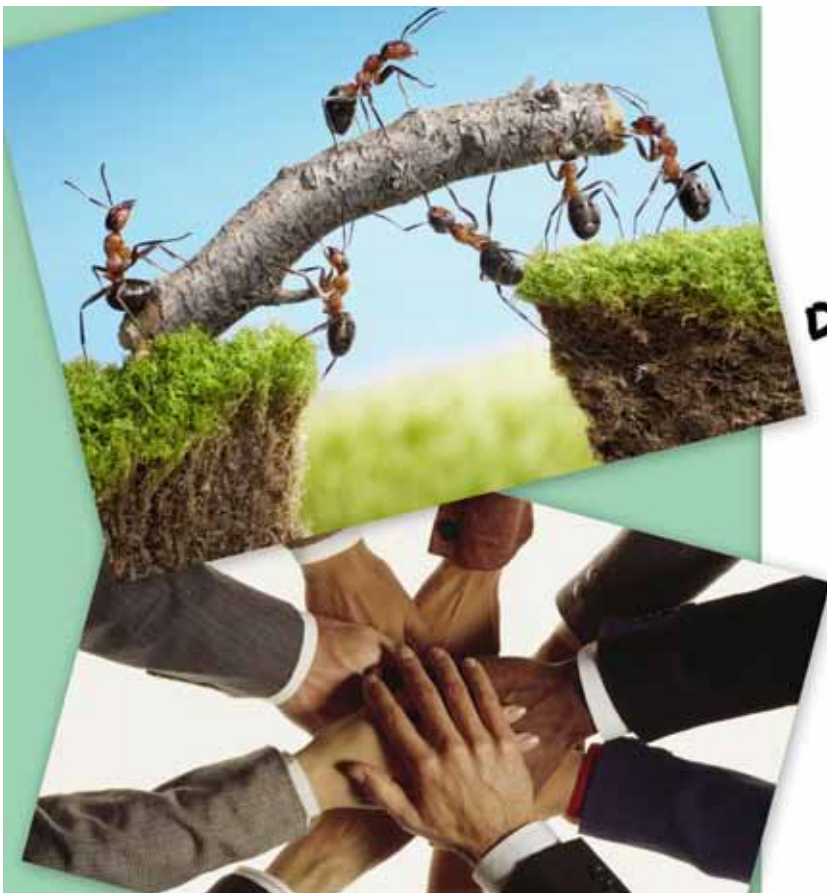


# CIB on wings



INNOVATION  
SUCCESS  
EVALUATION  
DEVELOPMENT  
GROWTH  
SOLUTION  
PROGRESS  
MARKETING

July 2014

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Dear Readers,

While writing the Invitation for the Indo-Japan Business Workshop that Caux Initiatives for Business is organizing in November this year, Sarosh Ghandy, Director, CIB said, “While it is evident that a single workshop will not bring about optimal practices, the idea is to get the ball rolling so as to try and arrive at a better understanding on how to improve present practices.”

To continue in the same vein, several meetings held last month or a number of similar forums planned this month may seem like the proverbial drop in the ocean, but we believe it is a good thing happening. Like Edmund Burke said in a quote that has often been used, “The only thing necessary for the triumph of evil is for good men to do nothing.”

While the chief objective of all our CIB on Wings issues is to update you on the happenings and events of CIB, we are hopeful that an issue like the present July 2014 one will entice you – given your own experience and standing in the realm of conducting business ethically while still being profitable – to participate with greater enthusiasm. The expectation is that the collective efforts of several individuals and institutions can and should snowball into making an impact in society at large and business in particular.

Happy Reading!

