

December 27, 2018

To,
PRME Steering Committee
C/o Jonas Haertle, Head PRME Secretariat at United Nations Global Compact Office
801 2nd Avenue, 2nd Floor
New York, New York 10017

Sub: Second Sharing Information on Progress (SIP) Report 2018 on the Adoption of the Principles for Responsible Management Education

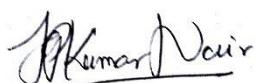
Dear Madam / Sir,

We are happy to report that we have made considerable progress in this area after adopting the PRME principles. As an institution of higher education involved in the development of current and future managers, we want to show our continued commitment toward the implementation of the Principles for Responsible Management Education. Our Sharing Information on Progress (SIP) Report 2018 is a testament to this commitment. We will continue to report our progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions.

We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.

We encourage other academic institutions and associations to adopt and support these Principles. We have already worked towards enlisting six institutions of higher education in the region to commit to PRME principles.

With Regards,



Dr. Padmakumar Nair
Director
LM Thapar School of Management



Sharing Information on Progress (SIP) Report December 2018





This is our **Sharing Information on Progress (SIP) Report**
on the Implementation of the **Principles for Responsible
Management Education**

About LM Thapar School of Management

The School was started in 2007 under the aegis of one of the premier private universities of India (Thapar Institute of Engineering & Technology, deemed-to-be-university). The School is situated in the town of Dera Bassi (District Mohali) of the state of Punjab, India. LMTSM is located at a distance of 20 Kms from Chandigarh which is the first planned and one of the modern cities of India, and is the capital of the northern states of Punjab and Haryana. Chandigarh is one of the most prosperous and educated cities of India with the highest per capita income. It is surrounded by cities of Mohali and Panchkula. Chandigarh, Panchkula and Mohali, known as tri-city are the hub of commercial activity in north India. The town of Dera Bassi is situated at 250 Kms from New Delhi. The location of the campus is well-suited to take advantage of the industrial activity happening around this region. The School campus extends over an area of 28 acres of the land. The campus is divided into various functional zones like Hostels, Main College Building and Residential Complex for staff and faculty. In addition to lecture theatres, board, and meeting rooms, the School has a large 260-seater auditorium, library, computer center, scholars, student's discussion cubicles, and teacher cabins and lounges. The School has spacious playgrounds. Adequate hostel facilities for both boys and girls are available on the campus.

At our business school, we stand to influence the way the world conducts business and business schools engage the world. Our goal is to develop Globally Sensitive Practitioners with a Scholarly and Social Entrepreneurial Mindset. LMTSM is considered as a School which supports openness, cultural diversity, global linkages and intellectual autonomy with sufficient focus on ethical decision making, inclusiveness, sustainability, and entrepreneurial mindset development. The students come from varied backgrounds and they belong to various parts of India. They together create an exciting, dynamic and diverse environment on campus. Our endeavor at LMTSM is to offer an enabling environment to these students to realize their potential by exploring their theory of life. At the same time, we offer intellectual freedom to our students to learn from the academic environment in the campus and industry best practices. We attempt to create a culture of mutual learning through knowledge sharing among students. We treat our students as participants by involving and facilitating them in the learning process.



We at LMTSM are committed to implement the six principles of PRME as an institute of higher education in management. Our undertaking for PRME Principles is further reflected in the School's **Strategic Plan** for 2019-23 (**Executive Summary as per Annexure-I**). The school integrates PRME principles into its curriculum and in line with the School's mission and program goals. This report shows our commitment to the principles of providing a responsible business management education.



Principle 1 | Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Response:

We have enlisted seven strategic themes under our strategic plan for 2016-21. One of the strategic themes under this plan is Sustainable Development of Local Communities. This Strategic Theme aims to develop graduates who will be able to comprehend holistic influence of businesses in society and local communities and are inclined to create and engage in such business solutions which contribute towards social good in a sustainable way. We want our students to realize that there are critical challenges faced by local communities which are important to be addressed while developing their business and management skills. Students should broaden community engagement and strive for achieving their capacity building and development. To these ends, the action steps listed are: 1) strengthen community engagement of our students 2) broaden community engagement of the students beyond the immediate vicinity of the institute, and 3) integrate a program of capacity building and community development in a sustainable way into our program curriculum.

LMTSM strongly believes in and practices sustainability. For really infusing the philosophy of sustainability in students and society, we have introduced a Year-long course on sustainability in our MBA Program. The course; named Sustainability-In-Practice, is a cross-year team-based course and runs for two semesters. It focuses on the interdisciplinary aspects related to sustainability such as Energy, Environment, Ethics, Economics, and use of Natural Resources. The course exposes students to the challenges of human existence and then focuses on developing sustainable solutions. In teams, students design and execute real-life projects which are topical and relevant to businesses' and society (Refer <http://lmtsm.thapar.edu/index.php/sustainability-in-practice>& Annexure 2 for full list of projects).

In addition, we have a dedicated center of excellence- 'Center for Strategy, Sustainability and Society (CSSS)' for engaging the students, faculty, practitioners, and community in sustainable practices and research. We have collaborated with Porter School of Environment Studies, Tel-Aviv University, Israel, for the student exchange program and research. In addition, the student coordinators of 'Environment and Sustainability Club (ESC)' under the 'Centre for Strategy, Sustainability and Society (CSSS)' have organized various activities involving village and local communities in order to educate them towards health, cleanliness, environmental protection and various other social and sustainability issues.



