



Indian Institute of  
Corporate Affairs

*Partners in Knowledge. Governance. Transformation.*

*Ministry of Corporate Affairs, Government of India*



Partners in  
Knowledge,  
Governance,  
Transformation.

# IICA CERTIFICATE PROGRAMME in CSR (ICP-CSR)



Give yourself the  
cutting edge of  
expertise

## Timelines

- **Registration opens:** 6<sup>th</sup> May 2014
- **Registration closes:** 31<sup>st</sup> July 2014
- **Entrance Exam:** 24<sup>th</sup> August 2014
- **Online Declaration of Result:** 8<sup>th</sup> September 2014
- **Course Commences:** 13<sup>th</sup> October 2014



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# INTRODUCTION



# Indian Institute of Corporate Affairs: An Introduction

The IICA was established as a *think-tank, action research, service delivery and capacity-building institute* to serve the Ministry of Corporate Affairs, corporate entities and all other stakeholders in a one-stop-shop mode, providing a platform for value-adding partnerships between government and industry stakeholders. The Ministry was committed to delivering opportunities for research, education and advocacy while simultaneously creating a repository of data and knowledge for policy makers, regulators as well as all other stakeholders related to the domain of corporate affairs. Set up as the premier organization for cutting-edge *intellectual leadership in corporate regulation governance and running sustainable businesses, the IICA also aims to build capacity through a network of schools and centres.* The institute operates from the 14 acre campus at Manesar as well as the City Office at CGO complex at New Delhi. Apart from adequate administrative facilities, the institute houses several workshop facilities, residential and teaching/learning facilities.

The IICA was entrusted with the following tasks

- *Anticipating corporate needs for effective functioning*
- *Reviewing corporate laws for effective amendments to cater to evolving business environments*
- *Exploring new paradigms such as investor education*
- *Periodic review and updating of the definition, components and activities relating to corporate governance.*

IICA provides an insight into all issues relating to corporate affairs that impact corporate functioning, including the legislative, policy, structural, governance, regulation and inter-disciplinary and coordination issues, keeping in view current developments and likely future scenarios. *IICA also endeavours to enable innovative solutions towards inclusive growth and entrepreneurial excellence with a focus on ethical business management practices.*

The IICA was invested with the power to establish an academic centre for the creation and application of knowledge. *This translated into a centre of academic excellence, focused equally on spurring economic development and knowledge development.* It took the facet of Corporate Affairs and systematically infused it with the required inputs from several key disciplines, thus evolving and developing the subject through intellectual debate, informed action research and on the ground practice.

IICA provides guidance to entrepreneurs and businesses, with weighted inputs from its internal research and the numerous expert panels on board engaged to address various aspects of corporate affairs. *In addition, IICA functions as a consultant to the professional bodies such as Institute of Chartered Accountants of India (ICAI), Institute of Company Secretaries of India (ICSI) and Institute of Cost Accountants of India (ICAI), all of which play a pivotal role in the management of corporate entities. A two way flow of information and knowledge between these institutions and the IICA creates an environment of consolidated input for mutual benefit.*



A large segment of domestic and international educational institutes and organizations of excellence, associated with the IICA, enable industry based inputs into the curriculum while enriching IICA with their academic content and expertise. IICA offers education and training to working professionals both in the government and the private sector, creating customized programmes designed especially to fulfil specific needs.

Establishing IICA as a unique brand of excellence, certifications of proficiency in Corporate Affairs and its allied subjects offered by the institution have been recognized at a national level. The programmes offered and the curriculum followed, have set a benchmark for learning and training standards in the subject. Partnership with national and international institutions engaged in similar disciplines enables IICA to bring the cream of knowledge, experience and expertise on board, lending prestige to the qualification for the corporate professional.

IICA has evolved a country strategy in order to integrate efforts of various government bodies and private sector, players along with a global overview through its association with institutions of excellence-both within the country and abroad. The certification

programmes are aimed at optimising the benefit of such collaborations, especially for the corporate professional.

## 1.1 IICA: An Enabling Knowledge Network

In keeping with its vision of providing knowledge with a wide reach and ease of access, IICA endeavours to establish partnerships with institutions, across the country, that are qualified to roll out the courses for individuals at centres of their convenience.

