

INDIAN INSTITUTE OF CORPORATE AFFAIRS (IICA)
(National Foundation for Corporate Social Responsibility)

**IICA CERTIFICATE COURSE IN CORPORATE SOCIAL
RESPONSIBILITY (ICP IN CSR)**

AT INDIAN INSTITUTE OF CORPORATE AFFAIRS (IICA)

Starting from- August 5th, 2019

(FOR DURATION OF NINE MONTHS)

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Course Goals

- To train and develop Learners understanding of concepts, theories and responsible business practices to enter the CSR domain.
- To train and develop Learners understanding of how CSR is linked with other facets of business.
- To develop project management in skills among Learners in CSR
- To develop monitoring and evaluation skills among learners for CSR projects
- To give practical exposure of CSR implementation in the country

Course Description

Companies Act 2013 and Section 135 on Corporate Social Responsibility provides an enabling framework for companies to play a more proactive role in inclusive growth of the country. With this unique legislation, corporate India is well poised to transform the social landscape of the country and reap long term benefits of a sustainable growth. It also requires companies to adopt those CSR initiatives that have a programmatic, quantifiable and sustainable approach rather than mere philanthropy. This has also created a tremendous opportunity for professionals to play an active role in nation building by becoming CSR professionals whose services can be availed by companies and CSR implementing organizations to derive maximum impact from their CSR projects. Trained CSR professionals are therefore the need of the hour as the latent power of the new legislation begins to transform CSR landscape.

To meet this critical need, National Foundation for Corporate Social Responsibility has rolled out India's first certificate programme in CSR. This course is of nine month duration delivered over online Learning Management System (LMS), Master classes by distinguished faculty as well as periodic contact classes and doubt clearing session provided by ICP training partners

across the country. For this course teaching and learning material, comprises of Trainer's manual and a Learner's manual. Together they take the participant from Universal, generic and global definition of CSR to the specific Indian situation that is emerging post the historic legislation. There is a useful mix of theory and applied/action research in the content. Several Indian case studies have been put to give an Indian perspective to CSR implementation in the country post the historic legislation. There would be weekly quizzes and assignments followed by two assessments at the end of 10th week and 35th week. The learners are also required to undertake a 6 week corporate attachment and 8 week of Implementation agency attachment during the nine month course.

Content of this training programme has been developed and compiled internally by NFCSR, IICA with an active support from external faculty and authors. It is envisaged that the successful participants of the course would become the change agents thereby heralding the dawn of a new development sector era in the country.

Pedagogy: Blended learning approach

The impact of the course is defined by the pedagogy that is adopted to disseminate the knowledge. The ICP course in CSR follows a Blended Learning approach of learning, blending the modern as well as the time-tested techniques of disseminating knowledge to its participants. The online course aims at enhancing the knowledge levels of the learners, building their skills and creating a sense of curiosity and ownership amongst them.

For the professionals, managing to take out time from their otherwise hectic professional commitments is of paramount value. Keeping this in mind, the IICA certifications are delivered through a digital medium which provides the candidates the luxury of “Learning at one’s own Pace & Space”. The Learning Management Support (LMS) powered by Blackboard provides the digital platform wherein the students through a calendar of live and recorded webinars learn without compromising on work commitments.

- Learn anytime and from any location - 24 x 7 access available on mobile and tablet devices and on the web.
- Learning materials comprise of recorded sessions, study materials, Tutorials etc.
- Get doubts cleared within 24 hours over a discussion forum lead by a Guide.

Two-way Interaction with Mentors and experts through live sessions

A unique method of encouraging holistic learning amongst the candidates through periodical

- Role plays and
- Flipped class room sessions

wherein the candidates get to

- Build their confidence and improve their grasp over CSR
- Improve upon their listening skills
- Develop the attitude of imbibing creativity for problem solving

Reinforcement Sessions

The teaching learning process over LMS will be supported by Master Classes/Webinar/ Interactive session by distinguished faculty, beamed centrally over Blackboard, Reinforcement classes and doubt clearing sessions can be attended at ICP Training centres at a nearby location.

Mentors:

Each Learner will also be attached to a Mentor with considerable experience in Govt. Policy formulation as well as Public programme implementation. The Learner is encouraged to interact with the Mentor on a regular basis as S/he will also be examiner/evaluator of the answer sheets as well as Corporate and Implementation Agency attachment reports. The Mentor will judge overall performance of the Learner on a regular basis

Practical Exposure through mandatory Corporate/Implementation Agency Attachments

During the course, it is mandatory for the candidate to go through rigorous practical training through Corporate and Implementation Agency Attachments.