**Mrs. Ishika Banerjee**

# CIB (India) Pune Chapter

## Second Meeting Report

Date: June 6, 2014

Venue: Symbiosis Institute of Computer Studies and Research (SICSR)



*Sanjiv Mehta welcomes delegates*

*“Sensitisation on aspects of ethics has increased better self-governance, transparency in actions and long-term corporate performance. It is axiomatic that transparency brings ethicality. Top-ranked companies in the world are those, which highly value ethical conduct,” said Maj. Gen. (Retd.) S C N Jatar in his speech on this occasion.*

Welcoming 200 delegates, Sanjiv Mehta, MD, V Hire, a Recruitment Services company in Pune appreciated the SICSR for the remarkable efforts they made to organize the event. On being called upon to say a few words, the Director of SICSR, Lalith Kathpalia, shared his thoughts behind taking this initiative. Recognizing that ethics and values were key to the success of any organization, he felt that this forum would be a wonderful opportunity for his students and staff to understand its importance; this more so because when one thinks of the word, “business”, ethics and values do not figure as important for sustainability and growth. Admitting that his institute has just made a beginning he expressed his keenness to work closely with CIB.

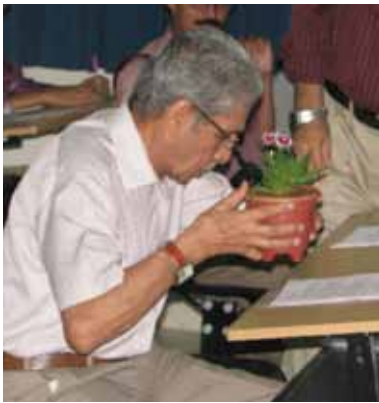
Following a short presentation about CIB, T. P. Mukherjee, Convener of the CIB Pune Chapter, welcomed the Keynote Speaker, Maj. Gen. (Retd.) S C N Jatar and requested Sanjiv Mehta to introduce



*Lalith Kathpalia, Director, SICSR*

him to the delegates.

Maj. Gen. (Retd.) Jatar , a respected figure in the Indian Hydrocarbon Sector, in his speech shared, “A soldier’s honour code is perhaps the oldest instance of a structured code of conduct in ethics, leadership, management and governance.”



*Maj. Gen. S C N Jatar felicitated with a sapling*

The former Chairman and Managing Director of ONGC Ltd. who also held the position of CMD of Oil India in the past continued his sharing by then speaking of the nature of morals and ethics. “Ethics is not limited to specific acts and defined moral codes, but encompasses the whole range of moral ideals and behaviours, a person’s philosophy of life.”

Bringing the link between ethics and corporate governance the retired Indian Army officer who is currently on the Board of Directors of Videocon Industries Ltd. said, “The cutting edge for ensuring good governance is an enabling value-frame and sensitivity to ethics. Ethics thus becomes central to the process of governance.”

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Many of our younger generation now feel that it is necessary to be unethical and evade the law to reach high places. They feel that scholastic excellence is unnecessary because networking and muscle power fetch everything that one needs in life.

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Continuing further, the Major General said, “In the corporate world, the open market is divinity, the consumer is sovereign and the bottom line is monetary profit.

The antiquated Indian legal system has an adverse effect on social ethos. Many of our younger generation now feel that it is necessary to be unethical and evade the law to reach high places. They feel that scholastic excellence is unnecessary because networking and muscle power fetch everything that one needs in life. A situation has come

when we tend to pardon the unethical behaviour of a person because he is a 'go-getter' and an achiever.”

“Ethics is beyond the law. The law merely specifies the lowest common denominator of acceptable behaviour. Ethics, thus, goes far beyond structure, systems and legal provisions. It has intimate relationship with professionalism and personal values. There are many instances where one is not sure of legality or ethicality. One has to live with one's conscience and take a call.”



*SICSR students listening with rapt attention to Maj. Gen. Jatar through video streaming*

The audience comprising of delegates from Industry, students and staff of SICSR listened to the Major General with rapt attention as he spoke, “Ethics represents the dilemmas that most of us face in our working lives.

As an individual reaches policy levels, fuzziness creeps in and discretions in behavioural choices increase. The top managements are constantly dealing with issues, which could be controversial in their impact and many are legal yet unethical.”

Concluding his speech, Maj. Gen. Jatar said, “All successful organisations have achieved high ethical standards. The cutting edge for ensuring good governance is an enabling value-frame and sensitivity to ethics. A strategic approach at the super structure and practical functioning through human resource intervention is necessary.”

The question and answer session evoked lot of interest among the students and delegates from business and industry. Some of the answers suggested were: preparation of Code of Ethics; saying no to giving bribes and; if there is conviction and faith, then there is a way out.