### List of MOUs

#### NATIONAL

- *Intel Technology India Pvt. Ltd.*
- *Institute of Chartered Accountants of India*
- *Institute of Company Secretaries of India*
- *Institute of Cost Accountants of India*
- *The National Law School of India University (NLSIU), Bangalore*
- *National Film Development Corporation (NFDC)*
- *KPMG*
- *Madison Street Capital India Pvt Ltd.*
- *BSE Pvt. Ltd.*
- *Institute of Public Enterprise*
- *Yes Bank Ltd.*



- *Indian School of Business*
- *Tata Institute of Social Sciences*
- *Indian Institute of Management, Raipur*
- *The Energy and Resources Institute (TERI)*
- *Thomson Reuters Pvt. Ltd.*
- *Federation of Indian Chambers of Commerce and Industry (FICCI)*
- *Serious Fraud Investigation Office*
- *M.P. Consultancy Organisation*
- *Indian Institute of Foreign Trade*

### **INTERNATIONAL**

- *George Washington University Law School, USA*
- *German Agency for International Cooperation(GIZ)*
- *Carnegie Mellon University, USA*
- *Institute of Directors, UK*
- *National Film Development Corporation (NFDC)*
- *KPMG*
- *Madison Street Capital India Pvt Ltd.*

## **1.2 The IICA Campus**

The sprawling IICA campus at Manesar, Gurgaon, provides idyllic surroundings for academic pursuits. The Institute has an aesthetic lay out with the residential and

academic buildings integrated through design while optimising the use of space.

To enable the corporate world to operate in an economically, socially and environmentally sustainable manner, IICA has set up Centres of Excellence that have been structured as five schools dealing with distinct disciplines of significance in the realm of corporate affairs. Training for enhanced, intrinsic business specific, understanding is of paramount importance for the efficient governance, performance and function of the business entity. The schools therefore focus on providing quality *action research, training and capacity building programmes, consultancy and information services and support*. The Centres facilitate partnerships, activities to promote industry interaction and workshops and seminars for the dissemination and exchange of information in issues and matters related to Corporate Affairs.

IICA hosts the following Schools, Independent Centres, Foundations and Resource Centres:

### **Schools**

- *ICLS Academy*
- *School of Corporate Law*
- *School of Competition Law & Market Regulation*

- *School of Finance*
- *School of Corporate Governance & Public Policy*

### **Independent Centres**

- *Centre for Business Innovation & IT Services*
- *Centre for Institutional Partnerships & Corporate Communications*
- *Centre for Responsible Corporate Governance*
- *Centre for MSME*

### **Resource Centres**

- Knowledge Resource Centre

### **Foundations**

**National Foundation for Corporate Social Responsibility (NFCSR):** The National Foundation for Corporate Social Responsibility (NFCSR) established within the IICA, is the apex body for all matters related to CSR in the nation. The NFCSR aims to build an enabling environment for the corporate sector to work in partnership with the government, non-government and civil society organisations for effective contribution towards sustainable growth and development through facilitation of exchange and collaboration of initiatives and ideas both within and outside the country. It is the consulting and counselling arm for corporate entities in matters related to CSR. It also aims to build partnerships with institutions that promote CSR in order to enable research and training practices. The natural outcome of such research, such as papers, journals and magazines, would be printed and supported by the NFCSR.

The IICA Certificate Programme in CSR is being launched by the NFCSR in order to meet the burgeoning demand for trained CSR professionals from the



corporate, public and NGO sectors. These professionals will not only help shape the CSR policies of the companies but also help administer CSR budgets in project mode.

### **ICP-CSR**

*A 9 month IICA Certificate Programme in CSR (ICP-CSR) for developing trained and certified CSR professionals in the country.*

### **General Information**

The innovative approach, technological interventions, geographical spread and competitive capacity of corporate India in a burgeoning business world are indicators that the nation has embarked upon the journey to becoming a global super-power. In an economic structure that is market oriented, economic growth is primarily dependent on the corporate sector, making it a shareholder in the responsibility for redistributive and inclusive growth. An enhanced sense of social responsibility and support for governmental initiatives in providing greater economic opportunities and enhancing employability has further sealed this commitment. The corporate entities now utilize their core strengths in contributing significantly to national development in partnership with the





Government, NGOs and Community Based Organisations (CBOs) through enlightened Corporate Social Responsibility (CSR). These interventions are making a tangible difference and contributing significantly to nation building.

