

Education for Corporate Sustainability Disclosures by Higher Educational Institutions – A Quantitative ABCD Analysis

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ABSTRACT

Purpose: *The main aim of the paper is to administer and analyse the comprehensive analysis approach known as ABCD analysis to determine its suitability in the analysis of education for corporate sustainability disclosures. It also aims to use factor analysis and elementary analysis for further insights into the topic.*

Design: *The study follows a systematic literature review by the way of keyword search, for factors and elementary analysis under the ABCD framework. For the quantitative analysis focus group method is adopted by assigning the weights to the factors and elements identified in the study*

Findings: *The researcher found that the ABCD analysis framework is suitable for any business, concepts, systems, strategies, and many others. Through focus group interactions it also finds that the concept of education for corporate sustainability disclosures by higher educational institutions is quite advantageous to its stakeholders.*

Originality value: *This paper extensively studies the corporate sustainability disclosure education by HEIs using the ABCD analysis framework. Though several ABCD analysis are published related to the higher educational institutions, this paper opens the door of new research in the area of Education for Corporate Sustainability Disclosures finding the critical constituents elements and underlining its importance in the modern education system.*

Paper Type: *Empirical Paper*

Keywords: ABCD analysis, Quantitative Analysis, Factor Analysis, Elementary analysis, Corporate Sustainability Disclosures, Higher Educational Institutions, Sustainable Development.

1. INTRODUCTION :

Corporate Sustainability Disclosures (CSD) are the communication of company's strategic directions and performance, governance policies, involvement of stakeholders, corporate social responsibility performance and other non-financial information to the various interested group[1]. Sustainability disclosures have become an integral part of yearly reporting practices by companies either voluntarily or through bureaucratic policies [2]. Sustainability is a complex issue. Educator's perceptions and ability as well as institutional flexibility are major factors contributing inclusion of Sustainability into the curriculum. Teaching sustainability is more student-centric approach [3]. The United Nations Decade of Education for Sustainability 2004 – 2015, backed by several international declarations like Tallories Declaration, Copernicus has brought about several new insights to teach sustainability at various levels of education [4]. Education for CSD relates to imparting knowledge on how to summarise, tabulate, evaluate and communicate the non-financial data of companies into useful information. The importance of ESD has been highlighted by several researchers. HEI plays a crucial role in inculcating sustainability attitudes, behaviour and awareness amongst the future leaders, managers, potential employees, teachers and researchers [5]. Education for CSD has been a part of various subjects and its need for the corporate has been widely discussed [6]. Such education is a way

forward for the development of Sustainability Disclosures as it enhances the reporting standards and transparency. Education for CSD also paves way for better understanding of Sustainable issues and causes, thus enriching the research in this area. As Reporting aspects are often dealt by accounting, management and finance students, such education fits more into commerce and management streams [7]. Education for CSD is a new concept studied by the author for the purpose of research. In order to analyse and understand the suitability of this concept from the point of view of different stakeholders ABCD analysis model is adopted. The ABCD model has been tested for new concepts, ideas, products and strategies [8]. This paper aim to understand the Advantages, Benefits, Constraints and Disadvantages of the key attributes identified in the study.

2. THE CURRENT STATUS OF ABCD ANALYSIS FRAMEWORK :

The ABCD analysis framework includes individual and system characteristics; the effectiveness of a concept or strategy can also be studied using ABCD analysis [9]. It begins with listing out the Advantages, Benefits, Constraints and Disadvantages of a concept, system, strategy and others. It also allows for more in-depth analysis by identifying determinant issues and critical constituent elements via factor and elementary analysis. The ABCD analysis has progressed to a quantitative level [10]. Given the current state of the ABCD analysis framework, exploratory research can be conducted to investigate the research design, subject selection, and data collection method. Exploratory research is based on a review of available literature as well as qualitative approaches, as well as in-depth interviews or pilot studies. However, the ABCD analysis framework also identifies an empirical framework by developing a methodology to analyse hypothesis testing through experimental and observational studies [11].

3. OBJECTIVES OF THE STUDY :

- (1) To discuss the suitability of ABCD analysis framework to analyse Education for Corporate Sustainability Disclosure (CSD).
- (2) To list Advantages, Benefits, Constraints and Disadvantages of Education for CSD in Higher Educational Institutions.
- (3) To identify the determinant issues for Education for CSD by HEIs.
- (4) To determine the affecting factors under the key attributes as per ABCD analysis.
- (5) To analyse the critical constituent elements under ABCD construct using the elementary Analysis technique.
- (6) To evaluate the critical constituent's element for each ABCD construct.

