

Corporate Social Responsibility At Wipro Ltd. - A Case Study

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COMPANY INTRODUCTION¹

Founded in 1945 as Western Indian Vegetable Products by M.H. Hasham Premji, Wipro commenced operations in 1946, and setup an oil mill and a hydrogenated cooking medium plant before going public. Over the years, Wipro diversified into several unrelated businesses on its own and through subsidiaries. These industries included soaps, wax, tin containers for packaging, crushing, etc. In 1966, Premji was succeeded by his son Azim. The first diversification happened in 1975, when Wipro set up an independent company to manufacture hydraulic cylinders (known today as Wipro Infrastructure Engineering). Wipro's landmark foray into the world of information technology started in 1980, with an initial focus on R&D and computer manufacturing. Wipro's entry into the IT business was helped by lack of competition from IBM, which was asked to leave India by the government in 1977, following a dispute over investment and intellectual property. With its name and brand established, in the early 1980s, Wipro began selling through a dealer network and began assembling products made by such well-known companies as Canon, Cisco Systems, Epson, Hewlett-Packard and Sun.

Today, 30 years later, Wipro Ltd. is a diversified company with dominant presence in IT, consumer care products, lighting and infrastructure engineering. As on September 30, 2009, Wipro had 840 active global clients in the IT business, of which, 191 were Fortune 1000/Global 500 companies. The Company is World No.4 in IT Services in terms of Market capitalization. For the period of 5 years from 2003-04 to 2008-09, the company had grown revenue at a 34% Compounded Annual Growth Rate (CAGR) and Net Income at a 30% CAGR. For the year 2008-09, the Company's revenues were ₹ 255 billion with a YOY (Year on Year) growth of 28%. While IT services contribute to 75% of the revenue, IT products contribute to 14% and non-IT businesses contribute to 12% of the revenue.

Wipro serves its global clients in the IT business by providing IT Services, Business Process Outsourcing and Outsourced Research and Product Development services. In addition, in India, Wipro manufactures IT products and provides System Integration services for a wide spectrum of medium and large organisations from the private and public sectors, the government and a sizable retail segment.

Wipro Consumer Care and Lighting business provides consumers personal care products, soaps, toiletries, infant care products, and modular switch lights. Its *Santoor* brand is the third biggest soap brand in India. The Company has a strong brand presence in a niche segment and has significant market share in select regions in India. It also has a strong presence in the markets for personal care products in south east Asia. It also provides institutional clients with lighting solutions and modular office furniture. This is the business with which Wipro began its operations in 1945.

Wipro Infrastructure Engineering manufactures hydraulic cylinders and truck tipping systems that are used in a variety of earth moving, material handling, mining and construction equipment. It also provides Water Treatment and Reuse solutions to industries, communities and institutions. It also consults, engineers and executes clean energy and energy efficiency solutions around a breadth of technologies - from solar to wind to geo-thermal.

Wipro Ltd., the legal entity, is a company registered under the Indian Companies Act, 1956, with its shares listed in National Stock Exchange and Bombay Stock Exchange in India and ADRs in the NYSE, USA. As on March 31, 2008, Wipro Ltd. had 77 subsidiaries, of which 6 are Indian companies and the remaining 71 are registered outside India. Headquartered in Bangalore, India, Wipro has operations in over 35 countries.

Among the many landmark achievements to its credit are - it is world's largest independent R&D Services Provider; World's first IT Services Company to use Six Sigma in 1997; World's first SEI CMM/CMMI Level 5 IT services company in 2001; the first to get the BS15000 certification for its Global Command Centre; its among the top 3

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¹Based on the information provided in the Company Sustainability Report 2008, Company website accessed in January 2010 and the Datamonitor Company Report dated December 3, 2008.

offshore BPO service providers in the world; Pioneer in applying Lean Manufacturing Techniques to IT services and a strategic partner to 5 of the top 10 most innovative companies in the world among many others.