These activities would enable them to:

- Obtain hands-on learning to identify, strategize, plan and implement CSR projects.
- Understand on-ground challenges of project implementation and impact evaluation.
- Learn ways and means of engaging with various stakeholders (Corporate bodies, Implementation Agency, Community members, etc.).
- Demonstrate their abilities to the Corporate/Implementation Agency they are interning with, and enhance/explore opportunities for obtaining a job, if need be, post successful completion of the course.
- Learn to work in teams.
- Develop leadership capabilities by working in teams and leading assignments.

Course Structure

The entire course is structured into Chapters. These include online self-study material, individual activities, group exercises, role-plays and project work. The chapters are available to the learners through the Learning Management System, and these have to be read by every learner individually.

To aid the learning process, Tutors/trainers will be assigned to a group of 20 learners (max) at every ICP Partner institute. The tutor/trainer will generally allot a twice a week time slot, wherein they will be available at the Partner institute at the LMS, for a chat and discussion on that day's course. Learners are encouraged to discuss their doubts and obtain clarifications on a regular basis by logging-into the LMS at the allotted timeslot. If for some reason this is not possible, Learners will be advised to be in communication with the designated tutor/trainer for assistance, and also seek appointment during the Contact Class Weeks at their campus as per Course plan given below.

Some of the Chapters include case studies, self-assessments and individual activities. Case studies convey a message through examples of various companies and/or situations. The self-assessments are not evaluated, and are intended for testing of individual learning. The individual activities must be completed by the learners during the course. Every individual activity will generally be discussed and analysed at length by the trainer on the following Friday, in the reinforcement class.

During certain reinforcement classes, the trainer will either conduct role-plays or group exercises to enhance the overall learning process. The intimation about such activities will be provided to the learners in advance, and it is advised that all learners be part of such group activities for optimum impact.

At any point in time, the learners can provide feedback on the teaching-learning process through the online feedback forms available in the LMS.

Course overview

The course work of ICP in CSR is divided into 24 chapters to be covered over 14 weeks of study. Each week, the learner will be given the following over Learning Management system.

- Compulsory reading material
- Optional reading material
- Reinforcement class at the study centre
- Master class

Assessment and Evaluation:

The assessment and evaluation system of ICP in CSR is based on Formative assessment followed by Summative assessment of every learner. There will be quiz and Writing assignment at the end of every week, followed by first Summative assessment at the end of 10th week of study. This will be followed by Corporate Attachment and Implementation agency attachment of six weeks and eight weeks respectively, for every Learner.

Quiz at the end of each chapter: These multiple choice question tests will be conducted over Learning Management System itself. These are designed to assess Learner's ability to get the grasp of major concepts and their knowledge on how to apply these concepts into CSR in India.

Assignments monitored by IICA: Based on the performance of quiz by Learner, Learners will be given Writing assignments by IICA, so that their writing ability improves on Social development issues.

First online test: [15 marks]: At the end of 10th week, there will be the first online exam of the chapters covered so far. This exam will also be conducted over Learning Management System (LMS). Following Summative assessment principles, this essay type exam will assess Students ability to comprehend CSR concepts in totality and their ability to apply it in CSR context of India.

Corporate Attachment:[25 marks] After the first online exam, there will be a Corporate Attachment of six weeks. At the end of Corporate Attachment internship, Learner will be required to submit a comprehensive report on the support provided by the Learner to the host corporate house. Detailed guidelines on corporate attachment will be given by IICA.

Implementation Agency attachment:[25 marks] Implementation agency attachment of eight weeks duration is meant to provide the Learner field level experience of implementation of CSR projects. During this attachment, Learner is expected to conduct either a baseline, Real time evaluation or Impact assessment of projects. At the end of Implementation agency attachment, Learner is required to submit a report to IICA after getting clearance from the Implementation Agency. Detailed guidelines on Implementation agency attachment will be given by IICA.

Big-Bang Examination: [35 marks]: At the end of 35th week in the course, there will be the last summative assessment called 'Big-bang examination'. This exam will cover all the 24 chapters, experiential learning from Corporate attachment as well as Implementation agency attachment.

Learner Code of Conduct:

1. All selected candidates would be allocated Contact / Study Center as far as possible close to their city called ICP in CSR training partner.
2. For all course related queries Learner may reach out to ICP in CSR Partner Institute nearest to their geographical location / city as the first point of contact as per their office hours.
3. Each selected candidate would also be provided an Identity Card by the IICA. This card must always be kept in possession by the student while visiting any facility or organisation during any ICP in CSR related work/study.

