

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

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- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>



**CORPORATE SOCIAL RESPONSIBILITY – A CONCEPTUAL FRAMEWORK****RR REDDY****RESEARCH SCHOLAR****DEPARTMENT OF BUSINESS ADMINISTRATION****VELTECH DR. RR & DR. SR UNIVERSITY****AVADI****Dr. K. KALA****ASST. PROFESSOR****DEPARTMENT OF BUSINESS ADMINISTRATION****VELTECH SCHOOL OF MANAGEMENT****AVADI****ABSTRACT**

*CSR has become increasingly prominent in the Indian corporate scenario because organisations have realized that besides growing their businesses it is also vital to build trustworthy and sustainable relationships with the community at large. This is one of the key drivers of CSR programs. In this paper, an attempt is made to know, the origin and history of Corporate social responsibility, meaning and concept of CSR, the drivers of CSR in India and benefits and challenges for implementation of CSR.*


**KEYWORDS**

corporate social responsibility, ethical consumerism, globalisation, stakeholders, social responsibilities of business.

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**INTRODUCTION**

lobalisation is the process that has come to dominate the world since the nineties of the last century with the end of the cold war and the break-up of the former Soviet Union. Globalisation opened up economies world over and offered scope for investment in any part of the world and also brought the new opportunities to developing countries to participate globally in socio-economic and cultural affairs. Greater access to markets of developed countries and technology transfer hold out promise of improved productivity and higher living standards. The process of globalisation has thrown up new challenges like growing inequality across and within nations, volatility in financial market, environmental degradation and competition among the corporations, to overcome these challenges the globalisation has given rise to the practice and concept of Corporate Social Responsibility (CSR).

Corporate Social Responsibility (CSR) is commitment by organizations to balance financial performance with contributions to the quality of life of their employees, the local community and society at large is gaining worldwide value as a business tool and social effort. Organizations are increasingly called upon to evolve beyond focusing on the financial bottom line and consider the social and environmental impact of their business decisions, particularly as globalization continues. Corporate social responsibility includes a broad range of practices and activities, from charitable donations to cause branding to business strategies addressing human rights and labor issues. How organizations demonstrate corporate social responsibility and the rationale behind such practices may vary according to the industry, sector and country in which organizations operate.

Corporate Social Responsibility (CSR) is defined as a strategy in which operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business. In the last twenty years, there has been a sea change in the nature of the triangular relationship between companies, the state and the society (Edenkamp, 2002). CSR has become increasingly prominent in the Indian corporate scenario because organisations have realized that besides growing their businesses it is also vital to build trustworthy and sustainable relationships with the community at large. This is one of the key drivers of CSR programs (Ramya Sathish, 2010). CSR is coming out of the purview of 'doing social good' and is fast becoming a 'business necessity'. Corporate houses are realizing that what is good for community, environment and workers health is also good for the business (Indu Jain, 2010). CSR also refers to the relationship of corporation with society as a whole. CSR is therefore a dramatically expanding area of activity for management and academics. The standard code for CSR is to contribute to protect and promote the interest of community and society at large and the operations at the global level have helped to increase the importance of CSR world over. Now the CSR activities will not remain limited to the company itself, but also touch upon their economic partners and communities too.

**OBJECTIVES OF THE STUDY**

1. To know the origin and concept of Corporate Social Responsibility.
2. To study the evolution of Corporate Social Responsibility in India.
3. To know the motives of Corporate Social Responsibility.

**RESEARCH DESIGN AND METHODOLOGY**

**Research design:** The present study is explorative in nature

**Sources of data:** The study primarily used secondary sources of data

**Nature of the study:** An overview of literature relating to Historical background of CSR, Meaning and concept of Corporate Social Responsibility and Motives for Corporate Social Responsibility.

