out analysis on issues of general public interest. For example, the study carried out this year to create a cost effective solution for commissioning a drainage and sewage treatment system for Manipal, identifies issues, provides possible solutions, keeps sustainability imperatives in mind and identifies possible partners (public and private) who can take up such a project.

## TAPMI Research Projects carried out in support of Nation Building / Sustainable Development Goals

| Project Title                                                           | SDG Affected                                                  | Scope                                                                                                                                                                                    | Recommendations / Application                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BMI - MIS solution to monitor Programme Delivery Efficacy               | Gender Equality, Decent Work and Economic Growth              | Assessing the efficacy of nutritional support programme for expecting and nursing mothers and recommending information technology based MIS solution                                     | Hardware (tablet) and software has been tested and training has been provided to community healthcare workers in a pilot and recommendations of further replication have been provided                                                             |
| Kumbhashi Weavers / Koraga tribal artisans Access to Markets Initiative | No Poverty, Decent Work and Economic Growth, Life Below Water | Identifying scope of existing livelihood initiatives of the Koraga tribals - including `butti` making/ basket weaving - access to markets, product diversification, better marketing etc | A demand led analysis of the types of weed weaving (the raw material used by the Koragas) products that are in demand by mainstream home improvement retailers has been carried out and skilling interventions have been recommended on that basis |

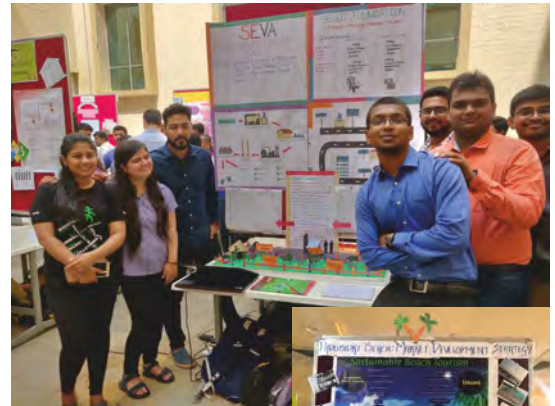
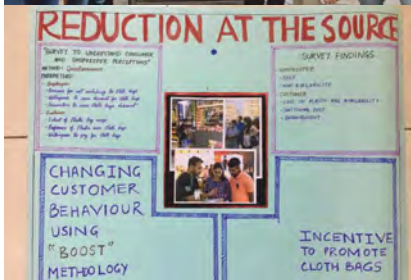
| Project Title                                                            | SDG Affected                                     | Scope                                                                                                                                                                                    | Recommendations / Application                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Manipal Drainage / Sewage System Business Case                           | Sustainable Cities and Communities               | Scope of the problem / need, current situation, possible solutions, potential investors, and business case for the same                                                                  | Study carried out to create a cost effective solution for commissioning a drainage and sewage treatment system for Manipal, identifies issues, provides possible solutions, keeps sustainability imperatives in mind and identifies possible partners (public and private) who can take up such a project.                                                                          |
| Municipal Waste Management (Plastic)                                     | Sustainable Cities and Communities               | Project of plastic waste management in Udupi Municipality - from streamlined collection, possible utilization, better awareness and upcycling for products                               | A cost benefit analysis has been carried out for reuse of plastic waste as an input into asphalt mixes used to pave roads                                                                                                                                                                                                                                                           |
| BHOOMI - Government of Karnataka e-Governance Initiative Review          |                                                  |                                                                                                                                                                                          | A study has identified various elements in the BHOOMI, digitized property records system of the Government of Karnataka that can be enhanced / improved                                                                                                                                                                                                                             |
| Waste Management at the proximate beaches (Malpe / Delta / Mattu / Kapu) | Sustainable Cities and Communities               | Present problem, identify waste, possible uses for the waste, ways to curb the waste - business case for the solution                                                                    | The study sought to understand behaviour of users of public spaces such as beaches and recommended ways to incentivize or encourage users to act in more sustainable ways by (a) reducing the amount of waste generated, and (b) by properly disposing waste using the amenities provided in such spaces                                                                            |
| Green Campus Initiative                                                  | Life on Land                                     | Campus 'Green Spaces' beautification with artefacts made from recycled waste, phase out of single use plastics over 1-2 year period                                                      | Various behavioural experiments were carried out on campus to find effective ways to shift towards more sustainable consumption, for instance by reducing the use of single-use plastics and replacement by more sustainably produced articles.                                                                                                                                     |
| Municipal Waste Management (Wet - Bio)                                   | Sustainable Cities and Communities               | Project on wet waste management in Udupi Municipality - from streamlined collection, possible utilization, better awareness and upcycling for end-product such as bio-gas/fertilizer etc | Study carried out in cooperation with Solid Liquid Resource Management (NGO) to better map the specific logistical challenges in managing the entire cycle of waste segregation at source, transport to hubs, supply to recycling units, production of recycled products (compost for example from wet waste), distribution and marketing challenges and closing the loop elements. |
| Stree Shakti Yojane (Connecting female micro entrepreneurs to markets)   | Gender Equality; Decent Work and Economic Growth | Empowering Women Micro Entrepreneurs through better product planning, product diversification, marketing solutions, better pricing strategies etc                                        | Various effective marketing techniques were tested to suggest ways best suited to appeal to specific target segments for the improved products produced under the scheme                                                                                                                                                                                                            |

| Project Title                                                                                     | SDG Affected                                     | Scope                                                                                                                                                                                                                                    | Recommendations / Application                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| District Commissioner / Zilla Parishad Service Delivery (Service Quality & Perception Management) | Industry, Innovation and Infrastructure          | Perception & Quality of services provided by the Zilla Parishad Office, customer feedback, goodwill and understanding the impact of the above on client servicing, service utilization by citizens - especially those in need of support | The study used the established GAPS model to understand the quality of services offered, the variance in terms of perceptions held by beneficiaries of the services and specific improvements to the actual service delivery processes and ways to better manage communication and thereby perception.                                                                                   |
| Conservation at TAPMI                                                                             | Life on Land                                     | Inventory of Species / Habitats in & around campus.                                                                                                                                                                                      | An inventory was created for the first time of the various bird species in and around the TAPMI Campus, with active guidance of the Manipal Bird Watcher's Club. Over 50 species were identified and documented. Recommendations to incorporate the findings within the daily life of all campus users have been made.                                                                   |
| Female Auto-rickshaw driver Project                                                               | Gender Equality; Decent Work and Economic Growth | To create business case for 3-4 female auto drivers based out of the TAPMI autostand. Also to identify 3-4 candidates willing to take up the opportunity                                                                                 | A cost benefit analysis has been carried out and recommendations have been made to the local Auto Drivers Collective to induct the first female driver, keeping in mind not just the financials but also the social implications in terms of acceptability.                                                                                                                              |
| Business Case for Renewable Energy Solution for Manipal                                           | Affordable and Clean Energy                      | Large scale proposal for common space lighting across Manipal                                                                                                                                                                            | The study made an analysis of the current energy mix being used in Manipal and suggested ways of making it more energy efficient                                                                                                                                                                                                                                                         |
| Municipal Waste Management (Dry - Paper etc.)                                                     | Sustainable Cities and Communities               | Project of paper waste management in Udupi Municipality - from streamlined collection, possible utilization, better awareness and upcycling for products                                                                                 | The study estimated the amount and types of paper waste generated and experimented by creating reusable products with waste paper                                                                                                                                                                                                                                                        |
| Mudra Yojana - Basic review of federal micro loan Scheme                                          | Decent Work and Economic Growth                  | Understanding utilization of the current scheme, profile of clients, loan purposes, repayment levels and patterns and possible future steps                                                                                              | The study created the first such evidence base for the loan sizes and various other demographic attributes of borrowers, offered possible reasons for various borrower behaviours including default and recommended some preemptive actions that could reduce the incidence of such behaviour.                                                                                           |
| Mannapalla (Lake) Sustainable Monetisation                                                        | Sustainable Cities and Communities               | Designing a monetizing strategy, services and products offered, collection points and legal status of Manapalla Lake Project                                                                                                             | The study made an assessment of the use of this public resource / space after the several new initiatives including boating services / refreshment stalls etc., and offered ways to further improve the service quality keeping in mind the carrying capacity of the space and the sustainability requirement of the lake including flora and fauna that make up this unique eco-system. |



# Seva Jātré

The "Seva Jatre" is a two day fair to celebrate the efforts of the students. It is an opportunity to showcase the work done by the students using non-traditional means of communication, as opposed to a powerpoint presentation. These presentations are thoroughly reviewed by the jury consisting of expert faculty from various domains and backgrounds, followed by the award ceremony on the JATRE day.



# SEVA Projects Master List 2018-19

| Sl. No. | Project Title                                                                        | Location / Primary Stakeholder                         | Scope                                                                                                                                                                                                                                                                                 | SDG                                                                                                                      |
|---------|--------------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| 1       | BMI - Evaluation and strategic implementation of the Mathru-Poorna scheme in Manipal | District Commissioner's Office / Other GoK Departments | Assessing the efficacy of nutritional support programme for expectant & nursing mothers and recommending information technology based MIS solution                                                                                                                                    | GOAL 5: Gender Equality;GOAL 8: Decent Work and Economic Growth                                                          |
| 2       | Kumbhashi Weavers / Koraga tribal artisans Access to Markets Initiative              | District Commissioner's Office / Other GoK Departments | Identifying scope of existing livelihood initiatives of the Koraga tribals - including `butti`making/ basket weaving - access to markets, product diversification, better marketing etc                                                                                               | GOAL 1: No Poverty,GOAL 8: Decent Work and Economic Growth,                                                              |
| 3       | Manipal Drainage / Sewage System Business Case                                       | TAPMI Centre For Inclusive Growth and Competitiveness  | Scope of the problem / need, current situation, possible solutions, potential investors and business case for the same                                                                                                                                                                | GOAL 11: Sustainable Cities and Communities                                                                              |
| 4       | Municipal Waste Management (Plastic)                                                 | District Commissioner's Office / Other GoK Departments | Project of plastic waste management in Udupi Municipality - from streamlined collection, possible utilization, better awareness and upcycling for products                                                                                                                            | GOAL 11: Sustainable Cities and Communities                                                                              |
| 5       | Artisanal product Catalogue & Product Development                                    | Namma Angadi / Bhoomi                                  | Develop a comprehensive product catalogue (offline / online) for NAMMA ANGADI and suggest new product ideas for new markets / segments / geographies                                                                                                                                  | GOAL 8: Decent Work and Economic Growth;GOAL 11: Sustainable Cities and Communities                                      |
| 6       | Bringing Gig Economy to rural Udupi                                                  | DXC Technologies, Bangalore                            | Talent Cloud from villages. Project aims to connect rural youth who have coding capability to software development / support projects                                                                                                                                                 | GOAL 8: Decent Work and Economic Growth;GOAL 11: Sustainable Cities and Communities                                      |
| 7       | Renewables enabled livelihoods - Sewing / Seamstressing                              | SELCO Foundation                                       | Sewing (Replication & Scale) - Connecting home based small seamstresses to medium / larger garment manufacturers / designers etc.                                                                                                                                                     | GOAL 7: Affordable and Clean Energy; GOAL 8: Decent Work and Economic Growth;GOAL 11: Sustainable Cities and Communities |
| 8       | Padubidri Beach - Market Development Strategy - old file KADALUMANE Project          | Namma Angadi / Bhoomi                                  | KADALUMANE is a beach-side property owned by the NAMMA BHOOMI Trust. The trust uses KADALUMANE as a responsible / eco tourist destination.The aim of this project is to increase visibility for the property, to monetize the property plus the experiences on offer there optimally. | GOAL 8: Decent Work and Economic Growth; GOAL 11: Sustainable Cities and Communities                                     |

| Sl. No. | Project Title                                                            | Location / Primary Stakeholder                         | Scope                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | SDG                                                                                                                           |
|---------|--------------------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| 9       | Waste Management at the proximate beaches (Malpe / Delta / Mattu / Kapu) | TAPMI Centre For Inclusive Growth and Competitiveness  | Present problem, identify wastes, possible uses for the waste, ways to curb the waste - business case for the solution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | GOAL 11: Sustainable Cities and Communities                                                                                   |
| 10      | Renewables enabled livelihoods - Pottery / Earthen-ware                  | SELCO Foundation                                       | Pottery (Programmatic Pilot) Scale up strategy for solar powered solutions for potters. Overall value added opportunities in pottery, application - use of clay based products for alternate / modern / innovative uses, revival of earthen ware pots etc., in cooking etc.                                                                                                                                                                                                                                                                                                                                                                                            | GOAL 7: Affordable and Clean Energy; GOAL 8: Decent Work and Economic Growth; GOAL 9: Industry, Innovation and Infrastructure |
| 11      | Horticulture Value Chain Optimisation                                    | District Commissioner's Office / Other GoK Departments | Value chain optimization for produce such as Coconut / Cashew / Areca / Water Melon/ Udupi Mallige (Jasmine), to identify value added activity in these value chains, create a business case for each                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | GOAL 9: Industry, Innovation and Infrastructure                                                                               |
| 12      | Entrepreneurship Programme Optimisation                                  | SKD Rural Development Project                          | Navodaya is a NBFC working with over 20000 self-help groups across Dakshin Kannada and Udupi Districts. They are working in the areas of micro-credit and entrepreneurship as well as savings for the past four decades. The requirement is to look at their entrepreneur development program and to access new business ideas that have potential in the local area. The team has to access the local business opportunities, find new business trainings that have potential, identify local trainers in the specific skills, identify possible business opportunities for each new skill and design the overall structure of the trainings with specialized inputs. | GOAL 8: Decent Work and Economic Growth; GOAL 11: Sustainable Cities and Communities                                          |
| 13      | Green Campus Initiative                                                  | TAPMI Administration                                   | Campus 'Green Spaces' beautification with artefacts made from recycled waste, phase out of single use plastics over 1-2 year period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | GOAL 15: Life on Land                                                                                                         |
| 14      | Municipal Waste Management (Wet - Bio)                                   | District Commissioner's Office / Other GoK Departments | Project on wet waste management in Udupi Municipality - from streamlined collection, possible utilization, better awareness and upcycling for end-product such as bio-gas/fertilizer etc                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | GOAL 11: Sustainable Cities and Communities                                                                                   |
| 15      | Stree Shakti Yojane (Scheme by Govt. of Karnataka)                       | District Commissioner's Office / Other GoK Departments | Empowering Women Micro Entrepreneurs through improved product planning, product diversification, marketing solutions, better pricing strategies etc                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | GOAL 5: Gender Equality;GOAL 8: Decent Work and Economic Growth                                                               |

| Sl. No. | Project Title                                                                                     | Location / Primary Stakeholder                         | Scope                                                                                                                                                                                                                                                     | SDG                                                                                      |
|---------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| 16      | District Commissioner / Zilla Parishad Service Delivery (Service Quality & Perception Management) | District Commissioner's Office / Other GoK Departments | Perception & Quality of services provided by the Zilla Parishad Office, customer feedback, goodwill and understanding the impact of the above on client servicing, service utilization by citizens - especially those in need of support                  | GOAL 9: Industry, Innovation and Infrastructure                                          |
| 17      | Responsible Tourism                                                                               | District Commissioner's Office / Other GoK Departments | Sustainable Anchor Investments in Beaches (Maravanthe / Baindur / Padubidri), which would constitute hotels, resorts, convention centers, adventure parks, water parks etc.                                                                               | GOAL 8: Decent Work and Economic Growth; GOAL 11: Sustainable Cities and Communities     |
| 18      | Artisan Basic Management Training                                                                 | Yakshagana Foundation                                  | Develop basic training module for Namma Angadi / Bhoomi Artisans on basics of management - marketing / Sales / operations / financial management etc.                                                                                                     | GOAL 1: No Poverty; GOAL 9: Industry, Innovation and Infrastructure                      |
| 19      | Waste to Usable Stationary Initiative                                                             | TAPMI Administration                                   | Reuse one side used paper sheets as stitched notebooks / Paper mache products                                                                                                                                                                             | GOAL 12: Responsible Consumption and Production                                          |
| 20      | Student used-goods exchange platform                                                              | TAPMI Administration                                   | Plastic Management - Recycle Reuse Reduce e.g., Buckets, dustbins,                                                                                                                                                                                        | GOAL 11: Sustainable Cities and Communities                                              |
| 21      | Sustainability as core Employee Volunteering Domain                                               | BRILLIO Technologies                                   | To carry out a preliminary study amongst BRILLIO employee volunteers and potential employees (b-school students) to understand actual and perceived efficacy of employee volunteering in SDG related projects                                             | GOAL 9: Industry, Innovation and Infrastructure                                          |
| 22      | Heritage Village as Tourist Destination                                                           | Hasta Shilpa Trust                                     | Assess potential for Heritage Village, Manipal to be made part of regular tourist circuits, as venue for other corporate / private events - draft overall Sustainable Marketing Strategy Document and design social media campaign to increase footfalls. | GOAL 8: Decent Work and Economic Growth; GOAL 12: Responsible Consumption and Production |
| 23      | Responsible Tourism                                                                               | District Commissioner's Office / Other GoK Departments | Special Tourist Circuits in Udupi District that can combine different experiences e.g.,beach & pilgrimage, wild life and sun n sand, beach and rain forest etc.                                                                                           | GOAL 8: Decent Work and Economic Growth; GOAL 10: Reduced Inequality                     |
| 24      | Campus Water Harvest Initiative                                                                   | TAPMI Administration                                   | Study Rain Water Harvesting, water table recharging & water recycling opportunities on campus, (especially for bund creation) and come up with execution plan                                                                                             | GOAL 6: Clean Water and Sanitation                                                       |
| 25      | Conservation at TAPMI                                                                             | TAPMI Administration                                   | Inventory of Species / Habitats in & around campus.                                                                                                                                                                                                       | GOAL 15: Life on Land                                                                    |