WIPRO - LINES OF BUSINESS

Given below is the division of the parent Wipro Company into 5 major divisions or lines of business:

- ✿ **Wipro Technologies** : Software Services and R&D division addressing global markets in the Americas, Europe and Japan.
- ✿ **Wipro Infotech**: IT hardware and software services division addressing markets in India, Middle-East and Asia-Pacific.
- ✿ **Wipro BPO** : BPO division addressing global markets for BPO services.
- ✿ **Wipro Consumer Care and Lighting** : Products for consumer and institutional markets in India and South-East Asia.
- ✿ **Wipro Infrastructure Engineering** : Manufactures hydraulic products, solutions in renewable energy and water treatment for global markets.

WIPRO CULTURE - SPIRIT OF WIPRO

Spirit of Wipro is said to be the distilled essence of Wipro's values and culture, and drives the way every Wiproite thinks and acts. In 1971, the Company articulated Wipro Beliefs with the emphasis on *'Integrity', 'Customer', 'Respect', 'Excellence' and 'Leadership'*. Today, it is called the *'Spirit of Wipro'*. It represents the core of Wipro. It is said to be the indivisible synthesis of 3 values:

✿ **'Intensity to Win'** : The signage of Spirit of Wipro includes *'Make customers successful'* and *'Team, Innovate, Excel'* as the two components of this value. The Company Sustainability Report states that this intensity to win is the desire to stretch, to challenge limits. It is working together to create synergy. It is about - *'I win when my team wins; my team wins when Wipro wins; Wipro wins when its customers and stakeholders win.'* It is about innovating all the time. It is more about the intensity rather than winning at all costs. It is the Spirit of fortitude, of unrelenting excellence.

✿ **'Act with Sensitivity'** : The signage of Spirit of Wipro includes *'Respect for the Individual'* and *'Thoughtful and Responsible'* as the two components of this value. This value is said to be an understanding that every human being, however different, is equal. It is trusting that every individual is driven by learning, would like to grow in ability and competence, and strives for a meaningful life. It is living in harmony with the ecology. It is being a responsible citizen; it is said to be acting with thoughtfulness and empathy.

✿ **'Unyielding Integrity'** : The signage of the Spirit of Wipro includes *'Delivering on commitments'* and *'Honesty and fairness in action'* as the two components of this value. The Sustainability Report of the Company states that Integrity guides Wipro. It is being ethical beyond doubt. It is living the law of the land, in spirit and action. It is the commitment to search for and act upon the truth. It is delivering on the commitments Wipro makes. The objective is to make the Company's word its deed. It is establishing the foremost standards of honesty and fairness, without compromise.

The above are individually referred to as the Wipro Values. Spirit of Wipro forms the bedrock of the Company's culture. They guide its behaviour and business practices. The Spirit is said to be rooted in current reality. The Chief Executive (India) of Wipro Infotech says, *"Wipro Way is a way of integrating 80,000-90,000 family of Wipro into one way. There is nothing called an American Way, Indian Way, Regional Way, etc. It's an amalgamation of doing things in one unified way, cutting across geographies, customer segments, divisions, gender, we do all of them. Wipro Way states that we do anything and everything to delight in the way we transact with our stakeholders. For example, sexual/regional/religious discrimination is a taboo. Standard processes, standard systems, standard human relationships and exchange of views are followed. There is no use of language which is considered unparliamentary on a region or religion or face to face or with women/men, etc. Spirit of Wipro is how we execute the Wipro Way. It is basically what the Company stands for."*²

² Personal Interview on June 20, 2008.

OBJECTIVE OF THE CASE STUDY

While the term Corporate Social Responsibility encompasses initiatives undertaken by the organization to many stakeholders, including the environment and the employees, the main objective of this case study is to study the Society and Local Community-related initiatives of Wipro Ltd.

METHODOLOGY OF THE CASE STUDY

The case study is based on the Descriptive Research Design with an Inductive Approach. The data has been collected based on personal interaction by the author with top executives of the Company and based on the following five parameters:

- 1) Needs :** The needs/expectations that the society and local community have from the Company.
- 2) Constraints :** The constraints/challenges faced by the Company in order to fulfill the needs/expectations of the society and local community.
- 3) Alterables :** The alterables/ best practices undertaken by the Company in order to satisfy the needs of the society and local community or to overcome the challenges/constraints that exist with respect to it.
- 4) Strengths :** The strengths possessed by the Company with respect to the society and local community.
- 5) Areas of Improvement :** The areas where the Company needs to improve with respect to the society and local community.

