Message from the Chief Editor

I take immense pleasure to release the fifth issue of our e-bulletin. The previous four issues of e-bulletins were great success and earned lot of accolades across different walks of life and well received by all esteemed team members of MTC Global.

I sincerely acknowledge the support, encouragement and motivation extended by all the members of the team who contributed towards the growth of the consortium.

I am really grateful for the contribution made by all our team members. The restriction of page numbers limited inclusion of all the articles. The articles submitted would definitely be placed in our subsequent issues.

Happy Knowledge Sharing.

Prof. Bholanath Dutta
Chief Editor: MTC Global- Knowledge in Practice
Founder & Convener: Management Teachers Consortium, Global
Cell: +91 96323 18178
Homepage: www.mtcglobal.org

Put your heart, mind, intellect and soul even to your Smallest acts. This is the secret of success.
~Swami Sivananda
Abstract

Challenges before small scale manufacturing units are growing and these units may have to adopt green supply chain to overcome the present and future needs of the market which may cost them more. Earlier large firms focus was to locate manufacturers in the region with lowest labour rate assuming material supply and transportation modes are adequate, buying in bulk to lower the prices, choosing their suppliers on the basis of cost and quality without considering social and environmental effects. All these are becoming obsolete as these large firms are replacing these tenets making small scale manufacturing units work, more tough. Researchers have explored the need for green supply chain management by small scale manufacturing units. This study investigates steps needed to be adopted by small scale manufacturing units.

Key words: Green supply chain, carbon foot print, green logistics, waste reduction, sustainable design, reverse supply chain.

Introduction

Consumers and industrial buyers are taking environmental impact into consideration when they choose suppliers. Greening the supply chain is usually understood as screening suppliers for their environmental performance and giving business to only those that meet the regulatory standards. Green supply chain means balancing economic and environmental performance which has become increasingly important for small scale manufacturing units facing competitive, regulatory and community pressures. In increased pressures for sustainability, it is expected that firms should implement strategies to reduce the environmental impacts of their products and processes so that these firms can establish their environmental image.

The green supply chain is a kind of modern tool of synthetically considering the environment effect and resource efficiency in the supply chains. It takes technology of green manufacture and supply chain management as basis, concerning supplier, manufacturer, seller and consumer. It is involved in aspects of green manufacture (green design, green material choice, green technical process and process planning), green packaging, green marketing and returning logistics, etc.

Green supply chain consists of framework of measurable corporate policies and procedures that results in behaviour designed to benefit the workplace, the individual, the organisation and the community. Green supply chain promotes efficiency and image of the firms, minimize waste and achieve cost savings. To overcome tough
competition small scale manufacturers have to adopt green supply chain practices which will result in specific financial and operational benefits. More and more large organisations are adopting green purchasing which contributes significantly towards source reduction of pollution in terms of recycling, re-use and low-density packaging, and towards waste elimination in terms of scrapping or dumping, recycling and sorting for non-toxic incineration and bio-degradable packaging. They are more conscious about the high cost of environmental programs, uneconomical recycling and uneconomical re-use which are costs to them.

In this study, we attempt to suggest the ways to sustain in the competition by adopting green supply chain.

Now a days more and more large scale manufacturers are locating manufacturing closer to customers to make good business sense even in the electronics industry, where labour cost typically represents from 5 percent to 15 percent of the cost of goods sold. The potential savings from low-cost labour are very attractive for electronics manufacturers, yet those savings can easily be offset by higher transportation costs, national supply chain risks, additional packaging and managing time and travel costs. Accordingly, sitting manufacturing far from the name-brand product’s home market, far from customer locations, and in regions where employee and environmental-safety laws are lax or lightly enforced offers less advantage than many people believe.

In addition to financial rewards and the desire to be a good corporate citizen, there is another, compelling reason for companies to go green. Today measuring the environmental impact of supply chain decisions is a voluntary effort by forward-thinking companies that understand the connection between profit and planet. Tomorrow they will be mandated to do so by regulators, customers, and retailers.

To achieve this companies are using contract with small scale manufacturing units to be in the best position to shift production closer to their customers. As more of them choose this strategy, the world’s manufacturing capabilities while be more balanced, better matching the location of customer populations. This will reduce environmental degradation caused by burning pointless amounts of fuel in transit. Moreover, this will earn the good will and loyalty of customers who care that their purchases create jobs in their home regions and have a lower eco-impact.