This heralds the dawn of a new era in Indian CSR and this is reason enough for all of us to be excited about bringing more experts into this field.

Section 135 of the Companies Act 2013 is a landmark legislation on CSR for our country. The new mandate will help corporate India to execute a more pro-active role in making significant contribution to community development and environmental conservation. *The IICA Certificate Programme in CSR is aimed at the development of trained and certified CSR professionals in the country.*

The programme will be a **professional and knowledge-oriented IICA patent, delivered over a period of nine months**. Those trained, it is envisaged, would be highly valued for their professional expertise and merit in the field of CSR in India.

**A pilot batch of students (individuals, foreign residents living in India and candidates sponsored by companies) is proposed to**

**be admitted into the Programme, which is scheduled to commence from 13<sup>th</sup> October 2014.**

## Placement

IICA will facilitate the placement of all the individual students at the end of the 9 month period. This will be in collaboration with willing corporate entities which also provide support during the programme.

### 2.1 Eligibility

A Bachelor's Degree of a minimum of 3 years duration or its equivalent (under the 10+2+3 pattern fulfilling the mandatory requirements of 15 years of formal education) from a recognised university, in any discipline - with a minimum of 50% in aggregate. **\*(Essential for all candidates)**

Practicing professionals in the corporate sector who are actively engaged in the developmental and social responsibility activities of the institutions that are sponsoring them. **\*(The candidature of these individuals will be determined by the organizations.)**

## Desirable Qualifications

Exposure to social work projects, experience of short term courses on social interventions and effective communication skills.

### 2.1.1 Instructions for Determining Eligibility to Apply

Eligibility, once determined on the basis of the information given by the candidate in the application form, shall be final for the purpose of test/selection. However, in the event of the information furnished by a candidate being incorrect or misleading or ineligibility being detected before or after the test/selection/admission, his/her candidature will be cancelled.

## 2.2 Selection Procedure

Once the eligibility criteria are met, an online Entrance Test will be conducted in Centres across India. Working knowledge of computers is essential to undertake the entrance Test.

(\*Sponsored Applicants and Foreign residents in India are exempted from the Online Entrance Test.)

### 2.2.1 Details of Online Entrance Examination for Individual Applicants

Paper	Duration	Marks
Multiple Choice Paper in English (with sections on Logical Reasoning, General Knowledge, Verbal Ability, CSR related knowledge and Comprehension of 20 marks each)	1 Hour	100 Marks
Essay Writing (minimum 1200 word essay)	1 Hour	100 Marks
Total	2 Hour	200 Marks



### 2.2.2 Sponsored Applicants

In the case of employees and resource persons applying for the ICP - CSR, filled application forms may be submitted online by the CEOs / relevant authority nominating the candidates. The selection of such candidates will be on a **first come first served basis**.

## 2.3 Application Procedure

### 2.3.1 How to Obtain the Application Form

Candidates are required to apply online through the e-application facility only, available on the institute's website.

### 2.3.2 Instructions for Payment

**Payment mode:**

• **NEFT**

1. Name of the beneficiary:  
**Indian Institute of Corporate Affairs**
2. Account Number:  
**0128002100300874**
3. Type of Account: **Current**
4. Name & address of the Bank  
Branch: **Punjab National Bank,**

# GOAL



**Lodhi Road Branch New Delhi - 110003**

5. Branch Code: **012800**
6. Swift Code: **PUNB IN BBDOB**
7. MICRcode: **110024060**
8. IFSC/NEFT code: **PUNB0012800**
9. email id of beneficiary:  
**acc.icpcsr.iica@gmail.com**

• **DEMAND DRAFT**

DD to be drawn in favour of  
**Indian Institute of Corporate Affairs,**  
payable at **Delhi**

### *2.3.3 How to Submit the Filled-in Application Form*

Please visit the online application website and follow the step-by-step instructions listed on the website.

Applicants need to upload their passport size photo while filling out the application form in soft copy format.

### **Important**

- Test centre, once chosen, cannot be changed.
- Applicants should submit their e-application only once. Applications complete in all aspects will receive a process completion

report. Do not submit multiple copies of the e-application.