The parameters of Needs, Constraints and Alterables as stated above are based on the Social Systems Engineering Tools as proposed by **Sage (1977) and Warfield (1976)**.

Table 1 : The Top Executives Interviewed By The Author Include:³

S. No.	Designation	Date of Interview	Type of Interview
1.	Joint CEO (IT Business) and Executive Director	10.04.2010	Online
2.	Chief Executive (India) ⁴	20.06.2008	Personal
3.	Head (Marketing)	19.06.2008	Personal
4.	Head - Human Resources - Project Management Office	19.06.2008	Personal

The above interviews have been supplemented by information available in the public domain through documents such as the Company Annual Reports, Company Sustainability Report, newspaper, magazine and journal articles and also information available on the Company website.

CORPORATE SOCIAL RESPONSIBILITY AT WIPRO LTD.

a) Introduction

“We believe strongly that large successful organizations have a proportionate responsibility to lead in areas beyond business that are critical for development and sustenance of society. We are, therefore, deeply committed to initiatives that can help nurture a humane, equitable and sustainable world.”⁵

- Chairman and Managing Director, Wipro Ltd.

“Businesses focusing solely on profits reduce their chance of long term survival by ignoring the ecological and social costs, this is the popular view. While agreeing with this, we also believe that addressing ecological and social challenges provide us with profitable business opportunities, not only in the long run, but also in the short run. We believe this idea has rightly gained momentum.”⁶

- Chairman and Managing Director, Wipro Ltd.

³ The researcher is glad to share that after completion of the case writing, the office of the Joint CEO spared their valuable time in going through the case for factual accuracy and gave appropriate feedback.

⁴ For ease of reading, the term 'Chief Executive (India)' is referred to as 'CE (I)' throughout the case study.

⁵ Based on the information provided in the Company Annual Report 2007-08.

⁶ Based on the information provided in the Company Sustainability Report 2008.

“The larger ecosystem the society that gets impacted by any business, the local communities, etc. ... Their interests need to be kept in mind.”⁷

- Joint CEO (IT Business), Wipro Ltd.

“Wipro is cognizant of the important role that social and community organizations play as watchdogs and as catalysts for social action at the grass root level. Our extensive work in the education sector is based on a network of such partner organisations. In turn, NGOs see commercial organizations as agents of change, who can further social causes powerfully if they chose to do so. The stakeholders for our education programme also include 'future generations', since it has a tangible impact on influencing children and young adults.”

- Wipro Sustainability Report 2008

Wipro believes that being an integral part of the society, corporate organizations must play an active role in furthering the cause of social sustainability. It identifies 2 ways in which this can be done:

1) Build a strong internal culture and ethos that is based on respect for others and integrity towards society. The underlying principles and themes should be socialised through mission statements, policies, codes of conduct and constant communication. When every employee imbibes such an ethos in his/her daily thoughts and actions, the organization as a whole can be a powerful change agent in the society.

2) Companies should look beyond the interest of business stakeholders and serve the needs of social stakeholders in a concrete manner. This would have to translate into creating the right structure, allocating appropriate resources and ensuring adequate management attention. To have significant and long-lasting impact, the Company believes that it is critical to focus on one or two initiatives, and not to spread itself too thin.

✿ Wipro Model Of Good Citizenship⁸

The Wipro Model of Good Citizenship is based on the following 3 pillars:

Business with Integrity

- ✿ Clearly and finely articulated Code of Business Conduct.
- ✿ Good Governance to achieve the highest level of Transparency and Propriety.

Ecological Sustainability

- ✿ Conserve Energy.
- ✿ Conserve Water.
- ✿ Manage waste in a sustainable way.
- ✿ Preserve and enhance Bio diversity.

Social and Community Initiatives

- ✿ Contribute to the local communities we operate in.
- ✿ Catalyze systemic improvement in Education.