In addition to reconsidering manufacturing locations, companies what to be greener are re-examining their purchasing programs. In the purchasing arena, supply chain objectives and corporate objectives often conflict – a situation that can undermine sustainability initiatives and increase the total cost of ownership.

Ordering right instead of cheap and in the needed quantities is a new motto. Buyers are always on the lookout for bargains, including quantity discounts, and suppliers have been happy to provide incentives for them to buy more of their products. But buyers also need to consider storage cost, the risk of being laden with excess and obsolete parts, and end-of-life costs. By doing so, buyers support their companies’ aim toward lower total cost of
Large firms are also scrutinizing suppliers for adherence to social and environmental guidelines to help keep costs down. They strictly want to avoid supplier who is engaged in irresponsible labour practices (for example, violations of safety, working hours, or minimum-age rules) or environmental practices (such as releasing illegal levels of pollutants or failing to ensure that products are properly recycled). Such actions of the suppliers may engender negative publicity, which can erode brand value and cause a sudden and costly interruption of supply. This is an increasingly common occurrence as the public, customers, reporters, regulators, and nongovernmental organizations become more aware and fearful of companies’ role in degrading human health and the environment.

Today—prompted by corporate pressure to reduce costs and environmental footprint—large firms are looking for collaboration between engineering and purchasing and also between functions as diverse as marketing, sales, environmental or sustainability management, logistics, warranty management, legal, human resources, information technology, facilities, and more. These internal organizations share both opportunities and responsibility for reducing their use of resources to cut costs and process toward companywide sustainability goals.

The need to reduce their companies’ environmental impact is prompting supply chain executives to rethink their old assumptions and develop new strategies that are good for both the environment and for business. Fortunately, adopting green supply chain practices that reduce waste and maximize environmental benefit also reduces the total cost of ownership for smarter, greener companies.

**Methodology**

To collect the facts and figures from the sample selected, a pilot questionnaire was prepared and provided to the subjects and was requested by researcher to read the statements and make tick marks for appropriate choice on the questionnaire itself. After thorough study and detailed discussion with prominent personalities from the subject field the deficiencies were removed by redrafting the questionnaire and filling the gap to cover all the aspects of green supply chain. Personal interviews and group interviews were conducted for gathering more correct and confidential information. Researcher got the intimate aspect of individuals on the research topic at the time of the interview.

The respondents were small scale manufacturing unit owners and managers from randomly selected 102 firms located in MIDC area of Ahmednagar city. All of the participants were selected randomly.

In order to supplement the information through the questionnaire method, interviews of all the respondents were conducted with the help of an interview guide. To collect various information like product, business objective, outsourced procurement, work procedure, management policy & distribution channels personal interviews of entrepreneurs, was conducted. The interviews stimulated the respondents to express their views and opinions truly.
and frankly. Thus the tools like, structured questionnaire and interviews were used by the researcher for the purpose of collecting primary data.

Since science begins with observation and must ultimately return to observation for its final validation. Researcher used various types of observation like – *participative and non participative observations*. Efforts were also given by researchers to collect information about facilities received by small-scale manufacturing units in lieu of manufacturing and marketing the product. Trade associations, other knowledgeable professional groups, specialized research and other institutions, specialized agencies such as consultants etc, were also contacted for internal sources such as records reports register etc.

With the help of all these types of observations the researcher collected the information for its validation and objectivity.

**Conclusions and Recommendations**

The results of this study demonstrate that the overall green supply chain is to be developed in small scale manufacturing units. The analyses conducted in this study indicate that green supply chain is a key factor that influences the sustainability of units under study. If managers identify problems that are obstructing the green supply chain, corrective action can be initiated to solve the problem.

The main reason for these problems were lack of management commitment, lack of buyer awareness, lack of supplier awareness, deficient company-wide environmental standards or auditing programs and lack of state regulations are also important issues.

A mature supply chain is expected for all these firms under study to overcome the hurdles. Following suggestions may help them to achieve their goals.

1. **The mentoring role within green supply chain.** To improve relationship between the customer and the supplier large organisations must take initiative to organise environmental awareness seminars for suppliers and vendors, undertake educational program to explain the benefits and relevance of green supply chain management initiatives, setting up environmental teams to guide suppliers in their development of environmental programs, visiting supplier premises to provide on-site recommendations and assisting in the set up of their environmental programs.