Principle 2 | Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Response:

We at LMTSM strive to be moral, rational, transparent and accountable in our decisions and actions. We attempt to inculcate the same approach and mannerism among our students by teaching them the spirit of ownership for their decisions and training them to recognize and execute their professional responsibilities in an ethical way. We are committed to creating socially aware managers who understand the value of the productive capacity of the masses in India, and who can see beyond all social and economic class divisions in the society. Further, the attempt is to educate our students to understand the bearing of their professional pursuits on various sections of the society and train them to work towards larger good of the masses while maximizing benefit to their organizations. Our MBA program has following goals:

- To enable graduates to generate scholarly knowledge for global prosperity
- To sensitize graduates towards international business and management practices
- To encourage graduates to find solutions for social and organizational issues in sustainable and entrepreneurial ways

To achieve our program goals, we have core courses on '**Social and Commercial Entrepreneurship**', & '**Sustainability in Practice**'. Apart from this, we at LMTSM incorporate into our academic activities and curricula the following core values which enable us to pursue our social and sustainable endeavors:

- 1. Ethical decision making:** We strive to be moral, rational, transparent and accountable in our decisions and actions. We attempt to inculcate the same approach and mannerism among our students by inculcating in them the spirit of ownership for their decisions and training them to recognize and execute their professional responsibilities in an ethical way.
- 2. Inclusiveness:** We are committed to creating socially aware managers who understand the value of the productive capacity of the masses in India, and who can see beyond all social and economic class divisions in the society. We aspire to educate our students to understand the bearing of their professional pursuits on various sections of the society and train them to work towards larger good for the masses while maximizing benefit of their organizations.
- 3. Sustainability orientation:** We are working towards developing future ambassadors of sustainability who are passionate about social, economic, environmental and resource sustainability challenges. They must recognize the relationship of social and economic growth with environment and understand the fact that their present actions can influence and force future generations to compromise on their ability to meet their own needs.
- 4. Entrepreneurial mindset:** We promote professional and intellectual development of our students and inculcate entrepreneurial attitude and skills in them by exposing them to a creative and responsive curriculum. Students are not trained to occupy jobs, but they are developed to create jobs. We are committed to developing their analytical, problem-solving, communication and interpersonal skills, and enable them to undertake innovation and scholarly endeavors of application, creation and dissemination of knowledge by contribution in business practices. Innovation, both social and commercial is our way of life at LMTSM.
- 5. Confidence with humility:** We are committed to preparing students with confidence in their knowledge and abilities to excel in their professional life. At the same time, we want them to grow as humble professionals. For the purpose, we are committed to equipping them with management skills related to the profession as well as life skills related to attitude and conduct so that they can be groomed as well-behaved human beings and professionals. Confidence gained as a result of professional expertise and success should not make them arrogant. Our endeavor is to enable our students to learn the art of humble confidence so

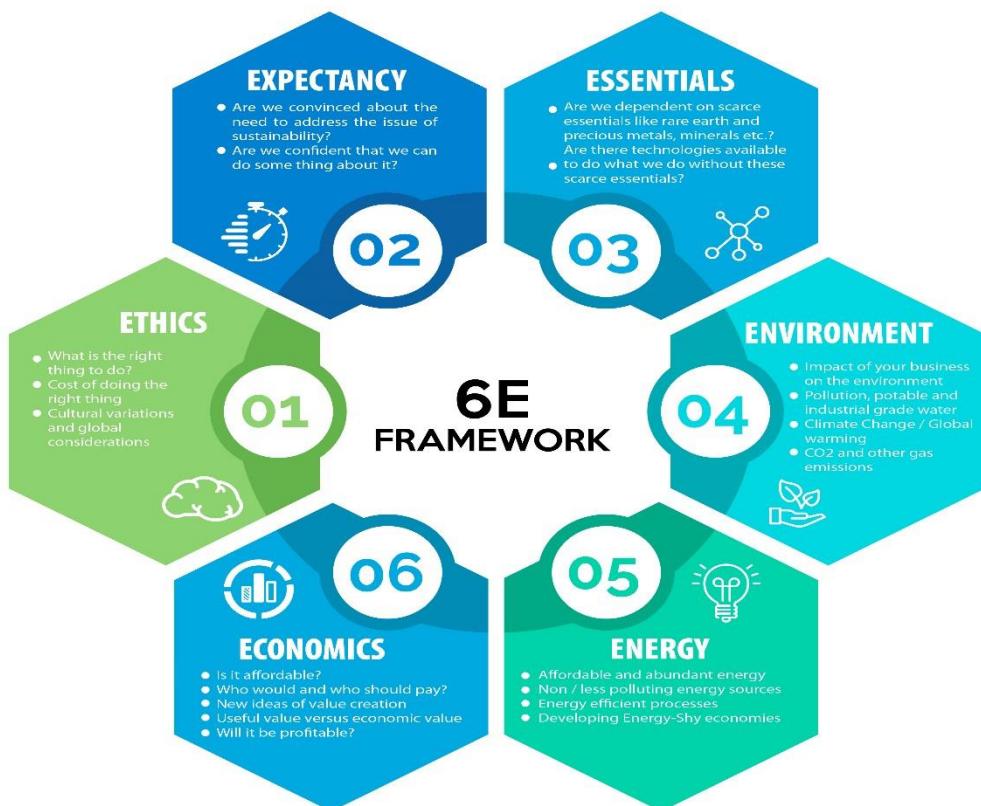
that they exhibit confidence to persuade others with their business acumen, and have the humility to learn from others during their professional and life journey.



Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Response:

Our program contents are fundamentally resilient with sufficiently strong academic rigor. We consider our faculty as mere facilitators in the classroom. In every course, we attempt to teach academic concepts with rigor along with practical aspects through real life examples, case studies, research papers, fieldworks, etc. The course content is regularly updated keeping in mind the needs of the industry. Our endeavor is to ensure that students are developed in a holistic way by giving them sufficient exposure beyond the classroom to hone their professional expertise. We have developed a 6E Framework for Global Business Sustainability in order to enable effective student learning experience for imbibing responsible leadership and achieving sustainable development goals. A framework called 6E Framework for Global Business Sustainability is given below:



To enhance student learning experience, our major focus is on content, pedagogy, and overall learning experience. In this regard, we have identified the following action steps:

- Improving quality of curriculum by enhancing its reach and making it responsive to industry needs
- Integrating experiential learning and professional development of the students
- Offering excellent academic environment to students with focus on experiential learning
- Strengthening various centers of excellence (Refer <http://lmtsm.thapar.edu/index.php/faculty-and-research/centre-of-excellence>)
- Increasing support for teaching excellence
- Enhancing focus on student competencies by rewarding the student scholarships
- Offering opportunities to students to participate in extra-curricular activities
- Conducting regular student, alumni and recruiter survey

In addition to the core and elective courses offered to the students, we create opportunities for students in order to engage them in various community-specific social projects and assignments as part of the academic requirement. A specially designed course 'Sustainability in Practice' with three themes viz., Energy, Environment and Economics, is being taught to students in the first two semesters of their MBA program through team projects. We have created more than 20 student teams consisting of mix of first year students and these teams have been assigned community-based projects (Refer Annexure 2 for full details of Projects). Figure 2 showcases the underlying pedagogical principles used in delivering the course on sustainability.

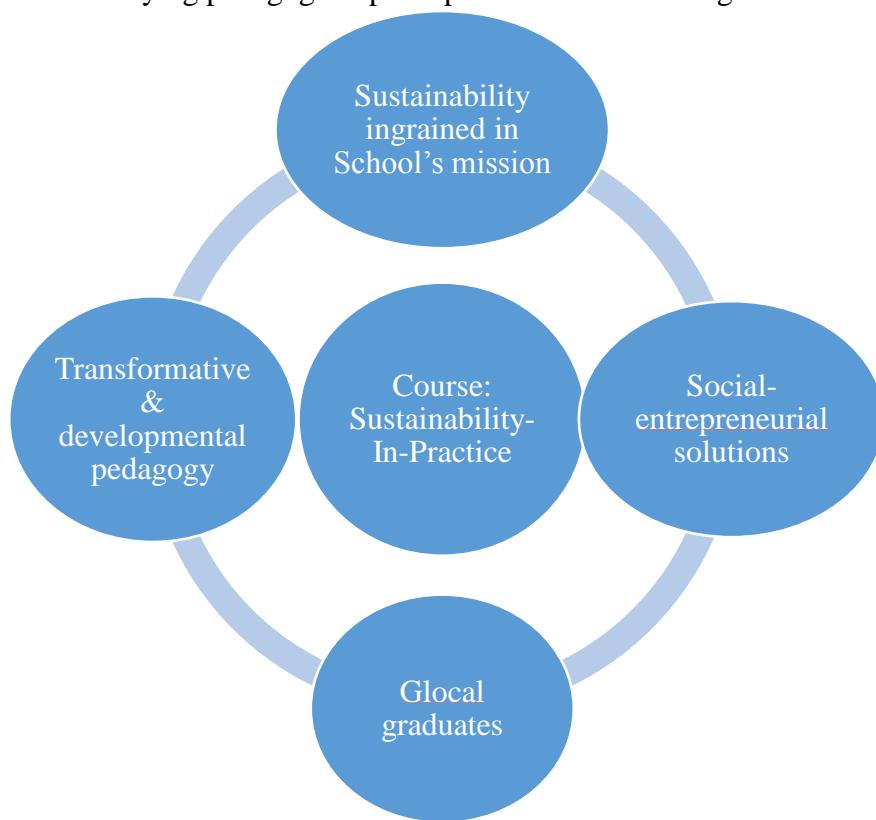


Figure 2: Sustainability in practice course principles

Through these projects, students are encouraged to connect with local and business communities to understand the issues and concerns facing them and help them find solutions for the same. The intent is to sensitize students with respect to their responsibility towards society and environment. The student-driven projects enable better understanding of the relationship between Sustainability - Earth - Human Beings - Business and Society. At LMTSM, we aspire to nurture and develop *glocal* graduates - MBA Graduates who appreciate the interconnections between global and local issues (Refer Annexure 2 for full list of projects & their mapping to Sustainable Development Goals).



Principle 4 | Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Response:

Our faculty members are encouraged to engage in both socially and economically relevant research. We realize that knowledge creation is one of the most crucial and desirable aspects of teaching profession in addition to knowledge delivery. To this end, faculty at LMTSM is actively involved in generating research output. Most of the research output being generated involves application and examination of relevance of existing theoretical concepts in different industries, social scenarios and contexts. We at LMTSM are committed to undertake research in sustainability and responsible management issues. The school gives high priority to research as one of its most important contributions to the society. The faculty and the students of the school strive for the highest standards of excellence and morality in any research activities. Our faculty members have been continuously publishing in the domain of sustainability for enhancing social, environmental and economic values.