- Registration fee paid by the applicants will not be refunded if they are found ineligible for any programme.
- Make sure that your application is complete with all required information, including fee payment details before submitting it. Incomplete application forms will be rejected.
- Applications received after the due date will not be considered and the registration fee paid will also not be refunded.

## **2.4 Schedule of online Entrance Test**

The Online Entrance Test will be held on 24<sup>th</sup> August 2014, at designated centres in 11 cities across India.

Region	Centre
North	Lucknow, Delhi
South	Hyderabad, Bangalore, Chennai
East	Patna, Kolkata, Guwahati
West	Gandhinagar, Mumbai
Centre	Bhopal

*Note: The Institute may cancel any test centre and/or assign a nearby centre to an applicant if the situation so demands.*

## 2.5 Admit Card Despatch

The Admit Card will be sent to applicants by e-mail a *week to ten days before the date of the entrance test*. A printout of the same is to be carried by all candidates to the centre. Applicants who do not receive their admit card by such date, may check on the admission website. For such applicants, a duplicate admit card will be sent a day prior to the entrance test to their respective centres. No duplicate admit card will be issued on the day of the Online Entrance Test.

## 2.6 Declaration of Result

The results will be declared on the **8<sup>th</sup> of September 2014** on the IICA website. Students may check the posted list of successful candidates online on the said date.

## 2.7. After Selection Formalities

All admissions shall be undertaken by IICA. Each student will be assigned his/her

respective study centre with the relevant ICP - CSR Partner upon being selected for the course, bearing in mind his/her geographical location/ preference.

### 2.7.1 List of Documents Required at the Time of Admission

- (a) One passport-size photograph.
- (b) Copy of pay-in slip for registration fee
- (c) **Final Year Mark-sheet:** Applicants who have completed their graduation must carry either a copy of the final year mark-sheet showing their results or provisional/completion certificate issued by the college/university or degree certificate or any other certificate proving successful completion of graduation.
- (d) Final selection will be intimated on the **authentication** and **verification** of documents presented at the time of orientation.

## Total Proposed Fees (In Rupees) and Admission Criteria For 2014 Batch

	<b>Individual Applicants</b>	<b>Foreign Residents in India</b>	<b>Sponsored Applicants*</b>
<b>Admissions Criteria</b>	<ul style="list-style-type: none"><li>• Fulfilment of eligibility criteria</li><li>• Success in the Online Entrance Test</li></ul>	<ul style="list-style-type: none"><li>• Fulfilment of eligibility criteria</li></ul>	<ul style="list-style-type: none"><li>• Fulfilment of eligibility criteria</li></ul>
<b>Registration Fee</b>	<b>INR 2000</b>	<b>INR 3000</b>	<b>INR 3000</b>
<b>Course Fee</b> Payable at the time of Admission	<b>INR 1,00,000</b> (50% payable at the time of admission, 25% after 3 months and 25% after 6 months)	<b>INR 1,50,000</b> (100% payable at the time of admission)	<b>INR 1,50,000</b> (100% payable at the time of admission)