2. **Planning the supply chain.** It is difficult to organize the supply chain function in a way that will maximize its effectiveness and bring commensurate benefits to the company. Firms should appoint supply chain leader who will take care of placing procurement, logistics, contract management and forecasting or demand planning and similar management functions. The leader will see that coordination is proper and the members think
strategically to create value internally and externally.

3. **Use technology to strengthen green supply chain.** Small scale manufacturers are cost conscious due to lack of funds but these firms must adopt new technologies like automation in production process, systems that will help these firms manage better their green supply chains.

**Good relation between large and small scale manufacturers.** The large manufacturers should work closely with their suppliers mainly small scale manufacturers. This can be done by developing a mechanism to ensure that the relationship stays healthy and flexible,

4. Problem solving approach, continuously improve goals with an objective of achieving value for both parties towards green supply chain.

5. **Adopting collaborative logistics.** Small scale manufacturers manage their own lines of supply leading to emission of poisonous gases in the environment. This can be reduced by sharing distribution channels and logistics. This approach not only ensures green footprints of supplies but also results in lower total cost, streamlined process, and increased responsiveness to customers’ changing needs.

6. **Sharing facilities.** Small scale manufacturers should start sharing facilities like warehouses and transportation to reduce cost and make environment safe.

7. **Keeping contract alive for green reason.** Many a times large and small scale manufacturer’s deviates from their reason for being in business. The contracts never fully realizes the saving making the firms to shift the contract responsibility to supply chain leaders, because they are well aware of areas of cost reduction and make risk less severe.

8. **Minimizing purchases of restricted materials to avoid hazardous waste.** Regulations that restrict substances that are hazardous to human and environmental health can compromise recycling. Moreover, buying parts that contain restricted substances can render inventory unusable. Buyers who want to minimize or eliminate purchases of such products need to know not only what is prohibited now but also what may be handed in the future. A good way to anticipate new regulations and corporate bans is to look at the lists of substances already restricted by forward-thinking companies.

9. **Inventory minimization.** Poor planning and bad forecasting are direct cause of inventories that are out of balance in small scale manufacturing units. These firms have to give more emphasis to control inventory and must adopt techniques to release capital blocked in unwanted inventory. Such efforts will help them to save resources by reducing wastes and rejections which in turns increase productivity and also help in taking a step towards green supply chain.

Finding other uses for excess and obsolete inventory is one way companies can reduce excess and obsolete inventory is to rethink their purchases of parts for repairing items under warranty. Instead of procuring large quantities of spare parts, they could collect unused products from customers (at no cost or by buying them back,
depending on the industry). They then could convert those products to tested, functional unit for use of replacements, or they could mine them for expensive or hard-to-find components for use in refurbishments. Any leftover items could be recycled.

10. **Fulfilling social responsibility with green initiatives.** Increasing carbon credit is essential for all the countries and this can be achieved by small steps taken by all the small scale manufacturing units. After so many disasters within the environment, customers have become conscious while choosing the product and the firms supplying these products. A firm that does not follow social responsibility risks success in the market.

11. **Green packaging.** Environment-friendly packaging, environment-friendly distribution, management of wastes, reverse logistics, waste exchange, standardized reusable containers, good warehousing layouts, easy information access, reduce storage and retrieval delays will lead to savings in operating costs as well as will make these firms follow environmental requirements and also attract customers.

These suggestions are map for small scale manufacturing units to go green with their supply chains. These factors are generally considered critical to the success of small scale manufacturing units. Managers should recognize the need to evaluate their green supply chain to determine if the operations carried out are actually effective. If managers identify problems that are obstructing the green supply chain management, corrective action can be initiated to solve the problem.

**References**

Education is one of the most powerful instruments for reducing poverty and inequality. Education is equal key to enhance India’s competitiveness in the global economy. Therefore, ensuring access to quality education for all, in particular for the poor and rural population, is central to the economic and social development of India.

Most people do not appreciate the fundamentally different role of universities from colleges. Colleges have the primary function of transferring existing knowledge to students. Universities have an additional central function — to extend the frontiers of knowledge to new horizons. Indeed, the world rankings of universities are largely determined on the basis of their creative output — research publications in high quality international journals, PhD output, international patents, citations, Nobel Prizes and other honors won by their faculty members, etc. Highly ranked universities are not judged by the size or beauty of their campuses, or by the number of students enrolled. Cambridge University has buildings hundreds of years old but has produced about 70 Nobel Laureates! The quality and creativity of universities is determined by beautiful minds, not beautiful buildings.