**ORIGIN AND HISTORY OF CORPORATE SOCIAL RESPONSIBILITY**

Although the concept of CSR has become increasingly recognized in the latest decades, its core idea can be traced through history. Already in the 18th century employers realized the value of having an efficient workforce and that a lack of food, housing and healthcare had a negative effect on the workforce. Medical facilities, housing and subsidized food that might have been seen as philanthropic improvements was actually created out of self-interest (Brown & Christopher Stephen, 2005). Thus, in the 18th century people saw positive economic consequences of CSR actions. The history of CSR highlights the ways in which business leaders and scholars have struggled to define and conceptualize CSR. As America and Europe emerged from World War II and confronted the emerging Cold War tensions, thinking about business and the future course of the economic system in the West intensified. The preliminary research for the envisioned project revealed a range of opinion and ongoing efforts to articulate business responsibilities, to provide a philosophical foundation for those responsibilities, and to develop effective ways of responding to or implementing those responsibilities. A few selected examples of this evolution are offered below:

**Dempsey and David:** Although the term corporate social responsibility was not used, Bernard Dempsey, in his 1949 Harvard Business Review (HBR) article – “The Roots of Business Responsibility,” laid out a rationale for responsible business practice. Dempsey provided a philosophical foundation for arguments in an HBR article two months prior by Donald K. David, Dean of the Harvard Graduate School of Business Administration, titled “Business Responsibilities in an Uncertain World.” David called upon business leaders to become engaged in public affairs beyond the immediate economic functions of business which they regarded as its fundamental contribution to society.

Dempsey provided philosophical foundations arguing the responsibilities of businessmen arose from four concepts of justice: exchange justice – the trust underlying exchanges in the market; distributive justice – the just relation between the government and individuals; general justice – acceptance of legal frameworks but beyond this to acceptance of ethical obligations; and especially social or contributive justice – the obligation to contribute to the well-being and progress of individuals and society.

**Morrell Heald:** He wrote the only comprehensive history on this topic “The Social Responsibilities of Business: Company and Community 1900 - 1960” (published in 1970). Heald focused not on the theory of social responsibility but on “how businessmen themselves have defined and experienced it.” In particular, he looked to their policies and practices to tell the story. Heald notes that the “trusteeship concept” of business leadership and responsibility was enunciated nearly a quarter century before World War II. Indeed, Andrew Carnegie offered an even earlier statement of the trustee or stewardship concept in June 1889 in his North American Review article titled “Wealth.” In 1906, Yale president Arthur Hadley advised business leaders to remember that they are also trustees of the public interest and to align their sense of ethics and obligation accordingly. In the 1920s, the trusteeship concept emerged boldly in the words and practices of Owen D. Young, chairman, and Gerard Swope, president of the General Electric Company. In their eyes, shareholders were only one constituency to whom business leaders were responsible, and as Young put it in 1926, the public and employees ranked ahead of shareholders. Young and Swope envisioned and sought to build partnerships and cooperation between business, labor, government and community – not open hostilities. Well before World War II, the practices of giving (philanthropy) and of community involvement were well established in community chest drives of the 1920s and in dealing with labor and community issues associated with neighboring plants and in company towns – although certainly not embraced by all business leaders. As the 1950s unfolded Heald describes business leaders moving beyond philanthropy to substantive cooperation and outright leadership on a range of community initiatives. He developed extensive profiles of business initiatives with higher education, working to become a good neighbor, and business support for the arts.

**Archie Carroll:** He provided the most comprehensive overview of the evolving definition of corporate social responsibility in the post-World War II period. Carroll examines and compares all of the main contributions from scholars from 1950 through the mid-1990s including: Howard Bowen, Keith Davis, Clarence Walton, William Frederick, the Committee for Economic Development, Prakash Sethi, Donna Wood, and many others. Carroll credits Howard R. Bowen, 1953 author of the book Social Responsibilities of the Businessman, as the “Father of corporate Social Responsibility” because his book dealt directly with the concept of social responsibility. Bowen asserted that social responsibility “refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society.” The past sixty years have been notable for the increasing attention given to the concept, for its continuing evolution, and for the lack of consensus on what it means – and even whether it is legitimate.

**William Frederick:** In the midst of these developments, William Frederick, writing in 1986, challenged CSR scholars for failing to dig deeply into the underlying value conflicts between business and changing societal expectations. Frederick described two waves. One he called CSR and noted its focus on responsibility, the second he called CSR and noted its focus on responsiveness (or how a business could respond to and manage issues with all the tools and strategies that might entail). Neither was sufficient for Frederick. He urged business leaders and CSR scholars to look deeper and deal with normative foundations and conflicts. He was a strong proponent of connecting the field of business ethics with CSR. Anchoring consideration of CSR in the moral foundations of business ethics led to a third approach or CSR3 what he called corporate social rectitude.