4. ABCD LISTING FOR QUANTITATIVE ANALYSIS OF EDUCATION FOR CORPORATESUSTAINABILITY DISCLOSURES BY HEIs :

4.1 Review of existing literature of ABCD listing:

The ABCD analysis framework was designed by Aithal, P. S. et al. (2015) [12], for providing easy and systematic way to identify various issues affecting a system in order to pave way for improvements. The results of this analysis are organised in a list of Advantages, Benefits, Constraints and Disadvantages, that further helps in identification of suitable critical constituent elements within the framework. Thus helps the researcher to assess the concepts/ strategies/ business etc., in the most effective manner. One such study identifies the critical constituents' elements from employers, employees, administrative, environmental and operational issues for Work from home concept through focus group interactions [13]. Table 1 exhibits various concepts where ABCD listing has been done along with its focus area and contributions.

S. No.	Focus Area	Contribution	Reference number
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1.	Analysis Of Choice Based Credit System in Higher Education	Various factors leading to the success of choice based credit system were analysed and the ABCD analysis found a fit for analysing this strategy.	[14]
2.	Smart Library Models For Future Generations	With the advent of technology, there is revolution in the library system. Most of the resources are now available online, hence the future is going to be click-and –mortar library system	[15]
3.	Green Education	In today’s world it is quiet important to reconsider the education system and syllabi design, as the future prospects is in the hands of the younger generation who need to be taught the greener ways to life.	[16]
4.	Workforce Diversity Of Wipro	Workforce Diversity is very important criterion at workplace and Wipro gives top priority for diversity at workplace. This concept of has been analysed using the ABCD framework.	[17]
5.	Student Performance And Learning Outcomes In HEIs	The educational evaluation methods are developed to accommodate the achievement of the desired learning goals such as intellectual capability, character development, socio-emotional maturity, business acumen, professionalism, employability skills, scientific temper, strategic thinking, and favourable values and ethics.	[18]
6.	Newly Added Research Indices	The new research indices investigated are useful for assessing researchers', organisations', and other stakeholders' research performance. The value of a research index based on various research parameters is expected to increase the self-motivation of researchers in any field. the ABCD listing analysis of newly developed research indices	[19]
7.	Student Centric Learning Though Planned Hard work	Expert Pre-University College, Mangalore's innovative hard work-based seven-to-seven student-centric learning model yielded great results and became an alluring model in education. A college can create an innovative model for students to face the effects of changing the curriculum from the state level to the national level via well hard work and determination to find success.	[20]
8.	Student Centric Curriculum Design and Implementation	The basic idea is to investigate the needs of students in order to keep up with the development of higher education in India and abroad. CBCS intends to redefine the curriculum in order to keep up with educational liberalisation and globalisation. The outcome validated the logic of employing the ABCD analysing technique in assessing the effectiveness of any system.	[21]
9.	Impact Of On-Line Education On Higher Education System	Online education has progressed quickly in recent years, and it has become one of the most explored and debated topics in the higher education system. The advantages, benefits, constraints, and disadvantages of online education systems are discussed in	[22]

		comparison to a hypothetical system referred to as "Ideal education system."	
10.	Academic Institutions Risk Decisions using Six Thinking Hats Based	Colleges and universities are constantly aware that making appropriate risk decisions are a critical component of goal achievement. The current COVID-19 environment is also posing new risks to educational institutions. These emerging risks have the potential to alter academic institutions' risk levels, necessitating careful risk assessment and risk decisions, rather than relying on a single mode of thought.	[23]
11.	Block chain Technology as a Dominant Feature to Mitigate Reputational Risk for Indian Academic Institutions and Universities	If implemented effectively, the inherent features of block chain technology could provide significant mitigation against some of the identified reputational risks, posing a threat to Indian universities' or academic institutions' reputation and credibility.	[24]
12.	Srinivas University B.Com Model In Corporate Auditing	CA aspirants face the challenge of studying for both their bachelor's degree exams and the CA intermediate exam concurrently during their undergraduate education. To address the constraint of studying two courses with different curricula at the same time, Srinivas University has launched a B.Com programme in Corporate Auditing with a CA intermediate curriculum. The unique features, advantages, and benefits of the programme to earn a Dual degree/certification have been discussed.	[25]
13.	Impact of Green Energy on Global Warming	Green energy reduces carbon mining from the earth, thereby reducing geological imbalance. For the best results, energy production and utilisation can be decentralised. Domestic energy requirements are met by installing renewable energy on the rooftop to meet individual needs. This reduces energy waste while also reducing direct sunlight radiation to the rooftop. However, this method of adoption may not be appropriate for industrial requirements.	[26]
14.	Social Engagement: means to Brand Building	In terms of monetary contribution, number of beneficiaries, and geographical stretch and reach, there is a slow and steady progress. Because the positive outcomes outnumber the constraints and disadvantages of CSR, it has an overall positive impact. Organizations see corporate social responsibility or social engagement as a way to build a strong employer brand while also focusing on customer loyalty.	[27]
15.	Evolving Digital Transformation in Indian Banking System	Banking institutions have reacted to technological and market trends in order to provide a more convenient and engaging customer experience as a result of digital transformation. Banks, as the country's major contributors to financial services, have begun the initial push, developing digital payment infrastructure and systems. They are pursuing growth by focusing on transforming business lines, channels, and products	[28]