Table 1: Conferences attended by LMTSM Faculty

S.No.	Name of Faculty	Name of Paper	Name of Conference	Places and Dates
1	Sharma, A., & Singh, G. (2018)	A Process-oriented framework for corporate social responsibility implementation	8 TH PRME, Asia Forum, Sustainable Futures	S P Jain Institute of Management and Research, Mumbai, India (12-14 December).
2	Singh, G., Nair, P., Bhutiani, D., & Syal, K. 2018	A developmental and constructivist approach for designing a course on sustainability: A case study	8 TH PRME, Asia Forum, Sustainable Futures	S P Jain Institute of Management and Research, Mumbai, India (12-14 December).
3	Gill, S., & Singh, G., 2018	Getting Future Ready: Leadership Role to Address ‘Quality versus Access’ Debate in Management Education	8 TH PRME, Asia Forum, Sustainable Futures	S P Jain Institute of Management and Research, Mumbai, India (12-14 December).
4	Sharma, A., & Singh, G. (2018)	Understanding corporate social responsibility practice and implementation in the institutional environment	<i>FORE International sustainable development conference 2018</i> , New Delhi	FORE Business school & International Association for Business and Society.
5	Sharma, A and Singh, G, 2016	Understanding CSR as a practice: From obligation to opportunity	In 12th Corporate Responsibility Research Conference	University of Leeds – Istanbul University – Kedge Business School (12-14 October, 2016).

Journal Publications

6	Tomaselli, Garg G, Gupta Lalit , Vipul Xuereb, P	Healthcare Systems and Corporate Social Responsibility Communication: A	Journal of Global Information Management, 2018	
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		Comparative Analysis between Malta and India		
7	Hota K. Pradeep, Chaitanya Boby, Subramanian Balaji	Developing Platform Ecosystem for Resource Mobilization: The Case of Social Enterprises in India	Journal of Information Technology Case and Application Research, Vol 20, No.2, 2018	
8	Sharma Nikita, Raiswa, Rameshwar Rudra	I don't buy LED bulbs, but I switch off the lights": Green Consumption versus Sustainable Consumption	Journal of Indian Business Research – Emerald, 2018	



Principle 5 | Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Response:

The Centre for Governance at LM Thapar School of Management (LMTSM) has been established by an MoU between Avantha Foundation and LMTSM for collaborative research in the field of urban and local governance. As a pilot study, the Centre has conducted extensive research in the towns of Kullu and Dharamshala in the area of financial management of the respective Municipal Councils. The work included the study of the revenue generating systems and improving the rent collection efficiency of the municipal properties in the two MCs.

We are also conducting various training & development programs, MDPs & EDPs for business practitioners and educationists. Such programs aim at enabling them to meet various organizational, social and environmental challenges in an effective manner. A list of these programs conducted in the last one year is given below:

Table 2: Training & Development Programs for Industry Practitioners

S. No.	Organization Name	Topic/Theme	Date	Venue	No. Of Participants
1	LOHAR THEMOTECH	Sustainable Energy Solutions	17 th Sept 2018	Lohar Themotech, Derabassi	8
2	Ambuja Cements	Understanding and Implementing Sustainability	26 th Aug 2018	Ambuja cements ltd., Ropar	5
3	Indus Hospital	Hospital Waste Management	8 th Sept 2018	Indus International, DB	6
4	Saurav Chemical Ltd.	Energy Conservation	10 th Sept 2018	Saurav chemicals ltd., Derabassi	12
5	Hella India lighting ltd.	Drive-less Campaign	11 th Oct 2018	Hella india lighting ltd.,	10

Table 3: Management Development Program/Faculty Development Program

S. No.	Organization Name	Topic/Theme	Date	Venue	No. Of Participants
1	LOHAR THEMOTECH	One Stop Sustainable Solutions: In SAW (Steam, Air, and Water)	29 th Sept 2018	LM Thapar School Management	45
2	Danube University Krems, Austria, Dr. David Campbell	Innovation Systems and Sustainability	26-29 th Sept 2018	LM Thapar School Management	45
3	5 th INDIALICS (Learning, Innovation and Competence building Systems) Training Program	Innovation Systems and Sustainable Development	14-19 th Sept 2018	LM Thapar School Management	23
4	Prof. KJ Joseph, CDS, Trivandrum	Innovation in Sustainable Development	14 th Sept 2018	LM Thapar School Management	35
5	Prof. Jacob Thomas	Environmental, Management and Governance	16-22th Aug 2018	LM Thapar School Management	130
6	Dr. Amandeep Dhir	Phenomenon Based Learning	26 th July-28 th July 2018	LM Thapar School Management	92
7	SOJHI charitable society – LMT students and alumni	Organic farming, chemical free farming	19 th April, 2018	LM Thapar School Management	63
8	Paryavaran	Sustainability in Practice	8 th Nov 2017	LM Thapar School Management	86
9	Dr. Arpita Ghosh	Treatment of waste water (contaminated with chromium complex dye) using bioremediation technique and biogas production from the generated sludge	October 09, 2017	LM Thapar School Management	15

There were many other activities involved for societal development focusing upon “think about others and not about ourselves”:

- Moral Education Lecture to school students of Village Behra was organized by NSS on 22 Nov 2017,
- PARYAVARAN (2017) research seminar under aegis of Principles of Responsible Management Education (PRME, UN Charter) & LMTSM, Keynote speakers on Education & Sustainable development. Participants’ included Senior Faculties, University Administrators and students from North India,
- Dental Camp (29/01/2018),
- Tree Plantation drive (31/01/2018),
- Sharing clothes and resources Drive (01/02/2018),
- Animal rights with SKI (02/02/2018),

- Wall Painting across Dera Bassi (03/02/2018),
- Guest lecture on Social Issues (04/02/2018),
- Blood Donation (05/02/2018),

SOJHI (Charitable and Welfare Society), the event was about educating farmers on latest farming techniques. It comprises of the inauguration of the society followed by speeches by various experts in the field of agriculture.