**HISTORY OF CSR IN INDIA**

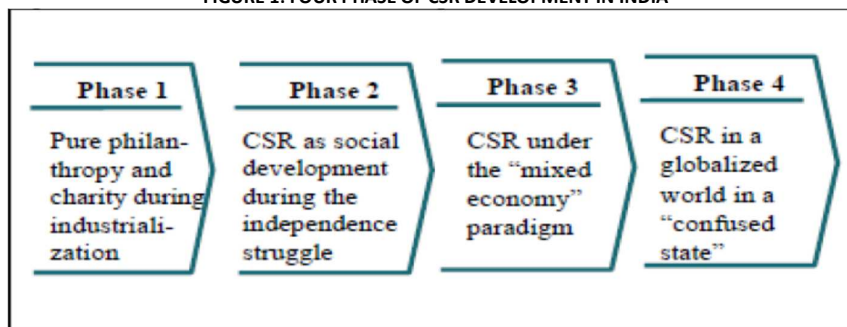
India had a very well-developed commerce and industrial sector since ancient times. The concept of helping the poor and disadvantaged was cited in much of the ancient literature. The idea was also supported by several religions where it has been intertwined with religious laws. “Zakaat”, followed by Islam, is two percent donation from one’s earnings, which is specifically given to the poor and disadvantaged. Similarly, Hinduism follows the principle of “Dhramada” and Sikhs the “Daashaant”. In the global context, the recent history goes back to the seventeenth century when in 1790s, England witnessed the first large scale consumer boycott over the issue of slave harvested sugar which finally forced importer to have free-labor sourcing. All the philosophical, religious and spiritual literature available of that period is testimony to this fact. The great Indian philosopher Kautilya (in 4th Century BC) in his book Arthshashtra has described in detail the trade and crafts, manufacturing, agricultural, mining and forestry sector present during the time of Maurya Empire (Rangarajan & Kautilya). Reference to presence of trade and craft is also found in Vedic literature, the Jataka tales and in Mahabharata one of the greatest Indian epics of all times (Jawaharlal Nehru, 2004).

In recent times, many business houses believe that the role of business in society should not be limited to creation of wealth for its owners and promoters but also for the larger society. The early pioneers of Indian industry, whether TATAs, Birlas, or Bajajs, firmly believed in the concept of social responsibility of business. The founder of TATA Steel, Jamshedji Nusserwanji Tata expressed in his speak in 1903: “We generate wealth for the Nation. What comes from the people must, to the extent possible, therefore, get back to the people”. Gandhiji went on to elaborate this concept further by emphasizing the moral responsibility of business through his idea of Trusteeship. He viewed owners of capital, as Trustees holding resources on behalf of the society, which to produce goods and services, will benefit society, at large. The founder of Bajaj group, Shri Jammalal Bajaj said: “Our wealth should be utilised for improving the quality of the society and the nation. We should never fail to spend at least a portion of our incomes on the social, economic and educational development of the province where we live.”.

**DEVELOPMENT OF CSR IN FOUR STAGES**

Given India’s long tradition in this field, its CSR agenda continues to be characterized mainly by philanthropic and community development activities. To understand the current state and future prospects of CSR and the role of the United Nations Global Compact (UNGC) in India, the country’s political and economic history must be taken into account. Against this background, the development of CSR in India can be divided into four main phases. According to Sundar (2000), the following four phases of CSR development can be identified. These phases parallel to India’s historical development and resulted in different CSR practices must be regarded as an analytical tool. However, it is not static; rather features of one phase can also be observed in the others, as is particularly evident from the last phase.

FIGURE 1: FOUR PHASE OF CSR DEVELOPMENT IN INDIA



Source: (Tatjana Chahoud, et al., 2007)

**First phase:** CSR motivated by charity and philanthropy: The first phase of CSR is predominantly determined by culture, religion, family tradition, and industrialization. Business operations and CSR engagement were based mainly on corporate self-regulation. Being the oldest form of CSR, charity and philanthropy still influence CSR practices today, especially in community development. In the preindustrial period up to the 1850s, merchants committed themselves to society for religious reasons, sharing their wealth, for instance, by building religious places like Majids, church and religious places like Masjids, Church and temples. Moreover, "the business community occupied a significant place in ancient Indian society and the merchants provided relief in times of crisis such as famine or epidemics throwing open go downs of food and treasure chests (Arora & Puranik, 2004).

