

COURSE OUTLINE GENDER LENS ON CORPORATE POLICIES

This is an elective course for PGP2 and FABM, and PGPX students
Offered in 6th term.
It is a one credit course.
No prerequisites are needed for taking this course
Maximum students: 30

Faculty:

Neharika Vohra, Professor, OB Area, IIM Ahmedabad
Sutapa Banerjee, Visiting Faculty (her brief sketch is provided at the end of the course)

The course will be organised as 2.2 hour sessions and will expect students to have read the material and be ready to lead discussion on the topic for the day.

Each student would also be expected to write a *one page position paper* on at least three of the debates to be discussed in class. The position paper writing will be distributed such that for each class there is almost an equal number of students who are ready to state their position and discuss the issue. The rest will have to write after class a *one page summary of the class debate*.

Students are welcome to bring in material outside of the material identified for each session.

Sessions 1 & 2 Use of a Gender Lens on Corporate Policies and Practices

Can corporations play a role in moving the needle in the area of gender equality in organisations and society? Why should they do so? Should they even be expected to play such a role? How can they do so? At what cost? is there a win win?

- 1) Creating Shared Value - Michael Porter and Mark Kramer HBR Jan/Feb 2011
<http://hbr.org/2011/01/the-big-idea-creating-shared-value/ar/pr>
- 2) Gender Polarisation (wikipedia)
<https://www.google.co.in/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#>
- 3) Seeing through the Lenses of Gender: Beyond Male/Female Polarisation
Vicky Greenbaum Jan 1999
<https://www.google.co.in/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#>
- 4) The Power Of Parity: How Advancing Women's Equality can add \$12 trillion to Global Growth (executive summary) - McKinsey Global Institute Sept 2015
http://www.mckinsey.com/~media/McKinsey/Global%20Themes/Employment%20and%20Growth/How%20advancing%20womens%20equality%20can%20add%2012%20trillion%20to%20global%20growth/MGI%20Power%20of%20parity_Full%20report_September%202015.ashx

Sessions 3 & 4 The Dearth of Women in Leadership Roles in Corporations?

Why is the percentage of women leaders in corporations so low globally? And in India even lower? Is there a cultural bias? Or are men natural leaders? What are the traits most associated with leadership and is there a gender attribution? What does empirical research reveal about the performance of organisations with women in leadership roles? What then could be the reasons for the low numbers of women in leadership roles? Do family responsibilities hold women back?

- 1) Eagly, A. H., & Carli, L. L. (2007). *Through the Labyrinth: The Truth About How Women Become Leaders*. Boston: Harvard Business School Press. Chapters 1 - 4

- 2) Barriers for Women to positions of Power: How Societal & Corporate Structures, Perceptions of Leadership and Discrimination restrict Women's Advancement to Authority Dee-Ann Schwarke 2013
<http://www.inquiriesjournal.com/articles/864/barriers-for-women-to-positions-of-power-how-societal-and-corporate-structures-perceptions-of-leadership-and-discrimination-restrict-womens-advancement-to-authority>
- 3) Women Matter - An Asian Perspective: Harnessing Female Talent to Raise Corporate Performance McKinsey Global Institute 2015
https://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwitznnz4TOAhXIKY8KHWpjARQQFgggMAA&url=http%3A%2F%2Fwww.mckinsey.com%2F~%2Fmedia%2Fmckinsey%2F2520offices%2Fjapan%2Fpdf%2Fwomen_matter_an_asian_perspective.ashx&usg=AFQjCNEFPz8nSzS4yoCtr2uKkUe6SAU5ag&sig2=tLJyhKTA7mVLBK-q70Stew&bvm=bv.127521224,d.c2I
- 4) India- The case for Gender Diversity Catalyst 2012
https://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=0ahUKEwji3vf0I0TOAhUGO48KHRJtCZEqFggpMAI&url=http%3A%2F%2Fwww.catalyst.org%2Fsystem%2Ffiles%2Findia_the_case_for_gender_diversity_0.pdf&usg=AFQjCNGScM_9jdHlhfyqWgAPt2I1nnqTg&sig2=s1K_SCl04v1c1xOpWFAsg&bvm=bv.127521224,d.c2I

Sessions 5 & 6 Gender Neutrality vis-a-vis Affirmative Action: What works?

