In this chapter an attempt is made to give an account of the multifarious activities undertaken by the premier large industrial houses in India with a view to show that Indian Industry is committed to social responsibility by word and deed as well.

Performance of Public Sector:

Public Sector enterprises, which have risen the hopes of people by holding the promise to quickly transform the feudal society into that having an industrial base, with inequalities reduced, shortages mitigated and standard of living improved, did not totally belie the expectations. Though on the economic front, they are found faltering, in the social arena their contribution is altogether significant.

Public Sector enterprises are expending a large amount on social overheads like planned townships with housing and essential community facilities like health, education, shopping and recreation for their employees.
The total gross expenditure on townships as can be seen from Table - XI.1 soared from Rs. 249.00 crores at the end of March 1969 to Rs. 554.2 crores at the end of March 1979, an average annual growth of 12.3 per cent. From 1977 onwards, there has been a steady growth in the expenditure on townships. Gross expenditure on townships rose by 5-6 per cent to Rs. 406.9 crores.
in 1977; while it rose by 19.0 per cent to Rs. 484.2 crores in 1978 and 14.5 per cent to Rs. 554.2 crores in 1979.

The public sector enterprises have come up in almost every key industry. The industry-wise social overhead expenditure is given in Table XI.2. The investment on township in Steel was Rs. 118.9 crores forming 32.2 per cent of the total investment on townships in 1974-75. The share declined to 30.7 per cent (Rs. 170.1 crores) in 1978-79. The share of Minerals and Metals rose from 18.8 per cent (Rs. 67.2 crores) in 1974-75 to 21.9 per cent (Rs. 121.4 crores) in 1978-79. The share of petroleum and Chemicals showed fluctuations during the years. The share of Engineering declined from 17.7 per cent in 1974-75 to 15.5 per cent in 1978-79 while that of the other Industries went up from 10.9 per cent in 1974-75 to 14.0 per cent in 1978-79. The investment per employee went up from Rs. 2,500 in 1974-75 to Rs. 3,111 in 1978-79.

The expenditure on the maintenance of townships has gone up since 1974-75, as is evident from the Table - XI.3. From Rs. 84.0 crores in 1974-75, the total gross expenditure on maintenance, administration, education, medicine and other social overheads went up to Rs. 166.8 crores in 1978-79. The share of maintenance and administration fluctuated around 50 per cent during these years. The expenditure per employee
### TABLE - XI.2

Industry-wise Cumulative Investment on Townships

<table>
<thead>
<tr>
<th>Year</th>
<th>Steel &amp; Metals</th>
<th>Petroleum, Chemicals, Pharmaceuticals</th>
<th>Engineering</th>
<th>Others</th>
<th>Total</th>
<th>Investment per employee (Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1974-75</td>
<td>118.9</td>
<td>33.2</td>
<td>67.2</td>
<td>18.8</td>
<td>69.6</td>
<td>19.4</td>
</tr>
<tr>
<td>1975-76</td>
<td>124.8</td>
<td>32.4</td>
<td>71.1</td>
<td>18.4</td>
<td>79.5</td>
<td>20.6</td>
</tr>
<tr>
<td>1976-77</td>
<td>139.4</td>
<td>34.3</td>
<td>76.0</td>
<td>18.7</td>
<td>87.4</td>
<td>21.5</td>
</tr>
<tr>
<td>1977-78</td>
<td>150.6</td>
<td>31.1</td>
<td>104.2</td>
<td>21.5</td>
<td>93.0</td>
<td>19.2</td>
</tr>
<tr>
<td>1978-79</td>
<td>170.1</td>
<td>30.7</td>
<td>121.4</td>
<td>21.9</td>
<td>99.0</td>
<td>17.9</td>
</tr>
</tbody>
</table>

(A) Rs. crores  

(B) Percentage to the total

### TABLE - XI.3

Annual Expenditure on Maintenance of Townships

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Expenditure on maintenance and Admin. (A) Rs. crores</th>
<th>Gross Expenditure on Edn., medicine, Social overheads (B) Rs. crores</th>
<th>Total (A+B) Rs. crores</th>
<th>Expenditure per employee (A+B)/C Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1974-75</td>
<td>42.2</td>
<td>41.8</td>
<td>84.0</td>
<td>295</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>291</td>
</tr>
<tr>
<td>1975-76</td>
<td>50.6</td>
<td>50.4</td>
<td>101.0</td>
<td>336</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>335</td>
</tr>
<tr>
<td>1976-77</td>
<td>55.2</td>
<td>55.1</td>
<td>110.3</td>
<td>350</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>350</td>
</tr>
<tr>
<td>1977-78</td>
<td>58.2</td>
<td>68.7</td>
<td>126.9</td>
<td>335</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>420</td>
</tr>
<tr>
<td>1978-79</td>
<td>74.8</td>
<td>91.8</td>
<td>166.8</td>
<td>420</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>515</td>
</tr>
</tbody>
</table>

went up from Rs. 586 in 1974-75, through Rs. 700 in 1976-77 to Rs. 935 in 1978-79.