| Sl. No. | Project Title                                                                                              | Location / Primary Stakeholder                         | Scope                                                                                                                                                                                                                                                          | SDG                                                                                                                           |
|---------|------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| 26      | Low cost Housing Model                                                                                     | SELCO Foundation / Nirmithi Kendra                     | SELCO has designed urban migrant housing with low cost efficient material / portable /natural lighting and ventilation. Creating a business case for a low cost housing project, including investment, execution, supply and demand elements                   | GOAL 11: Sustainable Cities and Communities                                                                                   |
| 27      | Female Auto-rickshaw driver Project                                                                        | TAPMI Administration                                   | To create business case for female auto drivers based out of the TAPMI autostand. Also to identify candidates willing to take up the opportunity                                                                                                               | GOAL 5: Gender Equality; GOAL 8: Decent Work and Economic Growth                                                              |
| 28      | Renewables enabled livelihoods - Organics                                                                  | SELCO Foundation                                       | Organic dairy, fruit, vegetables - market development, optimising for supply chain requirements for perishables, cold chain requirements etc.                                                                                                                  | GOAL 7: Affordable and Clean Energy;GOAL 8: Decent Work and Economic Growth; GOAL 13: Climate Action                          |
| 29      | Farm equipment Leasing Initiative                                                                          | Namma Angadi / Bhoomi                                  | SKDRDP also has an agricultural-leasing project where implements are leased out to farmers/ labourers on a day-to-day basis. They have requested for a sound business plan and ideas to revamp this business, expand its reach and to make it more profitable. | GOAL 8: Decent Work and Economic Growth; GOAL 11: Sustainable Cities and Communities                                          |
| 30      | Responsible Tourism                                                                                        | District Commissioner's Office / Other GoK Departments | Bed n Breakfast Strategy for the District including owners of heritage homes, village stays, farm stays etc.                                                                                                                                                   | GOAL 8: Decent Work and Economic Growth;GOAL 9: Industry, Innovation and Infrastructure                                       |
| 31      | NGO Artisan Cooperative - Access to Urban Markets Support Initiatives                                      | SKD Rural Development Project                          | Identifying scope of existing livelihood initiatives - access to markets, product diversification, effective digital marketing strategies                                                                                                                      | GOAL 8: Decent Work and Economic Growth;GOAL 9: Industry, Innovation and Infrastructure                                       |
| 32      | Renewables enabled livelihoods - Photocopying / scanning / DTP, Mobile charging and other related services | SELCO Foundation                                       | DTP & Photocopying (Replication & Scale) - Sustainable livelihood opportunities for urban unemployed young individuals using standard office equipment such as computer, printer, photocopier, scanner, digital camera etc.                                    | GOAL 7: Affordable and Clean Energy; GOAL 8: Decent Work and Economic Growth; GOAL 12: Responsible Consumption and Production |
| 33      | Mattu Gulla - Market Access / Organics Labelling                                                           | Karavali Integrated Farmer Producer Organisation       | To assist the Karavali Integrated Farmer Producer Organization sustainably monetise the GI tag and increase value added component for Mattu Gulla farmers                                                                                                      | GOAL 12: Responsible Consumption and Production                                                                               |
| 34      | Employment opportunities for physically / mentally challenged individuals                                  | ASARE Manipal                                          | Possible solutions for employment for the persons with disabilities, increasing job-ability skills, increasing employer awareness and piloting with follow up post recruitment                                                                                 | GOAL 8: Decent Work and Economic Growth                                                                                       |

| Sl. No. | Project Title                                                                                         | Location / Primary Stakeholder                         | Scope                                                                                                                                                                                                    | SDG                                                                                      |
|---------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| 35      | Hyper-local logistics solution for health care providers (hospitals, clinics, diagnostic centres etc) | Blackfrogs Pvt Ltd (MUTBI Incubate)                    | To assist Blackfrog in order to create a business case for a pre-fabrication run for 100-200 units for real time field testing                                                                           | GOAL 3: Good Health and Well-being; GOAL 9: Industry, Innovation and Infrastructure      |
| 36      | Business Case for Renewable Energy Solution for Manipal                                               | TAPMI Centre For Inclusive Growth and Competitiveness  | Large scale proposal for common space lighting across Manipal                                                                                                                                            | GOAL 7: Affordable and Clean Energy                                                      |
| 37      | Municipal Waste Management (Dry - Paper etc.)                                                         | District Commissioner's Office / Other GoK Departments | Management of paper waste management in Udupi Municipality - from streamlined collection, possible utilization, better awareness and upcycling for products                                              | GOAL 11: Sustainable Cities and Communities                                              |
| 38      | Art to Assets Initiative (Sculpture)                                                                  | C E Kamath Institute, Miyar, Karkala                   | Assisting graduates from partner institute in setting up businesses in local craft, understanding new market needs, newer methods of reaching clients and meeting market needs - product diversification | GOAL 8: Decent Work and Economic Growth; GOAL 9: Industry, Innovation and Infrastructure |
| 39      | Mudra Yojana - Systematic review federal micro loan Scheme                                            | District Commissioner's Office / Other GoK Departments | Understanding utilization of the current scheme, profile of clients, loan purposes, repayment levels and patterns and possible future steps                                                              | GOAL 8: Decent Work and Economic Growth                                                  |
| 40      | Mannapalla (Lake) Sustainable Monetisation                                                            | District Commissioner's Office / Other GoK Departments | Designing a monetizing strategy, services and products offered, collection points and legal status of Manapalla Lake Project                                                                             | GOAL 11: Sustainable Cities and Communities                                              |



**Project Grant**  
INR 10000 per Project



### Project Management & Leadership

Functional expertise  
Transformational Leadership  
Integrative thinking  
Impactful communication  
Human centered problem solution

### Key Results Achieved

**No of Projects:**



41

**No of Students:**



410

**No of Program Coordinators:**



4

**No of Faculty Mentors:**



55

IMPACT

# SEVA Projects Master List 2019-20

| Sl. No. | TITLE                                                 | Location / Primary Stakeholder                                   | 2018 PROJECT RESULT                                                                                           | PROJECT SCOPE                                                                                                                                                                                                                                                                                           | SDG MAPPING                                                              |
|---------|-------------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| 1       | Artisanal product Catalogue & Product Development     | NammaBhoomi Trust                                                | Creation of the catalogue - physical copy                                                                     | Furthering the developed product catalogue for NAMMA ANGADI to include a detailed product specific online version and suggest new product (garments) ideas for new markets / segments / geographies, supplier side survey for and cost benefit analysis for new products                                | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 2       | Pottery Business Optimization                         | Selco Solar Private Limited, Kundapura                           | Understanding the current status of the sector, main challenges and existing markets.                         | Scale up business strategy and product diversification for potters. Overall value added opportunities in pottery, utilization of new market channels, social media presence and identification of continued markets for the same.                                                                       | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 3       | Manipal Drainage / Sewage System Business Case        | TAPMI Centre For Inclusive Growth and Competitiveness            | Detailed plan for a sewage system created, need for technical outlay identified, lack of awareness identified | Need to map and analyse stakeholders (SWOT), need to identify/ contact technical expert for the layout, need to create awareness and understand current practices/ expenses and long term implications for current disposal systems - to be created into a policy document along with the business case | SDG 11 - Sustainable Cities & Communities<br><br>Planet & People Centric |
| 4       | Horticulture Value Chain Optimisation of Areca        | Karnataka State Horticulture Department (KSHD), Udupi Taluk, GoK | NA                                                                                                            | Product diversification and market identification from wine to tea, possible market and branding strategy                                                                                                                                                                                               | SDG 8 - Decent Work & Economic Growth<br>People & Profit Centric         |
| 5       | Business Optimization for self-help group products    | Navodaya Trust                                                   | Identification of markets for locally made products and need for entrepreneur training has been identified    | Identification of local trainers for necessary trainings, identification of local market linkages for the products, market linked trainings, creation of local leaders and group based entrepreneurship projects                                                                                        | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 6       | Horticulture Value Chain Optimisation of Udupi Malige | Karnataka State Horticulture Department (KSHD), Udupi Taluk, GoK | NA                                                                                                            | Value chain optimization for GI tagged Udupi Malige to identify value added activity in these value chains, create a business case and ensure product diversification and market identification                                                                                                         | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |

| Sl. No. | TITLE                                                | Location / Primary Stakeholder                                   | 2018 PROJECT RESULT                                                                                                 | PROJECT SCOPE                                                                                                                                                                                                                                                                                                                                                                                                                                    | SDG MAPPING                                                              |
|---------|------------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| 7       | Heritage Village as Tourist Destination              | Hasta Shilpa Trust                                               | Identification of product promotion means, product development steps identified & fund-raising activities developed | Focusing on project promotion through various channels, identification of stakeholders/possible partners for promotion and further use of the premises, conducting promotional activities such as musical events and cultural evenings.                                                                                                                                                                                                          | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 8       | Business Optimization for bio-products               | NammaAngadi                                                      | NA                                                                                                                  | Value chain & business optimization for bio-products created by NammaAngadi to identify better markets, product diversification and market identification                                                                                                                                                                                                                                                                                        | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 9       | Horticulture Value Chain Optimisation of Mattu Gulla | Karnataka State Horticulture Department (KSHD), Udupi Taluk, GoK | Customers identified, packaging options identified                                                                  | Further diversification of stakeholders including culinary school and mapping of high value stakeholders for market connect, online sales mechanisms to be identified, possible marketing mechanisms to be identified with government stakeholders                                                                                                                                                                                               | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 10      | Responsible Tourism                                  | Department of Tourism, Udupi Taluk, GoK                          | Identification of sustainable beach activities, cost benefit analysis of the same                                   | Promotion of development activities, identification of private bodies willing to take up business opportunity, promotion of blue flag beach status across Karnataka through online/ offline sources, linkage creation between vendors and government for resource management, promotion of local community and bodies' participation - strategy creation - identification of vendors for Baindoor beach monetization and online market processes | SDG 11 - Sustainable Cities & Communities<br><br>Planet & People Centric |
| 11      | Responsible Tourism                                  | Department of Tourism, Udupi Taluk, GoK                          | NA                                                                                                                  | Special Tourist Circuits in Udupi District that can combine different experiences e.g., beach & pilgrimage, wild life and sun n sand, beach and rain forest etc.                                                                                                                                                                                                                                                                                 | SDG 11 - Sustainable Cities & Communities<br><br>Planet & People Centric |
| 12      | Reuse of construction waste                          | Faculty of Architecture, MIT, Manipal                            | NA                                                                                                                  | Present problem, identify construction waste, reuse practices prevalent and current status of disposal, creation of a waste/ resource inventory, identification of current practices, possible markets, identification of current sources and business case for an online inventory                                                                                                                                                              | SDG 13 - Climate Action<br><br>Planet & Profit Centric                   |

| Sl. No. | TITLE                                                                                                                              | Location / Primary Stakeholder                                   | 2018 PROJECT RESULT                                                                               | PROJECT SCOPE                                                                                                                                                                                                                                               | SDG MAPPING                                                              |
|---------|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| 13      | Horticulture Value Chain Optimisation of coir products                                                                             | Karnataka State Horticulture Department (KSHD), Udupi Taluk, GoK | NA                                                                                                | Value chain optimization for coir products to identify value added activity in these value chains, create a business case and ensure product diversification and market identification                                                                      | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 14      | Dairy product diversification                                                                                                      | Selco India Private Limited, Manipal                             | NA                                                                                                | Organic & clean energy powered dairy- product diversification, market development, optimising for supply chain requirements for perishables, cold chain requirements etc.                                                                                   | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 15      | Responsible Tourism - Bed n Breakfast Strategy for the District including owners of heritage homes, village stays, farm stays etc. | Department of Tourism, Udupi Taluk, GoK                          | Increase in registered homestays in the location, increased awareness regarding homestays         | Conducting a open forum discussion with homestay owners, working with Incredible India and other websites - Thrillopedia etc to promote homestays in the region, meeting with Tourism department for strategy development                                   | SDG 11 - Sustainable Cities & Communities<br><br>Planet & People Centric |
| 16      | Art to Assets Initiative (Sculpture)                                                                                               | CE Kamath Institute for Artisans                                 | Product diversification, possible market connections developed and business acumen training given | Creation of ToT modules for business development, Assisting graduates from institute in setting up businesses in local craft, understanding new market needs, newer methods of reaching clients and meeting market needs - product diversification          | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 17      | Mannapalla (Lake) Sustainable Monetisation                                                                                         | Project Director, Nirmithi Kendra                                | Identification of stakeholders and major issues with monetization                                 | Continuation of monetizing strategy for Mannapalla Lake, clean energy solutions for local businesses through clean energy partners, identification of challenges, resource management & business development solutions for the sports ground near the lake. | SDG 13 - Climate Action<br><br>Planet & Profit Centric                   |
| 18      | Business Optimization of GI tagged Udupi Saree                                                                                     | Kadike Trust                                                     | NA                                                                                                | Designing a Marketing Strategy for GIS Udupi saree, Identifying Marketing channels and creating a branding strategy                                                                                                                                         | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 19      | Desi Fashion-Market Linkage-Shaili                                                                                                 | Proprietor, NammaShylli, Manipal                                 | NA                                                                                                | Designing a Marketing Strategy for Indian Handloom Clothing Line, Identifying Marketing channels and creating a branding strategy                                                                                                                           | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |

| Sl. No. | TITLE                                                                   | Location / Primary Stakeholder                           | 2018 PROJECT RESULT                                                                                       | PROJECT SCOPE                                                                                                                                                                                                                                                                           | SDG MAPPING                                                          |
|---------|-------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| 20      | Tribal Youth career counselling Project                                 | Makkala Mane, Integrated Tribal Development Program, Gol | NA                                                                                                        | Designing and implementing a Career Counselling Module for Tribal Koraga Community Youth - creation of cost benefit analysis for the same for presentation to local government bodies, identification of local training/ career guidance partners to implement the same                 | SDG 10 - Reduced Inequalities<br>People Centric                      |
| 21      | Employment opportunities for persons with disabilities                  | MAANASA Rehabilitation Trust, Pamboor & ASARE, Manipal   | Identification of markets, product diversification and model for job portal for persons with disabilities | Product branding, Increasing job-ability skills, increasing employer awareness and piloting with follow up post recruitment, job portal to be linked to online job portals                                                                                                              | SDG 10 - Reduced Inequalities<br>People Centric                      |
| 22      | Kumbhashi Weavers / Koraga tribal artisans Access to Markets Initiative | Makkala Mane, Integrated Tribal Development Program, Gol | Development of new product designs, found hotels/ markets for the products, CraftsMantra order sourced    | Identifying challenges in new product designs, identifying success of training programs and accessing raw materials for trainees, quality check for new products, market linkage for new products, providing for Craftsmantra order and developing local leaders with business training | SDG 10 - Reduced Inequalities<br>People & Profit Centric             |
| 23      | Apartment Resource Management at urban locations                        | Anti-Pollution Drive, Mangalore                          | NA                                                                                                        | Presenting problem, find existing solutions, challenges monetizing resource management at apartment levels                                                                                                                                                                              | SDG 11 - Sustainable Cities & Communities<br>Planet & People Centric |
| 24      | Market linkage for homebased micro-entrepreneurial products             | Bharatiya Vikas Trust & Innovation Centre, MIT, Manipal  | NA                                                                                                        | Market linkage, product diversification and business solutions for small scale home based products and sustainability solutions for the same, including ReFlex                                                                                                                          | SDG 8 - Decent Work & Economic Growth<br>People & Profit Centric     |
| 25      | Female Menstrual Waste Management                                       | Solid Liquid Resource Management                         | NA                                                                                                        | Identification of scale of the problem, current disposal methods, possible solutions and business case for the same                                                                                                                                                                     | SDG 11 - Sustainable Cities & Communities<br>Planet & People Centric |
| 26      | Product awareness catalogue                                             | TAPMI Centre For Inclusive Growth and Competitiveness    | NA                                                                                                        | Creation of product catalogue of micro-entrepreneurs' products across Udupi municipality for corporate gifting and market awareness - online and offline resource                                                                                                                       | SDG 8 - Decent Work & Economic Growth<br>People & Profit Centric     |

| Sl. No. | TITLE                                                                                                  | Location / Primary Stakeholder                        | 2018 PROJECT RESULT                                                                                                                                                                  | PROJECT SCOPE                                                                                                                                                                                                                                                       | SDG MAPPING                                                              |
|---------|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| 27      | BRAG - Empowering women through health and livelihoods                                                 | RagTagger Lifestyle Ltd.                              | NA                                                                                                                                                                                   | Using the knowledge and skills of the partner organisation to train SHG women, identify local markets for women's inner wear and create business case                                                                                                               | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 28      | Green Campus Initiative                                                                                | TAPMI Administration                                  | Overhaul of night campus with clean initiatives, awareness of less use of plastic at the student centre, sustainable event management, partner identification for upcycling products | Sustainable event management @ TAPMI, business for no plastic usage at the Student Centre and linkage with partner for event management - identification of further stakeholders for plastic elimination from campus - mapping all forms of waste through campus    | SDG 13 - Climate Action<br><br>Planet Centric                            |
| 29      | Students' Used Goods Exchange Platform                                                                 | TAPMI Centre For Inclusive Growth and Competitiveness | Market and business opportunity identified and customer interests validated                                                                                                          | Creating business case for institutionalizing the solution and prototyping the same                                                                                                                                                                                 | SDG 11 - Sustainable Cities & Communities<br><br>Planet & Profit Centric |
| 30      | Campus Water Harvesting Initiative                                                                     | TAPMI Administration                                  | Location identified and stakeholders mapped                                                                                                                                          | Stakeholders for geological study to be contacted, results to be shared with the Panchayat, model systems to be identified for locations to recharge ground water                                                                                                   | SDG 13 - Climate Action<br><br>Planet & Profit Centric                   |
| 31      | Organic products' Market Identification                                                                | Gomatha Organics                                      | NA                                                                                                                                                                                   | Organic products' sale and market identification, product branding and promotion and creation of a business model for profit maximization                                                                                                                           | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 32      | Business optimization Plan for Clean energy technical products such as blacksmith blowers and printers | Selco Solar Private Limited, Kundapura                | NA                                                                                                                                                                                   | Identifying the application of clean energy technology in various businesses, finding appropriate business strategy, creating marketing and branding strategy and cost benefit analysis for Clean energy technical products such as blacksmith blowers and printers | SDG 8 - Decent Work & Economic Growth<br><br>Planet & Profit Centric     |
| 33      | Business case for digital education replication project                                                | Selco Solar Private Limited, Kundapura                | NA                                                                                                                                                                                   | Creating of case document, documentation clean energy and best practices and conducting a cost benefit analysis of inclusive school with digital education, solar rooftop and built environmental inputs for future replication                                     | SDG 10 - Reduced Inequalities<br><br>People & Profit Centric             |

| Sl. No. | TITLE                                                                                                                   | Location / Primary Stakeholder                                | 2018 PROJECT RESULT                                                    | PROJECT SCOPE                                                                                                                                                                                                                                                                       | SDG MAPPING                                                              |
|---------|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| 34      | Business maximization for dairy products                                                                                | Dakshin Kannada Milk Union Limited (DKMUL), Udupi & Mangalore | NA                                                                     | Creating a marketing strategy for dairy by-products such as flavoured milk, flavoured yoghurts and milk sweets for the Dakshin Kannada Milk Union Limited (DKMUL)                                                                                                                   | SDG 8 - Decent Work & Economic Growth<br><br>People & Profit Centric     |
| 35      | Data management system for resource management at municipal locations with a specific focus on plastic waste management | Solid Liquid Resource Management                              | Identification of problem scope, lack of awareness and local solutions | Conducting the cost-benefit analysis for utilization of bitumen for road laying, methods to raise awareness regarding plastic use in local areas especially with businesses and implementation of 2018 solutions. Setting up a data management system for urban resource management | SDG 11 - Sustainable Cities & Communities<br><br>Planet & People Centric |



## SUSTAINABILITY IN THE LAB

# SoCH

## Social Innovation Challenge



17 Sustainable Development Goals (SDGs) form the bedrock of the global development agenda. Corporates - large and small and Institutions of Management alike around the world now set and measure their own core value propositions based on the SDGs, amongst other things. TAPMI as one among only 34 Management schools worldwide that is part of the prestigious Champions Group of the United Nations Principles of Responsible Management Education (PRiME) Initiative, is committed to advancing SDG based curriculum, research and project implementation.