Principle 6 | Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Response:

LMTSM emphasizes on regular dialogue and interactions with other academic institutes, businesses, and public through lectures, seminars, conferences, publications, and outreach activities. The issues we emphasize on are related to global social responsibility and sustainability. The brief of interface with various agencies is given below:

1. Interface with Industry: Seminars & guest lecture series by industry practitioners and leaders, internships with different corporate houses specially contributing towards energy saving, Environmental, Management and Governance, consultancy projects for corporations—Global Green, CLASS AUTO, CII, etc., Management Development Programs, Faculty Development Programs, Training Programs for Professionals (Refer Table 2 & 3).

2. Interface with Academic Institutes:

- Promoting PRME among academic institutions in the region through personal interactions. We have been able to get following academic institutions to join PRME:
 - 1. Universal Group of Institutions, Lalru, Punjab, India**
 - 2. Punjab Group of College, Lalru, Punjab, India**
 - 3. Chandigarh Business School of Administration, Landran, Punjab, India**
 - 4. Rayat Bahra University, Mohali, Punjab, India**
 - 5. Gian Jyoti Institute of Management and Technology , Mohali, Punjab, India**
 - 6. Shaheed Udham Singh College of Engineering and Technology, Mohali, Punjab, India**
- Attending PRME conferences, seminars and forums. LMTSM faculty regularly attends PRME forums.
- Sponsoring our students to undertake Sustainability & energy research at Tel-Aviv University, Israel.
- Sustainable Development, Karlsruhe, Germany; Centre for Development Studies, Kerala, India; IndiaLics Training program on Research Issues & Methods in Innovation Systems & Sustainable Development.
- LMT has a credit exchange program with Porter School of Environmental Studies, Tel Aviv University, Israel. Under this collaboration three of our students have completed M.A. program in Environmental Studies since 2016.
- LMT has signed MoU with various international universities to co-create curricula and research in sustainability. These include University of Twente, Tel Aviv University, Danube University Krems, University of Malta.
- LMT is part of 6 university consortia delivering ERASMUS+ funded Master's In Research and Innovation in Higher Education. Significant part of curricula focuses on social entrepreneurship. Refer <http://www.marihe.eu/>

3. Social Interface: Actively involved in Cleanliness drives and campaigns, Sustainability values taught on Earth Day in various nearby Schools, organized events like Paryavaran, created social welfare committee for farmers ‘SOJHI’, Conducted Blood Donation drives, Conducted Teaching Campaigns, Plantation Drive conducted by NSS, Installation of Dust-bins in Village households, Live Project “Vehra on Women Empowerment”, NGO: Little Dreams, GYAAN, Drive Less Campaign, Hospital Waste Management, Factfulness and Economies of Caste System, etc.



Key objectives for the next 24 months:

We plan to focus the next 24 months on the following three initiatives. We believe that these three initiatives are critical to sustaining our PRME efforts.

1. Sustainability in Practice year-long MBA course
2. AACSB accreditation
3. “Uberization” of the Business School

Our Strategic Plan details all these efforts and is attached below:

Our Revised Strategic Plan 2019-2023

►►Our Mission

We stand to influence the way the world conducts business and Business Schools engage the world.

World Conducts Business

- *We develop the practitioners with a scholarly and social entrepreneurial mindset by training them to maximize the value of efficiency-enhancing mechanisms of the free market and at the same time educating them the limitations and ethics of profit-maximizing mechanisms to prevent excesses to avoid situations like the global economic meltdown of 2008. We believe that managers should passionately create value for all stakeholders not just to extract value for themselves. Creating economically and environmentally sustainable businesses is another major area of intellectual pursuit at our School.*

Business Schools Engage the World

- *We are committed to engaging the community around us as the first step in contributing to the overall well-being of the nation and the world. We are first an institution of higher education and then a business school. We intend to fulfill the function of a center for advanced learning and a place where young minds are groomed to become brave and passionate citizens who are intellectually free to dream, architect and build the world of their imagination.*

►►Our Vision 2030

We want to be the source of impactful ideas for influencing the way the world conducts business through research, teaching, consulting and community engagement.

