

Skill Development a Preferred CSR Initiative: A Comparative study of select Oil & Gas Central Public Sector Enterprises

¹Mr. Biswabhusan Behera , ²Dr.Mamta Gaur

1Ph.D. Scholar, School of Business, Galgotias University, Greater Noida, Uttar Pradesh

2Professor, School of Business, Galgotias University, Greater Noida, Uttar Pradesh

Abstract

Corporate Social Responsibility (CSR) is a company's commitment to operating in a sustainable manner in the best interests of its stakeholders in its immediate environment and community. A company meets all its requirement including land, air, water, and personnel from the society and its environment. Hence, it strives to give back to people & planet from its profit through CSR.

The industrial jobs are shrinking in India due to automation and other reasons. The pass-outs from school / colleges finds themselves unemployable as they are not being considered industry fit due to lack of required skills. To make the youth employable, Skill development can play a crucial role. CSR can act as a win-win opportunity for companies to invest in skilling for creating sustainability for their stakeholders.

The objective of this paper is to understand (i) the initiatives of some select Oil & Gas Central Public Sector Enterprises (CPSEs) under CSR and (ii) their preference given to Skill Development as CSR initiative. A descriptive type research design has been employed and exploratory research has been done considering the requirement of the study.

A comparative analysis has been made of various skill development programmes undertaken as CSR initiative by select Oil & Gas CPSEs to understand the reason for such preference given to education and skill development by such CPSEs.

The researchers made an effort to understand how the skill development Programmes are being undertaken by the selected CPSEs of Oil & Gas Sector, whether they ensure the skill development through Education, Women Empowerment or through various skill trainings / vocational trainings. Effort was also made to understand the correlation of the expenses made in various Skill Development Programmes and their overall CSR expenses made in FY 2019-20.

The study concluded that skill development is increasingly becoming the preferred choice for corporates especially Oil & Gas CPSEs to ensure compliance of Companies Act, 2013, partner in Skill India Mission and also reap the benefits of skill development as a win-win proposition.

Keywords: *Corporate Social Responsibility, Skill Development, skill training, Education, vocational training, empowerment, Oil & Gas Sector, Central Public Sector Enterprise*

1 Introduction

CSR is the responsibility of society taken up by a corporate. It is the commitment of the Corporate towards its surrounding environment and community in the vicinity to operate in a sustainable manner in the best interests of its stakeholders. The corporates derive all its requirement from the society and surrounding. It endeavors, under CSR, to giving back to the society from its profit and takes responsibility of activities that affects the people & planet.

As per the Companies Act 2013, it is mandatory for companies, including Central Public Sector Enterprises (CPSEs), to meet certain criteria and spend at least two per cent of their net profits annually on CSR. The allocated CSR fund for a particular Financial Year does not lapse but taken forward to subsequent year. As per the annual Memorandum of Understanding (MoU) signed with the Government, the Board of a CPSE is answerable for the implementation of their CSR activity to their concerned Ministry. The CSR projects / activities are generally undertaken in nearby localities of the plant or area of operation. The society also expects the CPSEs to take up the social & moral responsibility of the displaced project affected people (PAPs) i.e., the son of the soil and provide employment to these PAPs or at least make them employable through Skill Development Training Programmes to help them lead a dignified life.

Now a days, adapting skills and attitude is also inevitable to succeed in the dynamic VUCA world and the years to come. Skill development could mean the natural behavioral strengths, the skills or knowledge acquired as a part of academic qualification, skills invested in to stay future-ready and skills pursued as a passion.

According to World Bank's report, India's work force would be added by around 12 million youth in the age group of 15 - 29 year every year in next two decades. As per a recent skill gap analysis of Government of India, additional 109 million approx. skilled workers would be required by 2022.

Giving due importance to Skill Development, Ministry for Skill Development and Entrepreneurship (MSDE) has been established in 2014, to coordinate with other Ministries and Departments to achieve the goals of Skill India Mission of Government of India. The mission has an ambitious target to skill 40 crore population by 2022. Companies, especially CPSEs play a major role in this area by utilizing CSR funds in a planned way in Skill Development Programmes.