Another significant contribution of Public Sector enterprises is towards pollution control. The industrial advancement brought in its wake the problems of pollution and it is drawing the attention of the public much more seriously than ever. In the light of the damage caused to the environment by the operations of industrial enterprises, the government has repeatedly expressed its concern and advised the industrial enterprises to take remedial as well as preventive measures. Wayback in 1976, delivering the Inaugural address at the National Convention of Public Enterprises, Prime Minister Mrs. Indira Gandhi exhorted:

"Industrial managers and technologists must take far greater care than we have been doing regarding pollution of the air and the water. Effluent treatment must become an integral part of industrial project formulations so that the air and the water of the region do not deteriorate ... even if it means lot of money, it is time to do something about it straight away."

Following the advice of the Prime Minister, many public enterprises have taken steps to prevent pollution. To substantiate this, concern and performances of a few
are cited. BHEL has made pollution control one of its objectives. It reads: "To give full consideration to the environmental impact of all products and processes developed, designed and built by BHEL." Similarly, one of the social objectives of Hindustan Zinc Limited, is as under: "To ensure a clean and healthy atmosphere in the areas where the units are located by taking adequate pollution control measures and ecological considerations."

Speaking about the concern for Pollution of Steel Plants, Sri M.P. Wadhawan stated: "Ecological balance, which is being increasingly threatened with progress of industrialisation in the country receives special attention in the Steel Plants. Though legislations on pollution control in this country are not as stringently enforced as in the advanced countries, pollution control technologies are being increasingly introduced in the public sector steel plants and new plants are being set up based on processes which cause less pollution problems."

"Gauhati Refinery has undertaken the complete treatment of the effluent at considerable capital and recurring

1 Lok Udyog, November 1980, p.5-6.
operation cost as a social obligation to the community as well as to meet the standards of effluent specified by the Indian Standard Institution and the Water Pollution Control Board. 3

FACT, has taken steps to acquire the necessary equipment and facilities to organise, on a planned basis, a full-fledged pollution control laboratory. In the meantime, work has already been done for the recovery of fine carbon from the effluents of Texaco Gasification Plant at Udyogamandal and for the recovery of Ammonia from the effluents at Cochin division plant. 4

FACT, Trombay unit installed Double Catalyst Double Absorption System, at a cost of Rs. 120 lakhs for effectively controlling atmospheric pollution. A master plan for the prevention of pollution, improvement of environment and development of forests, horticulture and pisciculture at Kudremukh envisaged an expenditure of Rs. 4.27 crores in the next ten years. A sum of Rs. 1.75 crores has already been sanctioned for the next three years.

The R & D division of HOCL developed a process whereby about 95% of the toxic materials in the factory effluents could be removed. Based on this, HOCL is in the process of establishing facilities for treatment of the factory effluents at a cost of Rs. 1-5 crores.\(^5\)

At Hindustan Petroleum, the two refineries of the company have taken a number of measures to reduce pollution in the Chembur area. The company's technologists have helped to promote awareness among industries and the public by participating in discussions, seminars and promoting studies on control of environmental pollution.\(^6\)

In IPCL, adequate measures are being taken to preserve the quality of the environment in general and of water and air in particular. With regard to water quality, effluents from the plants are initially treated within the battery limits of each plant and these are collected together and further located in a central waste water treatment plant. Here, insoluble organic suspended material is removed and the water is treated by biological oxidation in a very large pond. The effluents meet all Indian Standards. The air quality will be preserved by ensuring that emissions are minimal and are flared and dispersed. For

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5 \textit{Lok Udyog}, Vol.XIV, No.8, p.31.
this purpose, the Chimneys of major boilers are extended to 105 m. The flare stocks have been designed for a height of 125 m. With those steps the environmental quality will be ensured.7

Keeping in view the requirement of the Statutory obligation of maintaining a clean and uncontaminated water an elaborate scheme for the treatment of gaseous and liquid pollutants has been formulated by National Fertilizers Limited for its units at Bhatinda and Panipat.