Society, Environment, Values and Attitudes (SEVA) is our foundation core course in Sustainability Management which is entirely delivered on the ground, in real time via live projects in year 1 of the PGDM, Core Programme. The first edition of SEVA (18-19) was a resounding success with as many as 41 projects carried out by the entire incoming PGDM Core batch of 2018-20, under the expert supervision of TAPMI Faculty led by the TAPMI Centre for Inclusive Growth and Competitiveness. To ensure that the good work achieved during SEVA 18-19 and that even better work we expect from

SEVA 19-20, TAPMI now offers the opportunity to extend the engagement to the second year of the PGDM i.e. the academic year 2020-21.

This will be in the form of the advanced course in Social Innovation & Sustainability Management i.e. Social Innovation Challenge (SoCH), which will debut in the academic year 2020-21. A limited number of 2-3 member teams will be invited, following a rigorous selection process, to take forward SEVA projects that have significant potential to be scaled up to real solutions to specific SDG related management issues. SoCH teams will deep dive into the specific issues they are dealing with, create advanced prototypes / blueprints / story boards / business plans etc., and further find resources to set the foundation for the ideas to be taken forward for further grant proposals, other challenges - national & international, pre-incubation processes and the like. They will receive support in the form of a small grant, advanced mentorship and regular contact with experts and practitioners in the field.

# RESEARCH





## Sustainability Driven Research

Research is central to the vision of TAPMI. We aspire to be one of the leading business schools in management research in India. We would like to be distinguished through creation of an enabling ecosystem for research work, training as well as facilitating outstanding researchers, and designing interventions yielding social, cultural and economic benefits to community.

Going forward, TAPMI envisages a greater emphasis on academic research in management. There are high expectations from faculty to produce research work of excellent quality. The three major areas of focus for TAPMI would be quality, enabling ecosystem and impactful research interventions. TAPMI aspires to contribute to practice through impactful research interventions such as setting up a Centre for Inclusive Growth and Competitiveness.

Research in support of the SDGs is an important pillar of sustainability@TAPMI. Our SDG aligned research addresses issues pertaining to 5 SDGs namely: 1, 3, 5, 8, 12 and 17.

We aim to increase focus on SDG aligned research, improve the overall quality of this research, collaborate actively across disciplines and locations and increase the interface with policy makers and other decision makers involved in SDG achievement in India and elsewhere.

We welcome opportunities for joint funding, scholar exchange and other ways of interconnecting quality research, field work, technical assistance & capacity enhancement and advocacy.

This section showcases some of the research via short practitioner focussed articles that summarize the key results and recommendations from TAPMI SDG Aligned Research.

## SDG



**Sub-Goal:** 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions

**Indicator:** 1.2.1 Proportion of population living below the national poverty line, by sex and age

1.2.2 Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions



### Impact of Inflation on Financial Development: Evidence From India

Madhu Sehrawat, and Giri, A.K.

#### Abstract

This paper examines the impact of financial development, economic growth and income inequality on poverty in India from 1970 to 2015 by employing the autoregressive distributed lag (ARDL) bounds testing procedure. The findings reveal a robust long-run relationship between financial development, economic growth, inequality and poverty. Results show that financial development and economic growth help in poverty reduction in India, whereas income inequality and inflation aggravate poverty. Empirical evidence of the Granger-causality test supports the presence of unidirectional causality from financial development and economic growth to poverty. Moreover, bidirectional causality exists between inequality and poverty. The present study provides evidence on which the policymakers may proceed with detailed investigation of how specific financial sector policies and interventions can be deployed as effective instruments for achieving favorable economic growth and income distribution. The study recommends that policies geared toward increasing financial development and economic growth should be adopted to reduce the high level of poverty and inequality currently prevailing in India.

SDG GOAL 1 . NO POVERTY

SDG SUB GOAL 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions

**Title:** Impact of Inflation on Financial Development: Evidence From India

**Journal** Journal of Economic Policy and Research

**Author** Sehrawat, Madhu and Giri, A.K.

**Uncontrolled Keywords:** Financial development; Income inequality; Poverty Economic growth; Autoregressive distributed lag (ARDL); India

**URI:** <http://tapmi.informaticsglobal.com/id/eprint/554>

## SDG



**Sub Goal:** 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

**Indicator:** 1.4.1: Proportion of population living in households with access to basic services

1.4.2 Proportion of total adult population with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure, by sex and by type of tenure



### Making up During Data Analysis in Sakala: Performance Measurement System in Karnataka

Dayashankar Maurya, Kedar Joshi, Varsha Khandker, Vidya Pratap and Vishwanathan Iyer

#### Abstract

In developing countries, performance measurement systems are widely adopted but understudied. Using a case study approach, we assess performance measurement systems for the timely delivery of public services in Karnataka, India. We identify the gaps and propose a five-stage framework to measure performance as per an 'authentic' performance measurement approach. We demonstrate the usefulness of the proposed framework by comparing performance measured under the existing framework vis-à-vis proposed, using two-year administrative data. The comparative analysis reveals that the present system lacks accuracy, does not pinpoint low-performing services and departments, and misrepresents performance by wrongly aggregating it to create a favourable impression. The study highlights the lack of policy and analytical capacity in analyzing and interpreting performance data, which limits its appropriate use in diagnosing and performing performance. The proposed framework can be adapted for use across context and for different dimensions of performance in services delivery.

SDG GOAL 1 . NO POVERTY

SDG SUB GOAL 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

**Title:** Making up During Data Analysis in Sakala: Performance Measurement System in Karnataka

**Journal** Public Administration Quarterly

**Author** Dayashankar Maurya, Kedar Joshi, Varsha Khandker, Vidya Pratap and Vishwanathan Iyer

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**Uncontrolled Keywords:** Performance Measurement, Performance Management, Time-Bound Services delivery, Public Services, Sakala

**URI:** <https://paq.spaef.org/article/1871/-Making-Up-During-Data-Analysis-The-Performance-Measurement-System-in-Karnatak>



**Sub Goal:** 3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births

**Indicator:** 3.2.1 Under-five mortality rate  
3.2.2 Neonatal mortality rate



## Efficiency and Productivity changes in the presence of undesirable outcomes in Emergency Obstetric and Newborn Care

S. Rajasulochana Po Chi Chen, Department of International Business,  
Chung Hua University, Taiwan, People's Republic of China

### Abstract

This paper analyzes efficiency and productivity changes in Emergency Obstetric and Newborn care (EmONC) in regional public hospitals in India. A novel approach of Weighted Russell Directional Distance Function Model (WRDDFM) has been employed. This model considers all the radial and non-radial slacks associated with good outputs as well as the undesirable outcomes while estimating inefficiency and helps to identify the source of the inefficiency. The empirical results based on a sample of 46 regional public hospitals from 2006–07 to 2013–14 show on average overall inefficiency of 24% and much of these are due to inefficiencies associated with undesirable outcome of stillbirths and intra-uterine deaths. Further, on an average the sampled hospitals have experienced marginal productivity decline over the reform period. The study indicates that there is a greater scope for efficiency and productivity gains in public hospitals, particularly if the undesirable outcome of still birth is minimized.

**SDG GOAL** 3: Good Health and Wellbeing

**SDG SUB GOAL** 3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births

**Title:** Efficiency and Productivity changes in the presence of undesirable outcomes in Emergency Obstetric and Newborn Care

**Journal** Journal of Policy Modeling.

**Author** DaS. Rajasulochana Po Chi Chen, Department of International Business, Chung Hua University, Taiwan, People's Republic of China  
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**Uncontrolled Keywords:** Public hospitals reforms, Tamil Nadu, Data Envelopment Analysis Slack based measure, Panel data, Stillbirth

**URI:** <https://paq.spaef.org/article/1871/-Making-Up-During-Data-Analysis-The-Performance-Measurement-System-in-Karnatak>



**Sub Goal:** 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

**Indicator:** 3.8.1 Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, newborn and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population. 3.8.2 Proportion of population with large household expenditures on health as a share of total household expenditure or income



## Policy entrepreneurs as catalysts of broad system change: the case of social health insurance adoption in India

Prof. Dayashankar Maurya & Michael Mintrom

### Abstract

Understanding what drives broad, system change is fundamental, as societies seek to adapt to challenges. We highlight the role that policy entrepreneurs can play as catalysts of such change by linking micro-level strategies and broad, system change which remains understudied. Applying a historical perspective, we analyse the adoption of social health insurance programs in India to identify the role played by policy entrepreneurs in driving the adoption of these programs, even as broader structural and institutional factors established the context for policy change. Further analysis of this kind could advance knowledge of what drives broad, system change in other areas.

**SDG GOAL** 3: Good Health and Wellbeing

**SDG SUB GOAL** 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

**Title:** Policy entrepreneurs as catalysts of broad system change: the case of social health insurance adoption in India

**Journal** Journal of Asian Public Policy

**Author** Prof. Dayashankar Maurya & Michael Mintrom

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**Uncontrolled Keywords:** Policy entrepreneurs, Indian public policy, social health insurance, Universal Health Coverage (UHC), policy adoption, policy change

**URI:** <https://doi.org/10.1080/17516234.2019.1617955>



**Sub-Goal:** 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

**Indicator:** 3.8.2 Proportion of population with large household expenditures on health as a share of total household expenditure or income



## Program Design, Implementation and Performance: The Case of Social Health Insurance in India

Dayashankar Maurya and Ramesh, M (2018)

### Abstract

Published works on health insurance tend to focus on program design and its impact, neglecting the implementation process that links the two and affects outcomes. This paper examines the National Health Insurance [Rashtriya Swasthya Bima Yojana (RSBY)] in India with the objective of assessing the role of implementation structures and processes in shaping performance. The central question that the paper addresses is: why does the performance of RSBY vary cross states despite similar program design? Using a comparative case study approach analyzing the program's functioning in three states, it finds the answer in the differences in governance of implementation. The unavoidable gaps in design of health care program allow abundant scope for opportunistic behavior on the part of different stakeholders. The study finds that the performance of the program, as a result, depends on the extent to which the governance mechanism is able to contain and channel opportunistic behavior during implementation. By opening up the black box of implementation, the paper contributes to improving the performance of national health insurance in India and elsewhere.

**SDG GOAL** 3: Good Health and Wellbeing

**SDG SUB GOAL** 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

**Title:** Program Design, Implementation and Performance: The Case of Social Health Insurance in India

**Journal** Journal of Asian Public Policy

**Author** Maurya, Dayashankar and Ramesh, M (2018)

**Email ID** dmaurya@tapmi.edu.in

**Contact Details** + 91 9967713862

**Uncontrolled Keywords:** Program design; implementation and performance; social health insurance; India

**URI:** <http://tapmi.informaticsglobal.com/id/eprint/541>



**Sub Goal:** 5.5 : Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

**Indicator:** 5.5.2: Proportion of women in managerial positions



## Gender Diversity in Boardrooms: A Literature Review

Prof. Sudheer Reddy, Prof. Aditya Mohan Jadhav

### Abstract

This paper examines the advancement of literature on gender diversity on corporate boards (board gender diversity). We discuss important management theories cited in the literature and examine the factors that affect board gender diversity. We present evidence from developed and emerging markets based on a review of studies to show how board gender diversity impacts a firm performance. We also review growing literature on the gender quota legislation that mandates the appointment of female director(s) on corporate boards. Research on board gender diversity reveals director characteristics, firm size, board size, board diversity, industry, type of ownership, customer base, and social and cultural characteristics as the factors that influence representation of female directors on corporate boards. Studies on the impact of board gender diversity on firm performance present inconclusive results. In a similar vein, studies on the impact of gender quota legislation on firm performance also present mixed results. Our study contributes to the growing literature on board gender diversity and provides a further understanding of factors that influence gender diversity on corporate boards. It also offers insights to regulators on potential limitations and the benefits of gender quota legislation

**SDG GOAL** 5: Gender Equality

**SDG SUB GOAL** 5.5 : Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

**Title:** Gender Diversity in Boardrooms: A Literature Review

**Journal** Cogent Economics & Finance

**Author** Prof. Sudheer Reddy, Prof. Aditya Mohan Jadhav

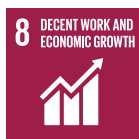
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**Uncontrolled Keywords:** Board gender diversity, gender quota, female directors

**URI:** <https://www.tandfonline.com/doi/full/10.1080/23322039.2019.1644703>

## SDG



**Sub Goal:** 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

**Indicator:** 8.3.1 Proportion of informal employment in non-agriculture employment, by sex



**Methodological Issues in Social Entrepreneurship Knowledge and Practice. Springer Proceedings in Business and Economics. Springer, Singapore Reference of book chapter: The Effect of Emotional Intelligence, Empathy and Perceived Social Pressure on Predicting Social Entrepreneurial Intention: A Field Research**

Prof. Preeti Tiwari, Prof. Anil K. Bhat, Jyoti (2020)

### Abstract

The objective of this study was to identify the role of emotional intelligence, empathy, and perceived social pressure on social entrepreneurial intentions among the students of premier technical universities in India using Shapero's theory of entrepreneurial event as the research framework. The structural model adequately fit the data. The test showed the good fit of the model. The derived statistics of model fit are: CMIN/DF = 1.79, IFI = 0.96, TLI = 0.94, CFI = 0.95 and RMSEA = 0.033. All the three antecedents showed a statistically significant relationship with the mediators. Findings of this research study also suggest that students with emotional intelligence are more inclined towards social entrepreneurial activities. The finding of this research study will facilitate policymakers and educators for promoting social entrepreneurial activities at the university level. Based on these results, educators may review support system that will prove helpful for students. This is one of its kinds of research conducted in the Indian context. Findings of this research will be helpful in predicting how the intention process of Indian students is affected by emotional intelligence, empathy and perceived social pressure.

**SDG GOAL** 8: Decent work and Economic Growth

**SDG SUB GOAL** 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

**Title:** Methodological Issues in Social Entrepreneurship Knowledge and Practice. Springer Proceedings in Business and Economics. Springer, Singapore Reference of book chapter: The Effect of Emotional Intelligence, Empathy and Perceived Social Pressure on Predicting Social Entrepreneurial Intention: A Field Research

**Journal** Methodological Issues in Social Entrepreneurship Knowledge and Practice

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**Uncontrolled Keywords:** Emotional intelligence Empathy Social pressure Social Entrepreneurial intention

**URI:** <https://www.tandfonline.com/doi/full/10.1080/00207543.2019.1657245>

## SDG



**Sub Goal:** 8.4: Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead

**Indicator:** 8.4.1: Material footprint, material footprint per capita, and material footprint per GDP

8.4.2: Domestic material consumption, domestic material consumption per GDP



**The Impact of Supply Chain Disruption on the Closed-Loop Supply Chain Configuration Profit: A Study of Sourcing Policies**

Dr. Jigyasu Gaur ; Dr. Mehdi Amini ; Dr. A. K. Rao

### Abstract

AA closed-loop supply chain configuration (CLSC) encompasses the decisions related to the optimal selection of options at each stage of a closed-loop supply chain (CLSC) for the introduction and reconstruction of new products. The extant literature ignores the impact of supply chain disruptions on CLSC. An attempt is made to fill this gap in this study. Thus, an integrated multi-sourcing CLSC optimisation model for new and reconstructed products is developed. The optimisation model presented is a mixed-integer nonlinear programming (MINLP) model. Based on a real-world case study of an auto-parts manufacturer in India presented, a comprehensive set of computational experiments, scenario analyses are conducted. The key finding/observation that resulted from our computational experiments is that multi-sourcing generates higher net present value of total profit compared to single sourcing under the risk of supply chain disruption. Several other observations and managerial insights are drawn from computational experiments, and scenario analyses. Firms interested in configuring their CLSC under the risk of supply chain disruption may use the study's outcomes to understand the profit impact of various CLSC parameters, individually and in combination.

**SDG GOAL** 8: Decent work and Economic Growth

**SDG SUB GOAL** 8.4: Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead

**Title:** The Impact of Supply Chain Disruption on the Closed-Loop Supply Chain Configuration Profit: A Study of Sourcing Policies

**Journal** International Journal of Production Research

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**Uncontrolled Keywords:** Supply chain management, closed loop supply chain, uncertainty, nonlinear programming, modelling

**URI:** <https://www.tandfonline.com/doi/full/10.1080/00207543.2019.1657244>



**Sub Goal:** 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

**Indicator:** 8.3.1: Proportion of informal employment in non-agriculture employment, by sex.



## A Participatory Systems Mapping (PSM) based approach towards analysis of business sustainability of rural Indian milk dairies

Prof. Vasanth Kamath, Seena Biju & Giridhar B Kamath

### Abstract

Drawing from the theories of Participatory Systems Mapping (PSM) this study presents an approach to analysing the business sustainability of entrepreneurial dairy ventures in India. The article begins with a general introduction to the small and medium scale dairy ventures in rural India, highlighting the prominent issues and challenges faced by the stakeholders. The second part demonstrates the use of the PSM framework in developing the Stock and flow diagram (SFD). Further, data from a local milk dairy is collected, and simulations are carried out between 2017–2025 using Vensim. The outputs are analysed, and inferences are made. This study is expected to enable the policy makers towards the development of sustainable strategies for dairy businesses in general and enable the entrepreneur to analyse the future trends of the potential strategies under his consideration.

**SDG GOAL** 8: Decent work and Economic Growth

**SDG SUB GOAL** 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services degradation, in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead

**Title:** A Participatory Systems Mapping (PSM) based approach towards analysis of business sustainability of rural Indian milk dairies

**Journal** Cogent Economics & Finance

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**Uncontrolled Keywords:** Participatory System Mapping, entrepreneurship, milk dairy, system dynamics, simulations

**URI:** <https://www.tandfonline.com/doi/full/10.1080/23322039.2019.1622172>



**Sub Goal:** 17 Enhance global macroeconomic stability, including through policy coordination and policy coherence

**Indicator:** 17.13.1: Macroeconomic Dashboard



## Impairment of monetary autonomy: Case of “trilemma” vs. “duo”

Prof. Abhishek Kumar Rohit, Prof. Ankit Kumar, Prof. Pradyumna Dash

### Abstract

In a unified framework comprising 33 diverse economies, this study investigates the role of flexible exchange rate regime vis-à-vis capital controls in providing insulation against monetary autonomy impairment. We find both of them to be equally effective. We also investigate the debate between the Mundellian “trilemma” and the “duo”. Our findings show that in the presence of capital openness, the flexible exchange rates restrict autonomy impairment only at the shorter horizon of 3 months, not at the longer horizon of 12 months

**SDG GOAL** 17: Decent work and Economic Growth

**SDG SUB GOAL** 17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence

**Title:** Impairment of monetary autonomy: Case of “trilemma” vs. “duo”

**Journal** Economics Letters.

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**Uncontrolled Keywords:** Mundellian trilemma Monetary autonomy Policy spillover Autonomy impairment TVP-FAVAR

## SDG



**Sub Goal:** 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

**Indicator:** 8.3.1 Proportion of informal employment in non-agriculture employment, by sex



### Impact of Acute Physical Activity on Children's Divergent and Convergent Thinking: The Mediating Role of a Low Body Mass Index

Ashish Bollimbala, Prof. James PS, Prof. Shirshendu Ganguli

#### Abstract

While prior studies have examined the positive influence of physical activity (PA) programs on children's creative potential, they have not explored the mediating roles of psychological and physiological variables. In this study, we investigated the impact of a single dance session as a form of PA on two indicators of creative potential-divergent and convergent thinking, each of which adopts a different cognitive pathway. We also investigated the influence of a physiological condition, low body mass index (BMI), on the relation between PA and creative potential. This was a randomized controlled experiment involving 34 school children randomly assigned to either the dance intervention or a sedentary group based on their BMI profile. We measured the children's divergent and convergent thinking at pre- and post-intervention time points. Following this single PA session, we found a significant difference between divergent and convergent thinking abilities in treatment group participants with normal BMI levels and participants in the control group, but there was no difference between low BMI level treatment group participants and those in the control group. This study supported hypothesized boundary conditions for executive function improvements from PA and suggests a need for a holistic approach (involving both proper nourishment and PA) in order to facilitate improved creativity in children.