Based on the actual discussions with the senior management of the Company, a detailed list of each of these Needs-Constraints-Alterables, Strengths and Areas of Improvement with respect to the Society and Local Community as a Stakeholder has been collated.

b) Needs : Even before the requirement in terms of any tangible facilities, the Company's senior executives opine that the society and local community need equality and equity. Explaining the difference between these terms, the CE (I) says, “Assuming you are from a poor family from a lower OBC category and I am from upper class. Both of us have access to go to same school - its equality. But at my home, my child has electricity 24 hours, cable TV, internet, etc., your child has no electricity and other facilities and when he goes to class, there is no equity in both of us in learning abilities. When we read about equity, there are so many disturbing things which come up before us. We crib for small things, but 80% of the people in the world today do not have that equity. In every society, people are asking, do I have an equality of access, do I have equity of opportunity?”⁹ Thus, they feel that both equality and equity are equally

⁷ Online Interview on April 10, 2010.

⁸ Based on the information provided in the Company Sustainability Report 2008.

⁹ Personal Interview on June 20, 2008.

important and all social initiatives should be focussed towards satisfying both these.

The other requirement for the individuals in the society across different strata would be self-esteem. Highlighting the need for this not very noticed need, the CE (I) says, “*Every individual feels - I am lucky not to be an underprivileged all through. I am also capable. So, if you are able to ignite the fire of passion, then it serves the purpose.*” He feels that if these two needs are satisfied, then people start thinking about how to become healthy and wealthy. The social responsibility initiatives would revolve around the fulfilment of these. The form and shape of these projects could differ. However, the underlying objective behind undertaking them would be the same.

c) Constraints / Challenges : Many constraints and challenges exist while undertaking activities for the welfare of the society and local community. These include:

✿ **Change Management :** Making the local community believe that they can get what they want. This inability to change with new ideas and opportunities is a challenge.

✿ **Vested Interests :** These also play a role, especially in the context of social initiatives. The CE (I) feels, “*Some politicians do not want the community to be well informed because knowledge is power. They get threatened that if these guys get well informed and knowledgeable, where is my ability to manipulate?*”¹⁰ Hence, there would be many obstructions and dealing with them would also be a challenge.

✿ **Scepticism :** The CE (I) says, “*In 2001, when Azim Premji Foundation started and they went to the rural schools and said that get your child to the school, they would ask, what's the use? Where is the learnability?*” So there is a lot of scepticism in the rural areas. This could be because of their past experiences with agencies both private and public who would have offered to do a lot and may not have lived up to their promises. Consequently, the villagers would have got disillusioned with all the fancy ideas and dream projects and would consider all of these as hollow. Dealing with this scepticism and changing their attitude towards the positive would be a challenge.

d) Alterables / Best Practices¹¹ : The Company has done a lot of work in 2 major areas - Education and Natural Disaster Rehabilitation. An attempt is made here to briefly detail these initiatives of the Company.

✿ **WATIS - Wipro Applying Thought in School :** The CE (I) says, “*WATIS is intended for urban private schools and is Wipro's corporate initiative. It focuses on interventions which lead to enhanced learning. This is also meant for secondary schools and colleges.*”¹²

The Company Sustainability Report 2008 states that Wipro strongly endorses the view that corporations should transcend the limited world view of seeing themselves as economic entities and must, therefore, play an active role in society. In the year 2000, the Company did an extensive assessment of the different social challenges that require sustained attention and resources and took the decision of focusing on the area of education for the important reason that education has potentially the biggest multiplier effect on other social goals. This is true especially in India, where one of the causes of the low Human Development Index (HDI) ranking of 126 is the relatively low level of literacy (65.38%). Taking this vision forward in 2001, Wipro started Wipro Applying Thought In Schools (WATIS) Programme with the purpose of improving the quality, content and pedagogy of urban schools in India. This initiative works to build capacity for education reform through a large network of social organizations. The goal is to influence the education system in the society with the end outcome of shaping citizens who are sensitive, caring, creative and driven by the spirit of inquiry with a strong conviction of democratic principles.