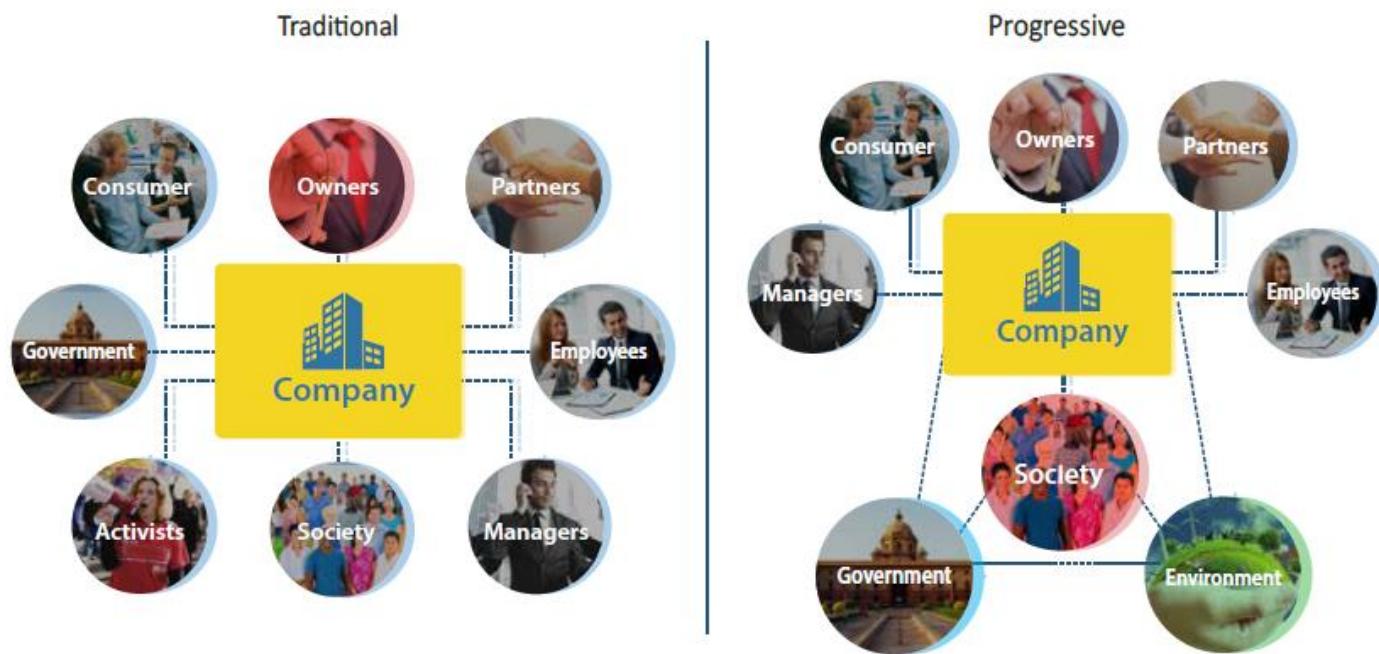
A Source of Most Impactful Ideas

- *Our vision is to create a business school which is more than just a business school. One which contributes towards building sustainable institutions and effective governance structures for businesses, government and civil society. Professionals in every walk of life have a lot to learn from business schools and business professionals and scholars have a lot to learn from every other discipline of intellectual pursuit. We dream of creating a business school which enables all of them, such as students, professionals, political and community leaders, entrepreneurs and activists to come together and create, exchange, and disseminate knowledge with passion and a zeal for action.*

Quantifying our Impact

- *We want to make sure that our research publications are cited by other scholars, used by consultants and policy makers. We also want to see our graduates influencing the business world through designing ethical and sustainable strategies, new business models and transformational leadership practices.*

►►Traditional vs. Progressive view of Business Education



Traditional business education emphasizes on the power of free market and maximizing shareholder value as the prime purpose of existence of businesses and business schools whereas progressive view of business education emphasizes on free human spirit and maximizing stakeholder value as the prime purpose.

►►Our MBA Program Goal

Our MBA Program goal is to develop Globally Sensitive Practitioners with a Scholarly and Social Entrepreneurial Mindset.

- We want to groom a generation of thinkers, practitioners and leaders who are adept at solving both local and global problems with utmost global sensitivity. Global sensitivity has a much broader scope than just cultural sensitivity. It encompasses everything from rules and regulations to economic realities to geographic peculiarities.
- We base our philosophy of educating the practitioners with a scholarly mindset on the following two assertions:
 - “Nothing is as practical as a good theory” by Kurt Lewin
 - “Nothing is as dangerous as a bad theory” by Sumantra Ghoshal
 - We want our graduates to be able to understand the power of good science and at the same time recognize its limitations. We pay special attention to generating new ideas and synthesizing and integrating existing ideas for applying them to solve real world problems.
- We believe that what is good for the corporation should be good for the community and what is good for the community should be good for the nation and ultimately the entire world. We want every graduate to have a strong entrepreneurial orientation with an emphasis on doing social good. Irrespective of what kind of enterprises they create or work for, a strong orientation toward societal good must be the starting point of any decision they make. We believe that a right balance between social and economic good can produce sustainable businesses. Also, we see considerable overlap between social entrepreneurial mindset and sustainability mindset.

►►Our PhD Program Goal

Our doctoral program aims at developing engaged scholarship with true professionalism in our graduates.

Engaged Scholarship

► We want to train a generation of researchers who attain scholarly proficiency through addressing social, economic and ecological challenges faced by corporations and communities alike. We want them to be sufficiently trained and equipped to apply scientific methods and theoretical insights to addressing real world business and societal challenges.

True Professionalism

► We define True Professionalism, based the insights gained from the work of David Maister, as **the courage to care about one's students, colleagues, clients, and career**. We believe that our doctoral students should be passionate towards research, teaching, consulting and community engagement. They should be able to appreciate the importance of balancing between rigor and relevance in their profession.

►►Our Motto

- **Initiate.**
 - **Innovate.**
 - **Inspire.**
 - **Implement...**

Our Journey into the Future

This Strategic Plan has been developed over a period of more than one year after elaborating discussions at various levels involving multiple constituencies like students, staff, faculty members and the Director of our business school. We deliberated on our School's environment, developed a **SWOT Analysis** and looked at our School's capabilities through the lens of the **Resource-Based View** of the firm. Thus, we tried to make a note of our challenges while recognizing our capabilities in imparting business education to our students. We were also mindful of our commitment to PRME Principles. After considerable deliberations, seven major Strategic Themes have been identified which are being summarized in the following paragraphs. While presenting this Strategic Plan, we realize that we must evolve and build our capacities to meet our aspirations and goals under each of the seven Strategic Themes. Further, we also understand that our agenda of Strategic Themes may also evolve over a period in the face of changing market scenarios, the emergence of new pedagogies and stakeholder expectations.