		while balancing on-going regulatory measures and the growing threat of disintermediation.	
16.	Impact of Sustainable Finance on MSMEs	Foreign direct investment in the development of cutting-edge technology in MSME can be encouraged. Large corporations are shifting to green energy to reduce the negative environmental impact of their operations, as well as focusing on green economy regulation. ESG funds are investment vehicles that promote environmental, social, and economic well Both investors and corporations can profit from sustainable finance.	[29]

4.2 ABCD Listings of Education for Corporate Sustainability Disclosures by HEIs:

Based on the literature surveyed in section 4.1 and the studies in the Education for CSD the following advantages, benefits, constraints and disadvantages can be listed out for the Higher Educational Institutions. Table 2 shows the listing as per ABCD framework for its factor and elementary analysis.

Table 2: Exhibit showing ABCD Listings of Education for Corporate Sustainability Disclosures	
Advantages	Benefits
<ul style="list-style-type: none"> Higher education tends to be more creative and industry oriented. Learning CSD can help in creation of highly competent future leaders/ managers. Education for CSD will lead to Advancement of knowledge in corporate sustainability reporting. It will create a better understanding of sustainability issues. As universities prime research hubs, it will increase provide higher contribution to research in corporate sustainability and its disclosure. Students will become more skilled in reporting aspects and have better career prospects. Education for CSD will enhance corporate sustainability. This will help everyone involved to change their attitudes and behaviour and move towards sustainability. It will help the nations to develop more standards and guidelines for Reporting on corporate sustainability. As learning about sustainability requires an interdisciplinary approach, more versatile employees are created. 	<ul style="list-style-type: none"> Introduction of sustainability courses will attract more students. Institutions teaching CSD can get benefits of collaborations from professional bodies and international institutes. Institutions having autonomy to offer courses can come up with CSD related courses. Teaching about CSD will also help in Reporting on sustainability by higher educational institution. CSD can be taught with activity based learning Commerce and management education can be made Research oriented. Institutions practicing and preaching sustainability will have higher accreditation and ranking. Education for Corporate Sustainability Disclosure will Skill based learning. HEIs can reach out globally. HEIs can get various grants related to sustainability projects.
Constraints	Disadvantages
<ul style="list-style-type: none"> This is an emerging area hence lacks standardisation. Understanding various dimensions of corporate sustainability requires Interdisciplinary approach Lack of trained and experienced professors for teaching sustainability disclosures. 	<ul style="list-style-type: none"> Difficulty in achieving Effective stakeholder dialogue. Adhering to international disclosure policies International declarations do not provide sufficient platform to bring institutional changes Inclusion in syllabus is mostly centralised.

Resistance to accept new courses as against the traditional courses can be a constraint. Higher initial cost can be a demotivating factor.	Collaboration with industries with related aspects.
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5. LITERATURE REVIEW OF FACTOR AND ELEMENTARY ANALYSIS USING ABCD FRAMEWORK :

To proceed further into factor and elementary analysis under ABCD framework some of the scholarly publications are referred. A study discusses the black ocean strategy [30] by identifying the determinant issues and the key attributes for the analysis. Few studies find the determinant issues and attributes with reference to Stage model in higher educational institutions [31], analysis of Private University system [32], innovation in curriculum [33], under the ABCD framework that find quite a relevance to our study which again discusses the implementation of CSD aspects into the HEIs curriculum. The study conducted on organising the unorganised retailers [34] and direct to consumers using live stream [35], highlights the suitability of ABCD analysis framework to most of the areas. Further it is found that various factors affecting a concept, strategies can be analysed from different stakeholder’s point of view using quantifying the critical constituents elements through focus group interactions [13] [36]. The ABCD framework is used to identify and evaluate the characteristics of this concept. Evaluation of underperformance The ABCD analysis technique is supported by the total score result [10]. The following tables exhibit the determinant issues identified using ABCD framework in scholarly publication; table 3 related to higher educational institutions and table 4 other relevant areas.