Since its inception in 2001, WATIS has evolved in scale and scope and is facilitating network and sharing among 30 organizations including 24 partner organizations. It has promoted 38 multi-year experiments with 24 partner organizations covering 1,000 schools and 10,000 educators in school reform and learning and has supported the advocacy of these experiments.

The projects that further experiment-based learning are broadly of two kinds:

1) Holistic School Engagement Programmes : Since 2001, it has worked with over 1,100 schools, and is currently engaged with 9 organizations in working with 644 schools on multi-year school improvement programmes. Through

^{10,12} Personal Interview on June 20, 2008.

¹¹ Details regarding the various social initiatives of the Company are based on the information provided by the Company in the public domain through the Company Annual Reports, Sustainability Report 2008 and the Company website accessed in January 2010.

these programmes, an attempt is made to catalyze changes in teaching-learning practices and in the curriculum to make education more experiential.

2) Capability Building For Organizations : Currently, it supports 8 organizations in building capacities to enhance their work in school reforms. Typically, these are projects in curriculum development, action research or grants to build resource centers within the organization. Along with active work at the ground, it also continues to create awareness in the society about issues with the education system so as to cascade the desire to change. This is done through a variety of projects. The **Wipro Education Fellowship** provides a platform for individuals to work in education reform through 2 year assignments with its partner organizations. This experience helps them develop a deeper understanding of the issues in education. In 2001, Wipro started with an initial project outlay of ₹ 5 million. Between 2006-08, the Company spent a total of ₹ 65.2 million on the WATIS Initiative. In the past 7 years, the progress of WATIS has been on many fronts and the Company believes that it has gained recognition in India as an organization that is seriously engaged in the education sector. It has a network of 30 social organizations working in education reform, whose work reaches out across 17 states in India. This is said to be the largest network of educational organizations in the country.

✿ **Mission 10X :** While WATIS focuses on elementary education, Mission 10X focuses on engineering education. On September 5, 2007, Wipro launched the Mission 10X (a not-for-profit trust) programme to make engineering education in India more meaningful and integrated. This is done by empowering faculty with innovative techniques and methodologies of teaching. The Company expects that this will translate into an end outcome, shaping engineering graduates who are multi-dimensional in their abilities, are more readily employable by the industry and who try to become better citizens. In its first year of operation, Mission 10X has empowered 1,000 faculty members through 36 workshops and has set its footprints on 5 Indian states. While Wipro is the chief sponsor, Mission 10X has collaborated with Anna University, Chennai, IIT Bombay, University of Cambridge and Dale Carnegie. It has also constituted an advisory board comprising of senior academicians, who have contributed significantly in the field of engineering education.

✿ **Wipro Cares :** The CE (I) says, “*While WATIS and Mission 10X are proactive approaches, Wipro Cares is a reactive approach. When a natural calamity takes place, funds are contributed by the employees themselves to make the rehabilitation happen. Wipro Cares is basically for (rehabilitation) any disaster taking place.*”¹³. Wipro Cares is a trust that runs multiple initiatives, especially in long-term rehabilitation of communities after the occurrence of any natural disaster. It works on the model of channelising voluntary employee efforts to contribute to the needs of the proximate communities. Employees who are interested in volunteering become members of the local chapter and a few of them emerge as leaders and become a part of the core team. The chapters in different locations receive proposals from NGOs or projects are proactively identified based on the needs of the community in that location. The projects are evaluated for support by the chapter head jointly with the central team for approval of the trustees. At the end of 2007-08, Wipro Cares was working with 9 organizations in Bangalore, Chennai, Pune and Nagapattinam in Tamil Nadu. This was in addition to the disaster rehabilitation work that was taken up in tsunami-affected areas of South India. One of Wipro Cares significant projects has been rehabilitation of the tsunami-affected areas in coastal Tamil Nadu. Since 2005-06, the Company has allocated ₹ 43.4 million for this initiative. Highlighting the contribution of the Company towards calamity rehabilitation, the CE(I) says, “*Societally, when there is a calamity, we make available people and other material resources as required. This we do as a natural process. Individually also, people get into it to contribute.*”¹⁴

In the year 2007-08, the Company has initiated the following projects through Wipro Cares:

✿ **TVK School In Chennai :** Wiproites work with children in this trust-run school for underprivileged children. They spend time with children of classes V to VII every Saturday to do workshops and sessions to help build self-confidence, communication skills and general motivation. Their partner in education reform work, EZ Vidya, provides the learning material required to the Wiproites.