But the biggest barrier to improvement is the pervasive perception that academic institutions — and the prevailing rewards structure of science — value research far more than teaching. That perception was apparent in one of the survey's most striking contradictions: despite their beliefs that teaching was at least as important as research, many respondents said that they would choose to appoint a researcher rather than a teacher to an open tenured position.

Attending conferences is also a vital aspect of the practice of reflective learning, especially the conference of informal education due to the extensiveness and strength of such innovative programs which are enriched by the unity and diversity of practitioners and all those engaged in the field of academics including writers, workers and policy makers.

**Conclusion:**

Overall, the research seeks to promote the development of academicians to provide the quality as well as innovation in "value added" approaches act as a guideline in core knowledge and skills (and assessing these appropriately), in order to bring students up to the minimum level required for university education.
Sovereign Wealth Fund (SWF) has grown over the years due to rise in oil and commodity prices. It has accumulated about US $ 2.5 to 3 trillion. In fact the total would be much higher if pension funds and hedge fund are also included under this head. It is therefore imperative to develop an appropriate strategy of investment for such growing funds to give boost to economic growth and to stabilize financial markets globally. It would be interesting to observe that presently these funds are invested in US government treasury bonds despite low yield as these are considered as safe haven and hence highly secured. This pattern of investments has evolved largely due to the assumption that these funds source will dry up sooner or later as oil and commodity reserves of these countries inevitably will be exhausted and therefore for the benefit of future generation it would be necessary to hold this wealth in safer investments. However recent financial market crisis particularly in developed countries that are considered as safer haven have clearly brought the fragile nature of such assumptions in the present day economy. It has therefore become necessary to revisit the investment strategy of these funds.

**Present Strategy**

It would helpful to analyze the prevailing strategy before any attempt is made to develop an appropriate strategy for such investments. In fact SWF is focused mainly to provide for future generation by creating a pool of wealth for them. But along with that objective it also aimed achieve financial market stabilization as these oil and commodity producing countries are highly exposed to volatility of rise and fall of these prices worldwide. However over the years some changes could be seen in this pattern. Increasingly it has been stressed the potentiality of these funds to generate higher returns by helping in restructuring and refueling financial institutions of developed countries and providing funds for infrastructure developments leading to economic growth of domestic countries as well as to other developing countries.

Similarly the third diagram has also brought out another growing feature that has made it imperative to have a re-look to the investment pattern presently followed by these countries. In fact Asia is emerging as one of the most attractive destination for foreign exchange reserves even compared to Middle Eastern countries as Asia particularly China has become one of the fastest growing countries and having highest current account surplus. Similarly India is also having very high rate of growth but she has not yet having surplus current account balance as its imports are still high as compared to exports. But this need not be a factor to create a Sovereign Development fund on its own and also to draw from such funds from other countries to invest in its infrastructure development to further enhance its growth rate.
It is therefore obvious that there is no need to hold these funds in low return and risk free assets of developed countries.

**Emerging Pattern of Growth and Investment of SWF**

To develop an appropriate strategy for investments of SWF it is imperative to assess the staggering rate of its growth and also the changing source of accumulation of such funds. In fact following exhibits vividly brings out these funds are growing at a rapid rate in Abu Dhavi, Singapore, Norway and China closely followed by Saudi-Arabia and Kuwait. It is obvious therefore that the origin of these funds could be traced largely from the accumulation of trade surpluses arising from commodity and oil exports. It is therefore obvious that the growth of these funds would last for all times to come as supply of these commodities would sooner or later come to an end as the source would be exhausted as these are sourced from the existing natural resources available in these countries. It would therefore be necessary to create some other sources for such flow of funds to these countries and not just keep the money in safer investments even with lower returns as at present most of these countries are following.

Moreover the second diagram given below also reveals that foreign exchange reserves are growing at a high rate in emerging markets like China, Russia, India, and Brazil. This indicates that these countries are becoming more and more attractive for investments and trade by the developed countries. However the strategy for utilizing these funds for investment in infrastructural developments in their own countries or in other developing countries in Asia and Africa has not yet been developed though such investments not only would have helped growth of these developing countries but also would have helped in generating better rate of returns on such investments. This strategy obviously would have some risk but that could be factored with higher returns and ultimate gains in growth rate of these countries.