Of late it is being witnessed that Skill Development is emerging as one of the most preferred choices for CSR initiatives in CPSEs. As per a report, the Oil & Gas companies contribute around 1/4th of the CSR fund of India, which is Rs 2,092 crore and over one-third of the said CSR fund is utilized for education and skill development (*Sonalkhetarpal, 2018*).

In India, the industrial jobs are shrinking due to technological advancement, automation and other reasons. The pass-outs from school / colleges find themselves unemployable as they are not being considered industry ready or fit due to lack of the required skills. To make the youth employable, Skill development can play a crucial role. CSR can act as a win-win opportunity for companies to invest in skilling for creating sustainability for their stakeholders. The CSR funds can be used by corporates to directly skill the youth by establishing their own training centers or they can also donate funds to NGOs to run various skill development Programmes.

2. Literature Review

The investigators have reviewed following literature on skill development and CSR initiatives of Corporates in India which will give an understanding about the research conducted in the field and identify the research gaps.

R. K. Mishra, Punam Singh, Shulagna Sarkar (2013) made exploratory research on major oil & gas companies of India to identify their social & environmental CSR initiatives and emphasized that if the companies have will they can reduce their CSR challenge to a great extent and convert it to distinct and quantifiable technical & managerial tasks. This would enable them to perform their CSR tasks better.

Jitender Loura (2014) conducted a comparative study on CSR initiatives by select public sector undertakings (PSUs) and concluded that CSR remains their significant business issue irrespective of their size, sector, business goal and geographic locations. It is unimaginable to compete with the global market, maintaining the stability and sustainability, if the local communities are not developed socio-economically.

Tanu Sharma (2014) in her study, examined the CSR initiatives of M/s. Tata and M/s. Aditya Birla Groups and opined that CSR creates a better public image and goodwill for the company which projects the company as a socially responsible corporate citizen. Ultimately it impacts the business positively to a great extent.

Reena Shyam (2016) in her exploratory research on CSR practices in India concluded that CSR is all about enabling the sustainable growth of a company, without compromising fairness to all concerned. CSR has wonderfully interwoven environment sustainability and business with social inclusion. Through CSR, companies have proved their ability to make significant difference in the society and improve the quality of life of all concerned. In the current dynamics, it is extremely challenging for any entity to bring about considerable change. Companies have the required resources viz. manpower, money, machine, mastery and mindset to enable extensive change in society. India's social development can be accelerated due to companies' partnerships with NGOs and Government.

Abhijit Mohanty, Bidhubhusan Mishra (2017) in their comparative study of various CSR activities carried out by M/s. Mahanadi Coal Fields Ltd and M/s. National Aluminum Company Ltd and found out that it's a great challenge for the companies to form a robust innovative CSR strategy for meeting stakeholder expectations and delivering high ethical, environmental and social performance. Incorporating new activities in the long run can greatly help in ensuring social commitment and sustainability.

Ashok Kumar Gupta, Meenu Maheshwari & Pragya Gaur (2017) made a review of literature on the CSR Practices of India and has pointed out that in current scenario the role of corporates in economy is not only to generate revenue but also to integrate the social, environmental, ethical aspects with the daily operations.

Pravin Sawant (2018) in his empirical study on CSR & its impact on the profitability of select Private, Public and Multi-National Companies in India and brought out that if the company spends some portion of its profit on betterment of the society directly or indirectly, the society in return would probably support its growth.

Ramandeep Kaur (2018) studied the statutory requirement and initiatives of Indian companies in CSR and opined that Government need to partner with corporates and NGOs so that their combined

skills can be channelized to initiate extensive social change for ensuring fast-track socio-economic development of India.

Anushree Parekh & Poorvaja Prakash (2018) concluded that that with the mandatory statutory provision w.r.t CSR expenditure under Section 135 of the Companies Act, 2013 companies can play a crucial role in addressing the issues of ecosystem of education in the country.