S. No.	Area	Determinant issues	Reference number
1	NAAC accreditation system	Organisational, faculty performance, student development/ progression, social/environmental/ community engagement.	[37]
2	Private university analysis	Organisational, faculty development, student progression, societal and other stakeholders, governance, innovation and best practices.	[38]
3	New National institution ranking system	Teaching and learning resources, research productivity, impact and IPR, graduation outcome, outreach and inclusivity, perception.	[39]
4	Annual research productivity	Organisational, academic and curriculum faculty, students, other stakeholders.	[40]
5	Factor analysis of recently announced new research indices	Research organisation, researcher, funding agency, industry.	[41]
6	IEDRA model of placement determination	Model schedule, model flexibility, model administration, overall model relevance and applicability.	[42]
7	Work from home	Organizational issues, Employers and Employees issues, Customer/Student issues, Environmental & Social issues.	[13]
8	On-line Campus Placement	Organizational issues, Administrative issues, Employee issues, Operational issues, Business issues, and External issues.	[43]
9	Stage model in Higher Education	Organizational Issues, Academic Issues Student Issues, Faculty Issues, Issues on Administration	[31]

		Infrastructure and Learning resources, Other Stakeholder Issues.	
10	Factors & Elemental Analysis of Six Thinking Hats Technique	Conceptual, Managerial, Operational, Organisational, Societal, and Stakeholder.	[44]
11	Organizational Behaviour in 21 st Century -'Theory A' for Managing People for Performance	Organizational issues, Managerial Issues, Employee issues, Ideological Issues, Societal & Stakeholder Issues.	[9]
12	Analysis of Fingerprint Biometric Attendance Maintenance System in HEIs	Security Issues, Ease of use issues, Input Issue, Process Issues, Performance Evaluation matrix issues,	[45]
13	Academic Administrative System Implemented At SIMS	Principal, Office Manager, Office staff, Faculties, Students, Society.	[46]

Table 4: Review on Scholarly Publications of ABCD Analysis in other areas and their identified determinant issues

S. N.	Area	Determinant issues	Reference
1	Black Ocean Strategy	Organizational, Administrative, Employee, Operational, Business, External and Operational	[30]
2	Ideal Software and Its Realization Scenarios	Operational, Transitional, Maintenance, Output, Environment	[47]
3	Dye-Doped Polymers for Photonic Applications	Material Properties, Application Issues, Commercialisation, Production/Service Providers, Customers, Environmental/Society	[48]
4	Task Shifting Professional Healthcare Personnel Shortage	Organizational, Alternative Acceptors, Donor Physicians, Patients & Relative, Societal, Country	[49]
5	Generating Wealth at the Base of the Pyramid	Stakeholder, Business, Operational, Customer, Technological and Environment & Social	[50]
6	Block chain technology	Financial issues, Health care system issues, Education issues and Supply chain issues.	[51]
7	Online food delivery system	Supplier Issues (Restaurants), Food Delivery Partner Issues, Customer Issues, Food Delivery Technology Issues (Operating System)	[52]
8	Organic food and its impact on purchase intentions	Consumers issues, Company issues, Society issues, Farmers issues, Co-operative society issues, Suppliers issues	[10]
9	Factor & Elemental Analysis of Nanotechnology as Green Technology	Organizational Issues, Business Issues, Consumer Issues, Environmental Issues, Social Issues	[53]

6. STRUCTURE OF ABCD FRAMEWORK :

Advantages, Benefits, Constraints and Disadvantages (ABCD) of any concept or a strategy can be analysed through the identification of determinant issues and key attributes and by quantifying the critical Constituent elements as shown in Figure 1.