\*Candidates sponsored by companies for the course

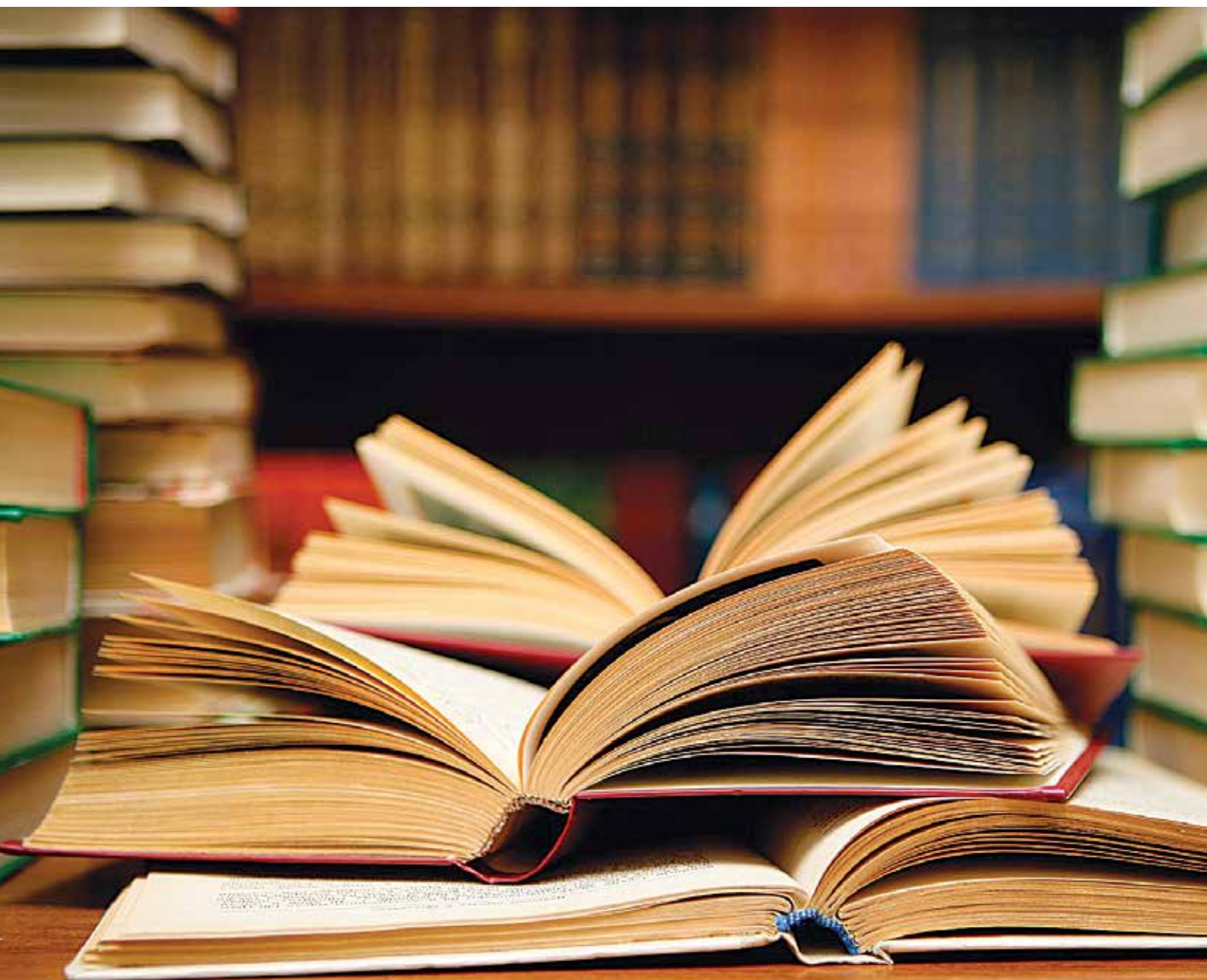
# Programme-Specific Details of ICP-CSR

## 4.1 Outline of the programme

The 9 month (36 weeks) ICP - CSR has been structured as follows:

- **2 interactions** at the IICA (One day each)
- **14 weeks** of online/non-contact Study during which transaction of the curriculum would be done in teaching mode, providing reinforcement, chat time through the Master Trainers provided by the ICP in CSR Partners
- **4 weeks** of contact classes with an online exam on each of these 4 weekends to be undertaken at the premises of the ICP - CSR Partner
- **12 weeks** of project with an NGO/ Foundation/Trust/Society/Section 8 company (facilitated by IICA)
- **3 weeks** of corporate attachment (facilitated by the IICA)

and trained by the IICA, and other modes of e-learning through a Learning Management System



## 4.2 Timelines

Week	Allotted for
1 <sup>st</sup> Week	On-boarding and Orientation at IICA
2 <sup>nd</sup> to 5 <sup>th</sup> Week	Online study with email chat support
6 <sup>th</sup> Week	Study at ICP-CSR Partner Centre followed by online exam on the Friday of the week
7 <sup>th</sup> to 10 <sup>th</sup> Week	Online study with email chat support
11 <sup>th</sup> Week	Study at ICP-CSR Partner Centre followed by online exam on the Friday of the week
12 <sup>th</sup> Week	Visit to ICP Partner for clearing doubts etc.
13 <sup>th</sup> to 15 <sup>th</sup> Week	Corporate attachment
16 <sup>th</sup> to 18 <sup>th</sup> Week	Online study with email chat support
19 <sup>th</sup> Week	Study at ICP-CSR Partner Centre followed by online exam on the Friday of the week
20 <sup>th</sup> to 22 <sup>nd</sup> Week	Online study with email chat support
23 <sup>rd</sup> Week	Study at ICP-CSR Partner Centre followed by online exam on the Friday of the week
24 <sup>th</sup> to 35 <sup>th</sup> Week	Project Work
36 <sup>th</sup> Week	Result compilation and placement support at IICA Manesar Campus.