4. Once a selected candidate is allocated to a Contact / Study Center, s/he must directly communicate with that ICP in CSR Partner Institutions for all course related matters.
5. Each student must strictly adhere to discipline norms of the IICA and ICP in CSR Partner institution.
6. More details would be provided to the selected candidates during the On-Boarding. These would broadly cover the following:
 - a. Email chat with Trainers during Online study
 - b. Attendance, behaviour and punctuality during Contact Classes and Online Exams at the ICP in CSR Partner premise.
 - c. Students must keep the contact classes as clean as possible. No foodstuff of any nature is permitted in these areas
 - d. Discipline and punctuality while giving the Online Exam at the ICP in CSR Partner
 - e. Compulsory attendance during 6 weeks of Corporate Attachment as per the host company norms, facilitated by the IICA, Submission of Corporate attachment report in soft as well as hard copy is must.
 - f. 8 weeks of Project Work at an IMPLEMENTATION AGENCY / Foundation / Trust / Society / Section 8 Company under direct supervision of the ICP in CSR Partner, facilitated by the IICA. Submission of Implementation agency attachment report in soft as well as hard copy is must.
7. Use of mobiles phones must be avoided as far as possible while the course is being transacted.
8. In case a learner is found breaching this Code of Conduct, her/his candidature may be terminated by the IICA. The ICP in CSR Partner would first give a warning in writing to the erring student. If non-compliance continues, the Partner would put up a request for termination to the IICA for necessary action.

Honor Code

While learning from each other is very important, we all recognize the difference between collaboration and simply copying and pasting work done by others. We encourage you to work collaboratively but using good judgment. Similarly, please respect all copyright rules of all materials, including books, articles, etc. While we ultimately cannot control everything, Blackboard and IICA team will monitor the forums for any activity that violates such codes of conduct and basic civility to each other.

Contact with Guide and Mentors

Given the large number of students in this course, Instructors at IICA should not be contacted directly with any questions. As it is practically impossible to respond to questions to all Learners directly. Instead, Guides and Mentors will monitor the forums and keep the faculty team informed on a regular basis.

IMPORTANT ISSUES TO CONSIDER:

Quiz and Assignments:

Self-assessed quiz and assignments are meant to be challenging, though IICA has tried hard to increase the difficulty level gradually in each of them. No one can really make you learn; you have to be willing to work hard and struggle. The Guide's role is to expose us to the fundamental concepts, and Learner needs to learn by applying them to problems.

Open Sheet examination: Examinations at the end of 10th week and in 36th Week will be open sheet examination, wherein the Learners will be allowed to carry 4 A-4 sheets worth of study material with themselves to the examination centre. Learners are therefore encouraged to take notes from the study materials and keep it ready for reference purpose during examination at the study centre. Evaluation on Learning Management System is designed in such a manner so as to logout the examinees, if they try to refer to some other books, websites etc. So, please be careful.

Week	Course content	Course material	Key takeaways
1 5 th August 2019	Ice breaker: Introduction to learner handbook; From the 6 case studies given write your understanding of Corporate Social Responsibility in India in not more than 1000 words (max).	Six case studies with the CSR policies of <ul style="list-style-type: none"> • Mahindra & Mahindra, • L&T, • Accenture, • HPCL, • Bharti • TVS 	Assess the existing understanding of the participants; level of writing skill; self-introduction to CSR policies and projects.
2 12 th August 2019		Submission of Writing assignment on Blackboard	
3 19 th August 2019	Theory class: Evolution and history of CSR; international frameworks.	<ul style="list-style-type: none"> • Module on History & Evolution of CSR, International Frameworks of CSR, (pg. 7-22); • Powerpoint presentation on module; • Quiz to test understanding by using international case studies of Walmart, Ford Foundation, Rockefeller brothers, Toyota, Bill & Melinda Gates Foundation 	Learn about the idea of CSR in the world; broaden thinking.
	Reinforcement class	At ICP in CSR study centre	
	Master class	<ul style="list-style-type: none"> • CSR 2.0 	Dr. R.A.Mashelkar
4 26 th August 2019	Theory class: Evolution and history of CSR; Gandhi's concept of Trusteeship; Issues of National Priorities and Sustainable Development Goals	<ul style="list-style-type: none"> • Module on Gandhi's Concept of Trusteeship, (pg-3-9) • Module on Issues of National Priorities and Sustainable Development Goals, • Module on Indian CSR framework (pg.1-9); • Powerpoint presentation on module(s); • Quiz to test understanding on the theoretical framework of Indian CSR, • Writing Assignment on understanding of Indian CSR framework (300 hundred words) 	Learn about the evolution of Indian CSR Framework (Pre-Companies Act 2013). Develop writing skills
	Reinforcement class	<ul style="list-style-type: none"> • AT ICP in CSR study centre 	
	Master class	<ul style="list-style-type: none"> • India's social development space & CSR 	Dr. Madhaukar Gupta Additional Secretary, Govt. of India