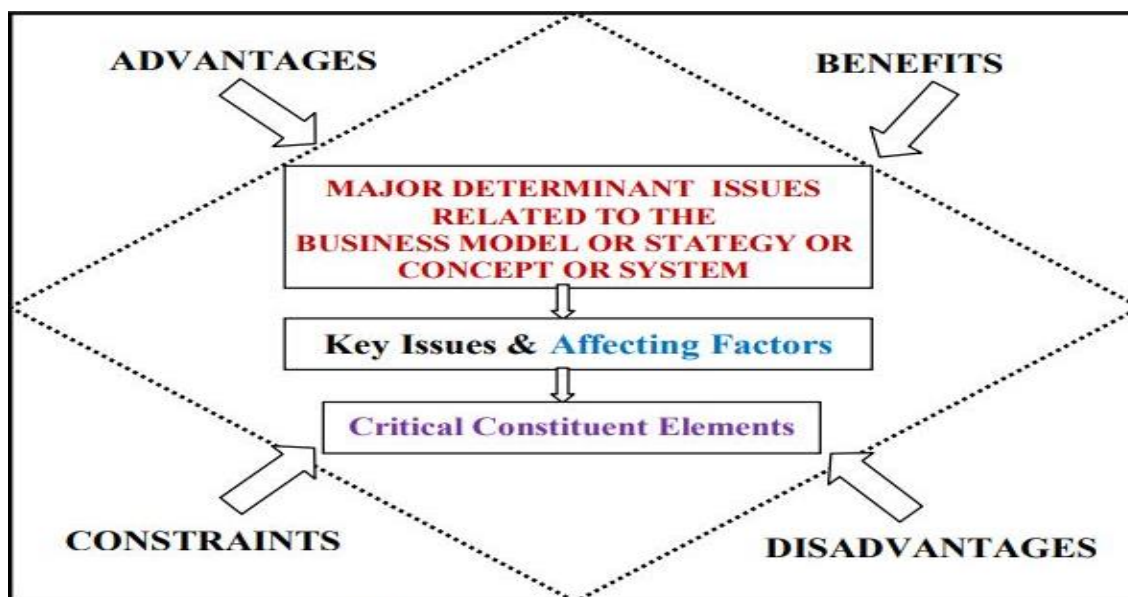


Fig. 1: Block diagram of issues affecting the Business model, or Concept or System as per ABCD framework [3].

7. KEY ATTRIBUTES AFFECTING EDUCATION FOR CORPORATE SUSTAINABILITY DISCLOSURES IN HEIs :

The prominent issues affecting the concept of Education for CSD are discussed and analysed based on identifying some key attributes of each determining issue. The key attributes are important characteristics of the determinant issues for determining the influencing factors of each construct. Table 5 depicts a list of determinant issues and their significant key attributes.

S. No.	Determinant Issues	Key Attributes
1.	Organisational Issues (Educational Institutions)	Organisational Change, Reporting, Recognition
2.	Administrative Issues	Designing Curriculum, Research and Innovation
3.	Faculty Member Issues	Skilled Staff, Training and Development
4.	Student Issues	Relevance and Applicability, Sustainability Literacy
5.	Employer (Corporates) Issues	Potential Employees, Industry Academia Collaboration
6.	Society and other Stakeholders Issues	Societal Contribution, Research Contribution

8. FACTOR ANALYSIS OF EDUCATION FOR CORPORATE SUSTAINABILITY DISCLOSURES BY HEIs BASED ON ABCD FRAMEWORK :

The affecting factors for the key attributes of Education for CSD by Higher Educational institutions can be analysed by identifying Advantages, Benefits, Constraints, and Disadvantages, under the ABCD framework. Table 6 depicts a factor analysis under ABCD framework.

Determinant Issues	Key Attributes	Advantages	Benefits	Constraints	Disadvantages
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Organisational Issues	Organisational Change	Dynamic Education	Competitive	Finance	Rules and Regulation
	Reporting	Transparency	Comparability	Standardisation	Reporting Framework
	Recognition	Global Reach	Accreditations And Grants	Processes	Slowdown in Development
Administrative Issues	Designing Curriculum	New Courses and Specialisation	Unique Courses	Time Consuming	Difficulty in Implementation
	Research and Innovation	Research Grants	Innovation in Curriculum	Higher Cost	Non Availability Of Qualified Research Supervisors
Faculty Members Issues	Skilled Staff	Versatility	Knowledge Resource	Compensation	Lower Academic Standards
	Training and Development	Enhancement Of Skill and Morale	Retention	Adaptability	Poor Academic Delivery
Students Issues	Relevance and Applicability	Global Corporate Requirement	Professional Skills	Choice of Course	Not Applicable to all Jobs
	Sustainability Literacy	Changes Attitudes and Behaviours	Career Benefits	Inclusion In To Curriculum	Interdisciplinary Nature
Employer Issues	Potential Employees	Skilled Candidates	Higher Efficiency	Fewer Courses	Not a Compulsory Requirement
	Industry Academia Partnership	Research Based Courses	Career Oriented	Effective Utilisation	Lack of Motivation
Other Stakeholders Issues	Social Commitment	Aids Economic Development	Community Involvement	Time Consuming	Deviation From Academics
	Research Contribution	Innovation and Development	Better Understanding	New Research Area	Lack Of Interest

9. ELEMENTARY ANALYSIS BASED ON CRITICAL CONSTITUENT ELEMENTS :

The elementary analysis technique is used for further analysis of each affecting factor by identifying the critical constituent elements. The following tables (table 7 to 10) show the identified CCE for advantageous, benefiting, constraining and disadvantageous factors respectively.