**SDG GOAL** 8: Decent work and Economic Growth

**SDG SUB GOAL** 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

**Title:** Impact of Acute Physical Activity on Children's Divergent and Convergent Thinking: The Mediating Role of a Low Body Mass Index

**Journal** International Journal of Production Research

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**Uncontrolled Keywords:** Body mass index (BMI); convergent thinking; creativity; dance; divergent thinking; executive function; physical activity

## SDG



**Sub Goal:** 12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

**Indicator:** 12.8.1 Extent to which (i) global citizenship education and (ii) education for sustainable development (including climate change education) are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment



### In-store experience quality and perceived credibility: A green retailer context

Prashant Kumar, Micheal Jay Polonsky

#### Abstract

Organic and green food is a growing sector globally, including in emerging economies such as India and China. Developing the organic food retail sector in emerging markets requires extensive investment in the credibility of organics and organic retailers. The paper examines the role of Indian consumers' perceptions of green retailers' environmental activities, and three aspects of in-store experience quality, in influencing consumers' perceived credibility of one green retailer. Using a 30-item questionnaire, 356 usable responses were collected from Indian consumers who had purchased goods from one food retailer which positions itself as being green. The data were analysed using factor analysis and structural equation modelling. Results found that consumer perceptions of food retailers' environmental activities had a statistically significant effect on service encounter quality, in-store communication quality and product encounter quality, and consumer perceptions of a green food retailer's credibility. Results also found the effects of service encounter quality, in-store communication quality and product encounter quality positively influenced consumers' perceptions of the credibility of the green food retailer. In addition, the three aspects of in-store experience quality mediated the relationship between consumer perceptions of retailers' environmental activities and perceived credibility of green food retailers. These findings highlight the need for the development of green retailers' strategies that establish positive consumer perceptions for themselves. They also identify that green retailers need to deliver in-store experiences that are aligned with these perceptions, creating an integrated organisational brand, thus enhancing consumers' perceived credibility of green food retailers. Such actions will be important in all markets, but especially in emerging economies where green, organic food retailing is still developing, and where many new consumers have less product category experience and thus are more reliant on their pre-purchase perceptions.

**SDG GOAL** 12: Responsible Consumption and Production

**SDG SUB GOAL** 12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

**Title:** In-store experience quality and perceived credibility: A green retailer context

**Journal** Journal of Retailing and Consumer Services

**Author** Prashant Kumara Micheal Jay Polonsky

**Contact Details** + 91 8319725884

**Uncontrolled Keywords:** Consumer perceptions, Perceived credibility, In-store experience quality, Green retailing, Green food products, India

**URI:** <https://doi.org/10.1016/j.jretconser.2019.02.022>Get rights and content



Sub Goal: 17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence

Indicator: 17.13.1 Macroeconomic Dashboard



## The sectoral effect of demonetization on the economy: Evidence from early reaction of the Indian stock markets

Mohammad Shameem Jawed, Amol S. Dhaigude, Archit Vinod Tapar

### Abstract

We investigate the impact of the Demonetization of 85% currency in circulation in India on the eve of 8 November 2016 on all the listed stocks spanning over 20 broad industry clusters (sectors) and their affiliation type from the Indian economy over the period of November to Mid-January 2016. Using the event study methodology, we assess the effects of Demonetization, relative to what had been anticipated, as measured by abnormal returns (ARs). The results indicate that Group Affiliated firms witnessed the highest negative abnormal returns both on the event days and during the event window period, while PSUs witnessed the least wrath. On the sectoral front, Demonetization shows a mixed effect in the early days which changes to positive for most of the sectors barring a few. Banking Sector was the worst hit in the early days with a CAAR of  $-1.74\%$ , while many sectors like Pharma, Paper and Wholesale Trading witnessed a windfall gain in the long run.

SDG GOAL 17: Partnerships for the goals

SDG SUB GOAL 17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence

Title: The sectoral effect of demonetization on the economy: Evidence from early reaction of the Indian stock markets

Journal Cogent Economics & Finance

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Uncontrolled Keywords: Event study demonetization sectorial analysis black money India

URI: <https://doi.org/10.1080/23322039.2019.1595992>



## SDG COMPLIANT TAPMI RESEARCH: 2019

| SDG                               | SDG SUB GOAL                                                                                                                                                                                                                                                                                                                                                                                                     | Title of Article                                                                                                    | Journal                                 | CITATIONS | ABDC RANKING/ SCOPUS INDEX     |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------|--------------------------------|
| GOAL 1: No Poverty                | By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions                                                                                                                                                                                                                                                 | Impact of Inflation on Financial Development: Evidence From India                                                   | Journal of Economic Policy and Research |           |                                |
|                                   | By 2030, ensure that all men and women in particular the poor and the vulnerable, have equal rights to economic sources, as well as equal access to basic services, ownership and control over land as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services including micro-finance. | Making up During Data Analysis in Sakala: Performance Measurement System in Karnataka                               | Public Administration Quarterly         |           |                                |
| GOAL 3: Good Health and Wellbeing | By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to atleast as low as 12 per 1000 live births                                                                                                                                                                                                                               | Efficiency and Productivity changes in the presence of undesirable outcomes in Emergency Obstetric and Newborn Care | Journal of Policy Modeling.             | 1         | A                              |
|                                   | Achieve universal health coverage, including Financial risk protection, access to quality health care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.                                                                                                                                                                                                   | Policy entrepreneurs as catalysts of broad system change: the case of social health insurance adoption in India     | Journal of Asian Public Policy          | 1         | 54% (Second Quartile) (Scopus) |
|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                  | Program Design, Implementation and Performance: The Case of Social Health Insurance in India                        | Health Economics, Policy and Law        | 5         | 59% (Second Quartile) (Scopus) |
| GOAL 5: Gender Equality           | Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life                                                                                                                                                                                                                                                   | Gender Diversity in Boardrooms: A Literature Review                                                                 | Cogent Economics & Finance              |           | B                              |

| SDG                                             | SDG SUB GOAL                                                                                                                                                                                                                                                                                                    | Title of Article                                                                                                                                                                                                                                                         | Journal                                                                 | CITATIONS | ABDC RANKING / SCOPUS INDEX |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------|-----------------------------|
| GOAL 8: Decent work and Economic Growth         | Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services                           | Methodological Issues in Social Entrepreneurship Knowledge and Practice. Springer Proceedings in Business and Economics. Springer, Singapore Reference of book chapter: The Effect of Emotional Intelligence, Empathy and Perceived Social Pressure on Predicting Social | Methodological Issues in Social Entrepreneurship Knowledge and Practice |           |                             |
|                                                 | Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead | The Impact of Supply Chain Disruption on the Closed-Loop Supply Chain Configuration Profit: A Study of Sourcing Policies<br>Dr. Jigyasu Gaur ; Dr. Mehdi Amini ; Dr. A. K. Rao                                                                                           | International Journal of Production Research                            |           | A                           |
|                                                 | Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.                          | A Participatory Systems Mapping (PSM) based approach towards analysis of business sustainability of rural Indian milk dairies                                                                                                                                            | Cogent Economics & Finance                                              |           | B                           |
|                                                 | Enhance global macroeconomic stability, including through policy coordination and policy coherence                                                                                                                                                                                                              | Impairment of monetary autonomy: Case of "trilemma" vs. "duo"                                                                                                                                                                                                            | Economics Letters.                                                      |           | B                           |
| GOAL 12: Responsible Consumption and Production | By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature                                                                                                                                                            | In-store experience quality and perceived credibility: A green retailer context                                                                                                                                                                                          | Journal of Retailing and Consumer Services                              | 2         | A                           |
| GOAL 17: Partnerships for the goals             | Enhance global macroeconomic stability, including through policy coordination and policy coherence                                                                                                                                                                                                              | The sectoral effect of demonetization on the economy: Evidence from early reaction of the Indian stock markets                                                                                                                                                           | Cogent Economics & Finance                                              |           | B                           |



**Sub-Goal:** 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

**Indicator:** 3.8.2 Proportion of population with large household expenditures on health as a share of total household expenditure or income



## Interactive Governance and Implementation Effectiveness in India's National Health Insurance Program

Dayashankar Maurya and Kwan, Chang Yee (2018)

### Abstract

Many public sector programs, such as those directed at public health, are often multiagency tasks where structural incongruity in the program design is liable to emerge overtime from changing operational requirements. Yet, successful implementation remains possible because of the interactions and relationships between implementation parties that encourage cooperation and collaboration despite incongruence in the program design. We examine how the dynamics of these interparty relationships influence implementation success in a comparative study of India's National Health Insurance Scheme. We find that implementation parties exhibiting support and complementarity in their interactions created a virtuous cycle of continually encouraging better performance and vice versa. Thus, our findings exhibit a distinct functional role of interparty interactions and relationships for eliciting effective implementation and governance. The analysis also showcases the need for policy makers and policy designers to be cognizant of the inadvertent introduction of structural inconsistencies and vetopoints into program designs and their potential influence on implementation outcomes

**SDG GOAL** Good Health and Well Being

**SDG SUB GOAL** 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

**Title:** Interactive Governance and Implementation Effectiveness in India's National Health Insurance Program

**Journal** Australian Journal of Public Administration.

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**Uncontrolled Keywords:** Interactive governance; interparty relations; National Health Insurance schemes; RSBY; veto points

**URI:** <http://tapmi.informaticsglobal.com/id/eprint/565>



**Sub-Goal:** 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable

**Indicator:** 3.8.2 Proportion of population with large household expenditures on health as a share of total household expenditure or income



## 10 Best Resources on Power in Health Policy and Systems in Low-and Middle-Income Countries

Sriram, Veena and Topp, Stephanie M and Schaaf, Marta and Mishra, Arima and Flores, Walter and Rajasulochana S and Scott, Kerry (2018)

### Abstract

Power is a critical concept to understand and transform health policy and systems. Power manifests implicitly or explicitly at multiple levels—local, national and global—and is present at each actor interface, therefore shaping all actions, processes and outcomes. Analyzing and engaging with power has important potential for improving our understanding of the underlying causes of inequity, and our ability to promote transparency, accountability and fairness. However, the study and analysis of the role of power in health policy and systems, particularly in the context of low- and middle-income countries, has been lacking. In order to facilitate greater engagement with the concept of power among researchers and practitioners in the health systems and policy realm, we share a broad overview of the concept of power, and list 10 excellent resources on power in health policy and systems in low- and middle-income countries, covering exemplary frameworks, commentaries and empirical work. We undertook a two-stage process to identify these resources. First, we conducted a collaborative exercise involving crowdsourcing and participatory validation, resulting in 24 proposed articles. Second, we conducted a structured literature review in four phases, resulting in 38 articles reviewed. We present the 10 selected resources in the following categories to bring out key facets of the literature on power and health policy and systems—(1) Resources that provide an overarching conceptual exploration into how power shapes health policy and systems, and how to investigate it; and (2) examples of strong empirical work on power and health policy and systems research representing various levels of analyses, geographic regions and conceptual understandings of power. We conclude with a brief discussion of key gaps in the literature, and suggestions for additional methodological approaches to study power.

**SDG GOAL** 3: Good Health and Well Being

**SDG SUB GOAL** 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

**Title:** 10 Best Resources on Power in Health Policy and Systems in Low- and Middle-Income Countries

**Journal** Health policy and planning

**Author** Sriram, Veena and Topp, Stephanie M and Schaaf, Marta and Mishra, Arima and Flores, Walter and Rajasulochana S and Scott, Kerry (2018)

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**Uncontrolled Keywords:** Power; Health Systems; Social Sciences; Low and Middle-Income Countries

**URI:** <http://tapmi.informaticsglobal.com/id/eprint/90>



Sub-Goal: 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.



## Assessing Congestion in Emergency Obstetric Care in Public Hospitals in Tamil Nadu Health Insurance Program

Rajasulochana S and Matranga, Domenica (2018)

### Abstract

**Purpose** – The purpose of this paper is to assess congestion as the simultaneous occurrence of desirable health output (e.g. maternal admissions) along with undesirable output (e.g. still births (SB)), in emergency obstetric care settings of public hospitals in Tamil Nadu. **Design/methodology/approach** – The study is based on a cross-sectional data set of 97 public hospitals collected by the statistical cell of Tamil Nadu Health Systems Project for the year 2013–2014. The study uses three inputs – beds, doctors and nurses; three desirable outputs – maternal admissions, neonatal admission and live births; and four undesirable outputs – SB, intra-uterine deaths, neonatal deaths and maternal deaths. Congestion analysis, a variant of the data envelopment analysis (DEA) method and slack analysis, has been applied to detect an excessive use of some inputs or a shortfall in some outputs across these hospitals. Furthermore, the association between congestion and some contextual factors has been examined. **Findings** – On an average, the hospitals in our sample can increase the total amount of outputs by 62.8 percent by improving overall efficiency, and about 34.2 percent of this inefficiency can be attributed to congestion. Analysis of sub-samples showed that government hospitals at the taluk level have higher congestion than district headquarter hospitals. Congestion seems to decrease with greater hospital volume up to a limit; beyond that, it increases in obstetric care settings. **Originality/value** – Hospital-based efficiency studies in the Indian context, so far, have estimated relative efficiency among hospitals using the classical DEA method, but ignoring adverse health outcomes. Congestion analysis, an advance in the DEA method, considers how much the desirable outputs can be increased as also how much undesirable outputs affect efficiency.

SDG GOAL 3: Good Health and Well Being

SDG SUB GOAL 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

Title: Assessing Congestion in Emergency Obstetric Care in Public Hospitals in Tamil Nadu

Journal Benchmarking: An International Journal

Author Rajasulochana, S and Matranga, Domenica (2018)

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Uncontrolled Keywords: Performance; Data envelopment Analysis; Health Services

URI: <http://tapmi.informaticsglobal.com/id/eprint/557>



Sub-Goal: 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

Indicator: 5.5.2 Proportion of women in managerial positions



## Managing Workplace Diversity Through Organizational Climate

Umesh Kumar Bamel, Happy Paul and Nisha Bamel (2018)

### Abstract

Organizational Climate (OC) is defined as shared value, beliefs and work environment that could intervene or interact with and could have impact on the employee behaviours (Long 2000). In a meta-analytic review of diversity related reports Jackson et al. (2003) argued that the consequences of workforce diversity cannot be contained to minimal. Though they agreed that in presence of certain organizational constructs, moderation in diversity consequences could be attainable. However, little is known about the mechanism of organizational climate on managing demographic diversity. Therefore, in present study we sought to answer this question and a mix of individual (age and gender) and relational (education, managerial level occupied) attributes have been considered as component of demographic diversity. Data for the 271 participants was collected through survey questionnaire. Findings of the present study offer a list of theoretical as well as practical implications.

SDG GOAL 5: Gender Equality

SDG SUB GOAL 5.5 : Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

Title: Managing Workplace Diversity Through Organizational Climate

Journal In Flexibility in Resource Management

Author Bamel, Umesh Kumar and Paul, Happy and Bamel, Nisha (2018)

Uncontrolled Keywords: Performance; Data envelopment Analysis; Health Services

URI: <http://tapmi.informaticsglobal.com/id/eprint/557>



Sub-Goal: 8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all



## Effect of Central Bank Intervention in Estimating Exchange Rate Exposure: Evidence from an Emerging Market

Ekta Sikarwar and Ganesh Kumar Nidugala (2018)

### Abstract

This study examines the relationship between the value of the firm and unanticipated changes in exchange rate. Using a sample of 651 Indian firms over the period from 2001 to 2013, this study finds that unanticipated changes in exchange rates are more appropriate than actual changes to discover statistically significant and economically important exchange rate exposure. Using a vector error correction model (VECM) to generate unanticipated exchange rate changes, this study provides new evidence that the intervention by central bank has a major impact on the level of Indian firms' exchange rate exposure.

SDG GOAL 8: Decent work and Economic Growth

SDG SUB GOAL 8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all

Title: Effect of Central Bank Intervention in Estimating Exchange Rate Exposure: Evidence from an Emerging Market

Journal Journal of Emerging Market Finance

Author Sikarwar, Ekta and Nidugala, Ganesh Kumar (2018)

Uncontrolled Keywords: Central bank intervention; exchange rate exposure; India; emerging market; vector error correction model

URI: <http://tapmi.informaticsglobal.com/id/eprint/557>

Pratyush Banerjee



Sub-Goal: 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle



## Towards Building Circular Economy: A Cross-Cultural Study of Consumers' Purchase Intentions for Reconstructed Products

Jigyasu Gaur, Mani Venkatesh, Pratyush Banerjee and Amini Mehdi and Ritu Gupta (2018)



### Abstract

Purpose Extant literature provides insights about consumers' purchase intentions (PI) and willingness to pay for reconstructed products but does not capture cross-cultural differences. The purpose of this paper is to understand consumers' PI for reconstructed products in a cross-cultural setting for the development of circular economy. Design/methodology/approach The sample includes consumers from two diverse societies (India and the USA). The authors conduct two sets of analyses in this paper. The first analysis attempts to identify the difference between the Indian and US consumers' PI for reconstructed products, who are residing permanently in their home countries. In the second analysis, the authors investigate the impact of socio-cultural norms on PI, for reconstructed products, of the Indian (USA) consumers relocated to the USA (India). In-depth interviews are conducted for data collection. Subsequently, data analysis was carried out using thematic analysis approach. Findings The results indicate that US consumers: possess altruistic buying behavior; are eco-centric toward waste disposal; strictly follow the regulations and socio-cultural norms; and have harmony orientation toward nature. In contrast, Indian consumers: possess utilitarian buying behavior; demonstrate anthropocentric attitude toward waste disposal; do not necessarily follow the regulations; and have mastery orientation toward nature. Practical implications At policy level, government in emerging economies should formulate regulations that promote the use of reconstructed products. At firm level, firms should exploit promotional and advertisement efforts to enhance awareness about reconstructed products. Originality/value The study is an early attempt in the literature to capture cross-cultural differences for reconstructed product

SDG GOAL 12: Responsible Consumption and Production

SDG SUB GOAL 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

Title: Towards Building Circular Economy: A Cross-Cultural Study of Consumers' Purchase Intentions for Reconstructed Products

Journal Management Decision

Author Gaur, Jigyasu, Mani Venkatesh, Banerjee Pratyush and Amini Mehdi and Gupta Ritu (2018)

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Uncontrolled Keywords: Purchase intentions; Thematic analysis; Willingness to pay; Circular economy; Cross-cultural comparison; Reconstructed products

URI: <http://tapmi.informaticsglobal.com/id/eprint/433>



Sub-Goal: 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle



## Antecedents of Closed-Loop Supply Chain in Emerging Economies: A Conceptual Framework Using Stakeholder 's Perspective

Jighyasu Gaur and Venkatesh Mani (2018)

### Abstract

More recently, firms embark on many initiatives for sustainability. Closed-loop supply chain (CLSC) is an initiative that extends the scope of value creation through product reconstruction activity. The process of product reconstruction includes acquisition of the used products from customers, recovering their residual value, and remarketing them. The aim of this research is to propose a conceptual framework, discussing the major threats and opportunities for business firms engaged in a CLSC operation. For this, a structured literature review was conducted, followed by content analysis to identify different themes and patterns in the literature. Our results suggest that there are seven driving forces for closed-loop supply chain. The proposed conceptual framework serves as a decision making tool and intends to help both academicians and practitioners as it highlights major research issues in this field. Finally, managerial implications and future research directions are outlined.