Future@



Themes

►►Strategic Theme One: Student Learning Experience

▪ Strategic Theme One: Student Learning Experience

Our goal is to give the most meaningful learning experience to our students. In this thematic area, our major focus is on content, pedagogy, and overall learning experience. In this regard, we have identified the following action steps: 1) improving quality of curriculum while enhancing its reach and making it responsive to industry needs, and 2) enhancing student scholarships while integrating experiential learning and professional development of the students.

►►Strategic Theme Two: Corporate and Alumni Connect

We strive to develop strong partnerships with corporations to provide opportunities for our students and faculty both for learning and practicing through consulting and internships. In addition, we provide a large pool of well-trained graduates to recruit from. We actively encourage our faculty to do in-company projects with a view to improve their teaching and research skills. The intent is to build such engagements within as well as outside India. The action steps identified in this regard are: 1) enhancing our visibility to the corporate sector, 2) developing and offering customized programs and research-based consulting expertise to the corporations, and 3) making the existing relationships with the business community stronger. Further, we take proactive steps to maintain our relationship with our alumni through continuous engagement. This helps us in terms of bringing industry knowledge in to our institute and aid to the placement and internships.

►►Strategic Theme Three: Rigorous and Meaningful Research (Engaged Scholarship)

The goal under this Theme is to ensure that our research is rigorous and useful. Our faculty members are encouraged to engage in both socially and economically relevant research. For the purpose, following action steps have been earmarked: 1) recruiting faculty with proven research credentials, 2) providing support to faculty to build and capitalize on their research capabilities to improve quality of publications, and 3) supporting and rewarding faculty for research achievements.

►►Strategic Theme Four: Global Sensitivity

Our focus is to develop truly global citizens with a deeper understanding of culture, business practices, history, government, politics and geography of the regions across the globe. We are looking forward to having international collaborative arrangements for ensuring cross-cultural exposure of both our faculty and students. The action steps listed in this respect include: 1) developing course content to ensure that our students develop a global perspective, 2) augmenting LMTSM student learning experience with on-campus faculty drawn from international institutes / universities, 3) enhancing LMTSM faculty and student exposure to international academic and business environment, and 4) improving on-campus LMTSM student peer group composition to include foreign students.

►►Strategic Theme Five: Stakeholder Engagement and Sustainable Development

This Strategic Theme refers to our continuous efforts create value for the large set of stakeholders and in turn enhance the credibility and reputation of the School among all stakeholders. We want to develop graduates who will be able to comprehend holistic influence of businesses on society and local communities and are inclined to create and engage in such business solutions which contribute towards social good in a sustainable way. Local communities are one of our key stakeholders. We want our students to realize that there are critical challenges faced by local communities which are important to be addressed while developing their business and management skills. Students should broaden community engagement and strive for achieving their capacity building and development. To these ends, the action steps listed are: 1) broadening community engagement of the students beyond immediate vicinity of the institute, and 2) capacity building and community development in a sustainable way by enabling students to understand the needs and problems of the community.

Other important stakeholders are students of the school. we wish to enhance student satisfaction in every aspect. In this respect, the action points identified are: 1) enhancing School standing and visibility, 2) developing and enhancing relations with academic and business community, 3) strengthening student services and infrastructure, and 4) enhancing on-campus learning experience of the existing students.

►►Strategic Theme Six: Entrepreneurship and Innovation

The purpose of this Strategic Theme is to develop graduates with entrepreneurial and innovative spirit who are adept at creating employment rather than looking for employment. We attempt to develop an entrepreneurial ecosystem to our students and alumni that supports entrepreneurs and start-ups with requisite infrastructure, advice and mentoring. In this respect, the action steps identified include: 1) making curriculum more entrepreneurial, 2) developing an incubation center (Venture Lab), and 3) including start-up option as part of the MBA curriculum.

►►Strategic Theme Seven: Uberization of the business school

The purpose of this Strategic Theme is to design and create a versatile software platform which will make the logistics of interaction amongst various stakeholders of the school seamless. As a first step we have already developed an android based student feedback application to capture feedback after every lecturer. This app is a precursor to the development of a multifunctional and intelligent learning management system which would help students by generating study guides and learning tips. This strategic theme also includes optimizing and digitizing everything we do at the business school which is repetitive in nature. This will help us capture relevant data for the purpose of reporting, continuous improvement, governance and measurement of impact.

LM Thapar School of Management at Thapar Institute of Engineering and Technology University (Thapar University) is one of the leading business schools in North India. The school was established as a constituent department of Thapar University (Patiala) in the year 2007 in memory of Mr. Lalit Mohan Thapar, one of the three sons of Lala Karam Chand Thapar who founded the Thapar Group of Companies. After the death of Lala Karam Chand Thapar in 1963, his third son, L.M. Thapar took over as the chairman of the Group. In 2013 LM Thapar School of Management was shifted to the new campus of Thapar.