Tatas - A Shining Example:8

Guided and inspired by the philosophy and ideals of its Founder Jamsetji Tata and his worthy successors, Sir Dorab Tata, Sir Ratan Tata and Sri J.R.D. Tata, TISCO and other enterprises have attached great value to their obligations to society in general and to the local community in particular. Late Sri Jayaprakash Narayan, the great Sarvodaya leader, while addressing the citizens of Jamshedpur a decade

7 Indian Petro Chemicals Corporation Ltd., Special Feature, Lok Udyog, Vol.XIII, No.1, April 1979, p.5-14.
and half ago, paid a glowing tribute to the rich tradition of Tatas. He said: "More than anything else, the concept of trusteeship fostered by Mahatma Gandhi receives a much needed fillip in Tata enterprises. True to the ideals of its Founder, the House of Tata has always promoted this concept of trusteeship and today more than 85% of its profits go to trusts." TISCO has incorporated a special resolution on social responsibilities in the Articles of Association which has put in writing what was being done right from the beginning. The resolution reads:

"The company shall have among its objectives the promotion and growth of national economy through increased productivity, effective utilisation of material and manpower resources and continued application of modern scientific and managerial methods in keeping with the national aspirations. The company shall be mindful of its social and moral responsibilities to the consumers, employees, shareholders, society and the local community."

Society Relief and Reconstruction:

Eversince the great earthquake of Bihar in 1934, there has hardly been any area distressed by a major natural disaster where Tata Relief has failed to reach. The Relief and Rehabilitation work was in fact been a continuous activity and the Tata Relief Committee (TRC) came into existence as
an essential adjunct of the Tata organisation's voluntary efforts to execute relief and rehabilitation schemes. An outstanding feature of Tata Relief everywhere has been to help and rehabilitate the beneficiaries in such a manner that they become productive and self-reliant.

The first relief train with men and materials from Tata Steel moved out of Jamshedpur way back in 1934, a day after North Bihar, had been shaken and razed by a devastating earthquake. Lord Willingdon, Viceroy of India, struck by the relief activities of Tatas wired the then General Manager Kennan, 'Tatas have done splendidly.' From then onwards, Tatas have never looked back. They did splendidly on several subsequent occasions, remaining in the forefront of relief work in distress stricken areas.

In 1961, the damburst at Kharagpur, in the Monghyr district of Bihar, not only took a heavy toll of human and animal lives but also rendered several thousands of people homeless and destitute. Relief teams went to the most distressed areas in Lakhisaria and Kharagpur anchals to distribute food, clothes, blankets, tarpaulins, medicines etc., at a cost of about Rs. 52,000. Two model villages, one at Prasando Neyatola and the other at Kaithi, wearing a completely new outlook, having in all, 96 brick-built, tile-roofed houses a number of tubewells, children's playgrounds and
community centres at a cost of Rs.2.64 lakhs were built.

In September 1964, a Tata Relief Centre was set up in Bettiah and Champaran district of Bihar to render effective service to 9,500 refugees till the end of 1966, at a cost of about Rs.5 lakhs. While food was given by the Government, the Tata Relief Team concentrated on distribution of clothes, utensils, milk, vitamins, and agricultural implements, and also on providing medical treatment and preserving the health of the inmates. Useful socio-economic programmes, including creative and constructive work, enlivened the camp life and has a salutary psychological effect on the refugees, apart from improving their living standards.

In 1966, when Orissa was hit by severe drought, TRC asked the Chief Minister for the most difficult area to serve and got the Chandanhandi Block in the Koraput district, in which they have looked after 10,000 starving children for five months. The Chief Minister acknowledging the services said: 'But for the help given by Tatas, the children would not have survived.

In 1967, Bihar was in the grip of an unprecedented drought. TISCO set up the Bihar Flood and Drought Relief Committee and spared one of its seniormost officers Mr. Bodhanwalla, to preside over it. The Committee undertook
comprehensive relief programme that continued for over two years at a cost of Rs. 17 lakhs, including about Rs. 9 lakhs from the Tata Group of Companies and Rs. 4 lakhs from the Industrial Workers of Jamshedpur. The immediate relief work in Burwadih block consisting of 87 villages included 12 free kitchens for 5,500 people everyday, distribution of clothes, blankets, and other materials, medical care for the ailing population and stipends for indigent students. A hundred poor and helpless families were given Rs. 50 per month for six months by the Jamshedpur Committee. The rehabilitation work included the construction of 72 pucca wells for drinking and irrigation purposes, an 'ahar' with a storage capacity of one million gallons of water capable of irrigating 200 acres, 18 demonstration farms to popularise improved methods of cultivation and promotion of 'shramdan' and other self-help programmes.

In 1971, when the influx of refugees from Bangladesh posed a grave problem for the country, Tata Relief Team looked after about 10,000 refugees for over seven months in two camps at Ruidhasa and Dhobinia. The total cost on this direct relief work came to well over Rs. 10 lakhs. This was in addition to Rs. 45 lakhs donated by employees in TISCO to National Defence Fund. In the same year, Northern parts of Bihar were affected by floods and about 20 million people
were marooned. Relief team rushed to the Danpur-Maner Anchals of Patna District and distributed flood, clothes and cash for fuel to the suffering people for over a month. The immediate relief cost was Rs. one lakh. A model village of 218 houses at Maner was built. The 'Bread for the World Organisation' impressed by the efficiency of Tata's team, requested it to construct 300 houses in this area, on its behalf.

