



International Case Writing Competition
Gender Inclusivity: Proposing New Paradigms

November 14-15, 2009

ABSTRACTS



**WOMEN IN KNOWLEDGE BASED IT INDUSTRY: DOES GENDER MATTER?
A CASE ANALYSIS**

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Theme: Need for Gender Friendly Policies

Date: November 15, 2009

Time: 10:00 – 10:25

Venue: Classroom 1, KLMD, Indian Institute of Management Ahmedabad

Abstract: The participation of women in IT sector has been increasing rapidly in India. IT, a knowledge based industry, is considered an equal opportunity employer. Hence, it is considered as an equal opportunity employer, for both men and women alike. Based on a survey of 250 IT software professionals comprising half men and women, factors affecting women's career movements in IT industry were studied.

It is seen that there is no discrimination prevailing in the Information Technology sector. Career mobility is determined on the basis of one's performance at the workplace. However, women are affected by gender and lifecycle factors.

It is also seen that those women who have had support systems are moving on the fast track. Strong support systems eliminate the glass ceiling factor in IT industry.

Based on the backdrop of this micro level study*, 10 particular case histories of women will be examined in this paper. Some women are on slow track, some on normal and while some are on fast track. These cases show highlight different factors affect women's career movements. A common phenomenon to almost all women is that of relocation, after marriage. Women have the prime responsibility of household and childcare. Presence of extremely small children has affected a few women's careers. However, few women have strong support systems and have made a headway in their careers.

Hence, a lot depends on the situation of the woman. If circumstances are favourable in terms of adequate support system, she may progress in the same way as a man in an equal opportunity knowledge based sector as IT.

This paper highlights the need to inculcate strong support systems in women's lives which will enable women to give their best performance in the workplace.

* This study was part of a Doctoral thesis submitted by the author at JNU, New Delhi

Key Words women's careers, career mobility, IT industry, support systems



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GENDER DIFFERENCES OF MOBILITY IN ORGANIZATION – TESTING THE VARIOUS PERSPECTIVES: A CASE ON BARODA CITY

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Theme: Need for Gender Friendly Policies	
Date: November 15, 2009	Time: 11:00 – 11:25
Venue: Classroom 1, KLMD, Indian Institute of Management Ahmedabad	

Abstract: Work organizations and families are the two institutions most central to individuals. Because work and family activities frequently occur at different times and places, and, because men were assumed to have primary responsibility at work and women primary responsibility at home.

Both institutional and cultural changes try to reap the benefits of recruiting, motivation and retaining the most valued employees, and even the public relations benefit of being viewed as “family friendly”. The mobility of employees has been a management issue for many years. There are two main managerial consequences of mobility. On the one hand, companies need to recruit, promote and retain their most valued employees. On the other hand, companies sometimes face up to important costs due to employee turnover: Legal compensation, selection and training of new personnel etc. The paper will be discussed two important issue; whether labour mobility decisions are more influenced by job non related factors, i.e., work family conflict, gender roles, than job related factors; and second, whether there are variables that are determinants of the labour mobility of women. This paper will analyze the results of a survey labour mobility of a sample of 300 employees in Baroda city. The paper will be proposed the theoretical framework of the study and the research hypotheses. Then the methodology of the empirical study will be briefly explained, followed by the results and its implications for women and managers. These results will have managerial implications for the segmentations of men and women in the labour market.

Key Words: **job mobility, work, family life, gender**



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**THE CASE OF K.L.N. COLLEGE OF ENGINEERING IN BRINGING GENDER EQUALITY IN
ENGINEERING EDUCATION IN THE STREAM OF HIGHER EDUCATION**

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Theme: Gender Inclusivity Programmes and their Impact

Date: November 15, 2009

Time: 11:00 – 11:25

Venue: Conference Hall, KLMD, Indian Institute of Management Ahmedabad

Abstract: This case is based on the **organizational policy and culture** of our educational institution – K.L.N. COLLEGE OF ENGINEERING, Pottapalayam, Sivagangai District. It is a self-financing linguistic minority First Engineering College in the District. It is situated 11 k.m. from Madurai city. It inculcates professional knowledge and skills to the urban and rural students as industry-ready Professional Engineers, Technocrats, and Corporate Personalities in the field of Engineering and Management.

At the outset, Exclusion has been the real issue due to gender difference in all sectors. And educational sector is not exceptional to this. In particular, Engineering Education excluded women in late sixties. Later only, a small percentage of admissions were allowed to women students as well as for Faculty positions. With the help of **core competencies, tolerance, competitive spirit** and professional skills empowered the women to get hold positions in almost all the fields nowadays.

This case study attempts to highlight how gender equality policy that is not discriminating on the basis of gender in Admission as well as in Employment has elevated our organization to a higher level. Women faculty is placed equally with men faculty. The case illustrates that the exclusivity has been diluted to achieve gender equality in engineering field. We try to analyze how far inclusiveness for women has been achieved among Teaching Faculty, among Students in respect of their promotion, higher studies and other developmental works. Gender analysis of performance of outgoing students will also be done.