Thapar University was established in 1956 through a collaboration between the then State of PEPSU (Patiala and East Punjab States Union), the Central Government and the Patiala Technical Education Trust (PTET) instituted by the founder of Thapar Group, the late Lala Karam Chand Thapar. The institute gained the status of a university in the year 1985 and today Thapar University is recognized among the premier Universities of the country imparting technical education and is the best of its kind in the north-western region of India. It is an example of a pioneering experiment of public-private partnership in Higher Technical Education.

List of Sustainability in Practice (SiP) projects which are mapped with Sustainable Development Goals



CSR Activity	SiP Project mapped to CSR Activity	Description of the Project	SDG's Covered
Promoting education, including special education and employment enhancing vocation skills	Gyaan	Provide teaching and learning environment to the children of nearby villages for fostering knowledge, values and skills among them.	Quality Education Gender Equality
	Little Dreams	Impart basic literacy, promote healthcare, overall development and environmental sensitization to underprivileged children of the society.	Quality Education Gender Equality Good Health and Well-being
	Responsible Management Education	To transform business and management education and develop the responsible leaders of tomorrow. Transform research and thought leadership globally using a framework of six principles (Purpose, Values, Method, Research, and Partnership & Goals) that would enable higher education institution to create learning communities	Quality Education Partnerships to achieve the goals
Eradicating hunger, poverty and malnutrition, promoting preventative health care and sanitation and making available safe drinking water	Hospital Waste Management and Segregation	Creating awareness of hospital waste management to local dispensaries and clinics, addresses concerns of hospital waste segregation and ensuring eco-friendly waste disposal.	Good Health and Well-being
	Green It Project: Digital Portal for donation	Creating a digital platform for donation of food, clothes, electronic goods, organs etc. to underprivileged sections of the society to sustain better standards of living for them.	Industry, Innovation and Infrastructure Good Health and Well-being
	Waste Management at LMTSM Campus	Reducing wastage of water and food in the campus by spreading awareness and taking appropriate measures along the concepts of Reduce and Re-use.	Zero Hunger Responsible Consumption and Production
Ensuring environmental sustainability,	Let's bring back the Butterflies	The project aims at ensuring sustainability, ecological balance and protection of flora and fauna by creating an environment and	Life on Land

ecological balance, protection of flora and fauna, animal welfare, agro forestry, conservation of natural resources and maintaining quality of soil, air and water		planting trees that bring back the butterflies as they are an indicator of a healthy ecosystem.	
	Industry Connect-Energy Conservation	To check the quantity of energy saved and reused by different industries by keeping track of how introduction of new technology helps and measuring the energy conserved and its end results over a period	Affordable and clean energy Partnerships to achieve the Goal
	Green Supply Chain Management @LMTSM	To redefine existing technologies to reduce total cost with optimum utilization of energy resources effectively and efficiently. To reduce water and food wastage and maintaining a better inventory system to increase the proficiency, quality and efficient utilization of human resources.	Affordable and clean energy Responsible consumption and production.
	Grab-a-Ride	In order to reduce the carbon emissions, grab a ride strives to develop a safe car-pooling platform, while promoting a smart, efficient and sustainable service. They have developed an app to provide a user-friendly interface to the students.	Industry, Innovation and Infrastructure Climate Action
Promoting gender equality and empowering women, and measures for reducing inequalities faced by socially and economically backward groups	Drive less Campaign	To save the environment and for reducing the consumption of fossil fuels, students are influencing people to drive less and use public transport through campaigns, walkathon and workshops.	Climate Action Sustainable Cities and Communities
	Lean and Green: Sterile - step towards sustainable build outs	Blast Furnace Slag is produced in steel plants in large quantities and dumped in the vicinity of steel plants. Lean and green focuses on studying the feasibility of utilizing blast furnace slag for making sand and work out the techno-economics for using it as a substitute for river sand.	Decent Work and Economic Growth
	Sustainable Communities	Creating awareness among the communities encountering environmental, economic and societal challenges to create a better future for all.	Sustainable cities and communities
	Factfullness and economies of caste system	To illuminate the society with the fact-based perspective addressing social hierarchy and misconceptions regarding various opportunity killers.	Gender Equality Reduced Inequality
	Celebrating Inclusiveness	Inclusiveness is the quality of including all sections of the society. The project highlights the struggles and triumphs of the unsung heroes, whose work is instrumental for the smooth functioning of the society, yet invisible to the naked eye, thereby emphasizing their valuable presence in the society.	Reduced Inequality

Rural development projects	Integrated Village development: Model for Sustainable Rural Development	The project aims at developing a replicable and sustainable model for rural development by focusing on the following: 1)Stubble burning 2)Organic Farming 3)Water Management	Climate Action Decent work and economic growth
Protection of national heritage, art and culture restoration of building of historical importance .	Promotion of Indian Cuisine and its impact	The project disseminates the importance of using herbs and spices in our everyday life and cooking. It also highlights the medicinal values attached to these herbs and spices and how they can contribute in the overall well-being of an individual.	Good Health and Well-being
Contributions or funds provided to technology incubators located within academic institutions	IT Project: LMTSM Dashboard	Creating a “Sustainable Dashboard” for organizing the data related to various resources (electricity usage, water harvesting, solar roofs and landfills etc.) at one place. Dashboard will provide one place solution for tracking the usage of resources, how we can reduce the wastage and use them in sustainable way.	Industry, Innovation and Infrastructure
	Centre for sustainability and innovation: Creating digital platform for promoting sustainability	The projects aim at creating a digital platform for not only promoting sustainability but also selling the products that are eco-friendly and sustainable in nature.	Industry, Innovation and Infrastructure