To accommodate 200 participants, the audience were seated in two separate auditoriums. Delegates in the second auditorium viewed and heard the Speaker through online video streaming technology. The

meeting ended with a vote of thanks and filling up of the feedback forms.

After the meeting the feedback forms were analysed it was observed that almost all the participants opined that their expectations were met, and that they would like to be associated with CIB's initiatives. Several offered to volunteer in its activities.



*The next meeting shall be held on July 12, 2014 at 5:00 pm in the MKCL Conference Hall on the 5th Floor, "B" Wing of ICC Trade Tower, Senapati Bapat Road.*

*If you happen to be in Pune and would like to join the meeting, please contact T P Mukherjee  
+91-9552626262 or [cib.pune.india@gmail.com](mailto:cib.pune.india@gmail.com).*

# CIB (India) Mumbai Chapter

## Fourth Meeting Report

Date: June 21, 2014

Venue: IofC flat at Kumaram, Worli Seaface

*“Go after corruption. It bothers Indians and needs to be fixed. However, at present it also churns the wheels of our economic system. Draconian measures or finger pointing will solve nothing. It might bring the country to a halt. You don’t solve a blood contamination disease by cutting off the arteries of the heart. You make the blood pure again one pill, one small transfusion at a time.”*  
*wrote Chetan Bhagat in a news article after a new government was elected in India.*



*Anil Chopra describing to Mr. Puri about CIB as Dr. R K Anand and Mrs. Jyoti Puri look on*

Mr. S S Puri, former Director General of Police (Anti-Corruption), after quoting Chetan Bhagat continued to share, “To combat cancer, we require chemotherapy which is given in small doses and is calibrated. To overcome the menace of this national termite which has rendered us hollow; we need to have clear thinking and appropriate strategy.”

Mr. Puri was addressing a small group of 13 persons who had met for the monthly CIB Mumbai Chapter meeting. As part of the vision that the Chapter Convener, Anil Chopra had for his team, he had invited a respected personality to share with his team mates his own challenges

and experiences in dealing with corruption and ethical issues.

The former civil officer who post-retirement was entrusted with the Stamp Paper Scam that was of enormous proportions and huge ramifications spoke softly of how he found the work of the police a wonderful service. Describing it as 'paid social service', he shared how a policeman's job is contingent to the world around him and though unpredictable (often violent and messy) it is a profession that is most honourable and satisfying where the job satisfaction is instant.

Talking about how corruption ate into the wealth of a country he said, "India suffered losses of Rs.36,400 crores [One crore is 10 million] due to corruption in the 12 months preceding September 2013, says a survey by Ernst & Young (EY) and Federation of Indian Chambers of Commerce and Industry (FICCI), excluding large corruption scandals like the 2G Telecom scam and the Common Wealth Games scam, among others.

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Corruption is of two types, meat eating and grass eating. Grass-eating corruption extorts millions of our countrymen in their day to day activities.

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"Corruption is of two types," he shared, "meat eating and grass eating. The meat-eating corruption is almost always collusive and one transaction is enough to last a couple of generations. It is silent, stealthy and insidious!

"Unaccountable wealth or better known as black money (attained by illegal means and /or remaining outside the purview of the tax laws) remains within the calculated comfort of its owner. This includes money generated through arms deals, gun-running, smuggling, drugs and narcotics, illicit trade, real estate transactions et al; and is a major



contributors to the tax havens abroad.

“Grass-eating corruption extorts millions of our countrymen in their day to day activities. Obtaining a post-mortem report, death certificate, donation in cash for admissions to school, caste verification certificate, lodging of FIRs, pre-condition for recruitment in government jobs



at subordinate cutting edge levels, etc. are just some of the experiences that define this form of corruption. This is extortionist in nature and is demanded when one is under already duress. This form of corruption is petty in scale and alienates the belief of lay public in the government.”

Referring to an article written by Mr. Manoj Nath a former Director General of Police in the State of Bihar, Mr. Puri said Mr. Nath brilliantly summed up people’s response to the menace of corruption. The response of people at large is even more ambiguous because it is rooted in the fact that they are themselves “half victims, half accomplice, like everyone.” People’s lack of combativeness, venom and extraordinary passivity stems from the fact that they tend to be comfortable with the idea that corruption is an inescapable fact of governance and political morality.