Key Words: organizational policy and culture, core competencies, tolerance, competitive spirit



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GENDER FRIENDLY WORK PLACE POLICIES IN SOUTH CENTRAL RAILWAY, VIJAYAWADA DIVISION HELP TO ATTRACT AND RETAIN WOMEN EMPLOYEES: A CASE STUDY

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Theme: Need for Gender Friendly Policies

Date: November 14, 2009

Time: 12:00 – 12:25

Venue: Classroom 1, KLMD, Indian Institute of Management Ahmedabad

Abstract:

Issue:

Sexual harassment of women employees working in South Central Railway, Vijayawada division is in various forms, such as, sexual contact and innuendos, sexual demands, verbal and non-verbal sexual advances by men. This makes women employees insecure at work place, resulting in absenteeism and dropouts.

Description:

Of the 20,000 employees in Vijayawada railway division, 12% are women (up from 7%). Since 2005, implementation of gender-friendly workplace strategies has led to a steep increase in female recruitments. The actions from the strategy are -

- In February 2005, sexual harassment committee was commissioned. It has woman employee as chairperson and two other members, woman social scientist and Senior Divisional Personnel Officer. In four years, committee investigated eight sexual harassment cases, and three male perpetrators were penalized.
- Statutory women friendly workplace conditions are enforced. This includes 180 days of maternity leave, paid leave for childcare, exclusive toilets, dressing / recreation rooms and care centre for children.
- Women's day celebrations as a platform for awareness raising and sensitizing male colleagues on women's issues.

Today, women find the workplace friendly and safe; more women needing jobs on compassionate grounds are opting to work here; and, a female employee is trade union secretary.

Lessons learnt:

1. An active Prevention of Sexual Harassment Committee in workplace improves confidence levels in women employees.
2. A supportive management that followed recommendations from the committee led to improvement in gender relations. For example, a rota system ensured equal and just distribution of work between the sexes and more women received training opportunities.
3. The Counseling Cell at the mechanical division helped improve interpersonal relations amongst male and female employees.

Next Steps:

To expand awareness on the activities of sexual harassment committee through pamphlets and posters in different workplaces, and sensitisation campaigns through messages on employee pay slips.

Key Words: Indian Railways, gender, sexual harassment, prevention of sexual harassment committee



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GENDER INCLUSIVITY PROGRAMMES AND THEIR IMPACT

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Theme: **Gender Inclusivity Programmes and their Impact**

Date: **November 15, 2009**

Time: **10:30 – 10:55**

Venue: **Conference Hall, KLMD, Indian Institute of Management Ahmedabad**

Abstract: The present case study is based upon the gender sensitization training programme conducted for the in-service women police personnel belonging to Maharashtra Police. These trainings programmes were conducted by Prakriti between 1999 and 2002. These programmes were mostly attended by women police constables as they interact more with the public. Prakriti is a non-government organisation based in Nagpur, Maharashtra, and works in three states of central India – Maharashtra, Madhya Pradesh and Chhattisgarh. Prakriti is working with rural women and is committed to bring about gender equality in all spheres of life.

The training programmes were organised in association with the Prevention of Atrocities Against Women Cell, (PAW) Mumbai. The PAW came into existence after the first women's policy for the state of Maharashtra was announced.

The number of women in the police force was very less as compared to men. However, with reservation for women in police recruitment and also more women opting to join police force as career, their number increased considerably. The women policy said that the PAW will take up special efforts to curb the growing violence on women and thus the women police women were assigned the responsibility to handle the cases related to injustice and violence against women.

It was largely observed and also shared by the women victims who lodged their complaints in the police station that the policewomen behave like their male counterparts. It was also observed that the police women themselves have to face gender discrimination at workplace which makes adverse impact on their performance. Keeping the above in view the training sessions were conducted for the in-service police women.

The present case study thus tries to explain that how the gender sensitization training helped to bring out the gender based biases and prejudices from the minds of the policewomen. The training sessions also helped in bringing some practice changes. The training also helped the participating police women to develop the feeling of equality which in turn facilitated the process of demanding hard core police jobs and share the instances of gender based discrimination in the police department.



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A WOMAN'S LIFE CYCLE AT WORK

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Theme: **Need for gender friendly policies**

Date: **November 14, 2009**

Time: **11:30 – 11:55**

Venue: **Classroom 1, KLMD, Indian Institute of Management Ahmedabad**

Abstract: This case presents the various stages of life cycle of a woman and her position in the organization she worked, a privately owned management institute under due affiliation from the governing authority. The case tracks her career path and the various hurdles she faced at different stages being a woman. Work life and pregnancy is a complex phenomenon and needs more attention by employers especially by private institutions. Pregnancy has an important role in work life and the role of the immediate leader is significant when a working woman is pregnant. This case supports the need for organizations to value different people in recruitment and promotion activity and also illustrates how a focus on higher quality leader-follower relationships can be rewarding during the changes that pregnancy involves.

Key Words: **gender, pregnancy, work role, leader relationship**



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**INCLUSION OF WOMAN'S HEALTH IN PROMOTING
GENDER SENSITIVE WORK ENVIRONMENT – CASE STUDY**

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Theme: **Miscellaneous**

Date: **November 15, 2009**

Time: **11:30 – 11:55**

Venue: **Classroom 1, KLMD, Indian Institute of Management Ahmedabad**

Abstract: Promotion of gender mainstreaming and gender equality has increasingly gained attention over work places, both in public and private sector. Incorporation of gender sensitive policies and framework play a crucial role in balancing of work environment. An area of key concern is the need of delineating more vulnerable and disadvantaged sub groups which have escaped notice so far. Indian society is seeing constant rise in number of single mothers. Unjust societal customs and denial of social entitlements do little in alleviating their trouble. Measures adopted to increase ratio of educated and independent women play an important role in empowering women to act as decision maker especially in matters of their own and family health and well-being. This case study explores the life endured by a woman of disadvantaged background who successfully tackled all odds faced by her as a single mother. An in depth analysis of behavioural modification has been carried out based on stages of change occurred in her vicinity.