Is gender neutrality sufficient? Or is there a need for affirmative action? Is there a psychology of prejudice towards women? What is the nature of such biases and stereotypes? Does this bias get reflected by corporations in their mass media advertising and communications? Can it or should it be prevented?

- 1) Iris Bohnet 'What Works - Gender Equality by Design' Chapter 1 'Unconscious Bias is Everywhere' ebook available
- 2) Eagly, A. H., & Carli, L. L. (2007). *Through the Labyrinth: The Truth About How Women Become Leaders*. Boston: Harvard Business School Press. Chapters 5 - 9
- 3) Women at the Workplace (September 2015) - McKinsey Global Institute
https://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=0ahUKEwiUjcux2o7OAhXKu8KHawoDEgQFgggMAE&url=http%3A%2F%2Fwww.mckinsey.com%2Fglobal-themes%2Fwomen-matter&usg=AFQjCNHS0UnGgJ8tiiTR9f7d7ayxnhXQKw&sig2=W5Y6Ji_-1Y5OB-VYp9SEnQ&bvm=bv.127984354,d.c2I

Sessions 7 & 8 Legislation and Positive Discrimination: Whats the impact?

How has legislation panned out over the years both globally an in India? The Equal Employment Opportunities Act in the US, Women on Boards, the Sexual Harassment Act and Business Responsibility Reports in India...how have these and others impacted the workplace for women? Should legislation ensure gender neutrality or favour positive discrimination?

- 1) Employment Equity and Affirmative Action: An International Comparison
- 2) NSE CFCEG Quarterly Briefing July 2015 : Gender Diversity on Corporate Boards by N Balasubramanian and Nirmal Mohanty http://www.nseindia.com/research/content/res_QB10.pdf

Sessions 9&10 Women and Leadership: Historical, now and what the future is expected to hold

Do women lead differently? Does that impact organisations positively or negatively? Do people resist women's leadership? Do organisations compromise women's leadership? How would the newer sectors/industries likely to dominate in the future, the rapidly changing business models emerging in the workplace, the entry of millennials, new ways of doing business impact the gender dynamics?

1. Men and Women of the Corporation by Rosabeth Moss Kanter pages 260 (from 'The Womens Issue: Individual Model and its Defects') to 328
2. 'Gender Differences in Leadership Styles and the Impact within Corporate Boards'. Commissioned by The Commonwealth Secretariat
<http://www.cpahq.org/cpahq/cpadocs/Genderdiffe.pdf>
3. Taking Gender Into Account- Theory and Design for Women's Leadership Development Programs.pdf

4. Stanford videos

<https://womensleadership.stanford.edu/rrw>

Watch the videos:

- (a) The Future Workplace? Why Redesign Work?
(the design of work must keep pace with the rate of change)
- (b) Why don't Work Work?
(the culture of work is stuck in an outdated 1950s model)

Sessions 11&12 **Best Practices of Organisations: What has it achieved?**

What have organisations achieved so far? Best Practices or Best Guesses? What has been the efficacy of corporate affirmative actions or diversity policies?

Gender Equality Results Case Study – India: Kerala Sustainable Urban Development Project

<http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1462&context=intl>

Will invite guest speakers here.

Sessions 13 &14 **Using Design Principles to Change Social Norms: What does the research show?**

Does Big data and 'People Analytics' have a role? Can the use of Design Principles and the use of Nudge theory be applicable and how?

1. Cass Sunstein: Social Norms and Social Roles pages 1 -23, (The Case Lecture Autumn 1995 The Law School, The University of Chicago) <http://www.law.uchicago.edu/files/files/36.Sunstein.Social.pdf>
2. Iris Bohnet: What Works - Gender Equality by Design, Chapters 5, 6 (Applying Data to People Decisions) and 12 (Shaping Norms)
3. Stanford Redesigning Redefining Work videos <https://womensleadership.stanford.edu/rrw>.
Overview
 - 3 Successful Work Redesigns (case studies of redesigning work instead of fitting people into existing work structures)
 - 4 Big Ideas for the Future of Work (to redesign work we need to think in new ways)

Sessions 15 &16 **Influencing business processes and decisions: How and why should a gender lens be used?**

Can a gender lens be used by corporations to 'influence' policies and practices of its vendors and the supply chain? What has been the global experience? Has it been attempted in India? Does the BRR (Business Responsibility Reports) mandatory for the BSE top 500 companies makes companies focus attention in this direction? Can a gender lens be used to direct CSR spends in companies?