In September/October 1973, Jamshedpur itself became the victim of severe floods. The rivers Kharkai and the Subarnarekha overflowed inundating vast areas flanking the two rivers, rendering thousands of people homeless and causing extensive damage to property. The relief work costing about Rs. 4 lakhs, contributed mainly by Tata Steel and its employees, Telco, Indian Tube and Indian Cable, helped thousands of marooned people by giving building materials, blankets and cash assistance.

In August 1975, six districts of Orissa were inundated by raging floods which submerged over 5,100 sq. km, rendering over a million people homeless and causing widespread misery and suffering. At the request of the Chief Minister, Tatas spent Rs. 4 lakhs through the Tata Relief Committee to rehabilitate 59 poor and landless Harijan families over a 25 acre site allotted by the State Government at Tanupur Village in Cuttack district. The reconstruction made Tanupur into a
model village with a school-cum-community hall and other facilities.

In November 1977, cyclone and the tidal waves had devastated vast areas in the Krishna and Guntur districts in Andhra Pradesh with a toll of approximately 10,000 human lives and innumerable cattle. Tata Relief Committee spent about Rs.77.18 lakhs. The various Tata Companies and their employees contributed Rs.56.68 lakhs while the Andhra Pradesh Government advanced Rs.20.5 lakhs as a subsidy. In Divi and Repalle taluks in Guntur District, six hundred houses and 11 high level Community Centres were built. Fishermen were given boats and fishing tackles, salt pans were rebuilt and fresh brine wells were reconstructed. The relief and rehabilitation work benefited directly about 1000 families and indirectly several thousands.

In April 1978, a cyclone struck Orissa taking a heavy toll of human life and cattle, razing to the ground habitations in a number of villages in Keonjhar district. The TRC immediately provided temporary relief with cooked food, but the major assistance it gave was to re-build the washed out houses. In two villages, 54 families were rehabilitated at a cost of Rs.2.3 lakhs and the Tata Steel Charitable Trust undertook to construct houses for 37 families in village Barango at a cost of Rs.2 lakhs.
In April 1979, a riot took place in Jamshedpur unchecked for 96 hours and affected 15,801 persons, destroyed 2,293 houses and shops and took a toll of 119 lives. The Tata companies in Jamshedpur went into action within hours to bring succour to the injured and the homeless. They provided cooked food, transport and medical facilities, established a relief camp and provided water and power to about 45,000 persons displaced from their homes. Other measures taken by the Tata Companies to assist their employees included interest free cash advances, recoverable in 20 to 40 months and employment to relations where an employee had lost his life. The TRC built altogether 146 houses in Bhalubasa Agrico and Sidgora areas allotted to it by Government. The Tata Group of Companies donated in all Rs. 28 lakhs, TISCO's share being Rs. 15 lakhs. When second wave of cyclone struck the same areas in Andhra Pradesh in 1979, the Dorab Tata Trust and the Ratan Tata donated Rs. 2 lakhs to the Prime Minister's National Relief Fund earmarking it for the relief of the victims of second cyclone.

Society Improvement Programmes:

The Community Development and Social Welfare Programme of TISCO dates back to 1949. It has directly and indirectly promoted more than 125 voluntary organisations in an area of
65 sq. km. for rendering useful service to the community through their educational, social and cultural activities. In order to coordinate the activities of these voluntary organisations and institutions of social service and to assist them in effective service, the Steel Company constituted a Committee for the Assessment of Local Organisations (CALO) in 1959. It grants affiliation to organisations falling in three broad categories - those rendering welfare services to (1) children (2) women and (3) the handicapped. To get CALO affiliation an organisation working for children's welfare should provide creche services or organise nursery and pre-primary schools, recreation centres, children's arts and craft centres, hobby or play centres. Those for women are required to provide protection or seek the rehabilitation of widows or destitutes. Affiliation is also granted to institutions giving training in useful arts and crafts or conducting classes in home science, nutrition, child care or running maternity centres in backward areas. Institutions providing family counselling services, too, are eligible for affiliation. The number of organisations affiliated to CALO stands at over 105 at present. CALO has been distributing Rs. 10,000 to Rs. 12,000 every year among these organisations. It also awards prizes of Rs. 500, Rs. 300 and Rs. 200 annually to the best three organisations in each of the five zones.
Identifying the need for a separate department, TISCO has set up a fullfledged Community Development and Social Welfare Department which is headed by the Chief Social Service Manager, assisted by a Manager, an Assistant Manager and by a Lady Community Development and Social Welfare Officer. The latter coordinates all programmes and activities connected with women. The total strength of the Community Development and Social Welfare Department is 86 but these workers are assisted by several honorary social workers who are paid a small honorarium. The honorary or part-time assistance given to this programme consists of 1,150 people of whom there are 500 honorary social workers, 250 Seva Dal volunteers (male) between ages of 22 and 45, 150 Mahila Dal volunteers (girl) from 15 to 25 years of age and 250 Yuvak Dal volunteers from 15 to 21 years of age. The programmes of TISCO and its sister concerns like Telco, Indian Tube Co., Tinplate Co., etc., are coordinated by a steering committee under the Chairmanship of the Director of Personnel of TISCO.