SDG GOAL 12: Responsible Consumption and Production

SDG SUB GOAL 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

Title: Antecedents of Closed-Loop Supply Chain in Emerging Economies: A Conceptual Framework Using Stakeholder 's Perspective

Journal Resources, Conservation and Recycling

Author Gaur, Jighyasu, Mani Venkatesh , Banerjee Pratyush and Amini Mehdi and Gupta Ritu (2018)

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Uncontrolled Keywords: Sustainability; Closed-loop supply chain; Content analysis Corporate social responsibility Firm performance

URI: <http://tapmi.informaticsglobal.com/id/eprint/529>



Sub-Goal 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships



## Managing Partner Opportunism in Public-Private Partnerships: The Dynamics of Governance Adaptation

Dayashankar Maurya and Amit Kumar Srivastava (2018)

### Abstract

Controlling partner opportunism in public-private partnership (PPP) is still controversial despite its extensive adoption. We demonstrate that partner opportunism gets controlled by the extent to which deployed governance mechanisms are aligned with the governance needs of the transaction. As unique constraint, the institutional voids limit this alignment. If not aligned with governance needs, governance adaptation cycle continues, resulting in extensive or minimally acceptable partner opportunism. The organizations tolerate opportunism as long as they derive some economic value. In the context of institutional voids, the risk of exploitation of incomplete contracts is high but if governed effectively PPPs could still deliver value.

SDG GOAL 17: Partnerships for Goals

SDG SUB GOAL 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Title: Managing Partner Opportunism in Public-Private Partnerships: The Dynamics of Governance Adaptation

Journal Public Management Review

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Uncontrolled Keywords: Public-private partnership; governance adaptation; partner opportunism; emerging economies; health sector;

URI: <http://tapmi.informaticsglobal.com/id/eprint/566>



Sub-Goal: 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships



## Contracting Out: Making it Work

Dayashankar Maurya, (2018)

### Abstract

Performance of contracting as a policy tool has been less than expected. This can mainly be attributed to the fact that for a contract to be effective, it requires meeting many conditions, some of which can be challenging and not always feasible. To work effectively, contracting requires suitable context, an appropriate contract design, and effective contract management such that the parties engage in consummate behavior rather than perfunctory or predatory behavior. This paper identifies the critical conditions required for effective contracting and demonstrates the challenge in meeting them, using the case of National Health Insurance in India. The paper specifically discusses the role that contract management can play in effective contracting, a point that has received little attention, but could be tweaked easily leading to significant impact on contract performance. The paper also provides some suggestions for meeting the challenge of effective contracting.

SDG GOAL 17: Partnerships for Goals

SDG SUB GOAL 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Title: Contracting Out: Making it Work

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Uncontrolled Keywords: Contracting, Privatization, Contract Design, Exchange Rules, Contract Governance

URI: <http://tapmi.informaticsglobal.com/id/eprint/572>

## SDG COMPLIANT TAPMI RESEARCH: 2018

| SDG                                | SDG SUB GOAL                                                                                                                                                                                                             | Title of Article                                                                                     | Journal                                     | CITATIONS | ABDC RANKING/ SCOPUS INDEX     |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------|-----------|--------------------------------|
| GOAL 3: Good Health and Well Being | Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all. | Interactive Governance and Implementation Effectiveness in India's National Health Insurance Program | Australian Journal of Public Administration |           | 73% (Second Quartile) (Scopus) |
|                                    | Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable.                                          | 10 Best Resources on Power in Health Policy and Systems in Low- and Middle-Income Countries          | Health policy and planning                  | 6         | 88% (First Quartile) (Scopus)  |

|                                                 |                                                                                                                                                                                                                          |                                                                                                                        |                                        |   |                               |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---|-------------------------------|
|                                                 | Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all. | Assessing Congestion in Emergency Obstetric Care in Public Hospitals in Tamil Nadu                                     | Benchmarking: An International Journal | 1 | B                             |
| GOAL 5: Gender Equality                         | Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.                                                          | Managing Workplace Diversity Through Organizational Climate                                                            | In Flexibility in Resource Management  | 3 |                               |
| GOAL 8: Decent work and Economic Growth         | Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all .                                                                         | Effect of Central Bank Intervention in Estimating Exchange Rate Exposure: Evidence from an Emerging Market             | Journal of Emerging Market Finance     |   | 32% (Third Quartile) (Scopus) |
| GOAL 12: Responsible Consumption and Production | Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.                                                | Towards Building Circular Economy: A Cross-Cultural Study of Consumers' Purchase Intentions for Reconstructed Products | Management Decision                    | 3 | 88% (First Quartile)(Scopus)  |
|                                                 | Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle .                                               | Antecedents of Closed-Loop Supply Chain in Emerging Economies: A Conceptual Framework Using Stakeholder 's Perspective | Resources, Conservation and Recycling  | 5 | 98% (First Quartile) (Scopus) |
| GOAL 17: Partnerships for Goals                 | Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.                                                             | Managing Partner Opportunism in Public-Private Partnerships: The Dynamics of Governance Adaptation                     | Public Management Review               | 2 | 87% (First Quartile) (Scopus) |
|                                                 | Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.                                                             | Contracting Out: Making it Work                                                                                        |                                        |   |                               |

# Public-Private Partnership Governance of Ayushman Bharat: Some Challenges

By

**Prof. Amit Srivastava**

T A Pai Management Institute, India

&

**Prof. Dayashankar Maurya**

International University of Japan



In the recent times, the emerging economies has witnessed growth of public-private partnership (PPP) in leaps and bounds to deliver public value in service sector including health. Though PPP has helped to reach to larger population base without burden on public systems and finance, it has been contested and criticised. The 'National Health Insurance Program', popularly known as 'Rashtriya Swasthya Bima Yojana' (RSBY), launched by Government of India in 2008, aimed to benefit approximately 41 million families across 29 provinces in India. The program was one of the world largest public health insurance program and therefore, got much national and international attention. As rightly thought of, the goal was to reduce the impact of poverty on healthcare expenditures as around 95 percent of the population had no health insurance coverage in 2008. Consequently, the catastrophic healthcare expenditures drove approximately 40 million people to poverty every year. Targeted to low-income groups, the programme covers hospitalization expenditures up to 30,000 Indian Rupees (450 USD) per family per annum. Therefore, the program was to make a history and set example for the world.

The program was appreciated worldwide. However, it was criticised too because of corruption, as reported in the media. And, the governance of the PPP is to be blamed. It is very much established that controlling partner opportunism is the key for the success of collaborative governance, especially when mechanisms of financial hostage such as equity holding are not available. This is truer in case of emerging economies where the institutions are not as evolved and established as in case of matured economies. Therefore, with the new of RSBY, i.e. 'Ayushman Bharat', it is

important to ponder over what should be the strategy of partnering company (e.g. insurance company) in PPP. The health coverage under the program has been increased more than 16 times from 30000 INR (Indian Rupees) a year (under RSBY) to 500000 INR (under Ayushman Bharat). One may argue that the partner opportunism will also increase in the same proportion.

The governance adaptation capability is going to be the make or break for private companies to participate in PPP. The governance adaptation helps private companies to align the governance mix (contractual and relational mechanisms) with the nature of the transitions of project. The governance adaptation capability can further be broken down as:

- Governance Flexibility: Ability to develop options of formal and relational governance mechanism.
- Governance Agility: The speed at which the insurance company can come with the required set of governance mechanism.
- Governance Adaptation: The ability of the company to continuously change the mix of governance mechanism overtime.

Though the private companies need to adapt governance mix to suite to the nature of the transaction or project, it may be a very challenging task. There may be multiple reasons. One deployment of certain governance mechanism such as complain and court case may not be the option because of weak institutions. The private insurance companies may have to tolerate the opportunist behaviour of government



### **Prof. Amit Srivastava**

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agencies (e.g. favouring empanelment of certain hospitals) till she is able to create some economic value. Therefore, the outcome of the PPP in delivering public health may not be optimal but suboptimal. The private insurance companies may tolerate partner opportunism (e.g. empanelment of less competitive hospitals under the public health insurance program) as long as they derive some economic value. Furthermore, when private insurance companies feel that partner opportunism lead to no economic value or value destruction, the private company may reciprocate with the counter-opportunism if cannot control the opportunism by the partner. This may lead to a vicious cycle of opportunism and counter opportunism as witnessed in some of the states in India under the implementation of RSBY program. Weak institutions are more problematic for small and new insurance companies. Considering weak institutional safeguard, the small and new ventures in insurance sector may not be willing to enter into PPP arrangement even if they are more economic efficient. Therefore, due to involvement of only big and establish companies in the PPP, the cost of the program increases making it less economic efficient. Thus, there are challenges in delivering public health through PPP governance model. On one hand, the government need address weakness of institutional arrangements such as law enforcement and balance the power between private companies and government agencies. On the other hand, the private companies need to develop capability of governance adaptation to be able to cope with the changes in the nature of the PPP project. Though PPP is challenging in emerging economies context such as India, it can still deliver considerable value if we address some of the challenge at the government and company level.

# Integrating Sustainability & Ethics into Management Education

By

**Prof. Jeevan J Arakal**

Associate Professor (Marketing) &  
Chairperson – PGDM Program

We live in an age where large firms play a pivotal role in shaping global discourse and dynamics. Many of the graduates from reputed business schools occupy key positions at these firms, as we speak many entry level MBAs are climbing up the corporate hierarchy globally. Corporations will change if the people leading them will change, thus the young and ambitious MBA student who will soon occupy a leadership position needs a different orientation. This new orientation needs to be built on a strong foundation of ethics and sustainability.

## The Context

We live in a world ill at ease with itself. Increasing income inequality and economic uncertainty, ecological upheavals and unresponsive institutions are causing great harm to the planet. Management approaches seem to be aggravating rather than offering solutions to these problems, some thinkers even feel that thriving business schools are harmful to society! A big challenge is the inability to think of an alternate paradigm based on integrating sustainability concerns with corporate priorities. This calls for a rethink and reorientation of management education.

## Management Education – Who does it Serve?

The business school supports the operations of a corporation, engaged in the pursuit of growth and profitability. All other concerns are subordinate to these twin objectives. Business Schools feel compelled to seamlessly align curriculum with corporate concerns, to ensure acceptance of students in appropriate roles. This is where a lock-in is created, leading to a divergence of curriculum from societal concerns. Many corporate leaders argue such a focus is necessary, as business must perform its role and governments must do what citizens want. This argument is at odds with reality for several reasons. First, big business can mould policy in its favour, often overriding the interests of marginalised groups. Second, the world over the state is withdrawing from many public functions, expecting perhaps naively that the private sector will fill the vacuum. It is in this context the concerns of ethics and sustainability need to find an integral part in the management curriculum.

## Integration of Sustainability & Ethics in Management Education



Reputed business schools have found multiple ways to integrate ethical and sustainability concerns into the curriculum. This has taken the form of course and experiential learning components. However, there is a need for a deeper reflection on the streams of knowledge that would make MBA students grounded and emphatic individuals. This should come naturally to business schools, virtually every course offering draws from the basic social sciences. For example, marketing draws from economics, sociology, psychology and design to build an explanation for human behaviour. Similarly, the integration of ethics and sustainability must be based on a synthesis of ideas from multiple domains:

- Management students must be introduced to the common tenets of world religions, especially to those ideas pertaining to the relationship between human beings and the world we live in.
- The curriculum must have a good dose of humanities and philosophy, management schools commonly refer to the “Wealth of Nations”, they will be well advised to also incorporate the lesser known work of Adam Smith “The Theory of Moral Sentiments” for example in the discourse.
- Students must also be exposed to key ideas in the realm of cooperation. Games of competition are presented



### Prof. Jeevan Arakal

Prof. Arakal is an economics graduate from Kerala University. An alumnus of XIMB, he completed his Ph.D. from SJMSOM-IIT Bombay. Prof. Arakal has worked for about twelve years in development and academic institutions. He has been associated with Pratham India Education Initiative(PIEI), Centurion School of Rural Enterprise Management(CSREM) and Xavier Institute of Management(XIMB). Over the years he has offered marketing courses to management graduates and training programmes to clients like Axis Bank, Kutchina, Western Odisha Rural Livelihoods Programme, Odisha Watershed Mission, STEMCOR, Indira Gandhi National Forest Academy to name a few. Prof. Arakal has also served as a consultant to clients like Vedanta Foundation, Nalco Foundation, Small Farmer's Agribusiness Consortium, South Odisha Development Initiative (SODI) and Udyogini in the past.



almost like a gospel at business schools, students must know that another world is possible. A cancer occurs when cells don't cooperate, families fail when people don't set aside their egos, the world is at risk when nations are in a race of gather more resources by strategically using their corporations. The expansionary impulses of transnational to scour the world for resources is a symptom of this larger malaise. Ideas from evolutionary biology and behavioural game theory must be incorporated into the curriculum to demonstrate alternate possibilities.

- Management problems are complex, issues related to ethics and sustainability also have several layers of complexity. A phenomenon becomes complex when it is affected by multiple variables and these variables are in turn connected in multiple ways. Eco-systems, organisations and societies exhibit this complexity. Ironically, business schools seem to be traversing in the opposite direction. Often using a reductionist paradigm to understand the reality around them. It is time that subjects related to complexity, systems science and network theory are introduced in management curriculum.
- The last piece could perhaps be the most difficult to implement. Business schools aim to create cosmopolitan

business leaders who can work anywhere in the world. They are expected to embrace change and thrive in new environments. Such types of professionals are oriented to look for globally opportunities, thus creating a mining mindset- they continuously on the lookout for new opportunities. This mirrors the relentless search for opportunities by corporations. It is worth pondering whether we are creating rootless individuals who have lost a sense of belonging. It is given this context that business schools must have a sustainable agricultural immersion, so that students can go back in time to understand their rich past and uncertain future.

### Conclusion

The integration of ethics and substantiality in management education must be done in letter and spirit. It is time the functional areas come out of their silos to incorporate new ideas and found new ways to engage with diverse communities. Business schools must impart knowledge and skills; however, they also have a duty to shape attitudes. We need business leaders who understand the institutional context, who can overcome the temptations of short-termism for ephemeral gains.

At TAPMI we are carefully rolling out several initiatives, by strengthening our community, infrastructure, methods & processes and most importantly our culture. These initiatives reflect thinking in leading business schools worldwide to contribute to the all-round development of the individual. Key books in the area like Datar, S. M., Garvin, D. A., Cullen, P. G., & Cullen, P. (2010). Rethinking the MBA: Business education at a crossroads. Harvard Business Press, highlight the importance of curriculum supporting the knowing, doing and being aspects of a management graduate. To quote from the authors of the book

"Without doing skills, knowing is of little value, but doing skills will be ineffective and direction-less without the self-awareness and reflection on values and beliefs that come from developing being"

# Reducing maternal mortality and neonatal mortality through improving efficiency of public hospitals

By

**Prof. Rajasulochana S R**



Globally, it has been widely acknowledged that improving the availability and use of EmONC would reduce maternal and neonatal mortality across Low and Middle-Income Countries (LMICs). The handbook for Monitoring Emergency Obstetric Care classifies birthing facilities based on their ability to carry out a set of “signal functions” or life-saving interventions for treatment and management of complicated obstetric and newborn cases. A Basic Emergency Obstetric and Newborn Care (BEmONC) centre is one that has performed seven life-saving interventions –parenteral administration of antibiotics, anticonvulsants, oxytocics, manual removal of placenta, manual vacuum aspiration for retained products, assisted instrumental delivery by vacuum extractor, and newborn resuscitation with mask- within the past three months. A health facility that has performed all the components of the BEmONC along with two additional signal functions- emergency caesarean section and safe blood transfusion- within the past three months, is qualified as Comprehensive Emergency Obstetric and Newborn Care (CEmONC) centre. The revised UN guidelines for the availability of emergency obstetric care is that there should be at least five EmONC facilities including at least one comprehensive facility per 500 000 population (UNICEF, WHO, & UNFPA, 1997 and its revised version UNICEF, WHO, UNFPA & AMDD, 2009).

Ongoing health sector reforms in India have focussed on strengthening Emergency Obstetric and Neonatal Care (EmONC) services at the first referral units (FRUs) within

public health system. These FRUs, once functional, enhance the effectiveness of primary care services. Besides, referrals from the lower level to higher tertiary institutions contribute to gaps and delays in the provision of emergency obstetric care due to the absence of clinical guidelines, inadequate referral communication and low compliance. Hence, improving operational efficiency and effectiveness of such EmONC facilities within public hospitals is crucial for improving the obstetric and neonatal health outcomes.

Our paper (Rajasulochana and Chen, 2019) analyzes efficiency and productivity changes in CEmONC services within regional public hospitals in India. We employ a novel approach of Weighted Russell Directional Distance Function (WRDDFM) on a panel data of eight years across 46 regional public hospitals to evaluate the efficiency and productivity in the presence of undesirable outcomes in low-resource obstetric settings. This study considers three inputs, one desirable output and three undesirable health outcomes in emergency obstetric care settings. The three inputs are: (i) number of beds; (ii) number of specialist doctors comprising obstetricians and gynaecologists, paediatricians, anaesthetists and civil surgeons; and (iii) number of staff nurses. The number of beds is assumed to be a proxy measure of capital expenditure, while specialist doctors and nurses serve as a measure for operating expenditure. The desirable output is the total deliveries conducted in a year. This indicator is in line with the public health goal of expanding institutional deliveries. Three



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undesirable outcomes or bad outputs included in the study are maternal deaths, stillbirths and intrauterine deaths. Despite data limitations, the above specified proxy inputs, outputs, and outcomes capture the core operations and effectiveness of the CEmONC services.