Key Words: **equality, behavioural modification, empowering, stress**



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GENDER INCLUSIVITY: THE INFOSYS WAY

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Theme: **Gender Inclusivity Programmes and their Impact**

Date: **November 15, 2009**

Time: **11:30 – 11:55**

Venue: **Conference Hall, KLMD, Indian Institute of Management Ahmedabad**

Abstract: Gender inclusivity has become the new buzzword in recent years in the human capital management. Due to globalization and changing family structure, women now form a significant portion of the workforce. Gender inclusivity involves giving women employees' equal opportunities and suitable work environment to help them to meet the demands of work and home. There is a business case for gender diversity. The business enterprises, which respect gender diversity, take better decisions due to a variety of thinking styles, earn a good image for themselves in the market, attract good talent and earn the loyalty of all their crucial stakeholders. This case study talks about gender inclusivity practices in Infosys, a multinational Information Technology services company, headquartered in Bangalore, India. Infosys is a pioneer in providing women inclusive environment so that they can use their talents to the fullest capacity. It has established IWIN (Infosys Women's Inclusivity Network) in 2003, for helping women in their career lifecycles through support group and policies, thereby enhancing their retention. Infosys has a number of outstanding policies such as paid maternity leave, telecommuting, and sabbaticals for a year for childcare and satellite office for working mothers. Besides these, the company also provides for its women workers flexible arrival/ departure, parenting workshops, supported day care centers and providing free counseling for handling stress. NASSCOM awarded Infosys for excellence in gender inclusivity, at the third Annual IT Women Leadership Summit in 2008.

Key Words: **gender inclusivity, equality, retention, good image**



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GENDER INCLUSIVITY PROGRAMS AND THEIR IMPACT: ANZ INDIA

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Theme: **Gender Inclusivity Programmes and their Impact**

Date: **November 14, 2009**

Time: **15:00 – 15:25**

Venue: **Conference Hall, KLMD, Indian Institute of Management Ahmedabad**

Abstract: In recognition of its commitment to create an inclusive workplace, the Australia and New Zealand Banking Group Limited (ANZ) has been named as an 'Employer of Choice for Women' in Australia for seven consecutive years by the Equal Opportunity for Women in the Workplace Agency (EOWA). ANZ's focus on gender inclusivity is maintained by its Management Board. In 2008, launching the 'ANZ Women's Network', a global network made up of ten regional networks known as '*Panchayats*', CEO Mike Smith elaborated on ANZ's rationale: "My experience is that women bring unique qualities to the table – in particular great intuition, exceptional relationship building skills and an inclusive approach to decision-making". This case will explore ANZ India's gender inclusivity program, its business case, vision, achievements and current agenda. In particular, the case will illustrate the effect of this program on the attraction, retention and progression of women with the organisation. The implementation of the Women's Panchayat was an important factor influencing a 41 per cent increase in the number of women employed with the organisation since 2008. The Women's Panchayat has also shaped noteworthy gains supporting expecting mothers and mothers seeking to return to work after maternity leave. Since the Women's Panchayat was established, the maternity leave return rate has consistently been above 90 per cent. Moreover, attrition of female employees has decreased more than 5 per cent since 2008 and during the same timeframe the number of women citing "family reasons" as their main reason for leaving the organisation has fallen more than 30 per cent. On other measures, the Women's Panchayat has also made a significant contribution to progression of women with the organisation – at present female representation in management is 26 per cent, 13 per cent and 10 per cent above the NASSCOM benchmarks at 'top level', 'director level' and 'manager level' positions respectively.

Key Words: **ANZ, Women's Panchayat, gender inclusivity**



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BUILDING AN INCLUSIVE WORKPLACE: AN IBM DAKSH PERSPECTIVE

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Theme: **Gender Inclusivity Programmes and their Impact**

Date: **November 14, 2009**

Time: **12:00 – 12:25**

Venue: **Conference Hall, KLMD, Indian Institute of Management Ahmedabad**

Abstract: The case study traces IBM Daksh's journey in building an inclusive culture through interventions and diversity initiatives, albeit, formally initiated only in 2007. It follows the development and implementation of a diversity strategy to recruit, retain, and promote women within the organization. At IBM Daksh diversity is a business issue, not just a people issue. The business case for diversity is undeniable and numerous studies underline the impact of women on not just the culture but profitability of the organization. The organization believes that workforce diversity is an asset to be leveraged as it brings with it diversity of thought resulting in increased potential for innovative solution finding and enhanced performance. The case describes how the company identified two types of barriers to gender Inclusivity, viz.; structural and cultural; and goes on to elaborate the approach undertaken by IBM Daksh in addressing them through targeted policies, practices, and interventions.

Design/Methodology: The case examines the drivers for the company's gender policy development, the stakeholders/sponsors, initiatives, governance mechanism and progress to date. The case shares the initiatives adopted to ensure that the diversity ratio within the organization is on the lines of societal demographics and showcases how a diverse workforce provides a competitive edge. It covers the qualitative and quantitative aspects that enabled Gender Inclusivity, providing a detailed account of the milestones covered. These include building accountability into every function, creating policies and practices to enable inclusion, manager sensitization, and a strong governance model. It also includes narrations by IBM Daksh women employees on how the company's inclusive environment not only empowers them to seek and meet new challenges but also how it impacted their lives both professionally and personally. The case concludes by providing an insight into IBM Daksh's contribution to the society and the girl child and the projects undertaken in this direction. The case outline practical lessons learned and shares IBM's research into how organizations can address gender inclusivity issues and challenges.