Determinant Issues	Key Attributes	Advantageous Factors	Critical Constituent Element
Organisational Issues	Organisational Change	Dynamic Education	Dynamic Leader
	Reporting	Transparency	Skilled Administrators
	Recognition	Global Reach	Innovative Education
Administrative Issues	Designing Curriculum	New Courses and Specialisation	Experienced Staff
	Research and Innovation	Research Grants	Good Researchers
Faculty Members Issues	Skilled Staff	Versatility	Motivation
	Training and Development	Enhancement of Skill and Morale	Availability of Resource Person

Students Issues	Relevance and Applicability	Global Corporate Requirement	Placement Cell
	Sustainability Literacy	Changes Attitudes and Behaviours	Choice of Courses
Employer Issues	Potential Employees	Skilled Candidates	Selection Process
	Industry Academia Partnership	Research Based Courses	Funding
Other Stakeholders Issues	Social Commitment	Aids Economic Development	Types of CSR Activities
	Research Contribution	Innovation and Development	Rigorous Research

Table 8: Benefit factors affecting the determinant issues and its critical constituent element.

Determinant issues	Key attributes	Benefits	Critical Constituent Element
Organisational Issues	Organisational Change	Competitiveness	Attracting More Students
	Reporting	Comparability	Standard Reporting System
	Recognition	Accreditations and Grants	Quality Education
Administrative Issues	Designing Curriculum	Unique Courses	Strong and Dynamic Board of Studies
	Research and Innovation	Innovation in Curriculum	Versatile Faculty/ Scholars
Faculty Members Issues	Skilled Staff	Knowledge Resource	Rigorous Training and Research
	Training and Development	Retention	Motivation
Students Issues	Relevance and Applicability	Professional Skills	Industry Orientation
	Sustainability Literacy	Career Benefits	Knowledge and Skill
Employer Issues	Potential Employees	Higher Efficiency	Work Related Skills
	Industry Academia Partnership	Career Oriented	Interest Creation
Other Stakeholders Issues	Social Commitment	Community Involvement	Understanding Societal Problems
	Research Contribution	Better Understanding	Change in Attitude and Behaviour

Table 9: Constraint factors affecting the determinant issues and its critical constituent element.

Determinant issues	Key attributes	Constraints	Critical Constituent Element
Organisational Issues	Organisational Change	Finance	Funds Generation
	Reporting	Standardisation	Unified Reporting System
	Recognition	Processes	Meet Several Criteria

Administrative Issues	Designing Curriculum	Time Consuming	Searching and Screening the Lesson Components
	Research and Innovation	Higher Cost	Access to Databases and Other Sources
Faculty Members Issues	Skilled Staff	Compensation	Non Availability of Skilled Staff
	Training and Development	Adaptability	Lack of Motivation
Students Issues	Relevance and Applicability	Choice of Course	Hesitant to Choose New Courses
	Sustainability Literacy	Inclusion in to Curriculum	Makes Learning More Challenging
Employer Issues	Potential Employees	Fewer Specialisation	Cannot Include in all Specialisation
	Industry Academia Partnership	Effective Utilisation	Merely Name Sake
Other Stakeholders Issues	Social Commitment	Time Consuming	Diverts Academic Time
	Research Contribution	New Research Area	Lack Of Researchers Interest

Table 10: Disadvantageous factors affecting the determinant issues and its critical constituent elements

Determinant issues	Key attributes	Disadvantages	Critical Constituent Element
Organisational Issues	Organisational Change	Policy Changes	Govt. Policies and Interference
	Reporting	Reporting Framework	Difficulty in Understanding
	Recognition	Slowdown in Development	Cannot Focus on One Criterion
Administrative Issues	Designing Curriculum	Difficulty in Implementation	Resistance to Changes
	Research and Innovation	Non Availability of Qualified Research Supervisors	New Area of Research
Faculty Members Issues	Skilled Staff	Lower Academic Standards	No Knowledge And Understanding
	Training and Development	Poor Academic Delivery	Lesser Awareness
Students Issues	Relevance And Applicability	Not Applicable to All Jobs	Restricted to Financial Department
	Sustainability Literacy	Interdisciplinary Nature	Challenges In Merge The Syllabus
Employer [Corporates] Issues	Potential Employees	Not A Compulsory Requirement	Can Attain These Skills Later
	Industry Academia Partnership	Lack of Motivation	No Financial Benefits
Other Stakeholders Issues	Social Commitment	Deviation from Academics	Loss Academic Interest
	Research Contribution	Lack of Interest	Requires More Time and Effort

10. QUANTITATIVE CRITICAL CONSTITUENT ELEMENT OF EDUCATION FOR CORPORATE SUSTAINABILITY DISCLOSURES BY HEIS AS PER ABCD ANALYSIS :

In quantitative analysis, each ABCD construct must produce results in order for the overall importance of the constructs to be determined. Hence a questionnaire is framed based on the CCEs of Elementary Analysis tables where weightages are given to each component as under;