Under colonial rule, Western types of industrialization reached India and changed CSR from the 1850s onwards. The pioneers of industrialization in the 19th century in India were a few families such as the Tata, Birla, Bajaj, Lalbhai, Sarabhai, Godrej, Shriram, Singhanian, Modi, Naidu, Mahindra and Annamali, who were strongly devoted to philanthropically motivated CSR (Mohan 2001). The early pioneers of industry in India were leaders in the economic, as also in the social fields. Nevertheless, it has been pointed out that their engagement was not only altruistic and stimulated by religious motives: It had business considerations in supporting efforts towards industrial and social development of the nation and was influenced by caste groups and political objectives (Mohan, 2001). The underlying pattern of charity and philanthropy means that entrepreneurs sporadically donate money (e.g. to schools or hospitals) without any concrete or long-term engagement. Charitable and philanthropic CSR is practised outside the company, focusing on such external stakeholders as communities and general social welfare bodies.

**Second phase:** CSR for India's social development: The second phase of Indian CSR (1914-1960) was dominated by the country's struggle for independence and influenced fundamentally by Gandhi's theory of trusteeship, the aim of which was to consolidate and amplify social development. During the struggle for independence, Indian businesses actively engaged in the reform process. Not only did companies see the country's economic development as a protest against colonial rule; they also participated in its institutional and social development (India Partnership Forum, 2002). The corporate sector's involvement was stimulated by the vision of a modern and free India. Gandhi introduced the notion of trusteeship in order to make companies the "temples of modern India": businesses (especially well-established family businesses) set up trusts for schools and colleges; they also established training and scientific institutes (Mohan, 2001). The heads of the companies largely aligned the activities of their trusts with Gandhi's reform programmes. These programmes included activities that sought in particular the abolition of untouchability, women's empowerment and rural development.

**Third phase:** CSR under the paradigm of mixed economy: The paradigm of the "mixed economy," with the emergence of Public Sector Units and ample legislation on labour and environmental standards, affected the third phase of Indian CSR (1960- 1980). This phase is also characterized by a shift from corporate self-regulation to strict legal and public regulation of business activities. Under the paradigm of the "mixed economy", the role of the private sector in advancing India receded. During the Cold War, India decided to take a third course between capitalism and communism. In this scenario, the public sector was seen as the prime mover of development. The 1960s have been described as an "era of command and control", because strict legal regulations determined the activities of the private sector (Arora & Puranik, 2004). The introduction of a regime of high taxes, quota and license system imposed tight restrictions on the private sector and indirectly triggered corporate malpractices. As a result, corporate governance, labour and environmental issues rose on the political agenda and quickly became the subject of legislation. Furthermore, state authorities established PSUs with the intention of guaranteeing the appropriate distribution of wealth to the needy (Arora & Puranik, 2004). However, the assumption and anticipation that the public sector could tackle developmental challenges effectively materialized to only a limited extent. Consequently, what was expected of the private sector grew, and the need for its involvement in socio-economic development became indispensable. An initial and cautious attempt at reconciliation was made by Indian academics, politicians and businessmen at a national workshop on CSR in 1965 (Mohan, 2001). According to this agenda, businesses were to play their part as respectable corporate citizens, and the call went out for regular stakeholder dialogues, social accountability and transparency. Despite these progressive acknowledgements, this CSR approach did not materialize at that time.