Values: IBM Daksh's strategic approach to developing and advancing women in the organization has been recognized by the industry through the NASSCOM Award for Excellence in Gender Inclusivity, for two consecutive years.

Key Words: **gender, inclusivity, diversity, IBM, IBM Daksh, workplace initiatives**



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THE CRISIS AT RANGARAM INFO SYSTEMS LTD.

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Theme: **Impact of Gender Friendly Policies in Attraction, Retaining, Developing and Motivating Women Employees**

Date: **November 14, 2009**

Time: **15:30 – 15:55**

Venue: **Classroom 1, KLMD, Indian Institute of Management Ahmedabad**

Abstract: Women play a critical role in the economic, cultural and social growth of a country. Fortune 500 companies with a higher percentage of women on board have a 35 per cent higher return on equity. In India, it is stated that a significant increase in women in the workforce can result in 12 percent increase in per capita income. The IT and ITeS sector of India, which is expected to reach US\$ 75 billion by the year 2010, has been a catalyst for gender inclusivity in India and is continuing to include more women into its work force than any other industry. The women work force in the IT and ITeS industry accounted for 28 per cent of the total two million work force in 2007-08. The number of women at the entry level positions of the IT and BPO sector grew from 421,460 in 2006 to 670,984 in 2008. Though more numbers of women are included in the workforce, they feel that they are not able to climb up their career ladder at par with their male counterparts, due to the barriers posed by the society and their environment. We need to analyze these barriers and remove them, in order to enhance and sustain gender inclusivity. This case analyzes the barrier, based on a study, that was conducted among the employees of the IT and ITeS sector of South India, to find out the emotional challenges faced by them, while they move up in their career ladder. The challenging situations faced by both male and female employees are analyzed. Finally, the efforts needed at the individual level, societal level, organizational level, and Government level to help the women employees to tackle these challenges are discussed.

Key Words: **Rangaram, challenges, HR climate, attrition of women**



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DIFFERENTIAL RESPONSES TO WORK PLACE PROBLEM

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Theme: **Impact of Gender Friendly Policies in Attraction, Retaining, Developing and Motivating Women Employees**

Date: **November 14, 2009**

Time: **16:00 – 16:25**

Venue: **Classroom 1, KLMD, Indian Institute of Management Ahmedabad**

Abstract: Team based work culture is becoming predominant in today's work environment, especially IT organizations. The work environment is characterized by tight deadlines, work pressures and tough competition. Career progression is ensured only through sustained performance. This case describes a team based work environment in an organization. Specifically, it brings out the response of a male and female employee of the organization towards work place issues. The case ends up by provoking the readers to analyze the differences in response.

Key Words: **work place, problems, response, handling, gender differences**



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GENDER INCLUSIVITY @ CORPORATE CULTURE

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Theme: **Need for Gender Friendly Policies**

Date: **November 14, 2009**

Time: **11:00 – 11:25**

Venue: **Classroom 1, KLMD, Indian Institute of Management Ahmedabad**

Abstract: The gender diversity in organization creates a challenging work environment resulting in varied expectations and perceptions in the minds of people.

The glass ceiling holds back women executives and in fact surrounds them all around. A set of widely shared conscious and unconscious mental associations about men and women works against gender inclusivity. Women need to make a trade-off between professional and personal life to a much greater extent than men. Prejudices in the minds of men persist against fellow women employees when they work towards maintaining an appropriate work life balance. Women (and men) have different needs at different times which ought to be met. It needs to be realized that creation of jobs which permit flexibility in working is not with the objective of scoring on CSR activities through women empowerment; instead it would contribute to an engaged and motivated employee for the organization.

Corporate need to craft meaningful work life policies which should be able to address gender inclusivity. Years of domain training and managerial acumen would be lost on account of non acceptance of reality and lack of organizational flexibility. Rather, the training cost incurred on women managers can be better leveraged by providing her with flexible work environment which would make her feel reluctant to leave.

This case study tries to highlight and validate the various issues and (mis)perceptions prevalent in corporate India because of gender diversity. It seeks to analyze the complexity involved in working together of multiple stakeholders in the move towards a holistic and empowered Corporate India.

Key Words: **gender diversity, glass ceiling, organizational flexibility, work life policies**



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**CAREER ADVANCEMENT STRATEGIES FOR WOMEN:
PERSPECTIVES FROM INDIAN WOMEN**

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Theme: **Impact of Gender Friendly Policies in Attraction, Retaining,
Developing and Motivating Women Employees**

Date: **November 14, 2009**

Time: **15:00 – 15:25**

Venue: **Classroom 1, KLMD, Indian Institute of Management Ahmedabad**

Abstract: Indian women are steadily moving up in the corporate/social ladder. They are gaining access to the highest positions in the respective sectors. In this paper the author explores different contributing elements towards building career advancement strategies by the women executives. This study involves in interviewing a successful women manager who has reached the top executive's position harmonizing residence with workplace.