5. 2nd September 2019	Practice class: Linkage of CSR with other facets of business	<ul style="list-style-type: none"> Module on Linkage of Brand building and corporate image (pg,1-11), Role of Supply chain vendors (Pg.16-22), Role of Banking and Investors, (Pg. 3-15) Quiz to test understanding of role of CSR on other facets of business 	Learn about interlinkages/impact of CSR on other arms of business
	Reinforcement class	<ul style="list-style-type: none"> At ICP in CSR study centre 	
	Master class	<ul style="list-style-type: none"> Role of stakeholders in CSR 	Mr. Shankar Venkateshwaran
6 9 th September 2019	Theory class: CSR laws, rules and guidelines.	<ul style="list-style-type: none"> Module on Section 135 of Companies Act,(pg. 1-11); Powerpoint presentation on module; A case study of TATA group CSR Quiz. 	Learn about the legal framework of CSR in India; apply this learning to real situations.
	Reinforcement class	<ul style="list-style-type: none"> At ICP in CSR study centre 	
	Master class	<ul style="list-style-type: none"> Corporate governance & CSR 	Dr. Garima Dadhich
7 16 th September 2019	First summative assessment on theoretical understandings framework of CSR	Open sheet exam (4 A-4 size sheets) on Blackboard at ICP in CSR study centre	Encourage Learners to write short and long answers using notes taken on 4 sheets only.
	1st Written test	At ICP in CSR study centre	
8 23 rd September 2019	Practice class: Preparing CSR policies	<ul style="list-style-type: none"> Guidebook on Preparation of CSR Policy and Process of Policy Formulation (pg.1-28) along with model CSR policy; Power-point presentation on how to prepare a CSR policy. Case study of ONGC CSR Policy preparation; Quiz to prepare a CSR policy of a company by giving information of a hypothetical company. 	Learn how to prepare CSR policies; how different companies have done in different ways.
	Reinforcement class	<ul style="list-style-type: none"> At ICP in CSR study centre 	
	Master class	Model CSR policy	Dr. Sameer Sharma, DG& CEO, IICA
9 30 th September 2019	Practice class: CSR implementation	<ul style="list-style-type: none"> Module on Project and Programme mode of CSR implementation Reporting Framework (Pg.1-7), Powerpoint presentation on 10 steps to Project Management in CSR Quiz 	Learn how to do project management in CSR and Reporting framework of CSR under Section 135 of Companies Act 2013; develop writing skills

		<ul style="list-style-type: none"> • Writing Assignment on CSR Reporting framework (300 words) 	
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre 	
	Master class	<ul style="list-style-type: none"> • 10 steps to Project management in CSR 	Mr. Mukesh Kumar
10 7 th September 2019	Practice class: Data analysis of CSR implementation in India	<ul style="list-style-type: none"> • Basic Excel and Data analysis using actual data of CSR implementation in the last four years. 	Learn how to analyze CSR implementation in India
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre 	
11 14 th September 2019	Practice class: Four types of implementation models in section 135.	<ul style="list-style-type: none"> • Module(s) on modes of implementation,? (pg. 1-6); • Powerpoint presentation on module(s); • Powerpoint presentation on case studies; • Writing assignment to assess how well they have understood the different types of implementation models. 	Understand four ways of implementing CSR projects and the difference between them
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre 	
12 21 st September 2019	Practice class: Mode of Implementation: Direct implementation by Company method;	<ul style="list-style-type: none"> • Case studies illustrating this implementation method with Indian case studies of L&T,; • Powerpoint presentation • Excel Quiz using data. 	In-depth understanding of implementation method; learning to apply the method; elementary data analysis.
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre 	
13 28 th September 2019	Practice class: Mode of Implementation: CSR Implementation through Company's own Foundation method; more of Excel.	<ul style="list-style-type: none"> • Case studies illustrating this implementation method with case study of Mahindra & Mahindra; • Powerpoint presentation on case study • Excel Quiz using data. 	In-depth understanding of implementation method; learning to apply the method; elementary data analysis.
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre 	
14 5 th October 2019	Practice class: Mode of Implementation: through Third Party Implementation agency (NGO) method; Revise Excel.	<ul style="list-style-type: none"> • Case studies illustrating this implementation method with case study of; • Powerpoint presentation of case study • Excel Quiz using data. 	In-depth understanding of implementation method; learning to apply the method; elementary data analysis.
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre 	
15 12 th October	Practice class: Through pooling of resources with other companies and	<ul style="list-style-type: none"> • Case studies illustrating this implementation method and Bharti Group; • Powerpoint presentation on case study 	In-depth understanding of implementation method; learning to apply the method; elementary data