**EXHIBIT I: LARGEST SOVEREIGN WEALTH FUND**

![Largest Sovereign Wealth Funds](http://www.oef.com/Free/pdfs/swf(jan08).pdf)

*Source: The economic significance of Sovereign Wealth Funds*
It is apparent from an analysis of these diagrams that the main sources of these funds are Middle East, China, Singapore, and Norway. However Abu Dhabi is presently holding highest amount of SWF. Further an analysis exhibits II & III would reveal that this rising trend in SWF has led to rise in investments of these funds from emerging developing countries to developed countries e.g. there were only 3 Chinese and 4 Indian investment projects in 1997 whereas in 2006 there were 58 and 78 investment projects from these countries moving to Europe. This strategic change will obviously result in larger flow of income from the developed countries to developing Sovereign Fund countries arising from these investments as dividend and interest income. This obviously reveals that these countries are revisiting their strategy and

Source: The economic significance of Sovereign Wealth Funds
http://www.oef.com/Free/pdfs/swf(jan08).pdf
not to look for safer haven but to focus on investments that would optimize returns with calculated and to an extent predetermined risk. Naturally this has led SWF countries to look for investment opportunities in corporate equities particularly having global connectivity.

SWF Investment In Corporate Equities

In recent research study (Veljko Fotak etc) it has been brought out that investment of 75 SWF in equity shares of publicly owned companies around the world has yielded abnormal positive return though limited to one percent only on the day of announcement of such investments by these funds. It shows that market also welcome such investment. It has also been highlighted that such bulk investments by SWF not only strengthen the liquidity but also help developing better monitoring management and regulatory authorities both by the investor and investee countries as these links provide opportunity to have continuous dialogues with enlightened managerial and regulatory authorities of both the countries. In addition it has highlighted the potential effect of such investments in those corporate bodies’ as such funding helps these corporations to acquire latest technology and also managerial expertise due to global connectivity. However some studies (Jen 2007) have also brought out the danger of potential impact on financial markets so much so that these would ultimately lead to enhancement of demand for even risky assets due to crowding of these demands from rising volume of these funds in the coming years because of continuous rise in oil and commodity prices.

Some Research Studies

In fact Jen has examined the possibility of Japan establishing a SWF as Japan has accumulated excess reserves particularly if it has only utilized as currency stabilization fund. Japan however still having a very weak fiscal position and therefore there would be strong internal both political and economic to look for high yielding investment opportunities globally. It would obviously lead to more and more risky investments as combined with pressures and greed such investments would gradually move to high risk and high return on such investments. It also emphasized that ultimately the tendency would be to move these funds from US & Euro to emerging markets in developing countries. This however could be seen as an opportunity for developing countries to help accelerating their economic growth. But this would be feasible and possible only when these countries create adequate fiscal and monetary discipline by developing and strengthening their financial institutions and regulatory authorities. In this regard India has already developed sound economic and monetary policy and institutions but perhaps it has yet to achieve desired level of fiscal discipline. But still financial stability of India is undoubtedly better if not impeccable. This is evident from the fact that Indis’s foreign exchange reserves has increased to $ 289.46 billion for the week ended September 12 2008 from $ 288.81 billion—a jump of $ 650 million within a week.

CHINESE STRATEGY

Similarly China has optimum flow of foreign funds- highest in the world and she has already established the China Investment Corporation (CIC) in 2007 earmarking US $ 200 billion and already initiated investment in corporate equity with an initial investment of US$ 3 billion in equity in Blackstone a private equity group. In fact CIC is expected to grow by US$ 200 billion every year if China continues to manage to have current account surpluses. Similarly Russians are accumulating huge surpluses and they have evinced keen interest in such investments. It is expected that in coming years most of these funds would become aggressive to invest in corporate bonds and equities particularly in infrastructure and financial
institutions. It is interesting to note that this shift in investment strategy is sudden and not with adequate preparation and despite that the move appears to be rewarding as positive objectives are evolving in the process. In a recent study made by JOE NGAI & YI WANG it has been brought out that with the help of BANK OF AMERICA, HSBC and ROYAL BANK OF SCOTLAND the state owned banks of CHINA have improved their operations and have become among the top ten of global banks. It has enabled them to aspire for participating in emerging global opportunities. In fact in recent years PING AN bought 5% share in the Belgian financial giant FORTIS and through such investment it has become one of the largest investor of the company. In fact CHINA is fast preparing itself to seize the emerging investment opportunities arising from the recent global financial crisis particularly due to jam in credit flow arising from sub-prime lending. This would help not only to give boost to return on such investments but also help in developing their expertise in risk analysis and developing innovative products in association with foreign banks and financial institutions. It is true that investment in foreign banks and financial institutions would provide CHINESE BANKS to adopt higher technology and sophisticated and innovative management strategy but looking to the looming crisis and collapse of investment banks globally, it would be wiser to shift such investments to emerging developed countries of Asia and Latin America. This would help such emerging countries to give boost to their infrastructure development like energy, road and fuels etc. Such developments not only help emerging developed and developing countries to attain speedier and higher rate of growth but also would provide higher and reasonably safer return to investor countries.