**Fourth phase:** CSR at the interface between business and society: In the fourth phase from 1980 until the present) Indian companies and stakeholders began abandoning traditional philanthropic engagement and, to some extent, integrated CSR into a coherent and sustainable business strategy, partly adopting the multistakeholder approach. In the 1990s, the Indian government initiated reforms to liberalize and deregulate the Indian economy by tackling the shortcomings of the "mixed economy" and tried to integrate India into the global market. Consequently, controls and license systems were partly abolished, and the Indian economy experienced a pronounced boom, which has persisted until today (Arora & Puranik, 2004). This rapid growth did not lead to a reduction in philanthropic donations; on the contrary, the increased profitability also increased business willingness as well as ability to give, along with a surge in public and government expectations of businesses" (Arora & Puranik, 2004). Against this background, India has meanwhile become an important economic and political actor in the process of globalization. This new situation has also affected the Indian CSR agenda, with more Transnational Corporations (TNCs) resorting to global sourcing, India has become an attractive and important production and manufacturing site. As Western consumer markets are becoming more responsive to labour and environmental standards in developing countries, Indian companies producing for the global market need to comply with international standards.

## MEANING OF CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) is viewed as a comprehensive set of policies, practices and programs that are integrated into business operations, supply chains, and decision-making processes throughout the organization wherever the organization does business and includes responsibility for current and past actions as well as future impacts. CSR involves addressing the legal, ethical, commercial and other expectations society has for business, and making decisions that fairly balance the claims of all key stakeholders. Effective CSR aims at "achieving commercial success in ways that honor ethical values and respect people, communities, and the natural environment." Simply put it means "what you do, how you do it, and when and what you say." Several terms have been used interchangeably with CSR. They include business ethics, corporate citizenship, corporate accountability, sustainability and corporate responsibility. The issues that represent an organization's CSR focus vary by size (small, medium and large), sector for example, financial institutions, infrastructure providers, textile manufacturers, agri-producers, supermarket retailers, and even by geographic region. In its broadest categories, CSR typically includes issues related to business ethics, community investment, environment, governance, human rights, the marketplace and the workplace.

## DEFINING CORPORATE SOCIAL RESPONSIBILITY

One of the factors responsible for limited conceptual understanding of CSR is the complexity and absence of consensual definitions of the concept. Although the concept of CSR is widely discussed in theory and practice a universally accepted definition of CSR is yet to emerge. CSR can be conceptualized differently by individuals. Indeed, Amaeshi and Adi (2005) argue that there are as many definitions of CSR as there are writers on the topic.

Though there is no universal definition for CSR, but it is necessary to mention some of the important definitions those are accepted by many researchers, academicians and CSR practitioners and those are as following: World Bank Committee for Sustainable Development (WBCSD, 1999): "The continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large".

International Labour Organisation (ILO, 2007): "Corporate social responsibility is a way in which enterprises give consideration to the impact of their operations on society and affirm their principles and values both in their own internal methods and processes and in their interaction with other actors. CSR is a voluntary, enterprise driven initiative and refers to activities that are considered to exceed compliance with the law".

Carroll (1999) "The social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that a society has of organizations at a given point in time." Mallenbaker(2004) "CSR is about how companies manage the business processes to produce an overall positive impact on society"

European Commission (2011) "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis."

Bowen (1953); "It refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society."

Committee for Economic Development (CED) (1971); In Social Responsibilities of Business Corporations report: "...business functions by public consent and its basic purpose is to serve constructively the needs of society – to the satisfaction of society." Further that – "Business is being asked to assume broader responsibilities to society than ever before and to serve a wider range of human values. Business enterprises, in effect, are being asked to contribute more to the quality of American life than just supplying quantities of goods and services. Inasmuch as business exists to serve society, its future will depend on the quality of management's response to the changing expectations of the public."

Eilbert and Parket (1973); "Perhaps the best way to understand social responsibility is to think of it as 'good neighborliness.' The concept involves two phases. On one hand, it means not doing things that spoil the neighborhood. On the other, it may be expressed as the voluntary assumption of the obligation to help solve neighborhood problems." Or..."...the commitment of a business or business, in general, to an active role in the solution of broad social problems..."

Prakash Sethi (1975); Distinguishing social obligation, social responsibility, and social responsiveness: "Thus social responsibility implies bringing corporate behavior up to a level where it is congruent with the prevailing social norms, values, and expectations of performance."

Jones (1980); "Corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract. Two facets of this definition are critical. First, the obligation must be voluntarily adopted; behavior influenced by coercive forces of law or union contract is not voluntary. Second, the obligation is a broad one, extending beyond the traditional duty to shareholders to other societal groups such as customers, employees, suppliers, and neighboring communities.