Starting with one centre and covering 25,000 people, the Industrial Urban Community Development Programme launched by Tata Steel in 1958, now has as many as 13 centres embracing a population of 1,80 lakhs.

In the field of education, Tatas made a significant contribution. The Tata Institute of Social Sciences, the
Tata Institute of Fundamental Research, Donation of 7.70 lakhs for starting Arts and Science College at Chibasa, Donation of Rs.6 lakhs for setting up Postgraduate Department at Bihar Institute of Technology, Sindri, a Chair of Geology at Patna University in 1946 on which annual expenditure amounts to Rs.25,000, Rs.3 lakhs contribution to start a Polytechnic Institute at Hirakud, initial grant of Rs.1 crore and a further grant of Rs.1.25 lakhs promised by Tata Chemicals for setting up the Tata Energy and Research Institute and a good number of scholarships to young men and women indicate their strong commitment to the cause of education.

In the field of Medicare, Tatas have rendered a yeoman service to the community and nation. Tatas assisted the WHO by providing them funds to the extent of Rs.43 lakhs, 50 doctors, 200 paramedical supervisors, between 600-900 searchers-cum-vaccinators, 500 vehicles and innumerable other facilities, for eradicating the smallpox in the State of Bihar and enabled WHO to declare India as free from smallpox. At Jamshedpur, TISCO provided land and gives Rs.6,000 per month in addition to other donations and facilities, in cash and kind, for running a Blood bank in the city. The Indian Cancer Society, Jamshedpur branch and Mahatma Gandhi Memorial Medical College, near Jamshedpur are
being given assistance by TISCO. Tata Group of Companies donated Rs.1 lakh to Rajendra Memorial Research Society and X-ray wing at a cost of Rs.1 lakh. The Tata Memorial Centre (1941) consisting of Tata Memorial Hospital, and the Indian Cancer Research Centre set up for cancer research and treatment was the first large scale effort of its kind in the East. Though it was handed over to Government in 1957, Sir Dorbaji Trust is associated with its management. The Tata Blood Bank and Transfusion Service at the J.J. Hospital in Bombay is a joint venture of the Sir Dorbaji and Sir Ratan Tata Trusts in collaboration with the Government of Maharashtra.

Tatas have deep interest in ancient culture of India. A pioneering national venture for which Tata Trusts have given a grant of Rs.50 lakhs is the National Centre for performing Arts, Bombay in 1969 to preserve the rich cultural heritage in music, dance etc., and to promote research in classical, traditional and contemporary arts and sciences of performance and communications.

Tatas have evolved schemes for eradication of social evils. There is an all out drive which has begun to be launched to break up the dowry system. TISCO has been undertaking family planning work in Jamshedpur since 1961. A good number of family planning centres were set up. A cash
incentive of Rs. 100 for a nonemployee and Rs. 200 for an employee are being given. The family welfare department of TISCO operates an annual budget of Rs. 9 lakhs with a total manpower of 58 persons. The expenditure on the social welfare programmes of TISCO alone comes to around Rs. 37 lakhs which is 18 times the expenditure in 1961-62.

To gain a comprehensive view of the manifold activities that promote improvements in diverse aspects of society, the various trusts with the assistance provided by them are listed below:

*Sir Ratan Tata Trust (1918):* Established under the will of Sir Ratan Tata, the Sir Ratan Tata Trust has given away, since its inception, about Rs. 4.5 crores upto December 31st, in charities for the purpose of education, medical relief, relief in distress due to natural calamities, for social welfare and for various other objects of general public utility. The Trust has made a major contribution to the establishment of the National Metallurgical Laboratory in Jamshedpur.

*Lady Meherbai D. Tata Education Trust (1932):* This was established by Sir Dorabji Tata, in memory of his wife Lady Meherbai Tata, to enable women graduates to proceed abroad to study social work. Since its inception 89 women
graduates have been awarded scholarships and its total disbursements amount to Rs.5,69,935.