Madhu Bala (2018) in her research paper studied the Initiatives, Issues & Challenges of CSR Initiatives in Education in India and concluded that India has to restructure the education system at all levels. This is possible only when the corporates also shoulder its responsibilities towards society. The Corporates are also the consumers and users of trained skilled manpower produced by the universities. In order to reap the real benefits, the companies have to extend support to the educational institutions to produce the required skilled and trained manpower by providing funds for research & development, organizing workshops and other training & development programs, infrastructural support and last but not least providing facilities for qualitative education with non-profit mode.

3 Research Gap

From the literature review it is understood that researchers have covered various aspects of CSR initiatives and skill development but no prior work has been done on CSR Initiatives of Oil & Gas CPSEs and why & how they give preference to Skill development as their CSR initiative.

3.1 Objective of the Study

The main objectives of the study are:

- To understand the CSR Initiatives of select Oil & Gas CPSEs.
- To understand the preference given by select Oil & Gas CPSEs to Skill development as their CSR initiative

3.2 Research Methodology

The study in this paper is based on exploratory research based on the secondary data and information sourced from internet, relevant books, journals, magazines, articles, media reports and websites of select CPSEs of Oil & Gas Sector. The research design employed for the study is of descriptive type. An in-depth analysis of the research study has been adopted.

4. Data Collection

Secondary Data has been collected from websites and annual report of sampled select Oil & Gas CPSEs for the study.

5. Findings

5.1 Skill Development through Corporate Social Responsibility (CSR) initiatives of select Oil & Gas CPSEs

The Oil & Gas sector in India has immensely contributed in development of India, at the same

time it has also adversely impacted the society and environment like air pollution, oil spills, injuries and deaths. It is also associated with second order costs like social dislocation and conflict. Thus, societies look to Oil & Gas companies for self-regulation and guard against risks to societies than merely comply with the law. CSR initiatives of some select Oil & Gas CPSEs in Skill Development are as under:

5.2 Skill Development Institutes (SDIs) of Oil & Gas CPSEs

The Skill Development Institutes (SDI's) are state-of-the-art Institutes promoted by Oil & Gas CPSEs under aegis of Ministry of Petroleum & Natural Gas and for catering the requirement of skilled manpower in Hydrocarbon sector. Companies like M/s. Indian Oil Corporation Limited, M/s. Hindustan Petroleum Corporation Limited, M/s. Bharat Petroleum Corporation Limited, M/s. Oil and Natural Gas Corporation Limited, M/s. Oil India Limited and M/s. GAIL (India) Limited, partnering the Skill India Mission of Government of India, have established six SDIs as their pooled CSR initiatives. Short-term vocational skill training programs are conducted at such SDIs to enhance the livelihood of unemployed & underprivileged youth of marginalized section of society and to provide skilled manpower for the hydrocarbon sector.

The SDI's have been set up at the following locations:

S No.	SDI / Location	Focus Area	Promoting CPSE	Highlights
1	SDI, Bhubaneswar	Downstream Sector	IOCL	Started in May, 2016. Till date, around 800 underprivileged youth have been skilled and certified with over 85% placements. Around 250 students per batch are being skilled in 8 trades of 3 to 6 months duration each.
2	SDI, Vizag	Downstream Sector	HPCL	Started in October, 2016. Till date 12236 Trained, 8621 placed and 289 undergoing training
3	SDI, Kochi	Overseas placement	BPCL	Started in December, 2016. Till date, 755 students in 6 batches have been trained and certified. 95% of certified students have been placed in leading companies in India and abroad.
4	SDI, Ahmedabad	Upstream Sector	ONGC	Started in September, 2017. The entire batch of 90 youth trained under this program were gainfully employed. Currently, around 800 youth are currently undergoing training in 9

				different trades.
5	SDI, Guwahati	North Eastern Region	OIL	Started in August 2017. Till date around 600 youth have been trained out of which more than 70% have been successfully placed
6	SDI, Rae Bareli	Midstream & Gas	GAIL	Started in November 2017. It conducts certificate courses in 4 trades such as Pipe Fitter - City Gas Distribution, Pipe Fitter - Oil & Gas, Industrial Welder and Process Instrument Technician

The courses conducted at SDIs are as per the National Skills Qualification Framework (NSQF) of the Central Government are affiliated to Hydrocarbon Sector Skill Council (HSSC) under National Skill Development Corporation (NSDC). Certificates are issued at the end of the course after external evaluation and certification by HSSC/ NSDC.