1 = Disagree 2 = Neutral 3 = Agree

The data collected from the focus group is further analysed and the results are exhibited in the following tables (table 11 to 14);

Table 11: Advantageous factors affecting the determinant issues and its critical constituent element.						
Determinant Issues	Key Attributes	Advantageous Factors	Critical Constituent Element	Key Attributes Total Score	Issues Total Score	Total Score (Mean)
Organisational Issues	Organisational Change	Dynamic Education	Dynamic Leader	25	76	109.50
	Reporting	Transparency	Skilled Administrators	25		
	Recognition	Global Reach	Innovative Education	26		
Administrative Issues	Designing Curriculum	New Courses And Specialisation	Experienced Staff	26	51	
	Research And Innovation	Research Grants	Good Researchers	25		
Faculty Members Issues	Skilled Staff	Versatility	Motivation	25	52	
	Training And Development	Enhancement Of Skill And Morale	Availability Of Resource Person	27		
Students Issues	Relevance And Applicability	Global Corporate Requirement	Placement Cell	22	45	
	Sustainability Literacy	Changes Attitudes And Behaviours	Choice Of Courses	23		
Employer Issues	Potential Employees	Skilled Candidates	Selection Process	25	51	
	Industry Academia Partnership	Research Based Courses	Funding	26		
Other Stakeholders Issues	Social Commitment	Aids Economic Development	Types Of CSR Activities	27	53	
	Research Contribution	Innovation And Development	Rigorous Research	26		

Table 12: Benefit factors affecting the determinant issues and its critical constituent element.						
Determinant Issues	Key attributes	Benefits	Critical Constituent Elements	Key Attributes Total Score	Issues Total Score	Total Score (Mean)
Organisational Issues	Organisational Change	Competitiveness	Attracting More Students	25	74	96.40

	Reporting	Comparability	Standard Reporting System	25	
	Recognition	Accreditations And Grants	Quality Education	24	
Administrative Issues	Designing Curriculum	Unique Courses	Strong And Dynamic Board Of Studies	27	53
	Research And Innovation	Innovation In Curriculum	Versatile Faculty/ Scholars	26	
Faculty Members Issues	Skilled Staff	Knowledge Resource	Rigorous Training And Research	25	52
	Training And Development	Retention	Motivation	27	
Students Issues	Relevance And Applicability	Professional Skills	Industry Orientation	25	49
	Sustainability Literacy	Career Benefits	Knowledge And Skill	24	
Employer Issues	Potential Employees	Higher Efficiency	Work Related Skills	28	55
	Industry Academia Partnership	Career Oriented	Interest Creation	27	
Other Stakeholders Issues	Social Commitment	Community Involvement	Understanding Of Societal Problems	24	50
	Research Contribution	Better Understanding	Change In Attitude And Behaviour	26	

Table 13: Constraint factors affecting the determinant issues and its critical constituent element.

Determinant issues	Key attributes	Constraints	Critical Constituent Elements	Key Attributes Total Score	Issues Total Score	Total Score (Mean)
Organisational Issues	Organisational Change	Finance	Funds Generation	26	75	79.30
	Reporting	Standardisation	Unified Reporting System	25		
	Recognition	Processes	Meet Several Criteria	24		
Administrative Issues	Designing Curriculum	Time Consuming	Searching And Screening The Lesson Components	24	46	
	Research And Innovation	Higher Cost	Access To Databases And Other Sources	22		
Faculty Members Issues	Skilled Staff	Compensation	Non Availability Of Skilled Staff	22	46	
	Training And Development	Adaptability	Lack Of Motivation	24		
Students Issues	Relevance And Applicability	Choice of Course	Hesitant To Choose New Courses	26	52	
	Sustainability Literacy	Inclusion In To Curriculum	Makes Learning More Challenging	26		
Employer Issues	Potential Employees	Fewer Specialisation	Cannot Include In All Specialisation	24	48	

	Industry Academia Partnership	Effective Utilisation	Merely Name Sake	24		
Other Stakeholders Issues	Social Commitment	Time Consuming	Diverts Academic Time	25	47	
	Research Contribution	New Research Area	Lack Of Researchers Interest	22		

Table 14: Disadvantageous factors affecting the determinant issues and its critical constituent element