Recent Trend

In fact in recent global meltdown it has been observed some of these funds have come forward to rescue some of the financial biggies like Citibank. No doubt as the economies of these countries would grow with more accumulation of these funds it would be seen that these funds would acquire assets in sensitive infrastructure sectors such as telecommunications and energy beside the financial services. In near future it could be seen that foreign direct investments from the emerging developed countries would start rising as could be seen in China’s increasing interest in feeding the appetite of Africa where such opportunities exist a galore particularly because of huge demands that exist in the field of energy and commodity.

Conclusion

It is true that these funds should not be allowed to remain idle or even invested in low yielding government securities of developed countries not only because they are no longer safe haven as has been assumed so far by most of those countries having large current account surplus as foreign exchange reserves constituting SWF. However how far these countries could develop an aggressive strategy for investing these funds in corporate shares or bonds depends upon several internal and external factors. It would therefore be wise to keep in view risk-return factors beside the stimulus it could provide for economic growth of these countries while developing any such policy by them. It would be interesting to enumerate these factors in greater details so that a safe and sound policy of investments could be built up by these countries. One of these that are mostly experienced is the suspicion with regard to motive of such investments. In fact generally it is politically resisted as often such investments are construed as attempts for takeover by foreign countries. It would be therefore helpful if adequate transparency is observed in making such investments. That would take care of such fears, and provide opportunity for healthy investments. It would also be necessary to provide reciprocity in such investments as that would help building up not only confidence but also create enough intelligence to know and comprehend the health of each others’ economy and financial institutions in fairly greater details. Finally it would be necessary to strengthen both financial and regulatory institutions of both these countries as that way only prudential norms of such investments could not only be formalized but also would bring better corporate governance by their participation. So far such participation has been casual and could not create desired
level of impact on corporate and fund governance. It would be therefore imperative to concentrate on these before formalizing any investment policy to invest in corporate bonds or equities by the countries holding surplus forex reserve in their SWF kitty. It would be better to evolve investment strategy by these countries based on adequate return, with calculable risk, and helping growth of both investor and invested counties to enrich their talent, capability and economic growth with stability and sustainability.

References:

List of Awardees for MTC Global Sankalp 2011

The Awards Committee, after going through the nominations received, has shortlisted the winners on the basis of set parameters, and decided to confer the Awards to the following persons.

MTC Global congratulates all the winners and wishes them all the best for their future endeavors.

1) MTC Global Management Teacher - Prof. Laxmi Narain
2) MTC Global Women Faculty in Management Education - Dr. B. Rose Kavitha & Prof. Dhanya JS
3) MTC Global Management Student - Ms. Shaina Khan
   Mr. Subhash B Menon & Mr. Vinod
4) MTC Global Corporate Trainer - Dr. Ujjwal Patni
5) MTC Global Placement Officer - Prof. Venugopal
6) MTC Global Innovation in Pedagogy - Prof. Uma Girimella & Prof. Thillai Rajan
7) MTC Global Entrepreneur of the Year – Dr. D.R Subramaniam
8) MTC Global Award for Faculty in Rural Area - Dr. Arup Burman
9) MTC Global Award for Visionary in Management Education - Dr. S. Pratap Reddy
10) MTC Global Teacher of Foreign Origin - Prof. Ion Voicu Sacala

Ram Mohan Katla
Convener & Treasurer
Sankalp-2011

Prof. Bholanath Dutta
Founder Convener
MTC Global