As per MOPNG, till March, 2020, around 16,000 trainees have been trained at these SDIs.

5.3 CSR Initiatives of ONGC Limited in Skill Development:

As an endeavor for promoting Skill Development and Enhancing Livelihood 3,783 youth have been benefitted through major, ongoing CSR initiatives in FY2020-21. The details of some skill development CSR projects promoted by ONGC are as under:

Sl. No.	CSR Project	Impact
1	Skill development projects for youth with active support from Indian Army at Baramulla in Jammu & Kashmir	Around 300 boys have been trained in retail sales and hospitality and around 60 girls have been trained in fashion designing and cutting & sewing
2	Project Green Hub	Around 20 youth are trained every year in wildlife videography and documentation. In the last three years, around 60 youth have been trained under this program and gainfully engaged in the field of wildlife and environment conservation
3	Skill development projects in Sivasagar,	Around 50 women have been trained in water Hyacinth craft out of which 20 women have become trainers and 5 have become

	Assam	master trainers with further training in advance design from National Institute of Design, Ahmedabad.
4	Specialized residential training program at Delhi	Around 40 economically weaker section youth from Assam and Uttarakhand have been trained and employed in various hotels
5	Skill development training at Central Institute of Petrochemicals Engineering & Technology (CIPET)	Around 500 socially & economically weaker section youth of Tripura, West Bengal, Odisha, Rajasthan and Delhi have been trained in plastic technology and 95% of them have been gainfully employed
6	Skill development training at Welding Institute of India at Sivasagar	Around 120 youth have been trained in Welding and Gas gutting and assisted with gainful employment in reputed companies after completion of the course. Others have been successfully engaged in local industry.

5.4 CSR Initiatives of Indian Oil Corporation Limited in Skill Development

The details of some skill development CSR projects promoted by IOCL are as under:

Sl. No.	CSR Project	Impact
1	Indian Oil Vidushi	<p>Under privileged girls have been assisted in getting admission in prestigious Engineering colleges like IITs, NITs, IIITs, etc. by giving them specialized coaching and mentoring after class 12th for JEE main, JEE advanced & other central / state engineering entrance preparations.</p> <p>The Bhubaneswar center facilitates the students of Odisha, Jharkhand & Chhattisgarh and the Noida center helps the students from J&K, Uttarakhand, Himachal Pradesh and Punjab. Maximum 30 girls are selected on merit-cum-means basis for each center. The cost towards specialized coaching, study materials, boarding & lodging, food & other consumables, blanket, hygiene kit, uniform, health insurance etc. are all borne by IOCL.</p>
2	Indian Oil Gyanodaya	Around 50 students per batch are selected from around 18 ITIs and 18 Polytechnics near 9 IndianOil Refinery locations every year and provided with scholarships @ Rs.1000/- per student per month for

		the entire course duration.
3	Assam Oil School of Nursing (AOSN)	It offers 3-year Diploma in General Nursing and Midwifery (GNM) course to young girls and 4-year B.Sc. (Nursing) course to 30 students per year in each course. Till date, around 410 students have successfully completed and gainfully employed
4	Skill development centers across the country under the Kaushal Vikas initiatives	Benefitted around 15,000 unemployed youth

5.5 CSR Initiatives of GAIL (India) Limited in Skill Development

The details of some skill development CSR projects promoted by GAIL are as under:

Sl. No.	CSR Project	Impact
1	GAIL Institute of Skills (GIS) at Nagaram of East Godavari District, Andhra Pradesh and Guna District of Madhya Pradesh	Around 90 students have been trained in trades of Industrial Electrician (Oil & Gas), Industrial Welder (Oil & Gas) and Draughtsman Mechanical. Out of them, around 70 have been successfully employed. Skill trainings have also been provided to around 350 trainees in various trades like welding technician, industrial electrician, CNC machining technician and customer-care executive etc. out of which around 70% have been gainfully engaged.
2	Skill development training at Central Institute of Petrochemicals Engineering & Technology (CIPET)	Around 250 candidates have been trained as 'Plastic Products manufacturing Operators'
3	GAIL Utkarsh Project	Around 160 underprivileged students per year are being provided with free residential coaching, boarding and lodging for 11 months at Kanpur (Uttar Pradesh), Dwarahat (Uttarakhand) and Srinagar (Uttarakhand) to nurture and prepare them for engineering entrances exams. Till date, 1139 students have been trained. Out of which 797 students (i.e. 223

		in IITs and 574 in NITs and other engineering colleges) have been selected.
4	Project Avant	Around 200 Govt. Schools in District Auraiya, Uttar Pradesh now uses solar powered smart classes impacting a total of 6,000 children and 100 teachers.
5	Project Bhavishya	Around 150 Smart classes have been set up in Asasm, Dharwad (Karnataka), Khunti and Giridih (Jharkhand), and Rudraprayag (Uttarakhand).

5.6 CSR Initiatives of Bharat Petroleum Corporation Limited in Skill Development

BPCL under its CSR focuses on imparting quality all round education, through use of technology. It also partners with required infrastructural facilities, access to education and improvement of education systems. The details of some skill development CSR projects promoted by BPCL are as under:

Sl. No.	CSR Project	Impact
1	Vivekananda- a BPCL Skill Development Center	Around 400 students are provided with diploma education in Automobile, mechanical & Computer courses every year
2	Saksham Project	Through this project, BPCL impacts individual classrooms as well as entire school environment. Around 1,000 teachers including primary, upper primary and Head Masters of around 350 low-income Govt. recognized private / BMC, have graduated from this program. Teachers / trainers are developed to be in sync with the new education paradigm adapting to new techniques for teaching / managing classroom. High quality teaching materials are also developed leveraging digital technologies to meet specific needs.
3	'Computer Aided Learning' (CAL) and 'Digital Literacy as Life Skill' (DLLS)	Under this initiative students up to 10th standard from low-income schools in Mumbai, Jaipur, Lucknow, Uran and Solapur are imparted training in digital learning. At Mumbai, the project has been implemented in around 50 schools of Municipal Corporation of Greater Mumbai (MCGM) benefiting around 55,000 students.

5.7 CSR Initiatives of Hindustan Petroleum Corporation Limited in Skill Development

The details of some skill development CSR projects promoted by HPCL are as under:

Sl. No.	CSR Project	Impact
1	Project Agastya	Practical science education is promoted under this initiative in remote locations with help of Mobile Science Labs which reach the doorstep of schools for developing interest about in science subjects viz Physics, Chemistry and Biology to students of Class 5th to 10th. Under the project 23 schools have been benefited.
2	Project Unnati	Computer training program have been imparted and personal computers have also been provided to semi-urban and rural school students. The students are provided free trainings in computer basics. The teachers of these schools are also trained to ensure sustainability of the project.
3	Project Swavalamban	Skill training is provided to unemployed youth including school dropouts in trades like Basic Electricals, Refrigeration, AC, Fabrication, Plumbing, Basic IT, Retail, Construction and Beauty Culture & Skin care. Some centers are also has residential training facility for remote / rural areas youth.
4	Project Nanhi Kali	Around 13,000 young girls have been supported in their education
5	Project ADAPT	Focuses on education and therapy of children with special needs
6	Project Unnati	Free computer education has been provided to around 12,000 students

5.8 CSR Initiatives of Oil India Limited in Skill Development

The details of some skill development CSR projects promoted by OIL are as under:

Sl. No.	CSR Project	Impact
1	Residential coaching center at Guwahati, Jorhat Dibrugarh and Nogaon in Assam, Jodhpur in Rajasthan	Annual intake of 30 students per center and with success rate of over 90%. Students from marginalized section of society, in Assam, Arunachal Pradesh and Rajasthan are provided with 11-month free residential coaching for entrance examination for admission into IITs and other reputed engineering colleges as well as medical colleges.

	and Itanagar in Arunachal Pradesh	
2	Project Dikhya	<p>Computer education has been imparted to around 35000 students of 30 rural minor schools via custom designed and mobile vans equipped with laptops and children friendly delightful teaching atmosphere.</p> <p>Adult education classes are also conducted under this project in 36 locations targeting illiterate and semiliterate people of rural areas and tea gardens. The course module is designed as per SarvaShikshya Abhiyan of Government of Assam. Around 2000 elderly persons have benefitted from the program</p>
3	Knowledge –Yan (K-Yan) with K-class	OIL has distributed audio-visual education devices like high end computer, advanced projection system, DVD Player and in-built audio system called Knowledge Yan in OIL operational areas of Assam and Arunachal Pradesh. Till date, K-Yan has benefited around 4,65,000 students.
4	Primary school teacher Training Programme	Around 1000 primary school teachers of rural schools have been trained on innovative teaching methodologies
5	Life skill education	Implemented selectively in 75 Girls' schools
6	Financial literacy Programme for rural community	Benefitted around 10,000 persons in 30 locations
7	Project OIL-Jeevika	<p>Skill development and upgradation training is being imparted to the targeted beneficiaries on beekeeping & honey processing, mustard buckwheat and local pulses processing for generating alternate source of income through formation of self-sustainable livelihood clusters.</p> <p>Apart from trainings on mustard, buckwheat & local pulse processing, the beneficiaries are also being trained on packaging and marketing techniques.</p>
8	Project Swabalamban	Skill training is being provided to unemployed youth / women under which around 15000 youth /women of Assam and Arunachal Pradesh have been trained in various trades and 12000 of them have placed in different organizations successfully

6. Analysis

The select CPSEs of Oil & Gas Sector were contacted and their published data available on their website was studied to understand their practice of conducting various skill development Programmes under CSR initiatives and understand its correlation. The researchers made an effort to understand how the skill development Programmes are undertaken by these select CPSEs of Oil & Gas Sector, whether they ensure the skill development through Education, Women Empowerment or through various skill trainings / vocational trainings. The comparative statement in this regard is placed as Table- 1.

Table – 1

Sr. No.	Name of CPSE	Skill Development through education	Skill Development through Women Empowerment	Skill Development through Vocational Trainings
1	ONGC	Yes	Yes	Yes
2	IOCL	Yes	Yes	Yes
3	HPCL	Yes	Yes	Yes
4	BPCL	Yes	Yes	Yes
5	GAIL	Yes	Yes	Yes
6	OIL	Yes	Yes	Yes

**The data is based on information gathered from respective websites of the selected Oil & Gas CPSEs.*

It is understood from the above table that all the above-mentioned select Oil & Gas CPSEs are undertaking skill development through education, women empowerment as well as through various skill trainings / vocational training modes.

An effort was also made to understand the correlation of the expenses made in various Skill Development Programmes and their overall CSR expenses made in FY 2019-20. The comparative statement in this regard is placed as Table- 2.

Table - 2

Sr. No.	Name of CPSE	Total Expenditure by CSR V/s Expenditure in Skill Development		
		FY 2019-20		
		CSR Expenditure	Exp. in Skill Development	Percentage of exp. in Skill Development to total CSR exp.