Determinant Issues	Key attributes	Disadvantages	Critical Constituent Element	Key Attributes Total Score	Issues Total Score	Total Score (Mean)
Organisational Issues	Organisational Change	Policy Changes	Govt. Policies And Interference	20	58	69.00
	Reporting	Reporting Framework	Difficulty In Understanding	19		
	Recognition	Slowdown In Development	Cannot Focus On One Criterion	19		
Administrative Issues	Designing Curriculum	Difficulty In Implementation	Resistance To Changes	21	40	
	Research And Innovation	Non Availability Of Qualified Research Supervisors	New Area Of Research	19		
Faculty Members Issues	Skilled Staff	Lower Academic Standards	No Knowledge And Understanding	21	42	
	Training And Development	Poor Academic Delivery	Lesser Awareness	21		
Students Issues	Relevance And Applicability	Not Applicable To All Jobs	Restricted To Financial Department	23	45	
	Sustainability Literacy	Interdisciplinary Nature	Challenges In Merge The Syllabus	22		
Employer Issues	Potential Employees	Not A Compulsory Requirement	Can Attain These Skills Later	21	43	
	Industry Academia Partnership	Lack Of Motivation	No Financial Benefits	22		
Other Stakeholders Issues	Social Commitment	Deviation From Academics	Loss Academic Interest	22	44	
	Research Contribution	Lack Of Interest	Requires More Time And Effort	22		

11. GRAPHICAL REPRESENTATION OF AFFECTING FACTORS FOR EDUCATION FOR CORPORATE SUSTAINABILITY DISCLOSURES BY HEIS AS PER ABCD ANALYSIS :

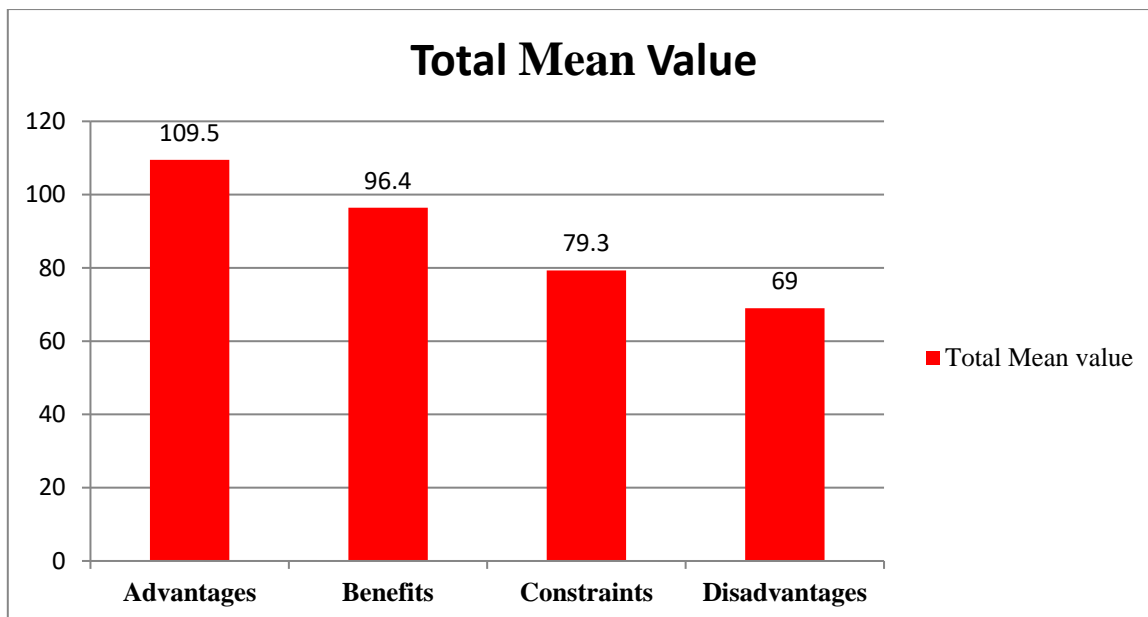


Fig. 2: Graph representing the ABCD

Interpretation :

We get the following interpretations from the above quantitative elementary analysis. As per the computation, the mean scores of Advantageous factors stand highest with a mean value of 109.5, followed by benefits, constraints, and disadvantages representing the research in this topic is highly advantageous to the stakeholders. Benefiting and Constraining factors stand neutral with the mean value of 96.4 and 79.3 respectively. Whereas the disadvantages factors are not all supportive for the study with a mean score of 69 [10, 42, 52].

12. CONCLUSION :
















ABCD analysis is a strategic analysis approach adopted by several researchers to understand the underlying issues and factors affecting any concepts, business, strategy, and others. This analysis enroots to the depths of the issues by analysing them from various stakeholder points of view and thus provides better insights into the concept, system, business or strategy. Its aptness with various topics has been proven so far. Through this study, one can also infer that the ABCD framework is suitable for analysing the Education for Corporate Sustainability Disclosures by Higher Educational Institutions. It is very much essential to include CSD aspects in the curriculum in order to facilitate the upcoming challenges in the corporate world. Hence the topic has a higher advantageous value.

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