We found that on average overall inefficiency was 24% within regional public hospitals under the study and the source of inefficiency are associated with adverse outcomes of stillbirths and intrauterine deaths over the reform period. On an average the sampled hospitals have experienced marginal productivity decline over the reform period. The study indicates that there is a greater scope for efficiency and productivity gains in public hospitals. Key factors influencing efficiency of public hospitals include ratio of complicated maternal admissions, number of referral out cases from public hospitals, lower income group admissions and distance of the public facility from the administrative capital.

Key policy messages to public health administrators for improving performance of CEmONC facilities in regional public hospitals are as follows:

- there is tremendous scope for both enhancing obstetric volume, that is, total deliveries per public hospital and reducing adverse outcomes like maternal deaths, stillbirths and intrauterine deaths among these public hospitals. Adherence to evidence-based essential birth practices is critical to bring down adverse outcomes. Regular monitoring of quality of care in public facilities along with appropriate medical audit procedures, particularly for newborn care at the facility level would ensure delivery of quality obstetric care.
- Resource allocation decisions related to physical and human resources should consider the ratio of complicated maternal cases along with volume of deliveries in public hospitals.
- Being first referral units, adequate attention should be paid to the preparedness of EmONC public facilities to

treat emergency obstetric and newborn cases. This could be in terms of uninterrupted availability of human resources, particularly specialist team of Obstetrician, Pediatrician, and Anesthetist- and supportive clinical environment like uninterrupted power supply, functional life-saving equipments, functional operating theatres etc, which improving the efficiency of hospitals.

- Management capabilities of the administrative authorities seated in the capital city needs to be strengthened, to supervise and monitor the delivery of CEmONC services in distant and remote facilities.

Given the ongoing health reforms and limited budget, most regional public hospitals are under pressure to improve their performances. Usually, the focus of public health system in low resource settings has been to address the quantity rather than the quality of health care. With large unmet obstetric needs and limited physical and human resources with public facilities, patients are likely to receive sub optimal quality of obstetric care such as long waiting times and compromised patient safety standards, resulting in adverse outcomes. This empirical study, by incorporating undesirable outcomes in the measurement of efficiency and productivity of CEmONC services, examines whether trade-off between quantity of case-loads and adverse outcomes exist in public health systems. This study also serves as a benchmarking policy tool to assess efficient and effective performance of CEmONC facilities.

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# Emerging Economies and Circular Economy: Why 'Reuse' should be more prominent?

Authored by:

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&

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One of the foundations of a circular economy is the principle of material balance (Anderson, 2007). The principle moves above the narrow view of focusing only on the economic value of all management decisions. It argues that an economy should account for material flow in all possible manners. The interaction among four welfare functions of economics is needed for a balance. They are value, resource base, residual flow and life support system. It is this interaction among the functions and the consequential balance that leads to a 'Circular economy'; where biological nutrients enter the biosphere and the technical nutrients are circulated again without entering the biosphere. Circular economy replaces the core assumption of disposability with restoration, leading to a system that focuses on reduce, reuse and recycle (Murray, Skene, & Haynes, 2015). There are three dimensions of circular economy – Reduce, Reuse and Recycle. While the reduce dimension of circular economy is focused on sufficiency, the recycle dimension focuses on efficiency and the reuse dimension focuses on consistency (Huber, 2000).

Countries like Sweden, Germany and Japan have become pioneers in implementing principles of circular economy (Murray, Skene, & Haynes, 2015) and several other countries are catching up in the race. The intention to adopt circular economy is driven by both compulsion and concern for the environment. For example, a myriad variety of E-waste, coupled with lack of awareness on their treatment, has made e-waste as one of the most challenging streams to address. Few countries in the east have become a recycling ground of used electronic goods by western countries, under the purview of international trade. But the dark reality is that the high labour cost involved in dismantling of used electronic goods is pushing the e-waste from developed countries to developing countries. Among them, the Chinese town of Guiyu has earned itself the label of e-waste capital of the world, holding the largest e-dump on the planet. The differential between the labour cost of developed and

developing countries will stay, at least for now if not forever. Such a differential will mean that the flow of e-waste from developed to developing countries will continue. Then, how can the ill-effects of e-waste be minimised; by reducing, by recycling or by reusing?

Policymakers and academicians are stressing on the need to implement the circular economy thinking in all current and future endeavours (Yuan, Bi, & Moriguchi, 2006). The implementation of all aspects of circular economy needs to be done by fully understanding the importance of each of its dimension. There is a need to question whether a certain dimension of circular economy holds more relevance to certain countries in comparison to other developed countries. Reducing the wasteful consumption or consumption beyond the necessity would be an ideal solution but not practical. A reduction in consumption impacts the economy in general and the manufacturing firms involved in the production of those goods. Moreover, consumption is considered as a status symbol in society. For an emerging economy, reducing the consumption is a utopian thought that will hardly get buy-in from its stakeholders and if materialised may yield counterproductive results as well.

The other important dimension of the circular economy is recycling. Extended producer responsibility (EPR) is a key aspect of e-waste recycling. EPR is a comprehensive framework that encompasses the much-needed legal mandates and required infrastructure for e-waste recycling (Wath et.al., 2011). Recycling is done by extracting valuable materials from used electronic goods. EPR is encouraging the firms to take back a portion of their goods sold and recycle the same, which is creating a new value chain that includes, waste collectors, segregators, aggregators and recyclers. There lie enormous opportunities to develop skills and local infrastructure for recycling value chain. But it cannot be done solely by individuals or micro-entrepreneurs. The investment required is high and commercial viability is dependent on



### **Prof. Divya Aggarwal**

Divya was working as an AVP in the Planning & Steering team at SwissRe (Global Reinsurance firm), before joining TAPMI. She has a rich work experience in corporate finance and investment banking profiles during her work stints with McKinsey Knowledge Centre, KPMG and Aventus Capital.

She has done her doctoral studies in Finance from XLRI, Jamshedpur. She holds ICSI all India rank 17 and 18 at Foundation and Intermediate levels. She secured second position in Delhi University, during her graduation.



As a doctoral student, she has published research articles and case studies in international and national peer reviewed journals. She is a recipient of Case Centre Scholarship and has won best paper awards at national conferences. In 2014, she had also won the Global Peter Drucker Student Essay award and was invited to Vienna, Austria.

She enjoys painting, music, movies and travelling. Divya has also exhibited her art work collection at various locations.

### **Prof. Varun Elembilassery**

Varun has done doctoral studies (FPM) in HRM from XLRI, Jamshedpur before joining TAPMI. Prior to that, he had seven years of work experience with corporate firms and start-up organisations. As a doctoral student, Varun has published research articles and case studies in journals of national and international repute. A travel enthusiast who loves long drives, a fan of football & pro-kabaddi.

volumes. Hence, government support and mandates are necessary for the success of recycling. A conducive business environment for promoting entrepreneurship in the area of recycling (Wath et.al., 2011) is a major challenge.

Reuse dimension of the circular economy is not so prominent as the recycle dimension. For reuse to become a successful paradigm, the focus needs to shift towards innovation in product development, so that the durable products can be reused multiple times and do not end up as a single-use consumable product. Like the concept of EPR, the idea of design-for-reuse on electronic products is also much needed. Such designs will enhance the life of products and will, in turn, prevent them from becoming a single-use consumable. Higher rate of reuse of all durable and electronic goods might lead to lesser growth in electronic manufacturing. But from an economic perspective, the lesser growth in manufacturing may be compensated by new small micro repair and refurbishing centres. The net result is likely to be a shift of jobs from centralised manufacturing locations to decentralised cities and towns of the country. The reuse dimension of circular economy needs to be re-examined from an investment perspective as well. While recycling requires volumes and capital investment, promoting reuse is a cheaper option for the consumer, though the topline of manufacturing firms may be affected. Besides, expanding the reuse dimension into multiple sub-dimensions like refurbish, repair and upcycle can provide a paradigm shift in the existing sustainability discourse which is more focused on recycling.

Nudging individuals to relook at every product from the perspective of reuse will bring tremendous changes in

society. Firstly, it will boost the demand for semi-skilled labour to convert used products into useful reusable products. Secondly, it will ensure sustainable development at the bottom of the pyramid as the semi-skilled labour required for repair and refurbish will mostly come from marginalised section of the society. Thirdly, active government support can provide conducive environment for development of micro-enterprises catering to the different aspects of reuse. It can also enhance the economy of the country since as a larger segment of society gets included by way of creating decentralised job opportunities across semi-urban areas. For emerging economies, if the idea of circular economy has to sustain, then it has to generate revenue and include wider sections of society.

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# Sustainable development through closed-loop supply chain management

Authored by:

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Sustainable development has gained attention from researchers around the globe in past two decades. Sustainable development is defined as “development that meets the needs of the present without compromising the ability of future generations to meet their needs” (World Commission on Environment and Development, 1987). In other words, sustainable development requires the present generation to be mindful in using natural resources to meet its needs. Seuring and Muller (2008) argue that there are various comprehensions of sustainable development exist, but triple bottom line (TBL) is one concept that can help to operationalize sustainable development. TBL requires organizations to focus on all stakeholders rather than only shareholders while setting their goals. Specifically, it requires organizations to set social and environmental goals in addition to profit goals. Elkington (1994) developed TBL theory and advocated that organization should earn profits but at the same time their actions should also improve people’s lives and planet. The measurement of TBL is done through three bottom lines: People, Planet, and Profit.

- People measures how socially responsible an organization is
- Planet measures how environmentally friendly an organization’s operations are
- Profit measure the financial health on an organization.

To meet social, environmental, and financial goals, an organization must work in all dimensions. This article focuses on concept of closed-loop supply chain (CLSC) which is one of the several activities that organizations carry out to meet the environmental goals. CLSC requires organizations to take responsibility of their product and process throughout and after their lifetime. Many researchers also referred to it as cradle to cradle approach. The focus of

CLSC is to integrate forward supply chain (FSC) and reverse supply chain (RSC) activities. FSC activities involve sourcing of raw material, inbound logistics, production, outbound logistics, and sale of the products to the end consumers. RSC, on other hand, focuses on collection of used products, recovery of residual value, and remarket them.

One of main activities of CLSC is product reconstruction. It is recovery of residual value through repair, reconditioning, remanufacturing, or recycling. Repair is defined as corrections of specified faults in a product. Reconditioning requires rebuilding or replacing of major components/parts and has a lower performance specification and associated warranty than the equivalent new product. Remanufacturing is a value recovery process in which worn-out products are restored to like-new condition (Lund, 1984). In addition, remanufacturing gives warranties that are equal to those of equivalent new products (King and Burgess, 2005). Recycling



### **Prof. Jighyasu Gaur**

Jighyasu Gaur has over 15 years of academic experience. Before joining TAPMI, he worked at IBS Hyderabad for about 4.5 years as Associate and Assistant professor. He received Best Teacher award at IBS Hyderabad for the year 2015-2016. He was a visiting scholar at University of Memphis, USA from September 2011 to June 2012. He has received the Emerging Economies Doctoral Student Award (EEDSA) 2012 from the Production and Operations Management Society (POMS), USA. He has published research papers and management cases in journals of international repute and has presented papers in international conferences.



is the process of collecting used products, components, and/or materials from the field, disassembling them, separating them into categories of like materials and processed into recycled products, components, and/or materials. In this case, the identity and functionality of the original materials are lost (Beamon, 1999). Product reconstruction provides economic advantage along with environment sustainability. For instance, an annual sale of more than \$300 Billion is generated by 130,000 companies in the USA (Pearce II, 2009; Gaur et al., 2017a). The reconstructed products generate higher profit margins (on an average 20%) than new products that typically range from 3 to 8% (Pearce II, 2009).

Despite of higher profit margins in product reconstruction, firms are reluctant to engage in this business (Gaur et al., 2017b). The key reason for this reluctance is because of uncertainties associated with both supply and demand sides of RSC. Interestingly, both supply and demand are generated by consumers in product reconstruction business. Hence, firms are fully dependent on consumers for production and sales. Below, we discuss uncertainties of supply and demand sides separately.

#### **Uncertainties related to supply side**

Consumers are the main source of supply of used products (also known as cores). Core acquisition is an extremely

difficult activity because of uncertainties related to timing, quality, and quantity of cores (Guide & Van Wassenhove, 2009). Marketing literature suggests that consumers have different disposition behavior. There are mainly four factors that affect consumers' disposition behavior: psychological characteristics; product related factors; situational factors; and culture. The literature on CLSC highlights that consumers are not enough motivated to return the cores mainly because either they are not informed of firms' take-back policies or they are not offered any financial incentives (Guide and Van Wassenhove, 2001; Morana and Seuring, 2007). The other aspect that consumers evaluate before returning the product is convenience (Srivastava, 2008a; Srivastava, 2008b). For example, if the collection centers are not within the consumers' convenient geographic limits then they might be reluctant to return the product. In designing CLSC networks, firms need to conduct the cost-benefit analysis associated in establishing multiple collection centers and the necessary continuity and volume of returns. In these analyses, retailers may come up as favorable collection agents to satisfy the consumer convenience constraint (Savaskan et al., 2004) and eliminate the necessity for independent return facilities.

There are enormous opportunities for future research in developing core acquisition strategies.

## Uncertainties related to demand side

The major barrier behind the demand for reconstructed products is consumers' perception towards reconstructed products. literature suggests that consumers' perception towards reconstructed products is not favourable (Hazen et al., 2017) resulting in lower willingness-to-pay (WTP) than for new products (Gaur et al., 2015). The key reasons that influence consumers' perception towards reconstructed products are: perceived lower quality (Guide &

Li, 2010; Michaud & Llerena, 2011; Matsumoto et al., 2017); perceived risks (Essoussi & Linton, 2010; Wang et al. 2013); individual factors (Gaur et al., 2015; Hazen et al., 2017); and perceived lower value (Wang et al., 2013). Although most of the studies show that consumers' WTP for reprocessed product is less than that of new product, but they are willing to purchase one if priced reasonably (Hazen et al., 2012). A growing segment of consumers, green segment, world-wide on one hand are exerting pressures on firms to adopt responsible environmental practices, and on the other hand joined with functional-oriented consumer segment they are showing interests to purchase green products, new or remanufactured ones. This driving force encourages firms to design CLSC, effectively managing forward and reverse flows of products and enhancing profitability and corporate image.

## Summary

Although firms face a lot of challenges in a CLSC setting both from supply and demand sides, yet, there are enough opportunities available. As discussed above, firms can separately devise strategies to reduce the uncertainties related to supply and demand sides. In doing so, firms can achieve environmental as well as profit objectives.

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# Journey towards Circular Economy: From Sustainability Reporting to Business Model Transformation

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## Introduction and Context

The underlying economic principles of linear industrial business model primarily focus on efficient allocation of resources in the market and do not take into account the limited and exhaustible nature of natural resources. Nonetheless, businesses around the world have witnessed emergence of guidelines and standards over the past two decades to account for the social and environmental impacts of their operations. The concept of the 'triple bottom line' (TBL) is the core idea that leads to sustainability reporting. Though these disclosures are voluntary in nature, there is indirect pressure on firms from shareholders as well as larger stakeholder communities to adopt these standards. A prominent framework that has assumed importance across the globe is the Global Reporting Initiative (GRI) standards.

GRI intends to encourage a dialogue between corporations and its stakeholders through firms' disclosure on economic, social, governance and environmental performance. It helps firms' management to report on the approach to address social and environmental issues, through a series of performance indicators on social, environmental and economic performance. By providing non-binding guidelines, GRI aims at promoting organizational transparency and accountability as well as stakeholder engagement. As of 2018, more than 12000 organizations globally engage in sustainability disclosures using GRI's frameworks.

While GRI's approach is centered on disclosures, the concept of circular economy (CE), a relatively newer thought, takes a wider perspective on sustainability of businesses – it originates from industrial ecology paradigm, and conceptualizes the integration of economic activity and environmental well-being in a sustainable way. CE can be defined as “an economic model wherein planning, resourcing, procurement, production and reprocessing are designed and managed, as both process and output, to maximize ecosystem functioning and human well-being” . The 'ReSOLVE' framework of the Ellen MacArthur Foundation proposes five measures to introduce CE in business environments: “Regenerate”, “Share”, “Optimize”, “Loop”, “Virtualize” and “Exchange”. CE practices are also closely aligned with several sustainable development goals promoted by the United Nations.

Though CE makes significant sense as a concept, considering the rising crunch on natural resources, practical implementations are fraught with operational challenges and questions on cost vs. benefits.

This paper explores how firms can transition from disclosure oriented sustainability to transformation of business models that can provide the promised benefits of circular economy. We find that sustainability disclosures, through frameworks like GRI, help firms improve awareness among stakeholders, and over time contribute to innovation in business models. However, obtaining true benefits that circular economy

professes cannot be obtained unless there is transformation of the business models and industry structure. As a consequence, enhancements in sustainability reporting frameworks are necessary to guide organizations towards circular economy.

### Research Question and Methodology

Business model evolution can be defined as a fine-tuning process that involves voluntary and emergent changes in and between permanently linked core components, and firm sustainability depends on anticipating and reacting to sequences of voluntary and emerging change. Extant studies suggest that the critical element in adapting business processes lies in pursuing an integrative approach, which takes into consideration unexplored value creation opportunities and involve the larger societal ecosystem in the business model.

As voluntary sustainability reporting practices are subjected to contradictory societal and institutional forces, phenomena like “greenwashing”, organizational hypocrisy and organizational façade limit the prospect of these activities. In addition, corporations adopt several communicative legitimization strategies as reporting negative aspects endanger corporate legitimacy.

Extant research shows that GRI is an acceptable sustainability reporting framework despite its shortcomings, while adoption of CE-oriented business models is evident only in select economies. Thus, our attempt here is to develop a global perspective on how sustainability reporting has evolved across geographies and industries, and how this evolution of reporting behavior is leading to adoption of CE-oriented business models. Based on the above discussion, we argue that:

H1: Improved sustainability reporting and disclosure over time have enabled organizations to adapt their business models for implementing circular economy concepts.

We extract data from GRI's sustainability disclosure records to create our analysis dataset that contains information about participating organizations and their reporting trends. These participating organizations belong to all geographic / economic regions, and differ by size – while a significant number of them are multinational enterprises (MNEs), we do have a significant population of small and medium enterprises (SMEs) as well. In addition, there is significant spread in terms of primary industry of these organizations. In total, we have 10126 organizations from 40 nations and we study their sustainability reporting practices over a 10-year period of 2008-2017. Subsequently we conduct further qualitative investigation on 10 select companies about their sustainability practices and the changes these companies have adopted in their business models, specifically, how their business models have evolved over time to adopt the concepts of circular economy.

