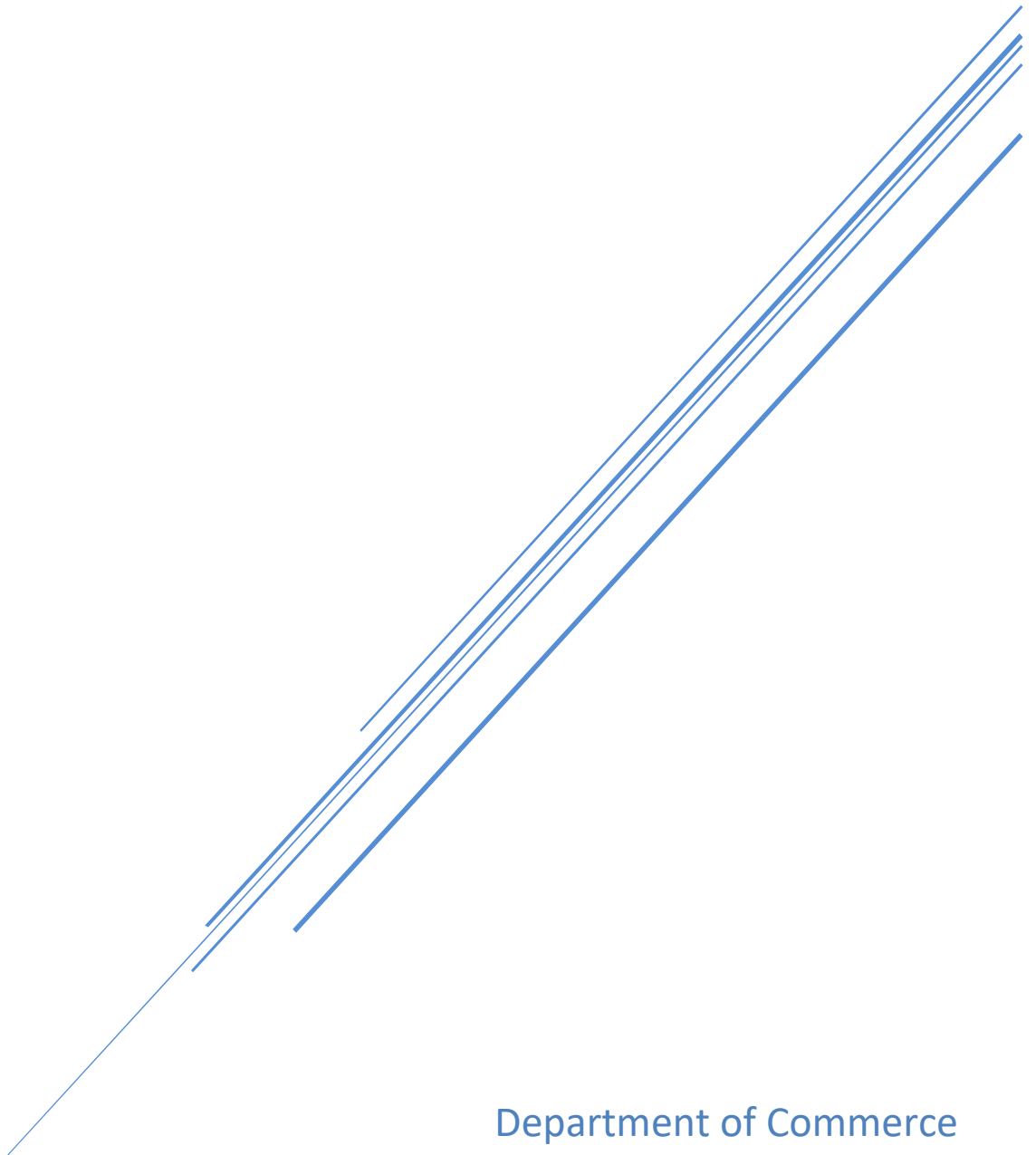


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BUILDING FROM BOTTOM UP: A MICRO INSTITUTIONAL APPROACH TO GOVERNANCE, QUALITY ASSURANCE AND EXCELLENCE IN HEI

Anand Saxena¹

As an alternative to the macro institutional approach of setting up a centre of excellence (COE) in a Higher Education Institute (HEI) the paper proposes a micro institutional approach thereto. Conceptually the paper draws on the ideation of centres with potential for excellence at the university and college levels by the University Grants Commission. Theoretically, locus of the paper vests in institutional theory. Empirically, the paper examines the evidence in respect of centres of excellence- secondary as well experiential. The paper attempts a bottom-up articulation of the vision, mission and objectives of the COEs; it also spells out the activity spectra in furtherance thereof. The framework developed here does not contradict the macro institutional approach. It instead proposes an alternative that can co-exist with and even complement that. It proposes an organic and adaptive framework that captures the ground realities of a typical HEI and the COE situated therein.