1. The National Voluntary Guidelines and Business Responsibility Reports mandated by SEBI in India.

2. Behind the Brands' Oxfam campaign that traces the agricultural value chain of big multinational food companies
3. Harvard Kennedy School (under) Business Fights Poverty - The Coca-Cola company's 5by20 Initiative: Empowering Women Entrepreneurs across the Value Chain
https://www.hks.harvard.edu/m-rcbg/CSRI/CSRI_BusinessFightsPoverty_5by20Report_September2013.pdf
4. Steps to Empowering Women in the Global Value Chains by Gerry Boyle July 2016
<http://community.businessfightspoverty.org/profiles/blogs/gerry-boyle-three-key-steps-to-empowering-women-in-global-value-c>

Sessions 17 & 18 Gender Lens Investing and ESGG: Can it be the motivator for Corporations to move in this direction?

Responsible Investing: the use of an ESG lens and the use of a gender lens for investing decisions is gaining importance and is increasingly being used by long term investors e.g., pension funds, sovereign wealth funds and university endowments. What does this mean for companies? Would it sufficiently motivate corporations to focus attention on this area? Will it hasten the process? How applicable is it in the Indian context now and in the near future?

1. The 6 Principles of Responsible Investing
<https://www.unpri.org/about/the-six-principles>
2. The Women Empowerment principles
<http://www.unwomen.org/en/partnerships/businesses-and-foundations/womens-empowerment-principles>
3. How Asset Owners can drive responsible Investment
PRI-How-Asset-Owners-Can-Drive-Responsible-Investment.pdf
4. Adding Value with a Gender Investment Lens: Glenmede
<https://www.glenmede.com/sites/default/files/files/imce/june-2016-glenmede-gender-lens-investing.pdf>
5. Women Wealth and Impact: Investing with a Gender Lens
http://www.veriswp.com/wp-content/uploads/2015/03/CA_Women-Wealth-and-Impact-2.0_2015-03-05.pdf
6. What does Gender Lens Investing mean? By Christina Juhasz CIO Womens' World Banking
<http://nextbillion.net/behind-the-most-successful-microfinance-ipo-in-indias-history-what-does-gender-lens-investing-have-to-do-with-it/>

Sessions 19 & 20

Concluding sessions weaving in the threads from all of the above

Evaluation

Class participation: 20 percent

Leading the discussion (presentation, structuring the session etc): 20 percent

Supporting the class discussion on the basis of position taken: 20 percent

Position paper: 20 percent

Reflective summary: 20 percent

Sutapa Banerjee

Sutapa Banerjee has spent close to 24 years in the financial services industry across 2 large multinational banks (ANZ Grindlays and ABN AMRO), and a boutique Indian Investment bank (Ambit) where she built and headed several businesses. A well recognized thought leader in the Wealth Management space having headed and successfully built from scratch the Private Wealth businesses in both ABN AMRO Bank and Ambit Capital, Sutapa was voted one of the 'Top 20 Global Rising Stars of Wealth Management' by the Institutional Investor Group in 2007 - the only Indian and one of only two winners from Asia. As CEO she led Ambit Private Wealth to 'Best Private Bank in India in the 2013 AsiaMoney polls. In 2012 she was shortlisted in the 50 most Powerful Women' by Fortune India. Sutapa is an Advanced Leadership Fellow (2015) of Harvard University. Currently she consults in the Wealth and Investments Management area and serves as an Independent Director on several boards of companies (JSW Group, IL&FS Group) and non profits (Oxfam India and Dignity Foundation). She also represents Women's World Banking as a Nominee Director on the board of their investee company Ananya Finance in India. Her area of study at Harvard was Responsible Investing and Business Practices and the use of a Gender Lens. She currently works, writes and speaks actively in this space.