The statistical analysis used for analyzing the data is the one-way multivariate analysis of variance (one-way MANOVA) which determines whether there are any differences between independent groups on more than one continuous dependent variable. MANOVA allows us to study the effect of categorical independent variables on continuous dependent variables and hence is suitable for our analysis.

### Results and Discussion

As sustainability reporting makes abstract issues tangible and concrete, and assisting in understanding and managing the effects of sustainability developments on the organization's activities and strategy. Our research premise has been that such voluntary initiatives are expected to provide insights to organizations' leaderships on how to adapt their business models and integrate their business models with that of others in the ecosystem, leading to realization of CE principles.

While voluntary sustainability reporting frameworks like GRI have been criticized by some researchers for their inability to bring out the complete truth about sustainability of business practices within the organizations, our detailed analysis of data on sustainability reports from different organizations – multinationals to SMEs, all industry sectors and all geographies, from 40 nations and 10126 organizations- over the period of 2008-2017 reveal significant insights. We find that reporting practices are not concentrated in specific



economies or specific industries. Instead, organizations from nations in developed and developing world, and across industries are participating in sustainability reporting activities. In addition, despite GRI reporting being completely voluntary, an increasing number of companies join the practice, suggesting GRI's acceptance as a meaningful framework and the organizations' willingness to bring in a culture of sustainability thinking within the organization.

When we conduct a longitudinal study on organizations' disclosures, we notice significant improvement in disclosure practices over time. This has been possible due to improvement in reporting framework itself – GRI has undergone several revisions over the past decade, making



### Prof. Arindam Das

Prof. Arindam Das, a practitioner-academic, is a professor in the area of Strategic Management at TAPMI. For over two decades Arindam worked in various functional and leadership roles at leading technology consulting organizations. His work with large global clients in the manufacturing and financial services sector involved complex, turn-key engagements. In addition to teaching courses on strategic management at a few leading B-schools, Dr. Das has trained practicing executives on specific aspects of strategy development and implementation. His academic research work in the areas of corporate governance, M&A / EJV performance, competitiveness, technology innovation, and manufacturing supply chain have been published in peer-reviewed journals or as book / book chapters. He is a certified PMP from Project Management Institute, and a certified Independent Director from Institute of Directors.

GRI G4, the latest GRI Standards, a lot more specific and insightful for the stakeholders to review. In addition, our review of reports finds that the continuous reporting activities by organizations have led to improvised processes and better thought processes among the executives and managers about how to achieve sustainability objectives.

The above observation brings us to our key research question – how close are we to adopting the principles of circular economy. While circular economy has been talked out in various forums, and in certain industries and

i.e., providing services that would otherwise be met by products. Sustainability reporting using GRI framework and consequent local, issue-based selective actionizing are insufficient to address the larger purpose of circular economy. In fact, as identified by some of the earlier researchers, we notice that instead of taking correcting actions, businesses often resort to “legitimizations” of certain negative practices. Significant transformation of existing business models is essential to ensure sustainable consumption and production.

Thus, we recommend further enhancements to the current GRI framework to provide for reporting on such collaboration in the areas of planning, resourcing, procurement, production and reprocessing among organizations and customers in the business ecosystem. In addition, the framework should enable actionizing within the business ecosystem of the organization – so that the decision-makers and collaboration partners can take the corrective actions to realize CE promises.

### Conclusion

This paper contributes to the development of insights about sustainability reporting and transitioning to circular economy practices. GRI-based sustainability disclosures have become the norm for many nations and industries, thanks to demands from shareholders and secondary stakeholders. Adoption of reporting practices and improvement in reporting quality do contribute to accountability and transparency. However, mere reporting lends to only peripheral changes in business models and many companies do not truly move towards sustainable business models through drastic transformation. Consequently, we propose that in order to attain the promised benefits of circular economy, companies and industries may have to improve their deliberations on sustainability or the reporting framework like GRI should be enhanced to encourage companies and industries in working towards transformation of business models for sustainable practices.



organizations this has been implemented to a reasonable extent, the promise of circular economy remains unachievable unless the industry as a whole transforms itself about the way value is created. This is where we find significant disconnect between sustainability reporting practices and achieving circular economy advantages. We observe that circular economy is a larger construct where the players across the business ecosystems need to coordinate and collaborate with aligned objectives. The concept of circular economy identifies waste in businesses as wasted resources, wasted lifecycle, wasted capacity, and wasted embedded value. The solution to reduce these wastes lies in circular supply chain, recovery and recycling, product life extension, sharing platforms and servicification of products,

# Partner Testimonials



Testimonial by  
**Ms Lakshmi, Principal**  
Academy Primary School

The activity-based method of teaching adopted by the TAPMI volunteers has increased the interest levels and retention capacity of students. Also, the computer skills being imparted by the volunteers have given our students an exclusive opportunity to become aware and gain a basic understanding of computers, which might have otherwise not been possible.



Testimonial by  
**Mr Pramod Allamraju,**  
Senior Manager, HCL

Wonderful experience working with the ever-enthusiastic students of TAPMI, and more importantly working with the local entrepreneur group in the region



Testimonial by  
**Huda Jaffer,**  
Lead Designer, SELCO Foundation

It has been wonderful working with the TAPMI team on business planning for small and medium energy enterprises. TAPMI's approach has been practical, hands on and sensitive to the issues of social entrepreneurs."



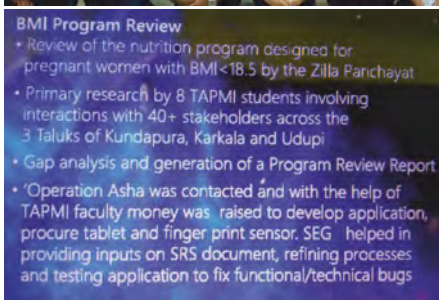
Testimonial by Ms  
**Priyanka Francis**  
Former District Commissioner &  
CEO, ZP, Udupi

TAPMI took up the challenge with all seriousness and came out with wonderful suggestions. It has been an eye-opener for the Administration.



# PROJECTS & PARTNERS

# PROJECTS



## SDG Cluster 3, 5, 6

### a. Blood Donation drives (2018)

"October 16, 2018: 'Daan Utsav' – The Social Endeavor Group of TAPMI in collaboration with Kasturba Medical College organized a Blood Donation Drive in the TAPMI campus as a part of Daan Utsav formerly known as Joy of Giving, a festival of philanthropy. India today faces a shortage of over 12 lakh units of blood, which is due to lack of awareness about blood donation. To increase awareness and spread the importance of blood donation, a drive was conducted. The collection drive was a huge success with 115 units of blood collected from the college students and faculties."

### b. Blood Donation drives (2019)

On 12th August 2019, the Social Endeavor Group (SEG) of TAPMI collaborated with the Kasturba Medical College, Manipal to conduct a blood donation camp at TAPMI. The event was inaugurated by Director, Prof. Madhu Veeraraghavan at 9.30 AM. The event was a marked success with 134 enthusiastic donors volunteering for this noble cause. Headed by Ms. Pavithra Swarna, the team from KMC comprised of 4 doctors and lab technicians. Before accepting blood from an individual, they conducted a basic health check-up to ensure that the individual is healthy enough to donate blood. Ms. Pavithra Swarna explained the importance and need for such events. KMC was grateful that the camp was conducted in mid-August. Due to the peak rainy season, there has been a rise in Dengue cases. Apart from that, there is always a constant requirement of blood for cases related to trauma, cancer, and pregnancy. Ms. Pavithra stressed the importance of the FRS method of blood donation through which more platelets can be collected. Owing to the short cell-life of platelets and their constant need (especially in this season), she hoped many of the young students volunteered to visit the KMC for blood donation they conduct every Sunday.

### c. BMI Project

As per the notification from WHO, BMI < 18.5 is considered as underweight and this is an indication of malnutrition. The Zilla Panchayat has come up with a unique programme of providing protein powder/egg to the pregnant women with BMI < 18.5. This project aims at evaluating the BMI programme by identifying the perception of the various stakeholders involved in it. The primary research involved 8 volunteers from TAPMI (T.A. PAI Management Institute) covering 3 Taluks (Karkala, Udupi and Kudapura) to interact with the various stakeholders (Medical Officers, ASHA workers, Pregnant Women) involved in the programme.

The project aims at understanding the perception of beneficiaries towards the BMI programme and identifying the value add. The objective is addressed by further breaking it down into the following sub-objectives: to identify the relevance of the programme for the beneficiaries, to capture the perception of the medical officers involved in the CHCs, to identify the problems faced by the ASHA workers in the process. To evaluate the impact of the programme, the respondents for the survey conducted included 30 beneficiaries, 6 ASHA workers and 6 Medical Officers, who were interviewed. A team of ASHA workers, nurses, and translators was present to guide the volunteers.



## D. Woman and child nutrition program

As an initiative of TAPMI centre for Inclusive Growth and Competitiveness, the Social Endeavour Group, T.A.Pai Management Institute along with the support of the Government of Karnataka has taken up the project on the Woman and Child nutrition program being implemented in the district. The project aims at identifying the gaps and suggesting solutions to bridge the gaps existing between the distribution and monitoring system. The 10-membered project team (comprising of both 1st and 2nd year PGDM students) has performed a comprehensive analysis of the entire process. This report documents the observations, analysis and solution for the monitoring of food distribution system.

The project aims at designing a monitoring format for the women and child nutrition system being implemented at the anganwadis. The objective of the project is addressed by further breaking it down into the following sub-objectives:

- To identify the various functions of an anganwadi and gain knowledge of the schemes being implemented at each anganwadi
- To identify general/ anganwadi-specific issues prevailing across anganwadis
- To identify the concerns of anganwadi workers
- To identify the concerns of end-users
- To identify already implemented technological solutions in other food distribution systems to better the reach and efficiency of the anganwadis
- To create the efficient feedback system to capture the perception of end users at regular intervals.
- To design a feasible monitoring system based on the above findings.

### SDG Cluster 2,12

#### a. Bucket Distribution Drive

Team SEG's Green Initiative of adopting Reusable Plastic has got massive participation from the students of TAPMI. The event was conducted from 20th June – 23rd June 2019. A total of 350 buckets, 150 mugs and 250 dustbins were offered, of which, 213 Buckets, 123 mugs and 171 dustbins were collected by the students.

#### b. Community Fridge

The Social Endeavour Group of TAPMI in collaboration with Lions Club of Manipal has successfully installed 'Sanrupti Community Fridge' near the Auto Stand, Tiger Circle on 27th Oct, 2018. The inauguration was done by the Municipal Commissioner Anand Kallolikar. The initiative has been taken to enable people facing hardships to have easy access to fresh and nutritious food. The concept of Community Fridge aligns with the 2nd Sustainable Development Goal of 'Zero Hunger' and helps in reduction of food wastage.

#### c. Setting up Café Biosphere

Setting up and launching Café Biosphere was one of the biggest highlights of the year 2018-19. A team of 50 students, faculty and members of the Manipal Community, supported by an Upcycling Specialist, set up the space in a 72 hour 'Upcyclothon'. The Café Biosphere space has been designed to conduct various sustainability centric events which allow students to gain more insights regarding sustainability not just as a mere concept, but also its practical implications in today's world and way of doing business. The space has been used to host exchange students and carry out workshops for dissemination of sustainability related information.



## SDG Cluster 4,9,11

### a. Children's day Celebration at APS

On the eve of children's day, Social Endeavour Group planned to make the day a little more special for the students of Academy Primary School (APS). The event was conducted as part of Daan Utsav (Joy of Giving) week. On children's day, SEG team in collaboration with Culture Committee of TAPMI planned many fun activities – like running race, lemon and the spoon race, sack race etc. for the kids. The students were also treated with delicacies along with their regular lunch. The team SEG procured and distributed t-shirts on Children's Day to cater to their need for school uniforms for sports and other outdoor activities.

### b. Computer Certification Programme

SEG has designed a computer certification program for students of class 4 and 5 at the Academy Primary School, Manipal. The idea is to get them acquainted with the basics of computers since it is the most important and indispensable skill required in today's time. SEG team has designed a course book in Kannada for the students and in English for the volunteers covering all the topics along with fun exercises to apply and test the knowledge gained by the students through these sessions. The interested students at TAPMI volunteer and conduct sessions twice a week along with SEG members. At the end of the course, the students are evaluated based on a test to gauge their level of understanding. The students are then provided with a certificate subject to them clearing the exam.

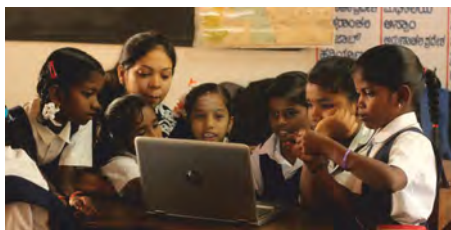
### c. Gift a Smile

SEG conceptualized a different idea of charity wherein whatever you give is not just a bare necessity but something that children wish to have. This idea was named Gift-A-Smile which aims to celebrate the spirit of Christmas and New Year with the children of Academy Primary School. The wishes of all the children were collected by volunteers and hung on the Christmas tree in the TAPMI student centre. Students pick the wishes and contributes gifts, which is given to students on the Republic Day. As a part of the event, games were also organised for the children. They were also served lunch at the venue by the committee members and volunteers.

### d. Life Skills

The project is aimed at building the next generation leaders . Fostering skills, that are essential to meet challenges of everyday life, at early stage of life will pay dividends in the years to come. This project helps teenagers (13-18yrs) realize their potential and exposes them to better opportunities by encouraging and building their self-confidence. These skills are imparted through various fun activities and games.

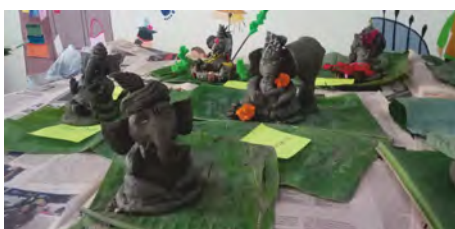
This project is done at CSI Boys Boarding School, Udupi, for the students of classes 7-10. The project attempts at sowing the entrepreneurial seed and imbibing qualities such as Resilience, Innovation and Creativity, Industriousness, Leadership skills, Team Building and Communication, Personal Skills, Financial Literacy and Social Responsibility.





## SDG13,15,7

### a. Eco Ganesha



The Sustainability Committee of TAPMI (SCOT) conducted 'Clay Idol Competition' on the auspicious occasion of Ganesh Chaturthi. The beautiful festival of Ganesh Chaturthi is celebrated every year with lots of valour and enthusiasm in the TAPMI campus; however, to our dismay, the Idol brought for the purpose of worshipping is made out of toxic material like Plaster of Paris, synthetic paints etc which is harmful for the water bodies when submerged. This is where we thought of giving it a different touch by coming up with a Clay Idol competition called 'Make Your Own Ganesha'. The competition required participants to make a team of two and make their own Ganesh idol. The clay required for making the idol was provided by the SCOT team; however, the decorative items for the beautification purpose had to be arranged by the teams themselves. These items were strictly required to be bio-degradable and eco-friendly like flowers, leaves etc. Not only this, the clay provided to the teams had flower seeds inside them which would sprout into beautiful flowering plants once the mould is put into the soil. The intention behind this was to give something back to the nature in our own unique way.

A total of 22 teams participated with each team receiving a participation gift. The idols were evaluated by Prof. Vishwanathan Iyer and Prof. Amol Dhaigude and the top 3 teams were announced. All in all, the event turned out to be a great success with many praising the event for its unique concept. Our endeavour is to organize many more such events which encourage the students to conduct the festivities in a more sustainable and eco-friendly manner.

### b. Kerala flood relief fund drive

SEG successfully conducted the Kerala Flood Relief Fund Raising Drive and with the help of TAPMI fraternity raised a generous amount of INR 1,53,500 which were used for procuring various items of necessity. The Rotary club Manipal and District Commissioner of Udupi have helped us in transporting all the procured items to Mangalore coast guard from where it was airlifted in order to serve the rehabilitation centres.

### c. Tree Plantation

On 15 th August 2019, Social Endeavour Group (SEG) of TAPMI in collaboration with the Karnataka Forest Department successfully completed the Tree Plantation Drive on the occasion of Independence Day. The event was conducted as a contribution to 'One Student, One Tree' Initiative of Human Resource Development Ministry of India.

'Our forefathers gifted us the freedom to live, let us gift our future generations the freedom to breathe' is the motto of tree plantation drive.

Karnataka Forest Department has partnered with TAPMI in reviving the forest cover in the premises around the institution. Every year TAPMI students, mentored by the Karnataka Forest Department employees, hike to the designated area in the forest around the campus to plant saplings. This year about 25 bamboo and redwood trees were planted. The forest officials informed that about 25% of the saplings do not survive the harsh summers. Students enthusiastically planted the saplings. One of the participants said that the new experience gave them an opportunity to contribute to society. The participants discussed with the officials about the other associated problems the forest department faces. SEG believes that involvement of the youth in such initiatives makes the process sustainable in its own right.

# PARTNERS

TAPMI and TCIGC has been working actively with sectoral partners in the path towards bringing sustainability solutions to the problems of local communities that we engage with. Our partners enable us to link small consumers and small producers to better financiers, better skill and capacity building opportunities, better market linkages and to young minds and student interventions. In the last few years, we have actively worked with our partners to learn, solve, immerse, address and experience sustainability, local community needs and business in our geography.

Our partners come across various spectrums including educational institutions, non-governmental organisations, entrepreneurs, businesses and individuals.

| STAKEHOLDERS                          | EXAMPLES                                                                                                                                                                                                              |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Policymakers</b>                   | Local government offices, horticulture departments, tourism departments, non-banking financial institutions                                                                                                           |
| <b>Non-governmental Organisations</b> | Organisations working for the needs of tribal communities, working with rural poor, rural artisans, working with persons with disabilities                                                                            |
| <b>Business Houses</b>                | Producers of organic products, producers of women's wear, producers of geographical indicated products, dairy producers, clean energy providers                                                                       |
| <b>Entrepreneurs</b>                  | Entrepreneurs working in the businesses of home-based consumables, self help groups producing domestic use items, entrepreneurs with technical skills such as tailoring, basket weaving, agri-based produce           |
| <b>Individuals</b>                    | Enthusiasts with skills in construction waste management, enthusiasts in local structural and cultural sustainability, individuals with technical skills on urban planning, access to resources and low-cost housing. |



## SUSTAINABLE DEVELOPMENT GOALS

## PROJECTS

### SDG 8 – Decent Work & Economic Growth

Value chain optimization for horticultural, organic and agri based products such as coir/ dairy and associated products and enabling better market linkages for the same

Business optimization and skill building for rural artisans and tribal skilled youth

Market linkage for geographical indicated products such as specific types of agri-produce, floral produce and handloom textiles.

Providing livelihood and training opportunities for local women to enable them to contribute towards sales and distribution of women's health-based textiles products.