The article read, “The ambiguity in the public attitude towards ill-gotten money is the result of our peculiar situation. Our economy is half white and half black, half over-ground and half underground. We condemn black money but deal in it, nevertheless. Under our

very eyes, criminals and gangsters acquire wealth, then political power, then more wealth and with it acceptability and social esteem. Political banditry as a mode of creation of surplus value has long been accepted as a legitimate vocation. To displace the awareness of these contradictions, we have devised various overt and covert strategies to acknowledge and accommodate the criminality within our midst. Lawyers, chartered accountants, investment advisors, honestly work for the legitimization of dishonest earnings by politicians, government officials, corporate CEOs, etc. Dirty money courses through our formal and informal financial system in different ways, with different consequences. We do not seek to know hard enough about the offshore funds being routed in our economy for fear of discovering their actual provenance. We are so enamoured, even over awed with power and manipulation that we tend to ignore what David Bell calls ‘the economic fulcrum underneath.’ ”



*Mrs. Asha Anand and Tapan Parekh*

To combat crime, we need to have two pronged strategy: prevention and detection. Many a crime are prevented when the preponderance of probability lies in that these would become manifest at any given moment. A reasonable certainty of apprehension and conviction deters criminals. Crime swells when there is an assurance that it would not be easily detected and that in the unlikely event of getting so detected, the law as it exists, could be subverted first at the level of cognizance and subsequently during investigation, prosecution and/or adjudication. Organized crime syndicates prosper on this philosophy.

Continuing on this thought, Mr. Puri said, “Crime is influence of motive

on character. A person with character would rather beg than steal. Laws are not a substitute of character. The only cure in combatting the menace of corruption and crime is to instil values.” Citing how Hong Kong was worse than India decades ago, he said, “Through education in schools, things have changed.”

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The ambiguity in the public attitude towards ill-gotten money is the result of our peculiar situation. Our economy is half white and half black, half over-ground and half underground. We condemn black money but deal in it, nevertheless. Under our very eyes, criminals and gangsters acquire wealth, then political power, then more wealth and with it acceptability and social esteem.

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Rueing the fact that our education system is so skill oriented that it neglects the importance of imparting values he said, “We must prepare a child to face situations, but he must learn that it has to be ethical. A chapter on ethics in the regular curriculum in Education would be a good beginning to building on a foundation laid by our family. The certainty of punishment deters,” he concluded, “Unfortunately in India, that fear is lost.”

Another attempt to combat the ills of corruption he shared was in the creation and existence of a credible mechanism where information can be received and is welcomed, with privacy of the informer kept in absolute secrecy. This will make the masses feel participants in unearthing diverse forms of unaccounted and illicit wealth. All such information leading to successful prosecution may be rewarded with a tempting percentage of such money unearthed. The RTI Act has significantly contributed to lifting of veil of confidentiality from public records maintained by the government. It is time we take a call whether we should continue to maintain confidentiality of income and assets

of all those who seem to be living in a lifestyle disproportionate to their know sources irrespective whether they are public servants or not.

Concluding his speech he urged the CIB Mumbai Chapter to act as a forum that would persuade Industry to devise a strategy that could work as a whole and with collective action in simplifying laws and helping rid the evils of corruption. Signing off with his experience with Siemens Ltd. he said, “I liked their policy when dealing with issues on compliance: Ask us and we’ll tell you how to do it. Tell us if you can help us do it better.”



Providing a glimpse of what the Agenda for the next meeting would be, he said, “We hope to undertake an exercise in envisioning the direction the Mumbai Chapter should head. Your collective wisdom will only enhance the exercise.” The meeting ended with much appreciation to Mr. S S Puri. and his wife, Mrs. Jyoti Puri who accompanied him. Welcoming Mrs. Deepa and Tapan Parekh to the Mumbai Chapter, Anil Chopra thanked Mrs. Asha Anand for playing the role of a gracious host.