1	ONGC	6,06,96,67,000.00	1,10,94,00,000.00	18.28%
2	IOCL	5,43,37,58,000.00	1,74,15,62,000.00	32.05%
3	HPCL	1,82,24,00,000.00	41,27,00,000.00	22.65%
4	BPCL	3,44,93,66,665.00	1,00,66,63,270.00	29.18%
5	GAIL	1,25,30,00,000.00	40,95,00,000.00	32.68%
6	OIL	1,25,41,00,000.00	27,83,00,000.00	22.19%

**The data is based on information obtained through RTI from the selected Oil & Gas CPSEs also their respective websites.*

It is understood from the above table that these Oil & Gas CPSEs spend around 20-30 percent of the CSR budget in various skill development Programmes.

7. Conclusion

Skill development is increasingly becoming the preferred choice for corporates especially Oil & Gas CPSEs for the following reasons:

- It helps as an affirmative action to provide opportunities to marginalized communities
- It shows commitment of the Organization towards gender inclusiveness
- It encourages community participation, ownership and voluntary participation of prospective workforce.
- It enhances the visibility of CSR.
- It helps in capacity building for the weaker sections of the society.
- It ensures empowerment of women
- Helping the displaced project affected people (PAPs) i.e., the son of the soil getting skilled and providing them with employment or making them employable through Skill Development Training Programmes to helps them lead a dignified life and it promotes a sense of gratitude and acceptability of the CPSE in that locality.
- It is also beneficial to the organization as it prepares its prospective workforce with the required skill to take up current / future jobs in that Organization.
- It is a win-win opportunity for organizations to invest in skilling for creates sustainability for the stakeholders.
- Vide Notification number S.O. 582(E) dated 27.02.2014 of Ministry of Corporate Affairs has introduced Schedule VII for CSR activities and Skill development activities like promoting education, employment enhancing vocational skills etc have been included in the said schedule.
- CPSEs are mandated under Companies Act 2013 for spending in CSR and they are also required to ensure compliance under Skill India Mission. Hence, taking up of Skill Development Programmes as a CSR Initiative serves both the purpose.

8. References

- Pravin D. Sawant, Corporate Social Responsibility and its Impact on the Profitability of select Private, Public and Multi-National Companies in India: An Empirical Study, International Journal of Management Studies, 2018
- Ramandeep Kaur, An Overview of Corporate Social Responsibility (CSR) Initiatives in India, International Journal of Advanced Research, 2018
- Madhu Bala, CSR Initiatives in Education in India a Critical Review of Initiatives, Issues and Challenges, Mayas Publication, 2018
- Abhijit Mohanty & Dr. BidhuBhusan Mishra, Corporate Social Responsibility: A Comparative study between MCL and NALCO, IOSR Journal of Business and Management, 2017
- Ashok Kumar Gupta, Dr. (Mrs.) Meenu Maheshwari & Ms. Pragya Gaur, Corporate Social Responsibility Practices in India: A Review of Literature, Journal of Modern Management & Entrepreneurship, 2017
- Reena Shyam, An Analysis of Corporate Social Responsibility in India, International Journal of Research -GRANTHAALAYAH, 2016
- Jag Prasad Verma, Need and challenges: Skill development in India, International Journal of Multidisciplinary Education and Research, 2016
- Shailendra Kumar Gupta, Study of women empowerment through skill development & vocational education in India, International Journal of Education & Applied Sciences Research, 2016
- Kanchan Sonali, Varshney Sakshi, Skill development initiatives and strategies, Asian Journal of Management Research, 2015
- Jitender Loura, Corporate Social Responsibility - A Case Study of Select PSU's Role in Rural Development, International Journal of Management and Social Sciences Research, 2014
- R. K. Mishra, Punam Singh & Shulagna Sarkar, Corporate Social Responsibility: Interventions of Oil and Gas Central Public Sector Enterprises in India, International Journal of Business Ethics in Developing Economies, 2013
- MamtaGaur .Skills And Competency – Significant For Employment, Growth And Success In Career . International Journal Of Management & Behavioural Sciences (IJMBS) Vol. 03(Special Edition) March-2013 ISSN 2278-5671 page 204-212.
- Mamta Gaur, Veena Mehta Grover .Unpacking the relationship between Innovation Strategies and Firm's Performance: The moderating role of Business Strategy. Journal of Social Sciences, ISSN_Online-0975-8935, Print-ISSN: 0253 -1097 Volume 48, Issue 4, October 2020, Page No:1405-1420
- Mamta Gaur and Sanjana Kaushik. A Critical literature review on Talent Management: A Research Agenda for the IT Workforce. Journal of Social Sciences, ISSN_Online-0975-8935, Print-ISSN: 0253 -1097 Volume 48, Issue 4, October 2020, Page No:1405-1420
- Kasmin Fernandes, Indian Oil CSR is Making India Future-Ready, <https://thecsrjournal.in/indian-oil-csr-report-india-psu>, accessed on 03.08.2021
- Anushree Parekh & Poorvaja Prakash, Why companies prefer CSR in education, <https://www.thehindubusinessline.com/opinion/why-companies-prefer-csr-in-education/article22515117.ece>, accessed on 03.08.2021