## 4.3 Course Curriculum - 14 Weeks

### Broad topics to be covered

1. Definitions and Concept of CSR
2. History and Evolution of CSR (International, Generic)
3. History and Evolution of CSR (Indian, Detailed)
4. International Frameworks
5. Issues in Indian Economy and Social Development
6. Government Expectations, Roles and Responsibilities (Development Centric Agenda)
7. Evolution of Indian CSR framework (Pre Companies Act 2013)
8. Companies Act 2013
9. Corporate Governance and CSR





10. Preparation of CSR Policy and Process of Policy Formulation
11. Project and Programme Mode
12. Monitoring Mechanism and Tools
13. Evaluation (Concurrent and Final Evaluation)
14. Social Impact Assessment and CSR Audit
15. Brand Building and Corporate Image
16. Reporting Framework (Dummy filling)
17. Case Studies (Sector specific)
18. Role of Civil Society
19. Role of Social Entrepreneurs
20. Role of Supply Chain
21. Role of Banking/Investors
22. Sustainable Development (SD)

#### 4.4 Project Guidelines

The 12 week project may be conducted either independently or in collaboration with the assigned organisation, as guided by the mentor. There will be a report presentation by the student for evaluation, interview and viva by a panel of judges at the IICA campus at the completion of the course. The break-up of marks will be provided in the student hand-book that will be received by successful candidates.

#### 4.5 Marking Criteria:

- I. *14 Weeks* Online study and Online Exams - **50 marks**
  - a. 1<sup>st</sup> Online Exam – **10 marks**
  - b. 2<sup>nd</sup> Online Exam – **10 marks**
  - c. 3<sup>rd</sup> Online Exam – **10 marks**
  - d. 4<sup>th</sup> Online **Big Bang Exam** – **20 marks**
- II. *3 Weeks* attachment with Corporates - **20 marks**
- III. *12 Weeks* Project work - **30 marks**

#### 4.6 ICP-CSR Partner Institutions

In order to provide instruction and mentoring support of the highest order to the candidates, IICA engages with institutions of the highest academic provide instruction and mentoring support of the highest order to the candidates, IICA engages with institutions of the highest academic credentials. These institutions roll out the IICA programme for candidates in centres across the country. Strategic partnerships across disciplines help to maintain both the standards and the administrative continuum of IICA programme delivery.