*The next CIB Mumbai Chapter Meeting is  
scheduled for August 2, 2014.*

*The meeting would begin at 4:30 pm.*

*Venue: 3, Kumaram, Worli Seaface, Mumbai*

*RSVP - Anil Chopra: +91-9920803282 or  
cib.mumbai.india@gmail.com*



# INTEGRITY & ETHICS CONFERENCE

We cordially invite you to a conference on Integrity and ethics organized jointly by SCIT and IBM in collaboration with CIB.

This conference is aimed at creating a platform for business organizations, academicians and students to work together to spread awareness on the subject of ethical leadership. As well, we hope to discover opportunities to cooperate and complement one another, as, together, we create a culture of trust and integrity across Indian corporations and businesses.

Date: 26th July, 2014

Venue : Symbiosis Infotech Campus  
Auditorium, Hinjewadi

Timing : 9:30 am TO 5:30 pm

## Key Speakers:

Padmabhushan Dr. S. B. Mujumdar, Chancellor, Symbiosis International University

Dr. Vidya Yeravdekar, Principal Director, Symbiosis Society

Mr. Kishor Chaukar, Chairman, Tata Business Support Services Ltd., Mumbai

Dr. Deepak Phatak, Professor, Department of Computer Science, IIT Mumbai

Ms. Desiree Giler Mann, Trust & Compliance Officer, IBM, India/South Asia

Dr. Rajni Gupte, Vice Chancellor, Symbiosis International University

Mr. Anil Chopra, Vice President, [SAS SCM-PRL], Siemens Ltd., Mumbai

Mr. Dilpreet Singh, Vice President, Human Resources, IBM, India/South Asia

**RSVP by 12th July:** Please mail us at  
[ethicsconference@scit.edu](mailto:ethicsconference@scit.edu) or  
Call Shaji Joseph : +91 9960895085  
Pradeep Kumar : +91 9766814657

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# Indo-Japan Business Workshop

## An Invitation



*Rajmohan Gandhi with Dr. Heita Kawakatsu, Governor of Shizuoka Prefecture (R) and Hironori Yano, Chairman IofC Japan (L)*

In recent years, Business Enterprises have begun to realize that apart from conducting their organizations ethically, they need to give back to society some of the riches that they have taken from it. While real business leaders naturally take on such responsibilities, there are many who refuse and need to be persuaded in various ways to meet legitimate needs of society. One way of doing this is through Corporate Social Responsibility (CSR). However CSR means different things to different people. The laws and societal practices in various countries have by and large determined how CSR is applied and

there are those who would like to understand these differences to try and optimize it in their own environment.

Caux Round Table (CRT) Japan, Initiatives of Change (IofC) Japan and Caux Initiatives for Business (CIB) are arranging to hold an Indo-Japan residential Business Workshop in Panchgani, India, **from 4:00 pm on November 13 to 2:00 pm on November 15, 2014**. The Workshop titled, “**Collective Impact towards Sustainable and Humane Development**” is to better understand the CSR practices prevalent in their countries in order to improve the same. Though it is planned that business representatives from Japan and India can look at these vital issues that industry can play in the upliftment of society and other stake-holders including the environment, the Workshop is open

to business representatives of other countries too.

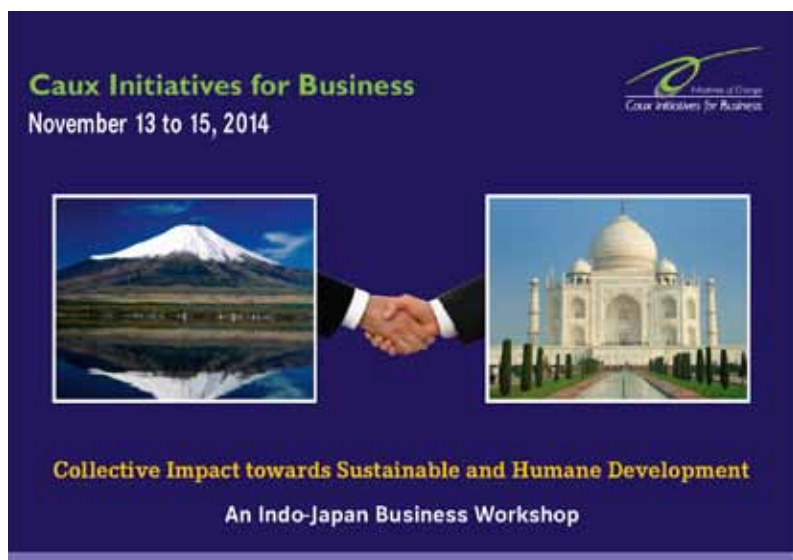
While it is evident that a single workshop will not bring about optimal practices, the idea is to get the ball rolling so as to try and arrive at a better understanding on how to improve present practices.