Key Words: **women, career, strategy, workplace, executive**



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**GENDER SENSITIVE MANAGEMENT:
EXPERIENCES IN A HI-TECH ORGANIZATION IN INDIA**

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Theme: Impact of Gender Friendly Policies on Organization Performance

Date: November 14, 2009

Time: 12:30 – 12:55

Venue: Classroom 1, KLMD, Indian Institute of Management Ahmedabad

Abstract: Hi-tech organizations in India are marked by a healthy mix of genders in the work-force. In the backdrop of lack of gender inclusivity and sensitivity in Indian society, the new economy organizations present challenges in managing mixed-gender work-force that have few precedences and norms to follow.

This case, set in a hi-tech organization in an Indian metro, traces the rewards and the challenges faced by a team of managers in the organization, represented by the CEO of the organization.

The CEO brings his ethos of gender inclusivity and sensitivity from his years of experience in the western countries and follows the western model as tenets of professional management without realizing as much. He receives positive feedback from female as well as male employees. He shortly realizes that his management style of gender inclusivity and sensitivity is not common in India and it gets noticed.

The CEO's experience takes him through situations where he faces the reverses of his policies as well in the Indian context. He finds situations where female employee's transition from being assertive equals to demanding genteel.

The CEO continues with his policies of equality as he finds them logical. He also learns the cultural nuances in India that need to be seen and interpreted in proper perspective.

The case records and expands on the experience of the CEO in managing a mixed-gender workforce and the cultural nuances.

Key Words: gender sensitive management, mixed gender workforce, managing mixed gender workforce in India, cultural nuances & mixed gender workforce



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PROVIDING LIVELIHOOD SECURITY TO POOR WOMEN ARTISANS OF SEWA

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Theme: **Gender Inclusivity Programmes and their Impact**

Date: **November 14, 2009**

Time: **15:30 – 15:55**

Venue: **Conference Hall, KLMD, Indian Institute of Management Ahmedabad**

Abstract: SEWA Trade Facilitation Centre (STFC) is registered as a Section 25 company, owned and managed by the women artisans. It is a unique company where artisans themselves are the suppliers and shareholders. It plays a facilitator role by providing a whole range of business development inputs ranging from market readiness, market linkages, market intelligence, product development, quality standardization, R & D, Information systems, access to capital, state of the art technology, to its member-producers to help them become 'Market Ready'. 15,000 artisans who are the members of the company are also the shareholders of STFC.

STFC has a well designed marketing strategy that has a range of channels. It also provides comprehensive market intelligence to include market surveys, access to buyers' databases, information on tariff structures and non-tariff barriers, identification of possible distribution channels and development of an effective sales strategy.

STFC has also set-up a production infrastructure called *Vastralays* that has a capacity of 500 pieces per day and has equipments for garmenting, washing, printing and finishing that ensures products adhere to international quality standards. Common production centres are established in villages that operate on a uniform quality control paradigm. STFC has brought the innovative solutions which help the artisans to build their competitive edge in the market. STFC has designed a set of training modules that aim at continuous skill up gradation and skill development of the artisans. Special training modules are prepared for C grade and B grade artisans to upgrade their skills, Orientation of the shareholders, Quality checking measures, Capacity building of the master craftswomen to run common production center, Costing, Business planning, production planning, and Micro enterprise management



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RURAL DISTRIBUTION NETWORK - AN ENTERPRISE OF THE RURAL POOR WOMEN

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Theme: **Gender Inclusivity Programmes and their Impact**

Date: **November 14, 2009**

Time: **11:00 – 11:25**

Venue: **Conference Hall, KLMD, Indian Institute of Management Ahmedabad**

Abstract: Brand Rudi was created by SEWA Gram Mahila Haat in 2006 with an objective to provide multiple employment opportunity to the members of SEWA – who are poor women workers from the informal sector. At the same time RUDI also provides direct market linkage to the small rural producers and make available better quality goods of daily requirement to rural consumer at an affordable price. After running pilot project for 2 years it was decided to create a public limited company to run this affair. Under this Project, the goods produced by poor rural producers are procured by the members own District Association. These items are then processed in their own or other district Associations' processing centre. These products are then bought by RUDI Company in packaged form from the district associations.

The main objectives of RUDI are to provide (a) multiple employment opportunities to women (b) direct market access for small rural agricultural producers and (c) make high quality daily goods more available and affordable for rural consumers

RUDI achieves these objectives by branding, marketing, and selling agricultural and daily household products produced and processed by the women members of SEWA. RUDI also plays a significant role in the development of the supply chain it needs to support its sales efforts. RUDI uses a distinctly different distribution strategy for each market. Rural sales and distribution is managed by RUDIbens who are SEWA members and they market these products and also earn revenue as sales women.

Thus RUDI helps increasing employment opportunities, livelihood, and market to the poor women members of SEWA. This is done in the following ways - it procures agri commodities from the rural producers providing them direct and assured market for their products, provides employment to the women in processing activities at the processing centres and as RUDI sales women.



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**A CASE STUDY ON WOMEN EMPOWERMENT THROUGH ENTREPRENEURSHIP
IN A SMALL CITY OF JODHPUR**

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Theme: Gender Inclusivity Programmes and their Impact

Date: November 14, 2009

Time: 12:30 – 12:55

Venue: Conference Hall, KLMD, Indian Institute of Management Ahmedabad

Abstract: "We think sometimes that poverty is only being hungry, naked and homeless. The poverty of being unwanted, unloved and uncared for is the greatest poverty. We must start in our own homes to remedy this kind of poverty". Mother Teresa

Even in this day and age, women face discrimination and prejudice. The society has created a form of discrimination called as "Gender" which is responsible for the entire problems in the society. Women are taught to depend upon others to limit their ambitions and to avoid exposure and risk. Such orientations and role perceptions inhibit development of self-confidence, innovativeness, achievement, motivation and risk taking ability which is essential for an entrepreneurial career.