Keywords: *Excellence; Governance; Higher Education Institutions (HEI); Institutional Theory; Quality Assurance*

¹Associate Professor in Commerce, Deen Dayal Upadhyaya College, University of Delhi

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VIRTUOUS CYCLE BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND CORPORATE FINANCIAL PERFORMANCE

Ajay Kumar Singh¹, Deepali Malhotra²

In this study, one of the older concepts in discussion of Corporate Social Responsibility i.e., 'whether investment in social activities is worthwhile or not' has been addressed. Till present day, this debate has been prompting researchers to empirically investigate relationship between CSR and CFP. However, there is no generalized conclusion to this question. This paper seeks to investigate relationship between CSR and CFP. The period chosen for the study is 2007-2013. Our sample constitutes of all companies except Banks and Financial Institutions listed on CNX 100 index of NSE. For measuring CSR, we have constructed CSR Measurement Index which is based on inventory of 95 items under ten broad dimensions. This study has used both accounting based and stock-market-based measures like to investigate the bidirectional relationship. Statistical tools like Pearson correlation analysis and multiple regression analysis have been applied. The study concludes that there is existence of virtuous cycle between CSP and CFP.

Keywords: *Corporate Social Responsibility, Corporate Social Performance, Corporate Financial Performance, Virtuous circle.*

¹Senior Professor, Department of Commerce, Delhi School of Economics, University of Delhi

²Assistant Professor, Delhi School of Management, Delhi Technological University

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INTEGRATING A WHISTLEBLOWING MECHANISM - COMMITMENT OF TOP MANAGEMENT

Shivani Abrol¹, Swati Aggarwal², Mukesh Kumar Jain³

Effective whistleblowing mechanisms should be trustworthy and secure, allowing employees to report malfeasance without hesitation. In establishing a whistle-blower policy, various factors must be considered, including confidentiality of the perpetrator's identity, safeguarding of whistle-blowers, training of ethical programmes, management commitment and responsiveness to the complaint. Therefore, this study aimed to investigate these aspects of Indian corporates' whistleblowing policies. The study based on 161 auditors, HR managers, executives, and company secretaries, among others, determined that Corporate India has a recognised mechanism for reporting unethical behaviour that provides the optimal environment for preventing malfeasance and ensuring operational transparency.

Keywords: *Whistle-blower Policy, Whistle-blower, Management Commitment, Anonymity, Non-Retaliation*

¹Associate Professor, Department of Commerce, Zakir Husain Delhi College

²Associate Professor, Department of Commerce, Zakir Husain Delhi College

³Professor, Department of Commerce, Zakir Husain Delhi College

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RIGHT TO DISCONNECT: A WAY TO MAINTAIN WORK-LIFE BALANCE

Shikha Garg¹

The purpose of this paper is to examine the importance of right to disconnect in maintaining a work-life balance. A structured and non-disguised questionnaire was constructed which was used for eliciting information and data from the respondents. It was found that office communications received by the employees in out-of-office hours generate a sense of immediacy and lead to burnout. It was also found that there is an urge to slowdown and escape among the employees and right to disconnect has been perceived as a strategy to maintain work-life balance. The paper also discusses the global scenario and the problems which have been faced by the employers who have implemented this law. The current study also discusses the Right to Disconnect Bill, 2018 which was introduced in Lok Sabha in India. The paper suggested that instead of “Right to Disconnect”, “Right for a Chosen Connection” should be implemented in India so as to overcome the shortcomings of “Right to Disconnect”.

Keywords: *Right to Disconnect, work-life balance, well-being, digital tools*

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MILLENNIALS IN THE WORKPLACE: AN OVERVIEW

Kasturi Saikia¹

People are what makes a great workplace. It is seen that the behaviors and attitudes of people have changed drastically over the years. With this change, there have been changes in the working style of individuals and organizations as well. The success of an organization depends on the efficiency of human resources and there is interdependency between the organization and its people to take care of each other. The different generations over some time, Silent Generation, Baby Boomers, Generation X, and now the Millennial or Generation Y; and their characteristics have had a great influence on the working style of organizations as they must keep up with the needs of the generation. This study aims to identify how organizations have accepted the millennials and brought about changes in the workplace environment keeping their needs in mind. The Objectives of the study are

- 1) To identify the characteristic of the millennial.*
- 2) To identify the workplace environment changes owing to the millennials.*

In addition, some unique HR practices of companies are also discussed. The study is based on the literature available from various secondary sources such as journal and magazine articles. The major finding of this study is that organizations consider the different generations and takes care of their needs by incorporating changes in the organization's culture.

Keywords: *Millennial, Generational differences, Workplace*

JEL Code: M12, M14

¹ Assistant Professor, DHSK Commerce College, Dibrugarh, Assam

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