## MOTIVES OF CORPORATE SOCIAL RESPONSIBILITY

A number of factors are driving the increased adoption of CSR practices in the corporate India. Regulation obviously provides the baseline for corporate action, notably for employment practices and the environment. Beyond this, for many companies, being a good corporate citizen is a vital aspect of their identity, values, and vision. Far-sighted business leaders recognize that it is unsustainable for their companies to exist as 'islands of prosperity' in a sea of poverty.

In the recent years corporate business houses have substantially involved towards societal responsibilities. Companies have started to realize the importance of corporate social responsibility and initiating the steps towards it. Today, the objectives of the companies are not limited to profit maximization, economic gains or enhancing competencies but at the same time ensure environmental protection, promotion of social responsibility including consumer interest. It will lead to good public image which in turn have positive impact on the wealth of the organisation. The reasons that motivate organisations to involve in corporate social responsibility activities are discussed as follows:

**Globalization and market forces:** As corporations pursue growth through globalization, they have encountered new challenges that impose limits to their growth and potential profits. Government regulations, tariffs, environmental restrictions and varying standards of what constitutes labour exploitation are problems that can cost organizations millions of dollars. Some companies use CSR methodologies as a strategic tactic to gain public support for their presence in global markets, helping them sustain a competitive advantage by using their social contributions to provide a subconscious level of advertising. (Fry, Keim, Meiners 1986) Global competition places particular pressure on multinational corporations to examine not only their own labour practices, but those of their entire supply chain, from a CSR perspective.

**Laws and regulation:** Another driver of CSR is the role of independent mediators, particularly the government, in ensuring that corporations are prevented from harming the broader social good, including people and the environment. CSR critics such as Robert Reich argue that governments should set the agenda for social responsibility by the way of laws and regulation that will allow a business to conduct themselves responsibly.

**Social awareness:** The role among corporate stakeholders to work collectively to pressure corporations is changing. Shareholders and investors themselves, through socially responsible investing are exerting pressure on corporations to behave responsibly.

**Ethical Consumerism:** The rise in popularity of ethical consumerism over the last two decades can be linked to the rise of CSR. As global population increases, so does the pressure on limited natural resources required to meet rising consumer demand (Grace and Cohen 2005). Industrialization in many developing countries is booming as a result of technology and globalization.

**Stakeholder priorities:** Increasingly, corporations are motivated to become more socially responsible because their most important stakeholders expect them to understand and address the social and community issues that are relevant to them. Understanding what causes are important to employees is usually the first priority because of the many interrelated business benefits that can be derived from increased employee engagement (i.e. more loyalty, improved recruitment, increased retention, higher productivity, and so on).

**Consumers Satisfaction:** Responsible companies give greater priority to their customers. With diminishing business, boundaries across the world consumers have become aware and more demanding in terms of information regarding conditions in which the products and services are produced along with the sustainability impact thereof.

**Employees Satisfaction:** Young blood in the organisation wants more than the financial benefit. They feel sense of pride to be connected with the organisation, which is socially responsible. Strong CSR practices can help in attracting, recruiting and retaining the best young talent.

**Image Building:** Globalisation and universal expansion of the economies enhances the consideration of image and reputation among organisations. An organisations image and reputation can be ruined in days through unregulated and unethical practices. So, imbibing CSR practices becomes the strong foundation in image building.

**Risk Management:** Managing risk is a central part of many corporate strategies. Reputations that take decades to build up can be ruined in hours through incidents such as corruption scandals or environmental accidents.

**License to operate:** Corporations are keen to avoid interference in their business through taxation or regulations. By taking substantive voluntary steps, they can persuade governments and the wider public that they are taking issues such as health and safety, diversity or the environment good corporate citizens with respect to labour standards and impacts on the environment.

**Environment protection:** Environment protection becomes an area of concern these days. A CSR programme that aims to conserve earth's natural resources, avoiding pollution, water conservation and minimising global warming effects are the areas in which the companies take initiative.

### The Benefits of CSR

Every concept has got two faces naturally the advantage as well as disadvantage; here the research tries to highlight the first face of corporate social responsibility in terms of its practical benefits and those as mentioned below.