Yet, women all over the world continue to work hard to make a difference -- to alter their lives and the lives of others. Woman as a force of development can change the shape of global economy. Women Entrepreneurs have to experience lot of problems in terms of growth challenges to balance the family and career obligations. For the woman entrepreneur, the process of starting and operating a new enterprise can be tremendously difficult in both the formal and informal sectors because she often lacks the skills, education, and societal support system to facilitate her efforts. Although women's efforts may be thwarted in many ways but still entrepreneurship among women is a vibrant and growing trend. It is important to improve the educational standards for the women so as to enhance the technical skills which are fundamental for entrepreneurial growth. Investing in women oriented programs can develop the society in a better way because the young vision of the future generation is shaped by them. The gender inclusively in the business and society can foster change in their families and communities. The basic aim of case study is to do the analysis of women enterprises by conducting a survey of 200 women entrepreneurs in the city and designs a strategy for their survival and growth. This case explores the role of women entrepreneurs in a local economy, to examine how women can strengthen their position in business and trade. The government and the corporate organizations can design gender friendly training programs so to build the confidence in women by giving them vision for the future. Women vision can build generations with dreams and colors. The future belongs to those who believe in the beauty of their dreams. Woman Empowered is India Empowered.

Key Words: women, entrepreneurs, marital status, empowerment



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**IMPACT OF GENDER FRIENDLY POLICIES IN ATTRACTING, RETAINING,
DEVELOPING AND MOTIVATING WOMEN EMPLOYEES : THE CASE**

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**Theme: Impact of Gender Friendly Policies in Attraction, Retaining,
Developing and Motivating Women Employees**

Date: November 14, 2009

Time: 16.30 – 16:55

Venue: Classroom 1, KLMD, Indian Institute of Management Ahmedabad

Abstract:

Dear Diary;

100 years ago, 15000 women marched through New York City demanding shorter hours, better pay and voting rights. It seems like things have not changed much since then. Today Sally Peterson came to my office. "I want to quit" her words are still echoing in my thoughts. It's been 3 months joining Gothic Incorporated, a company head quartered in Germany. With a strong employee base of 140000 across 85 countries, it has become the leader in I.T Solutions and Digital security after acquiring SIS Solutions Inc. Sally was an eye opener for me today. Although I am the Vice President H.R, I was not aware about the ground realities in the organization. Sally has been working with Gothic since last twenty years. An employee with an excellent track record, she has only been promoted to the Assistant Managerial level. That's unfair to her. That's being unfair to all the women employees. Although Gothic claims to have an unbiased H.R policy. In the meeting with the CEO, Justin Lake more bitter facts were poured on to me. He said "What more can we do for the women with us, we are giving them maternity holidays."It was quite contradictory to what Gothic's H.R Policy stated. It was a tough job for me to explain him the fact that we only have 12% of women employees in the Top Level Management. Finally I am asked to prepare a new Gender Inclusive policy which can help the organization to attract, retain, develop and motivate Women employees. I went on interviewing lot of present women employees and they further cleared the picture that it is indeed difficult for women to climb upwards on the corporate ladder. A question is constantly nagging me; does a woman have to become a man to succeed?

Brain Kenny



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**FORD TECHNOLOGY SERVICES INDIA:
GENDER INCLUSIVITY PROGRAMS AND THEIR IMPACT**

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Theme: Gender Inclusivity Programmes and their Impact

Date: November 14, 2009

Time: 11.30 – 11:55

Venue: Conference Hall, KLMD, Indian Institute of Management Ahmedabad

Abstract: Ford Motor Company has consistently been the highest-ranked auto company in terms of an inclusive work force. Ford Technology Services India (FTSI), a captive unit of Ford Motor Company places strong emphasis on balanced opportunity for men and women at the workplace. Realizing the demands of the 'Indian Woman', FTSI boasts of several Work-Life Balance Initiatives. One popular program is the **Flexible Work Option** that encourages women with childcare or eldercare responsibilities to work from home one day a week. To facilitate this option, laptops with secure IDs are provided to those enrolled in this plan. The **Transitional Work Arrangement** initiative enables employees to work either 60% or 80% of the expected 45 hours a week for a corresponding reduction in salary. This gives them the time and energy to balance their home and work responsibilities. A newly introduced program is the **Alternate Work Schedule** that gives employees the option of working an extra hour every day for 9 work days and getting every tenth day off to focus on other priorities. Since several women give up their career aspirations to look after their infants, the **free Creche Facility** that is equipped for 20 children between the ages of 4 months and 4 years has helped FTSI in the attraction and retention of some of the most talented women in the field. The **IT Women in Leadership (ITWiL)** - an active forum aimed at empowering women and developing leadership qualities in the workplace through discussions and events – is another woman-centric initiative that has helped groom women in leadership positions within the company. **Flexible Work Time** which allows employees to choose their check-in and check-out times provided they clock 45 hours a week, is a privilege that permits them to accommodate non-work related activities. To supplement the formal programs, FTSI has an organizational culture that constantly appreciates, motivates and supports women and their career growth and this has manifested itself in very high retention and very low attrition rates amongst women at FTSI.