*Sir Dorabji Tata Trust (1932):* This trust was created by Sir Dorabji Tata for the benefit of humanity without distinction of place, nationality or creed. Among the objects of the Trust are the relief of distress caused by the elements of nature, such as famine, pestilence, fire, tempest, flood and earthquake; the advancement of learning in all its branches, especially research work in connection with medical and industrial problems, and the support of educational institutions and the granting of scholarships. It has a wide range of philanthropic activities and its disbursements, since its inception amount to Rs.8.50 crores. It has established and is connected with (1) Tata Memorial Centre, (2) The Tata Institute of Social Sciences, (3) The Tata Institute of Fundamental Research, (4) The Tata Blood Bank and Transfusion Service, (5) The Rural Welfare Board and (6) The National Centre for the performing Arts.

*Lady Tata Memorial Trust (1932):* This Trust, founded by Sir Dorabji Tata in Memory of his wife Lady Tata, promotes research in diseases of the blood, principally by means of international awards made on the recommendation of an international advisory committee. A fifty of its income is expended on Indian awards for research for the alleviations
of an Indian advisory committee. Since its inception this Trust has disbursed Rs. 46.58 lakhs for international awards and Rs. 12.79 lakhs for Indian awards.

*Jamsetji Tata Trust (1974)*: This Trust was created to mark the centenary year of the first Tata enterprise established by Jamsetji Tata. Being a relatively small Trust, it prefers to make a few large grants in areas where innovative efforts are being made, rather than disburse funds in small amounts to several deserving institutions. The disbursements since inception amount to Rs. 13.45 lakhs.

**Rural Development:**

The deep concern of Tatas for developing rural areas can be estimated from the comprehensive five year Rural Development Programme initiated by TISCO in 1979. The programme aims at raising the standard of living in about 150 villages consisting of an estimated population about 75,000 within a periphery of 10 to 15 km. from Jamshedpur. The total cost of the plan is estimated to be Rs. 1.5 crores. The three main heads under which the plan is being implemented are:

1) Agriculture and Crop extension
2) Setting up of training centres of allied vocations such as dairy, poultry farming, piggery and goat breeding
3) Establishment of village industries in about 30 villages and imparting training in those industries.

This is in addition to the earlier Industrial Community Development Programme of TISCO which has been transforming the surrounding rural areas into places of happy living. The programme has grown in three stages. The first stage covered only the under-developed areas, while in the second phase it went to some of the developed areas of Jamshedpur. In the third stage, it has been extended to the surrounding rural areas, such as Kalikpur, Sarjamda-Kitadih and Adityapur, all of them inhabited mostly by Adivasis. The highlights of the rural programme are pre-school classes, sewing and knitting classes, formation of volunteer corps and establishment of a mobile medical unit, physical development of a mobile medical unit, physical development projects construction of well for drinking water and irrigation, of roads, schools and community centres are gradually transforming the life of the villagers covered by the programme. For these community projects, the villagers themselves provide unskilled labour, while technical know-how, materials and skilled men are given by the Community Development of the Steel Company. On the economic front, the villagers are helped through charka units, a vegetable growers cooperative society, a hobby-cum-training centre and other activities which are ex-
pending in many directions.

These selected areas, covered by the Community Development Programme, are being developed, methodically and gradually, into fullfledged growth centres which in course of time, might strengthen the agricultural base with industrial superstructure in order to support and sustain the growing work force.

When the Five Year Rural Development Programme is completed in 1984-85, agricultural and crop extension programme will cover 75 villages and 6,000 households, half of which will have an income increase of Rs.2,000 per annum each. Forty five villages and 3,600 households will feel the impact of the dairy, poultry, piggery and goat keeping in the shape of an increased income of Rs.1,800 to Rs.2,500 per household. The remaining 30 villages with 2,400 households will be covered by village and cottage industries programme, each household having an income of Rs.3,000 per annum apart from a provision for training facilities for 100 people. Over 75,000 fruit trees will be planted under the horticultural programme and 250 acres will be brought under community forestry from which 250 households will have an additional income of Rs.2,000 per annum each. Besides, there will be 150 wells for potable water supply, 50 kilometres of villages link roads three mobile dispensaries, 150 adult
education centres and a comprehensive nutritional programme for children by 1984-85.

TELCO has done a significant amount of work in the rural areas around Jamshedpur and Pune. The Community Development section at Pune has started working in 1973. It has adopted a village at Pimpri. Tata Chemicals has spread its development activity over a large part of Okhlimandal, comprising 43 villages. For undertaking welfare and development schemes in selected villages in Maharashtra and Gujarat, Tatas promoted The Rural Welfare Board which gets finances from Sir Dorabji Tata Trust.