**Building Reputation** by increasing environmental efficiency and improving environmental responsibility, an enhanced reputation is often manifested in awards and recognition from governments, rating agencies, and public surveys.

**Developing human capital** through better human resource management, a high-quality work force is essential for competitiveness since it improves productivity, product quality, and innovation. A study in India covering 52000 employees in 200 companies found a positive correlation between employment practices and financial returns.

**Improving access to capital** through high standards of corporate governance that reassure investors on issues relating to shareholder and stakeholder rights, transparency and disclosure, and proper governance structures. Another interesting illustration of the business case for CSR is provided by Bob Willard (2002) in his book, *The Sustainability Advantage: seven business case benefits of a triple bottom line*.

**Easier hiring of the best talent** Researchers estimates that the most important corporate resource over the next 20 years will be talented employees, many of which pay attention to corporate social and environmental behaviour. Willard shows how recruiting costs for South Dakota Inc. could be reduced by 5% through a positive South Dakota branding.

**Higher retention of top talent:** Studies show that talented employees tend to stay with a company when they have meaningful work. Willard shows how South Dakota Inc., in embracing a sustainable framework, could avoid 38 million dollars in costs.

**Increasing employee productivity:** Willard discusses the connection between meaningful work and productivity, and shows that engaging the entire organization in sustainable development goals like zero emissions, self-sufficient energy production, zero waste, helping restore the planet's health, ensures that the company

gets more output from its employees. Small and medium enterprise (SMEs) productivity benefit translates into 756 million dollars, the equivalent of 12,600 extra employees.

**Reduced expenses in manufacturing:** Willard demonstrates savings opportunities through eliminating or recycling waste and redesigning processes to use less energy, 24 waters, and materials in manufacturing, which are the low hanging fruits of ecoefficiency.

**Reduced expenses at commercial sites:** A lot of unnecessary waste takes place at non-manufacturing sites. Through more judicious waste handling, energy efficiency, water conservation, and naturalized landscaping, SD Inc. can add 26 million dollars of pure profit.

**Improved financial performances** stated above a corporations' priority is to maximize profits and therefore it is interesting to discuss the relationship between social responsibility actions and economic performance. There different opinions on this matter and they can be structured into three different viewpoints. The first viewpoint believes that there is a tradeoff between social responsibilities and financial performance. Engaging in CSR will get in the way of profit maximization and it is therefore irresponsible of a corporation towards its shareholders to engage in CSR operations. The second viewpoint believes that the costs occurring when the corporations embrace their social responsibilities are marginal and outweighed by benefits such as improved employee morale and productivity. The third viewpoint believes that CSR is important in itself and its costs are offset by a reduction of other costs (McGuire, Sundgren, & Schneeweis, 1988).

### SCOPE FOR CORPORATE SOCIAL RESPONSIBILITY IN INDIA

The scope for corporate social responsibility can be classified into two major areas such as internal scope and external scope, those are discussed in detailed as following:

#### INTERNAL SCOPE FOR CSR

**Risk Management:** organizational health and safety, product safety, regulatory compliance, reputation management, responsible business practices, stakeholder engagement

**Value Chain:** responsible procurement, supplier management, externalization of costs, supplier screening, supplier feedback, fair trade

**Employees:** Turnover, morale, satisfaction, work-life balance, internal culture (transparency), labour practices, job security, remuneration, diversity, equal opportunity, training

**Environment:** Environmental footprint, waste and pollution avoidance, ecoefficiency, product recycling, sustainability, greenhouse gas emissions, resource reduction, precautionary principle with in the organisation.

**Measurement:** Global Reporting Initiative (GRI) reporting, internal and external audits, verification statements, management targets

#### EXTERNAL SCOPE FOR CSR

**Education:** Support to technical or vocational institutions for their self- development, academic education by way of financial assistance to primary, middle and higher secondary schools, adult literacy especially amongst those belonging to BPL, awareness programmes on girl education, counseling of parents.

**Water Supply including Drinking Water:** Installation repair of hand pumps tube wells, digging or renovation of wells, gainful utilization of waste water from underground mines for cultivation or any other purpose, development construction of water tank ponds, rain water-harvesting scheme, formation of a task force of volunteers to educate people regarding proper use of drinking water, empowerment to the villagers for maintenance of the above facilities for availability of water.