- SonalKhetarpal, Corporates spend 50% CSR funds in education, skill development: Report, <https://www.businesstoday.in/latest/corporate/story/corporates-spend-50-per-cent-csr-funds-in-education-skill-development-ngobox-report-110046-2018-09-27>, accessed on 03.08.2021
- Remya Nair, Corporates spend 50% CSR funds in education, skill development: Report, <https://www.businesstoday.in/latest/corporate/story/corporates-spend-50-per-cent-csr-funds-in-education-skill-development-ngobox-report-110046-2018-09-27>, accessed on 03.08.2021
- Amoroso, D., and F. R. A. N. C. I. S. Roman. "CSR Perceptions on Consumers' Repurchase Intention: Comparison of Japan, China, and the United States." *International Journal of Economics, Commerce, and Research (IJECR)* 7.4 (2017): 1-6.
- Gupta, N. K., and J. Y. O. T. I. Kasana. "An Empirical Study on the Effect of Business Ethics on the Company's CSR Practices." *International Journal of Business Management & Research (IJBMR)* 7.6 (2017): 21-34.
- YADAV, SATBIR, and SUNIL BUDHIRAJA. "CSR AND SUSTAINABILITY REPORTING IN INDIA: THE WAY FORWARD." *International Journal of Human Resource Management and Research (IJHRMR)* 9.4 (2019) 89-100
- Kulkarni, Shraddha. "Inclusion of Corporate Social Responsibility Practices as a Part of Curriculum@ Indira School of Business Studies, India and its Impact Over the Awareness & Sense of Responsibility of Students towards Community." *International Journal of Business and General Management (IJBGM)* 6.3 (2017): 1-18.
- Lakshmi, V. Gowri, and T. Phaninder Kumar. "A STUDY ON CORPORATE SOCIAL RESPONSIBILITY AND EMERGING TRENDS IN INDIA." *International Journal of Business and General Management (IJBGM)* 7.5 (2018) 61-66
- Gurralla, Jyostna Devi, and Nagaraju Battu. "EMPLOYEES' PERCEPTION TOWARDS THE CORPORATE SOCIAL RESPONSIBILITY INITIATIVES AND THE SUSTAINABILITY PRACTICES OF ITC LIMITED—AN EMPIRICAL ANALYSIS." *International Journal of Human Resources Management (IJHRM)* 8.2 (2019): 1-20.

Websites

- <https://msde.gov.in/en>
- <https://mopng.gov.in/en>
- <https://www.hsscindia.in/skill-development-institute/>
- <https://www.sdibhubaneswar.in/>
- <https://www.sdiahmedabad.in/>
- <https://www.sdkochi.com/>
- <http://sdiguwahati.com/>
- <http://sdivisakhapatnam.com/>
- <https://sdiraebareli.org/>
- <https://www.ongcindia.com>
- <https://iocl.com/>

- <https://www.bharatpetroleum.in/>
- <https://hindustanpetroleum.com/>
- <https://gailonline.com/>
- <https://www.oil-india.com/>
- <https://www.worldbank.org/en/news/feature/2017/06/23/skilling-india>