S. No.	Name of Organisation	Email ID	Contact Numbers	Address
1	Institute of Public Enterprise, Hyderabad	punamsingh@ipeindia.org	+91-40- 27098938 /7445/8145	Osmania University Campus, Hyderabad-500007
2	Omeo Kumar Das Institute, Guwahati	joydeep.baruah@gmail.com	+91-03612313036	VIP, Road Upper Hengrabari Six Mile , Guwahati -36 (Opposite Hotel Ginger)
3	BIMTECH, Greater Noida	vineeta.roy@bimtech.ac.in	+012-02323001	Knowledge Park 2, Plot No.5, Greater Noida , U.P. 201306
4	Sree Guruvayurappan BhajanSamaj Trust(Unnati), Bangalore	reachvalli@yahoo.co.uk	+08553239963	Unnati Centre, Near NGEF Layout, Temple Road, Sadababda Nagar, Old Madras Road, Bangalore-5
5	Entrepreneurship Development Institute, Gandhinagar	ajaydixit@ediindia.org	+91-79-23969151/53/63	Via Ahmedabad Airport & Indira Bridge P.O Bhat 382428, Dist. Gandhinagar, Gujarat
6	International Management Institute, Kolkata	nanditamishra06@gmail.com	+033-66529645	2/4c, Judges Court Rd, Alipore, Kolkata, West Bengal 70027
7	Shikhar Organization for Social Development, Delhi	shikhar.ngo@gmail.com	011-26320144	Gali No. Ghaffar Manzil, Okhla New Delhi-110025
8	Samarthan – Centre for Development Support, Bhopal	yogesh@samarthan.org	+0755-2467625	36, Green Ave, Chuna Bhatti, Bhopal, Madhya Pradesh 462016
9	Ansal University Gurgaon, Haryana	sonavikas@ansaluniversity.edu.in	+0124-4750400	Sector 55, Golf Course Road, Gurgaon - 122003 (Haryana)
10	AROH Foundation, Delhi	udaya.aroh@gmail.com	+0120-432840030	F 52, Sector 8, NOIDA Noida, Uttar Pradesh
11	BCF and Sri Aurobindo Society, Delhi	ajoseph@bcfindia.org and daljeet@sac.ac.in	+91-413-2336396/97/98	Sri Aurobindo Society, New Mehrauli Road, Adhchini, Delhi 110017 and BCF 1D 1 <sup>st</sup> Floor Sharturjhat, Above Bikarner Sweets, Hauz Khas, New Delhi 110049
12	Asian Development Research Institute (ADRI), Patna	neeraj.ceppf@adriindia.org	+0612-227-2745	BSIDC Colony, Off Boring Patliputra Road, Dr Rameshwar Dayal Ln, North Sri Krishna Puri, Patna, Bihar 800013
13	NarseeMonjee Institute of Management Studies, Mumbai	galliar@nmims.edu	+022-4235-5555	SVKM's Narsee Monjee Institute of Management Studies, V. L. Mehta Road, Vile Parle (W), Vile Parle West, Mumbai, Maharashtra - 400056
14	Azad Educational Society, Lucknow	azad.akmal@gmail.com	+522-2817608/522-2817609	Azadpuram, Post- Chandrawal, Via Bangla Bazaar, Near CRPF Camp, Lucknow - 226002, Uttar Pradesh
15	Stella Maris College, Chennai	jquadr@s@yahoo.com, principal@stellamariscollege.edu.in	+044-28111951	17, Cathedral Rd, Teynampet, Chennai, Tamil Nadu 600086



## Candidate Information and Code of Conduct:

1. All course related queries to be directed first to the **Contact / Study Centre** (ICP-CSR Partner hereafter) nearest to the geographical location / city of the candidate, in accordance with office hours of the concerned institution. In case the query remains unanswered/unsatisfied, the candidate may **contact IICA at 0120 – 2640122 (10am – 5pm; Mon to Fri)** or write an email to: [icpcsr.iica@gmail.com](mailto:icpcsr.iica@gmail.com)
2. All registered candidates will be allocated a Test Centre as close to their geographical location / city as possible.
3. All selected candidates will be allocated ICP-CSR Partner Contact / Study Centre as close to their geographical location / city as possible.
4. Each selected candidate will also be provided an Identity Card by the IICA at the time of On-Boarding at the commencement of the course. **This card must always be in the possession of the student while visiting any facility or organisation during any ICP-CSR related work/study.**
5. Once a selected candidate is allocated a Contact / Study Centre, s/he must communicate directly with that ICP-CSR Partner for all course - related matters.
6. Each candidate **must strictly adhere to the discipline norms of the IICA and ICP-CSR Partner institution.** A detailed code of conduct guideline will be provided to the selected candidates during the On-Boarding and interaction at IICA from 6<sup>th</sup> – 10<sup>th</sup> October 2014. This would broadly cover the candidates' conduct during:
  - a. 2 interactions at IICA campus, Manesar, Gurgaon (Haryana).
  - b. Email chats with Master Trainers during Online study
  - c. Online Exams at the ICP-CSR Partner premises
  - d. 3 weeks of Corporate Attachment
  - e. 12 weeks of Project Work at the NGO / Foundation / Trust / Society / Section 8 Company that the candidate is assigned to
7. Use of mobiles phones must be avoided/ restricted to the extent possible during transaction of the course.
8. In case a candidate is found to be in breach of this Code of Conduct, her/his candidature may be terminated by the IICA. The ICP-CSR Partner will first furnish a written warning to the erring candidate. If non-compliance continues, the Partner will issue a request to the IICA for necessary action and/or termination.





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Indian Institute of Corporate Affairs  
Plot No: P 6, 7, 8 Sec. 5, IMT Manesar  
Distt. Gurgaon (Haryana), Pin Code - 122 050  
Ph.: 011-24362282, Web.: [www.iica.in](http://www.iica.in)