**Health Care:** Human Immunodeficiency Virus Infection / Acquired Immunodeficiency Syndrome (HIV/AIDS), awareness and care, tuberculosis (TB) and leprosy, social evils like alcohol, smoking, drug abuse child and mother care, diet 26 and nutrition, operation Jyoti-vision to help the people of the peripheral area for necessary assistance, blood donation camps, diabetics detection and hypertension camps, family welfare, senior citizen health care, wellness clinics, fully equipped mobile medical vans, Tele medicine, to supplement the different programme of local or state authorities, eyes and heart care, collaboration with govt. health institution.

**Environment:** organizing sensitizing programmes on environment management and pollution control, green belt development forestation, social forestry, check dams, park, restoration of mined out lands, development of jobs related to agro product i.e dairy, poultry, farming and others, plantation of saplings producing fruit, animal care.

**Social Empowerment:** Priority for local youth in employment, Self-Gainful Employment Opportunities Training of Rural Youth for Self-Employment (TRYSEM) on welding, fabrication, and other electronic appliances, to provide assistance to villagers having small of land to develop mushroom farming, medicinal plants, farming and other cash crops to make them economically dependent on their available land resources, training may be provided by agricultural experts for above farming, organizing training programmes for women on tailoring, embroidery designs, home foods/fast foods, pickles, painting and interior decoration and other vocational courses.

**Village Infrastructure Development:** To develop infrastructural facilities for providing electricity through Solar Lights or alternative renewal energy to the nearby villages, Pawan Chakki as alternative for providing electricity in villages, construction of road, drainage, bus stand, community hall, toilets water supply pipe line, water storage tank, check dam.

**Sports and Culture:** Promotion of sports and cultural activities for participation in state and national level, by conducting tournaments like football, cricket, Kabaddi and Khokho, providing sports materials for football, volleyball, hockey to the young and talented village youths. Promoting and sponsoring of national level teams, national sports events in coalfield areas and supporting local players, and extending sponsorship for cultural event to restore Indian cultural, traditions and values, last but not the least providing sports facilities for physically handicapped persons may be explored, development of park so on and so forth.

### MEASURING METHODS OF CSR

The concept CSR is not easy to measure, though many researchers have developed lots of methods. Generally, there are two accepted methods of measuring CSR, one is reputation index, and the other is content analysis (Ahmed & Uchida, 2009). The former measurement is a method that is based on the view of the knowledgeable observers who rate firms on the basis of one or more dimensions of social performance. The advantages of their method are: it summarizes the responses of a key. Constituency of various firms and it tends to be internally consistent because one evaluator is applying the same criteria to each firm (Karake, 1998). Content analysis is a way of codifying text and content of written narratives into groups or categories based on selected criteria, with the end goal of transforming the material into quantitative scales that permit further analysis (Weber, 1988; Holder-Webb, Cohen, Nath, & Wood, 2007). Both methods have their limitations. The reputation index heavily relies on the observers' subjective judgments; instead, the content analysis relies on information provided by the company itself (Karake, 1998).

### THE UNITED NATION GLOBAL COMPACT TEN PRINCIPLES

Another broader measure of corporate commitment to social responsibility is the United Nation Global Compact, a set of 10 principles launched by UN Secretary General, Kofi Annan. Currently, 95 Indian companies have backed the Global 28 Compact, slightly less than in Brazil, but on this occasion, considerably more than in China. The UN Global Compact's ten principles in the areas of human rights, labour, the environment and anti-corruption enjoy universal consensus and are derived from: The Universal Declaration of Human Rights, the International Labour Organization's declaration on fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development and the United Nations Convention against Corruption. The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption:

#### HUMAN RIGHTS

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

#### LABOUR

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation. **Environment**

Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies. **Anti-Corruption**

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

## CONCLUSION

Corporate social responsibility focusses on the idea that a business has social obligation above and beyond making a profit. It requires a management to be accountable to the full range of stakeholders. Corporate social responsibility is the continuing commitment by the business to behave ethically and contribute to the economic development of the country while improving the quality of life of the workforce and their families and local community and society at large. CSR is achieving commercial success in the ways that honour ethical values and respect people, communities and the natural environment.

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