Foreign Investments:

Tatas have expanded their sphere of operations beyond the national arena, to promote sound socio-economic relationships with several foreign countries. The various enterprises are listed below:

2) Tata Incorporated, New York.
3) Tata International A.G. and Tata A.G. Switzerland.
4) Tata Precision Industries Pvt. Limited, Singapore.
5) Tata Industries SDN. BHD., Malaysia.
6) Unitata SDN. BHD., Malaysia.
Employee Service Programme:

Tatas have over the years built sound traditions that foster good employer and employee relationships. The Service Schemes of TISCO and TELCO reveal to what extent an employee can feel and render service to the employees.

TELCO organises Economic Programmes through Telco Grihini Social Welfare Society, Pune which is entirely managed by women. Under this programme wives, sisters, mothers, daughters of Telco employees are given opportunities to learn a trade and then work with the society for about four hours a day and earn approximately Rs.100-125 per month. As many as 200 women are working with the society. There are 15 community centres in different areas starting from Khed to Bhosari on Poona Nasik Road and at Chinchwad, Pimpri and Poona city areas. All these are managed by committees of employees residing in the respective areas and they conduct socio-cultural activities for employees and local residents. These centres are equipped with libraries and sports equipment. Periodically, the centres organise shramadan, tree plantation, and also recreational programmes.

TELCO, TISCO and Tata Chemicals have been undertaking family planning programmes for their employees on a large scale. A cash incentive of Rs.200 is provided for an employee
undergoing the Vasectomy/Tubectomy operation.

**ACC shows the way:**

The Associated Cement Companies Ltd. (ACC) is the winner of the first national award of ASSOCHAM (Associated Chamber of Commerce and Industry in India) for outstanding performance and achievements in the promotion of rural and agricultural activities.

The involvement of ACC in rural development work dates back to 1944, when the first Community development Centre - as a pilot project - was launched at Virar near Bombay. In the years that followed, a favourable response from 25 more pilot projects, carried out in different centres, led ACC to put rural development on a formal footing. A full-fledged village welfare scheme (VWS) was launched on October 2, 1952 and the scheme now consists of 12 Welfare centres covering 225 villages located within a radius of nine kilometres from the company's factories and benefiting over

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three lakh villagers. The twelve welfare centres operating at 11 ACC works and a quarry are at Balasindr (1952, Gujarat), Chaibasa (1953, Karnataka), Khalari (1954, Bihar), Kymore (1955, Madhya Pradesh), Lakheri (1956, Rajasthan), Sevalia (1956, Gujarat), Jamul (1965, Madhya Pradesh), Dwaraka (1965, Gujarat), Wadi (1968, Karnataka), Mancherial (1969, Andhra Pradesh), and Chanda (1971, Maharashtra).

Each centre has a field staff comprising an agricultural supervisor, a village level worker, and a mason-cum-mistry. All of them technically qualified and trained in their appropriate fields. The VW team works in close coordination with villagers in the execution of development plan fostering pride in achievements.

Prior to 1973, the activities of the VW Scheme had been confined to conventional areas like advisory service, propagating the use of cement for rural constructions, milk cooperatives, relief work, cottage industries and demonstration farms. The Scheme was given a new orientation in its activities through a systematic and specific approach to its working. Most of the new development programmes like conducting agricultural demonstrations in marginal and small farmers' fields for which inputs like seeds, fertilizers, pesticides are given free by the company, conducting demonstrations at the farms, holding agricultural exhibitions/
fairs and cattle shows, arranging medical camps of varied
nature, forming Yuvak and Mahila Mandals in villages, impart­
ing adult education and instituting prizes for education among
rural school students in the area of the operation were the
innovations of Dr. S. Subramaniam, the dynamic ACC Officer-
in-Charge of the Village Welfare Schemes. These activities
generated unprecedented response from the rural community
and earned the goodwill of the community around.

The National Award winning activities of the VWS
during 1973-76 are in the areas of agriculture, animal
husbandry, constructions, education, rural health, recrea­
tion, cottage industries and cooperative societies.

Agriculture: Almost 782 hectares of new lands were brought
under cultivation in villages through motivation and appro­
priate advisory services. Sixty-one agricultural demonstra­
tions were laid out in marginal and small farmers' fields in
villages during kharif and rabi seasons for which inputs like
seeds, fertilizers and pesticides were given free, and field
days were organized and conducted in villages to show the field
programmes of crops demonstrated.

