

SUSTAINABLE SUPPLY CHAIN MANAGEMENT: REVIEW AND RESEARCH OPPORTUNITIES

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Anthropogenic emissions are likely to pose serious threat to the stability of our environment; immediate action is required to change the way the earth's resources are being consumed. Among the many approaches to mitigation of environmental deterioration being considered, the processes for designing, sourcing, producing and distributing products in global markets play a central role. Considerable research effort is being devoted to understanding how organisational initiatives and

government policies can be structured to facilitate incorporation of sustainability into the design and management of supply chains. In this paper, we review the current state of academic research in sustainable supply chain management, and discuss the future direction and research opportunities in this field. We develop an integrative framework summarising the existing literature under four broad categories: (i) strategic considerations; (ii) decisions at functional interfaces; (iii) regulation and

government policies; and (iv) integrative models and decisions support tools. We aim to provide managers and industry practitioners with a nuanced understanding of the issues and trade-offs involved in making decisions related to sustainable supply chain management. We conclude the paper by discussing environmental initiatives in India and the relevance of sustainability discussions in the context of the Indian economy.

INTERVIEW

WOMAN POWER IN CORPORATE INDIA
IN CONVERSATION WITH KIRAN MAZUMDAR SHAW, CHAIRMAN & MD, BIOCON LTD

Anitha KURUP, S. CHANDRASHEKAR and K. MURALIDHARAN

This article presents trends from an analysis of data on women directors who occupied directorial positions on the boards of 166 Indian companies for the period 1995 to 2007. It complements other gender related studies in India.

Though there is some increase both in the number as well as in the percentage of women directorships, women occupied only 3.63% of the total directorships available in 2007. This percentage is well below the percentages of women directorships held in other countries for which such data is available. Our data also suggests that once women get on to boards

they occupy more directorships than their average male counterparts. However the most well-connected male directors are far ahead of the most well-connected woman director.

Though family connections appear to be increasingly important, public sector banks and ICICI Bank are the two largest contributors with 16% and 13% of all women directorships for this period. Our data set did not throw up a single first generation woman entrepreneur.

To fill this gap we conducted an interview with a first generation woman entrepreneur Kiran Mazumdar Shaw who heads one of the

most successful biopharma companies in the world, Biocon. The challenges she faced as a woman, as an entrepreneur and finally as the head of a successful global company are covered in detail.

Though women have to cross an initially higher threshold to succeed, the professional challenges they face after this hurdle are no different. Gender appears to play a role only during the initial period and a less significant one or no role once success has been achieved. However, India still has to go a long way if women are to match men in the role they play in the Indian corporate world.

ROUND TABLE

EXPLORING THE ROLE OF BUSINESS IN SOCIETY

Trilochan SASTRY

The role of business in society has recently come under much greater scrutiny than before. The experiences around the world in recent decades have thrown up several issues. These include impact on the environment, sustainability, impact on consumers, and moral and ethical issues. Scholars and

practitioners have responded by examining the role of business, and there is a range of views on the subject. One view is that business is run by agents who work on behalf of shareholders. Their proper role is to maximise shareholder wealth within the legal framework and without deception or fraud. Any diversion

of shareholder wealth to social causes is not correct, perhaps not even ethical. Other scholars provide alternate supporting arguments. They say that a business serves society best by producing goods and services that customers value. By focusing on other measures like triple bottom line, or