The Indian Government has recently felt it necessary to legislate on this issue and have mandated that 2.0% of an organization's profit must be used to further CSR. While such an action is bound to create its own problems on account of mal-practices, if properly handled by business, it could result in a great growth in development and provide much needed facilities to the poor in our society.

We would like to invite you to participate in this workshop and give us the benefit of your wisdom and experience in these deliberations.

The Workshop will be held in the beautiful and lush green environment of Asia Plateau in Panchgani, Maharashtra, India. Asia Plateau is owned by 'Friends of Moral Re-Armament (India)', a registered Educational Charitable Public Trust. To advance the charitable objects of the Trust and to defray some of the expenses for conducting the above program, we recommend a contribution of Rs. 15,000/- (which is inclusive of Service Tax at 12.36%) per delegate. While these are suggested contributions,

you are welcome to contribute according to your conviction and means. The generous giving of some helps cover the cost of those who are unable to. The contribution includes program material, all meals and accommodation in Asia Plateau.



Your D.D. (payable at Panchgani)/Cheque may be drawn in favour of Friends of Moral Re-Armament (India).

Since there are limited seats for this Workshop, your online Registration Form must be submitted at your earliest convenience but not later than October 31, 2014, so that we can respond to your application.

The CIB Secretariat,

Asia Plateau, Panchgani – 412 805,

Maharashtra, India

Tel.: +91-8408 940 940; Fax: +91-2168-240004

Email: [csc@cibglobal.org](mailto:csc@cibglobal.org); Website: [www.cibglobal.org](http://www.cibglobal.org).



*Photo Credits: Ms. Adriana Borra and Suvrat Narain*



# CIB Pit Stop in Augsburg, Germany

May 8 and 9, 2014

We all know the Pit stop from car races. Since the beginning of 2013, there is a regular, special such event in Augsburg in Southern Germany.

In May, for the first time, Initiatives of Change hosted an evening of listening, learning and discussions. Monica and Folker Mittag shared their role as guest speakers by presenting lively insights into their personal life using the basics of Moral Re-armament (MRA)/IofC such as quiet time, sharing and obeying God's guidance in running their daily affairs.

During his career, Folker enjoyed a warm welcome from IofC friends at the airports he travelled to. This experience showed a network of people sharing similar convictions and helped to understand cultural differences in all these countries.

The audience opened up and questions were asked, when Monica shared about her Swiss family, who worked for this idea before she was born, MRA's four absolute standards (Unselfishness, Honesty, Purity and Love), listening to God and writing thoughts down to remember them.

Folker also used this opportunity to share about his way of life after retirement and his involvement in other areas like Caux Initiatives for Business (CIB) since 2005. Retirement allows to say "NO" and to do what you had hoped to do for a long time.

Time was running fast but after the "official part" many used the opportunity to learn more and to think about what this would mean for them. The future of the "Pit stop" in Augsburg is still not settled

and needs a lot of thinking, listening and praying.

Next morning, Monica and Folker joined our weekly Friday quiet time with businessmen. Some of them wanted to use what they had heard the evening before. Hopefully, this will become the start of more IofC events in Augsburg, where the basics of IofC can be applied to daily life of business people such as those we met at that occasion.

*Heinrich Pick*



*Photo Credits: Heinrich Pick*



We are proud to announce that K. Haridas, Convener of the CIB team in Malaysia has recently been appointed as Chair to Business Ethics Institute of Malaysia (BEIM).

BEIM is an organisation committed to promote ethics through education, inculcation, and nurturing of values among business.