Providing business modelling solutions for livelihoods based on clean energy

### SDG 10 – Reduced Inequalities

Focusing on building linkages in skill/ resource/ knowledge/ technological gaps for small and micro-entrepreneurs such as tribal artisans, youth with disabilities and other marginalised communities.

Focusing on project replication and information dissemination of successful pilot projects created at the intersection of meeting needs of the vulnerable using clean technology and sustainable strategies.

### SDG 11 - Sustainable Cities and Communities

Partnering with key stakeholders on creating a detailed sewage system plan, identifying technical experts and creating an awareness to understand current practices and assessing the possible inferences from the current practices.

Promoting process optimization in the implementation of waste management and identification of alternatives to curb and manage waste as well as promote circular systems. Creation of linkages between potential waste/ resource vendors and government bodies maximize efficiency in waste/ resource management for the resources.

Involving local communities and policy making bodies to promote sustainable beach activities through monetization and online market processes and promotion of responsible tourism. Developing strategies for responsible tourism based on the cultural wealth, local resources and management of sustainable practices of local communities.

### SDG 13 – Climate Action

Business optimization with the use of clean energy solutions for local entrepreneurs through collaboration and capacity building

Promotion of local flora/ fauna diversity and feeding into responsible tourism and local economies while maintaining ecological value and well-being.

Promoting sustainable event management at local institutions through responsible consumption, usage of local resources and promotion of local trades and products for economic growth and value addition.

TAPMI and TCIGC aim at building networks, creating joint task forces and enabling community led solutions for business/ environmental and access to resource based problems for our local communities.

## Government Departments



ಉಡುಪಿ ಜಿಲ್ಲೆ  
**UDUPI DISTRICT**

Office of District Commissioner



**UDUPI**  
*Blessed by Nature*

Tourism Department

**Karnataka**  
*One state. Many worlds.*  
**Department of Tourism**



ಕರ್ನಾಟಕ ಸರ್ಕಾರ  
ಮಹಿಳಾ ಮತ್ತು ಮಕ್ಕಳ ಅಭಿವೃದ್ಧಿ ಇಲಾಖೆ

**GOVERNMENT OF KARNATAKA**  
**DEPARTMENT OF WOMEN AND CHILD DEVELOPMENT**



Department of Women & Child Welfare



ಉಡುಪಿ ಜಿಲ್ಲೆ  
**UDUPI DISTRICT**

**Statistics &  
Informatics Office**

**Office of Chief  
Planning Officer**

**Revenue and Land  
Records Department**



Nirmithi Kendra



सत्यमेव जयते  
**NITI Aayog**

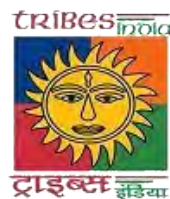
**NASSCOM®**  
**10 000**  
**START-UPS**  
A NASSCOM initiative



उन्नत भारत अभियान  
**UNNAT BHARAT ABHIYAN**



**Digital India**  
Power To Empower



ट्राइब्स इंडिया

**Integrated Tribal  
Development Program**

## Academia



**MIU** MANIPAL  
INTERNATIONAL  
UNIVERSITY



**HHL**

LEIPZIG  
GRADUATE SCHOOL  
OF MANAGEMENT

DEUTSCHE POST  
CHAIR OF MARKETING  
*esp. E-Commerce and Cross-Media Management*



**HARVARD  
BUSINESS SCHOOL**

Institute for Strategy &  
Competitiveness

Micro Economics of Competitiveness  
Affiliate Network



**THE OHIO STATE  
UNIVERSITY**

**BA** BERUFSAKADEMIE SACHSEN  
**SACHSEN**  
UNIVERSITY OF COOPERATIVE EDUCATION



**SPINLAB** THE HHL  
ACCELERATOR



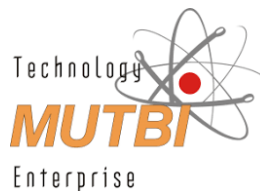
**Prasanna School of  
Public Health**



**Faculty of  
Architecture**



**MANIPAL-GOK  
BIOINCUBATOR**  
(Supported by KBITs, Government of Karnataka and MAHE, Manipal)



Manipal University  
Technology Business  
Incubator

**CAMTech  
INDIA**

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## Corporate (Large)



**DXC.technology**

**brillio**

## Corporate (Social Enterprise)



SELCO Pvt. Limited

## Corporate (Startup)



Blackfrogs Pvt Ltd

## Civil Society



SELCO



NammaAngadi / Namma Bhoomi



**C E Kamath  
Institute for  
Artisans**



Karavali Integrated  
Farmer Producer  
Organisation



**DAKSHINA KANNADA CO-OPERATIVE  
MILK PRODUCERS UNION LTD**  
(An ISO 22000 : 2005 certified organization)



**Navodaya Grama Vikasa Charitable Trust**  
Self Help Group

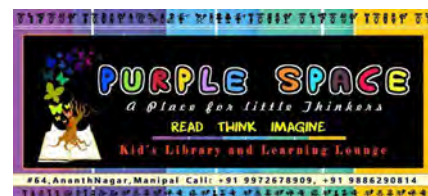
**Rotary**



**LIONS CLUBS  
INTERNATIONAL**



**Sri Kshetra Dharmasthala  
Rural Development Program**



KADIKE Trust

Namma Shylli

**Organic Farmer Producer Organisation**  
Chickmagalur, Shimoga, Dakshina Kannada

Others



**Manipal Amateur Ornithology Club**



# ABOUT US

SELCO Pvt. Limited



**OUR MISSION** at TAPMI is to excel in post graduate education, research and practice. We do this by -

- Nurturing and developing global wealth creators and leaders.
- Continually benchmarking ourselves against the best in class institutions.
- Fostering continuous learning and reflection, achievement orientation, creative interdependence and respect for diversity.

We firmly believe that every part of an organization is affected by a sustainability related topic and must align itself with sustainability principles while defining its strategy, structure, and business models.



## TAPMI TRUST

### Director

#### Board of Advisors

Partners

Government

Corporate

Civil Society

IGO

#### TAPMI Centre for Entrepreneurship, Inclusive Growth & Competitiveness

Co-Chair

Head &  
Coordinator

Centre Executive & Other Staff

Social  
Endeavour  
Group

Individual Programme / Project Groups

Sustainability  
Committee of  
TAPMI

#### Sustainability @ TAPMI Steering Committee

Faculty  
Advisors

Domain  
Experts

Innovation &  
Economic Growth

Livelihoods &  
Entrepreneurship

Society  
& Equity

Environment  
& Resilience



TAPMI Centre for Inclusive Growth and Competitiveness is the hub for all sustainability related activities at TAPMI, and leads / supports activities including agenda setting, external relations with relevant stakeholders, collaborations with other sustainability related organizations / institutions, program management and reporting at institutional level.

The Centre supports its stakeholders in the following ways:

#### Host Community & District

Host Community & District support to the local economic development agenda, through existing institutions, public and private, via advocacy, evidence based programming, policy support;

#### TAPMI Community

TAPMI Community via mainstreaming principles of responsible management education as laid out in the UNPRME Charter /SDGs, into the programme and research structures;

#### Alumni & Business Community

Alumni & Business Community strengthening the overall understanding and application of sustainable business principles;

#### Global Network

Global Network connecting to partners nationally and globally for sustainability / competitiveness education, advocacy, research and policy formulation support.



The Sustainability Committee of TAPMI (SCOT) has been founded with the intention to promote the agenda to foster a culture of environmental sustainability within the campus. Our vision is to engage students and the staff towards community development and empowering them to become responsible for contributing towards a sustainable environment.

It is the first ever committee at TAPMI to establish a student run retail store. The store aspires to provide and promote high quality organic products. These products, procured from various NGOs working with the underprivileged section of the society, will not only encourage the student community to get accustomed with environmentally sustainable products, but will also provide a platform for the economically backward artisans to learn the ropes of entrepreneurship by keeping their traditional skills alive and well flourished. The proceeds from the sales will help them in supporting their families and give us an opportunity to uplift the lives of these people.

Apart from the retail store, SCOT aims to contribute towards the entrepreneurial interests of the student community by assisting them in the SEVA projects and conducting events that would enhance the entrepreneurial skills.



"As we lose ourselves in the service of others, we discover our own lives and our own happiness"  
- Dieter F. Uchtdorf

Being the unique creature of ecosystem, one should aspire to do something additional apart from their regular life chores. We can aim to bring the CHANGE, not just in our own little lives but in the life of OTHERS as well. The immense pleasure of bringing happiness in someone's life is just priceless.

#### History & Philosophy:

Social Endeavour Group, started in 2008 by a handful of people with few initiatives aimed towards society. Currently we have expanded ourselves to a team of 25 people, who cater to different social strata including young children, children with disabilities, college staff and workers, old age people and many more. We believe in "be the change" and are always ready to devote ourselves for the welfare of society.



# SERVICES OFFERED



## Do Sustainability Right – The Community Participation Way!



**Prof. Purnima Venkat**

Purnima Venkat is a social development professional who has been working in various sectors and across various geographies since 2007. She has rich experience in the areas of micro-entrepreneurship, rights of marginalized sections, creation of small enterprises and renewable energy. She has been engaged in the field of academia since 2015 and has created her niche in the area of experiential learning. At TAPMI, she is the Co-Chair of the TAPMI Centre for Inclusive Growth and Competitiveness and works closely with field level stakeholders across sectors to forward the agenda of sustainability in businesses.

Development has a broad scope and a varied face in a country like India. It takes its shape through the lens of education, gender equality, healthcare, financial inclusion and development. But, for a country as diverse as India, it is essential to look at development as multi-faceted. Yet, the easiest understanding of development is transactional by nature. The people we work with our clients and we have services that they wish to buy/ use and benefit from. Such as transactional approach, narrow though it is, helps us to escape jargon, multiple modes of confusion and helps put things in a market-oriented perspective.

Working for people is essentially the same across societies and social spectrums. In working with groups of people in a different economic or social reality that one is used to, one tends to commit certain cardinal mistakes. Avoiding such mistakes comes from adopting certain best practices which ensure longevity of solutions and interventions. Given below are a few of the best practices that organisations need to adopt when working with communities.

**DISCUSS RATHER THAN DISCOURSE** – Most development programs have a very governmental approach to services. Most CSR programs are designed without understanding the actual needs of the people they aim to work with. Hence there are spectacular tales of fancy water pumps that go defunct within a month of installation, agri-implements that have adults moving it around instead of children as originally designed, buildings constructed being used by cattle instead of people and trainings provided where the certificate has more worth than the teaching itself.

It is essential to understand and work on 'felt-needs' of communities. Loosely translated, this essential means that one needs to work on what people think is important rather than on what the program implementor thinks is essential. This approach becomes second nature when one views community members as clients rather than as recipients of charity. Sometimes, this cannot translate into what the company's/ implementor's expertise is. Yet it is essential to work first on at least some aspects of the community needs before bringing the focus to an area that could be a long term need or could answer to the specific expertise of the company.

**INVOLVE RATHER THAN SOLVE** – Most communities have been living with certain lack of resources or problems for many years. Hence, as is famous in Indian local language, most communities are excellent in 'jugaad'. Jugaad is an Indian term roughly translating to 'make-shift'. Most communities will have a broken light mended with some loose hanging wires, water sources prevented from dripping with some old cloth and reflective mirrors that light up dark spaces instead of access to energy. In its essence, these are innovations that need to be celebrated. Involving communities in solving their own problems leads to a sense of ownership, makes solutions long-term and allows people to exhibit local innovations for solving local problems.

**CREATE LEADERS RATHER THAN HEEDERS** – Most organisations tend to forget that their time with local communities is short. Solutions need to reflect the amount of time that is essential in not just setting it up but also in making them sustainable. The fool proof method of making solutions sustainable, is to increase community buy-in and to create community leaders who will take the onus of the solutions, who believe in the need for the solution and who will champion the cause of the solution irrespective of company/ institutional involvement.

Organisations need to work on identifying local leaders and working with them to help maintain/ solve and prevent problems rather than merely creating people who heed orders and do not innovate or think for themselves. Madagascar has the brilliant concept of 'solar grandmas' where middle-aged/ older women in communities where taught to maintain solar installations to ensure that even far-off communities can be easily serviced and solutions last longer.

**USE LOCAL RATHER THAN GLOBAL** – Coming back to the need for addressing and identifying local innovations, most interventions tend to not use local resources and local minds. As a result, the solutions are not sustainable to begin with and often simple maintenance issues lead to a huge loss of investment. Rural India saw the installation of lovely hand water pumps which promised to solve the water crisis to some extent. Yet, since these were not local simplified

machine, people were unaware of how to use them and they soon fell into disrepair and lead to a huge loss of money and time. More than these two, it is the loss of faith of the people in organisations and their intervention that is hard to recover from.

Working with people, using local resources, involving people in programs and creating local leaders are essential steps in making any project – be in economic projects, development

## Services from TCIGC

TCIGC offers a range of services to meet the current need of the development and sustainability fields in India. There is an urgent need for capacity building amongst development professionals and TCIGC aims to fill this gap. We have tailor-made our services in such a manner that each training program is designed with stakeholders rather than merely for them. This is in keeping with our philosophy that all projects/ services and interventions need to be designed with the clients rather than with a top-down approach. Our services are also centred around development professionals and those looking to work in the spectrums of sustainability.



Figure 1 TCIGC Clients

projects, conservation projects or social projects, a success. It is to be noted, that if the poor are truly a market, then services need to cater to their needs and the service provider needs to provide the best!

TCIGC aims to bridge these gaps and to use these lessons in their capacity building strategy. Our services are field proven and meet the needs of stakeholders across spectrums.

Services we provide:

1. Certificate Programs
2. Management Development Programs & Certificate Programs & Management Development Programs
3. Immersion Programs

Illustrated below is an image of the types and customizations possible with our capacity building programs –

Our main areas of intervention are development and sustainability are –

- Strategy based
- Implementation-based and
- Evaluation based

We believe that this trifecta ensures that that all interventions in the areas of development and sustainability are long-term and effective. Within these broader areas, we look at specific processes and tailor-make them to suit needs of the field. We have further categorized our offerings into –

1. Certificate Programs
2. Management Development Programs & Certificate Programs & Management Development Programs
3. Immersion Programs

Illustrated below is an image of the types and customizations possible with our capacity building programs –



Figure 2 TCIGC Service-Client Matrix

|                              |                                                                                                                                                                                                                  |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRATEGY CERTIFICATION       | Sustainability / CSR, Frugal/Reverse Innovation Management, Economic & Inclusive Growth Strategy Design Shared Economy & Circular Economy Strategy Development Emerging Markets & Global Value Chains Strategies |
| IMPLEMENTATION CERTIFICATION | Shared Value Playbook Development & Project Implementation, Management Development Programs in Business with Government, Design Thinking, Business Model Canvas & Value Proposition Design                       |
| EVALUATION CERTIFICATION     | GRI and other sustainability reporting, Competitiveness & Industry Future-scaping Assessments, Social Implementation & Monitoring                                                                                |

## CERTIFICATE PROGRAMS & MANAGEMENT DEVELOPMENT PROGRAMS

| CERTIFICATE PROGRAMS & MDPs Blended Programs with Theoretical and Practical Inputs | ASPECTS COVERED                                                       |                                                                                                                                                     |                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TIME PERIOD                                                                        | 1 DAY                                                                 | 3 DAYS                                                                                                                                              | 5 DAYS                                                                                                                                                                                                                                         |
| STRATEGY CERTIFICATION                                                             | Design Thinking, Stakeholder Mapping, Need Assessment                 | Design Thinking, Stakeholder Mapping, Need Assessment, Participation, Participatory Rural Appraisals & Rapid Resource Appraisals                    | Design Thinking, Stakeholder Mapping, Need Assessment, Participation, Participatory Rural Appraisals & Rapid Resource Appraisals, Logical Framework Analysis, Field Based Strategy Inputs                                                      |
| IMPLEMENTATION CERTIFICATION                                                       | Resource Mapping, Social Engineering, Community Based Problem Solving | Resource Mapping, Social Engineering, Community Based Problem Solving, Leadership Development, LFA Analysis with implementation, Field Based Inputs | Resource Mapping, Social Engineering, Community Based Problem Solving, Leadership Development, LFA Analysis with implementation, Field Based Inputs, Project Design and Resource Allocation, Predicting Timelines, GAANT Chart Time Management |
| EVALUATION CERTIFICATION                                                           | Basics of Social Impact Evaluation                                    | Social Impact Evaluation, Community Based Evaluation, Community Engagement in Monitoring and Evaluation                                             | Social Impact Evaluation, Community Based Evaluation, Community Engagement in Monitoring and Evaluation, Field Based long term imaging, Predicting Project Utility, Social Audits                                                              |

## IMMERSION PROGRAMS

TCIGC's immersion programs are blended offering with theoretical and practical inputs from various stakeholders working closely in the areas of business, economic development and sustainability. We integrate access to basic resources with economic, environmental and social sustainability in identifying our partners as well. TCIGC's immersion program is titled SEVA which is the Sanskrit term for service. It expands into Society, Environment, Values and Attitudes and is an attempt to ensure that management development students are integrated into the world of sustainability and social development.

SEVA is a compulsory course for the first-year management students at TAPMI and we provide an opportunity for immersion students to work closely with TAPMI students for the desired period of time. Immersion programs are tailor-made to suit the needs of the students. Students are exposed to theoretical aspects of development in India, field-based orientation, involved in problem solving, stakeholder engagement and in cultural immersion as well. Students leave with an in-depth understanding of Indian systems and structures and of practical problem solving at the field level.



# GREEN CAMPUS



# GREEN CAMPUS

## TAPMI Campus is sustainable in the following ways:

- Waste Management: Most Waste is segregated at source. Bio waste from the Cafeterias is sent to an animal shelter.
- Rainwater is harvested and used water is recycled for use in the gardens
- Most rooftops within campus are fitted with Solar Panels to provide solar energy.
- Used textbooks are given away to other smaller management schools which cannot afford the high quality books used at TAPMI.
- Plastic and paper waste is picked by recyclers (private businesses).



- TAPMI has also sponsored solarification of our host village street lighting, renovated the offices of the local village council and maintains the road that leads from campus to the nearest main road junction.
- Almost all jobs in facilities, estate management, security provision are offered exclusively to individuals (often from lower income backgrounds) and to migrant semi-skilled labour.

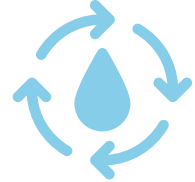
# #SustainAble



15%

Water Recycled Monthly  
(in Cubic Metres)

5410 /month



Book Distribution

₹30,00,000 / Annum



Computer and English Teaching

100 Students / Annum



350 school children from  
lower income families



Kerala and Kodagu Flood Relief  
Funds Raised 2018

₹153,500

Flood Relief  
Funds raised 2019



₹126,902

for



**Prime Minister's National Relief Fund**

# Connect with us

Call or  
Email

visit

tapmi.  
edu.in  
/sustainability

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TAPMI CENTRE FOR ENTREPRENEURSHIP,  
INCLUSIVE GROWTH & COMPETITIVENESS