2019	leveraging Govt. resources method; Revise Excel.	<ul style="list-style-type: none"> • Excel Quiz using data. 	analysis.
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre • 	
16 19 th October 2019	Practice class: Difference between local area and India wide projects.	<ul style="list-style-type: none"> • Case studies of local area projects and India wide projects- • 1. Change with CSR, how Indian companies implemented their CSR in local areas as well as India wide project • 2. Case study of Indian companies spend in Local areas ; difference between the two; • Excel Quiz. 	Understand the importance of implementing projects in local areas, particularly for mining industry
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre 	
17 24 th October 2019	Practice class: CSR expenditure and accounting	<ul style="list-style-type: none"> • ICAI guidelines on accounting of expenditure on CSR; (pg. 3-8); • Powerpoint presentation on ICAI guidelines; • Excel quiz with real data from MCA website. • Writing assignment: A comparative analysis of different modes of implementation and their suitability to Company's own business expertise 	Understand how CSR expenditure is accounted for and what information is available in public domain on MCA/CSR website. Also learn about other websites available; develop writing skills
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre 	
18-23 31 st October 2019	Phase 1: Corporate Attachment	<ul style="list-style-type: none"> • Guidelines on Corporate Attachment with internship at Companies under supervision from Guides and Mentors 	Learn real time CSR policy formulation/modification as well as models of CSR implementation under the guidance of a Coach
24 7 th November 2019	Theory and Practice class: Monitoring of CSR projects	<ul style="list-style-type: none"> • High level Monitoring committee 2015 recommendations report; • practice of monitoring of CSR projects– theory and practice; (Page 1-7) • Excel quiz. 	Learn how to monitor projects; recognize delay signals from data.
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre 	
25 14 th November 2019	Theory and Practice class: Evaluation	<ul style="list-style-type: none"> • Ideas of evaluation during project implementation and impact of projects after completion; Application to CSR project using case studies; • Powerpoint presentation • Quiz on real-time evaluation – • Written assignment: 	Learn about evaluation; different types of evaluations; difference between monitoring and evaluation; hone writing skills

		Write a case let on Monitoring & Evaluation of CSR project in India.	
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre • 	
26 21 st November 2019	Practice class: Baseline and need assessment	<ul style="list-style-type: none"> • How to establish baseline and need assessment • Powerpoint presentation, • Quiz to assess the level of understanding.- 	Learn how to start projects and make them more relevant and appropriate to the needs of people.
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre 	
27 28 th November 2019	Theory and Practice: Social impact assessment and CSR social audit	<ul style="list-style-type: none"> • Module(s) (Pg. 1-28) • Social Impact Assessment and CSR audit by ICAI (pg. 1-125); • cases studies; • Powerpoint presentation. on module • Case studies of Social Impact assessment using national and International frameworks; • Quiz 	Learn about SIA and social audit.
	Reinforcement class	<ul style="list-style-type: none"> • At ICP in CSR study centre 	
28-34 th 5th Dec. 2019 February 2020	Phase 2: Implementation Agency attachment	<ul style="list-style-type: none"> • Guidelines on Implementation Agency attachment under guidance from Coaches and Mentors 	Learn about how CSR Projects are implemented on the ground with the help of a Coach from implementing organizations
35 th week 11 th February 2020	Practice class: some examples of noteworthy CSR projects	<ul style="list-style-type: none"> • Provide select case studies Hindustan Petroleum, Accenture, Mahindra, Bharti, L&T & TVS; • Quiz: do you think these are exemplary cases? If yes, why? If no, why not? Give reasons from what you have learnt (300 words) 	Learning to think whether these types of Project could become models for implementation across all companies; improve writing skills
36 18 th February 2020	Big Bang Exam	<ul style="list-style-type: none"> • Summative assessment of all theory and Practice learnt in the Course in the last 9 months 	Open sheet exam (4A4 size pages) on Blackboard at ICP in CSR Study centre.