✿ **Brick Kiln Labour Camp Children :** Employees from Wipro's Kolkata Development Center identified a labour camp

^{13,14} Personal Interview on June 20, 2008.

at a brick kiln outside Kolkata, where children were not going to any school. The nearest school was 5 km away and hence, was not accessible. Moreover, language was an issue since they did not speak the local language, Bengali. Wiproites worked with 120 children in this camp, helping them in education and partnered with an NGO to provide healthcare services for the families. The kiln is closed as of now, so work is discontinued.

✿ **Community Center at Pune** : Along with Swadhar, an NGO in Pune, Wipro has helped set up a community center for families in marginalized communities. Swadhar also runs a bridge school, vocational course and a mobile library from this center in Pune.

✿ **Educational Opportunities For The Disempowered** : Wipro is working with Door Step School (DSS) in Pune in setting up a teachers' learning institute to train teachers for their Learning Centers in Pune. These centers are for children of migrant labourers. The initial engagement with DSS is for 2 years. DSS has till date trained 109 teachers through the two week full time programme. The objective is to train 100 teachers a year to work in learning centers for the 25,000 out of school children in Pune.

✿ **Projects undertaken by Wipro Cares prior to 2007-08 include the following:**

✿ **Tsunami Rehabilitation in Nagapattinam** : Wipro is currently said to be engaged with Kasturba Gandhi Kanya Gurukulam School, in constructing a school with boarding facility for girl students. The two-storied, 30,000 sq ft building of 10 class rooms with laboratory and boarding facilities will benefit over 1,000 girl students. The Company is also supporting Vanavil, a unique school catering to tsunami-affected nomadic tribe's children. The Company is also evolving a model to make this school self-sustaining to generate food to take care of the children studying at Vanavil. Highlighting the type of work done by the Company during the tsunami and even for the Gujarat earthquake in 2002, the Head (HR) says, *“The Company did a lot of work to help society at large by forming teams quickly and focused on education and got the schools ready. All the employees got together and many gave their one day's salary. But besides that, the Company got the infrastructure organised for the employees to deliver to the society. This is something that I have seen.”*¹⁵

✿ **Social Volunteering Initiatives**

✿ Olcott Memorial School is run by a trust for children from marginalized communities. Wiproites engage with children from classes V and VI to teach them spoken and written English. They also organize health check-ups and events such as sports day and cultural day to make the children's stay in school enjoyable.

✿ Government School in Vivek Nagar, Bangalore offers education to marginalized children in 3 different language mediums. Wiproites are engaged in the 3 schools since 2004. They work with children from classes III to V, teaching them simple Mathematics, English and Environmental Sciences.

✿ **Support Staff Learning Initiative** : Everyday, Wiproites interact with the contract staff serving refreshments and running errands within the organization. These are youngsters in early twenties with high latent talent and visible ambition. Some Wiproites launched a learning initiative to develop English language skills, communication skills and etiquette for this category of people within the Company. 32 people enlisted for this programme. The objective of this would be to help them move up the ladder in their present set up or seek better job opportunities.

✿ **Sustainability Reporting**¹⁶ : Wipro's sustainability reporting articulates its perspective on the emerging forces in the global sustainability landscape and Wipro's response on multiple fronts. For each of the three dimensions of economic, ecological and social sustainability, it states the possible risks as well as the opportunities that it is trying to leverage. The Company presented a summary of its performance on 10 key sustainability dimensions in its Sustainability Reporting - Resource efficiency, Climate Change, Pollution and Waste, Ecological Stewardship, People Development, Safety and Health, Diversity, Human Rights, Social Capital (Education) and Indirect Economic Impact. The Company also articulated Wipro's sustainability goals on these same dimensions. It believes that sustainability is a collaborative exercise, where many stakeholders have a critical role to play. Wipro's alignment with overarching global charters and programmes on sustainability is brought out by its endorsement of charters and

¹⁵ Personal Interview on June 19, 2008.