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THE BUSINESS CASE FOR GENDER INCLUSION - THE IWIN STORY

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Theme: **Gender Inclusivity Programmes and their Impact**

Date: **November 15, 2009**

Time: **10.00 – 10:25**

Venue: **Conference Hall, KLMD, Indian Institute of Management Ahmedabad**

Abstract: India has had phenomenal economic growth in recent years and is considered one of the fastest growing economies worldwide. This growth is partly due to new developments in modern sectors such as information technology (Sengupta and Neoqi, 2008). This growth has also brought about a change in the socio economic outlook in India, and also has opened up opportunities for diverse workgroups especially women (Budhwar, 2005). The sharp increase in the number of women joining engineering colleges has impacted the way IT companies manage their talent pool (Roopa, 2006). In this scenario it was important for Infosys to create a gender sensitive and inclusive work environment, thereby making Infosys an employer of choice among women, help women in their career life cycles through support groups and policies, thereby enhancing retention and develop women for managerial and leadership roles, thereby maintaining gender ratios at all levels in the organization. When IWIN was first set up in 2003 a team at Infosys conducted appreciative inquiries, focus group discussions with employees, benchmarked practices among global companies and consulted with academicians to understand and relate better to research conducted on gender inclusion. **The impact of the gender programs in the last 5 years (beginning April 1, 2004) can be seen in the increase of women in the workforce from 23% to 32%, retention of women who have been with the company for less than 3 years, which has increased from 52% to 73%, yoy increase in the number of women holding senior positions which is at 127%, increase in women coming back post maternity from 5% to 88% and the 3 year attrition trend which is at 13%.** This case traces the trajectory of IWIN (the Infosys Women Inclusivity network), its origin and evolution into a vibrant network committed to its goal of creating a truly gender inclusive work environment, and grooming more women leaders at Infosys.



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**CASE STUDY: EMPOWERMENT OF RURAL WOMEN IN BANGALORE SOUTH DISTRICT
(RENAMED AS RAMANAGARA DISTRICT)**

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Theme: Gender Inclusivity Programmes and their Impact

Date: November 14, 2009

Time: 16:30 – 16:55

Venue: Conference Hall, KLMD, Indian Institute of Management Ahmedabad

Abstract: The status and position of women in Indian society vary according to their socio economic background, family situation, education, skills, opportunities and their individual personalities. Women living in rural settlements have fewer opportunities than those living in urban areas. Gender based discrimination and societal attitudes which condone violence against women is life- threatening and women are victims of various forms of atrocities starting from foeticide, progressing through to infanticide, neglect and murder.

Interventions designed, planned and implemented to improve the status of women have often focused on employment and income generating programs with varying degrees of success.

Sakti is a voluntary organization situated in Bangalore which has a mandate for working for the socio economic improvement of poor women and their families. One of the important programs launched was to organize poor women into savings and credit groups, provide additional credit for income generating activities, provide EDP training, women's legal rights and gender awareness training. This was an exclusive single gender focused intervention and has yielded significant returns to the women participants. The impact of this programme is such that the women's self esteem has gone up, their self confidence has increased, participation in community activities has appreciated and the economic situation of their families has improved.

This project is designed to study twenty such women who have benefitted from this single gender women focused programme and draw out the outcome of such an intervention.

The results of this study are expected to strengthen the argument that from a policy framework, it is necessary initially to provide for the special needs of women whether it is in the family or in the public domain, including their work arena.

Key Words: empowerment of women, gender focussed intervention, income generation, EDP training



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**IMPACT OF GENDER FRIENDLY POLICIES IN ATTRACTING, RETAINING,
DEVELOPING AND MOTIVATING WOMEN EMPLOYEES: A CASE STUDY FROM WIPRO
TECHNOLOGIES (WIPRO)**

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**Theme: Impact of Gender Friendly Policies in Attraction, Retaining,
Developing and Motivating Women Employees**

Date: November 14, 2009

Time: 14:30 – 14:55

Venue: Classroom 1, KLMD, Indian Institute of Management Ahmedabad

Abstract: Average organizations react to crises, good organizations respond to them, but really great organizations anticipate future issues and prepare solutions to meet any issue upfront. Wipro has always followed this philosophy, and developing ourselves into a gender-inclusive organization has also been part of this very attempt to strive for excellence.

As one of the leading IT organizations of India, Wipro had been engaging in several activities to support its workforce as the industry expanded and matured. Despite security measures, comfortable facilities and a supportive management and working culture, the numbers of women in the senior positions were far lower as compared to their male counterparts. The problem started with initial joining numbers of women engineers being less than male ones, after which they kept decreasing at every level of the organization.

To understand the root of the issue, Wipro conducted an extensive survey, with internal and external participants, also involving the top IT companies in India. The results were quite insightful! While we had been viewing women as a homogenous group, there were many issues which were specific to women belonging to specific age groups. This embarked us on the segmented approach towards gender inclusivity, with three major themes underlying the needs of women in different life-cycle periods – exposure, flexibility and empowerment.

'Women of Wipro', popularly known as WOW was launched in early 2008. Driven by the senior leadership, action groups were formed in every location and business unit, who drove numerous initiatives, under each theme of WOW. Ranging from programs like informal coffee sessions of high performing women with the women leaders in Wipro, self-defence workshops, summer camps, to introducing policies like half day working, extended maternity leave to a period of 9 months, tie-ups with crèches, the focus has been to nurture and develop women employees to the fullest.

The WOW website on the company intranet has been pivotal in spreading awareness at an organizational level. Wipro believes that gender sensitivity cannot be achieved merely by policies and programs, but has to be supported by a fundamental rethinking of our thoughts and perceptions about gender roles. The WOW blog has been extremely successful in generating debates on topics like – "are organizations designed primarily for a male workforce", "do women happily give up their careers" and so on.

The journey has but begun for Wipro. Many more programs are in the pipeline, be it a mentoring program for high potential women, hiring women in senior positions, disseminating information about emerging women's health issues, and so on. What we see today is willingness for all employees to discuss and empathize with women's issues, extending support as required. Women too are exploring the possibilities that the organization can offer to continue successfully their career at Wipro, along with their personal responsibilities. Somewhere, the invisible glass ceiling has begun to crack.



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MINDSET, POLICIES, AND GENDER EQUALITY

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Theme: **Need for Gender Friendly Policies**

Date: **November 15, 2009**

Time: **10:30 – 10:55**

Venue: **Classroom 1, KLMD, Indian Institute of Management Ahmedabad**

Abstract: The case explores different perspectives to gender equality in India. It draws similarities and highlights the differences between the working environment in private sector firms, public sector institutions and NGOs in India. It shows how men and women perceive the same initiative differently and the need for sensitizing the society on this issue. Recently many private sector companies have been actively taking CSR initiatives to boost their social image and to attract/retain the best talent. Even the Indian government has taken steps but there is lack of awareness of the same which needs to be addressed. Most of the people in India are affected by the current economic slowdown, but the situation of low skilled workers is exasperated due to this. The case brings home the point that gender equality is required for a wholesome development of society and what the society stands to lose by not providing equal opportunity to everyone. It not only looks at steps that have been taken to address this issue, but also recognizes the presence of several roadblocks. Are these hindrances related to our mindset or just lack of policy implementation? Or are these due to mere lack of awareness of initiatives or the society needs to be sensitized towards this? The case is a step towards finding answers to these issues by providing insights into Indian work ethos.

Key Words: **micro-finance, recession, CSR, information technology**



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GENDER INCLUSIVITY PROGRAMS & THEIR IMPACT: IBM INDIA

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Theme: **Gender Inclusivity Programmes and their Impact**

Date: **November 14, 2009**

Time: **14:30 – 14:55**

Venue: **Conference Hall, KLMD, Indian Institute of Management Ahmedabad**

Abstract: Building a culture of inclusion & a diverse workforce is & has been an organization wide priority for IBM since time immemorial. The business case for gender diversity is clear - there are distinct organizational, financial & pipeline development benefits to including women in the workforce. Additionally, as a technology giant, IBM recognizes that technical breakthroughs also require diverse perspectives: the greater the diversity of team members, the more likely innovation is to occur. Indeed, IBM has experienced time & time again that diversity acts as an extraordinarily accurate predictive tool, solves complex problems, and feeds the intellectual exploration required to generate new products and services.

However, the proof of any pudding is in the eating! How does an organization drive & measure the impact of diversity programs? Typically, diversity, a fairly esoteric concept in growth markets such as India or China, is often driven as initiatives owned by HR professionals solely 'beating the drum'; diversity activities are largely reliant on a subset of a small group of passionate committed senior leaders (mostly assignees exposed to the western experience on inclusion as an organizational mandate). In large & complex organizations such as IBM, in order for diversity to be IMPACTFUL & truly experienced as a business imperative at the ground level, it needs to penetrate all levels of the business and engage very large populations of managers & employees; business leaders at multiple levels should be held accountable for diversity results; it needs to be driven through an effective cadence mechanism with clearly articulated measures of success. How is IBM poised to accomplish this critical challenge?



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GENDER INCLUSIVITY PROGRAMMES AND THEIR IMPACT

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Theme: **Gender Inclusivity Programmes and their Impact**

Date: **November 14, 2009**

Time: **16:00 – 16:25**

Venue: **Conference Hall, KLMD, Indian Institute of Management Ahmedabad**

Abstract: Kerala, the God's own country is a progressive state as far as education, health, quality of life, etc are concerned. The World Bank and the Nobel laureate in Economics, Dr. Amartya Sen have lauded Kerala as a model of growth for the emerging countries as its vital statistics in education, health, quality of life, etc., are at par with any developed nations of the world. It is evident from the fact that average life of men and women in Kerala are greater than the corresponding figures of other parts of India. Mention should be made of women literacy in Kerala which is greater than any of the states of India and is almost in par with men in Kerala. The results of the above have transformed Kerala into a progressive state, in all sense from Child Care to Gender Justice. That may be the reason Kerala has lesser female infanticide leading to woman to men ratio in Kerala; 1030 to 1000.

The topic for our case is the emancipation of women through self-help group of Kerala. The researcher likes to take Kudumbasree, Ayalkootom (Self-Help Group) of women who are engaged in food items, which are produced with the local raw materials, marketed through word of mouth and distributed through direct marketing. This is a classical case of putting theory into practice as the idea which was conceived at Center for Development Studies, Trivandrum, the pioneer in the field, has been taken to the grass root level and being monitored by CDS.

The objectives of the study are:

1. Emancipation and Empowerment of woman through self-help group.
2. The perception of SHG group especially, the products they make in the minds of the consumer.

This study will be conducted among the women self-help group in Kerala.

Key Words: **empowerment, Kudumbasree, self help groups, women**