¹⁶ Based on the information provided in the Company Annual Report 2008-09.

membership in key bodies that are leading the way. The Company's Sustainability Report for 2007-08 has been assessed by DNV at the 'A+' level, which represents the highest levels of transparency, coverage and quality of reporting. The Company's **Endorsements and Subscriptions to External Charters** include:¹⁷

✿ Wipro subscribes to the principles of the UN Global Compact (UNGC) and is a signatory to the same. The Company's subscription to the UNGC commenced in September 2008.

✿ The Confederation of Indian Industry has initiated a Mission on Sustainable Growth - a 10 point code for sustainable business and growth. Wipro was one of the founding signatories to the code, which expects participating members to demonstrate progress on the 10 ecological goals.

✿ Wipro endorses the UN Millennium Development Goals. The Company's deep commitment to universal primary and secondary education finds resonance with Goal #2 of the MDG.

e) Organizational Strengths With Respect To The Society & Local Community : The CE (I) highlights the strengths of Wipro in this regard. These include Strong Ethics, Strong Culture and Values and a clear definition of organizational do's and don'ts. The CE (I) says, *“Since the clean and neat culture of Wipro comes across, society also believes that fundamentally, if I give my house on rent to Wipro, they will not bungle up and I will get my dues. The goody-goody image comes through. The persona of Premji is seen in all of the employees.”*¹⁸

f) Organizational Areas Of Improvement With Respect To The Society And Local Community : While there is a scope for improvement in every sphere of an organization's functioning, the improvement identified here is not about a project or an activity, but about the process used to achieve or fulfil these projects or initiatives. The CE (I) says, *“As an organization, we are too democratic and consensus driven. The positive way of looking at this is that we are very concerned about everyone's opinions. However, there is a need to make speedy decisions and speedy execution.”*¹⁹

CONCLUSION

By undertaking the above mentioned analysis (based on the Needs, Constraints, Alterables, Strengths and Areas of Improvement), greater visibility of the Society and Local Community-related issues of the organization can be highlighted for appropriate organization-wide and industry-specific interventions.

The social initiatives undertaken by Wipro are different from the typical initiatives undertaken by corporate organizations. While other organizations have contributed to the field of education in the form of establishment of schools and colleges in rural, semi-urban and urban areas, the approach adopted by Wipro is different. As seen in the case, the Company has mainly focused on Educational Initiatives, which help teachers to improve their teaching skills and make the teaching-learning process a more enjoyable one. Both WATIS and Mission 10X are focused on this objective. Mission 10X also makes a lot of business sense to the Company as the Company aims at giving the entire generation of prospective engineers a new approach to higher education, which would eventually benefit IT companies like Wipro in a positive way. Unlike other universities which focus only on imparting higher education to students, the proposed Azim Premji University (financed by the Azim Premji Foundation, a charitable foundation started by the Azim Premji, Chairman of Wipro) is supposed to be focused on teaching, training and R & D in fields like elementary and secondary education, education management and education policy. Through all these projects, the unique approach of Wipro to its educational initiatives emerges. The Disaster Rehabilitation related initiatives are noteworthy in terms of their variety. However, there is a great scope in terms of increase in the magnitude of these initiatives. Besides the initiatives already undertaken, the Company can diversify its social projects in the areas of healthcare, rural and women's empowerment, and community and infrastructural development. Creating greater IT literacy in the rural areas and providing the necessary infrastructure would be a very relevant area of contribution for an IT leader like Wipro.

(Contd. On Page 26)

¹⁷ Based on the information provided in the Company Sustainability Report 2008.

^{18,19} Personal Interview on June 20, 2008.

about the clear-cut policies for promoting whistle blowing. There is a strong need for defined mechanisms providing protection for whistle blowers within their respective organization, be it public or private, that would give them an opportunity to demonstrate strong ethical practices.

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