As a service to the farmers, 211 soil and water samples
from farmers' fields were collected, analyzed at the nearest
laboratory, and recommendations were given. For timely plant
protection measures, equipment were hired out on nominal charges to 545 farmers. To encourage and introduce new improved crop varieties in a cultivators' fields seven agricultural exhibitions/fairs were organized for grains, fruits, vegetable and cash crops, and suitable prizes were given. Sixteen gobar gas plants were installed in villages for which technical know-how was provided. Technical advisory service in cropping, cultural, manurial and plant protection were also given to 8,449 farmers.

In addition, varietal, spacing fertilizer, plant protection, and weedicide trails in paddy, wheat, arhar, cotton, sunflower, safflower, jowar and channa crops were conducted at the farms and demonstrated to 2,711 cultivators. High-yielding quality seeds of crop varieties, tested at the farms, to the tune of 517 quintals, 929 quintals of fertilizers based on soil test reports, and 44 quintals and 93 litres of plant protection chemicals were supplied at cost to 11,066 farmers - either directly or channelized through appropriate agencies.

Animal Husbandry: Eight cattle shows were organized to encourage villagers to rear better breeds of cattle and prizes were awarded. Technical advisory services - pertaining to artificial insemination, cross breeding, animal care, dairy, poultry and feed - were given to 6,948 villagers. To improve
the quality of milk cows and buffaloes, 1,233 animals received artificial insemination through key village centres, and ten new breeds were introduced.

**Constructions:** Cement was used in the planning, designing, estimating and supervising of 1,905 improved and individual community constructions in rural areas - valued at Rs. 93.76 lakhs. Nearly 713.85 tonnes of ACC cement was made available at cost to 2,500 villagers for manure pits, cattle sheds, cattle managers, irrigation wells, channels, drinking wells, new houses, school buildings etc., concrete products like roof tiles, slabs, cattle troughs, irrigation channels and prizes, latrine seats, fence posts were made and supplied at cost to 1,217 villagers. Hoop iron to the extent of 106.25 quintals were supplied at cost to 733 villagers for agricultural and poultry development.

**Education:** Technical help for construction of 30 primary, middle and high school buildings was given in rural areas. Thirty six incentive prizes to SSC students to promote education were given. Adult education classes in five villages were conducted.

**Rural Health:** Fourteen diagnostic, five immunization and child welfare, six dental and eye, seven family welfare camps were staged in rural areas either individually or in
collaboration with appropriate agencies benefiting 501 villagers. Disinfection of community wells using bleaching powder was carried out in villages. Technical guidance and supervision for 386 soak pits, latrines, bathrooms, septic tanks, drains, roads, manure pits, cattle sheds, managers and smokeless 'chulhas' were given as an improvement towards sanitation and hygiene in rural areas. In coordination with health authorities, 6,268 and 2,472 villagers were vaccinated against smallpox and inoculated against cholera; 34,612 cattle against black quarter, H.S., Rinder post and anthrax; and 7,719 fowls against fowl pox and "ranikhet" diseases.

Recreation: Eleven Mahila Mandals with a membership of 287 were organized in villages to promote self-respect, self-reliance and self-help among the womenfolk and the activities of the Mandals involved stitching of clothes, knitting, embroidery, Pappad and pickle making, kitchen gardening. Thirty-seven Yuvak Mandals, with a membership of 1,113, were organized in 35 villages to promote social and cultural activities, develop leadership qualities and involve them in the development programmes of the villages. Suitable competitions were organized among members of the Mandals, and prizes were given to promote such activities. In addition, sports clubs and libraries were organized in villages to provide recreational facilities.
**Cottage Industries:** Nearly 935 villagers were motivated and helped in self-employment in cottage industries like basket-making, bamboo work, weaving, rope-making, poultry, piggery, duckery, fishery, tusser-rearing, blacksmithy, carpentry, pottery, shoe-making, bricks, tiles and matches. In addition 422 villagers were provided employment in old cement bag repair work. Out of the amount paid to such bag repair people by the company, Rs.39,501 was set apart with their consent for a village welfare fund for utilization in community development work in villages. Besides providing the villagers with employment in cottage industries and old cement bag repair work, the VW centres also involved them in drought relief measures - such as deepening drinking water tanks, undertaken in coordination with government agencies and local 'panchayats', providing employment for 2,000 villagers for two weeks. Earthen bunding and construction of reservoirs, laying of roads - undertaken by government, and motivated by the company's staff-provided further employment to 640 villagers.

**Cooperative Societies:** Thirty-five service cooperative societies organized either with the company's help or by government agencies extended credit facilities amounting to Rs.8.22 lakhs to farmers. Seven milk cooperative societies supplied 25.09 lakh litres of milk to dairies. In addition
to the above activities, the scheme also undertook mass tree-planting programmes in villages by motivating and giving technical guidance and supervision resulting in the growth of 2,500 trees.

The company can boast of the number of facilities it has created for the rural folk. The total expenditure incurred is estimated to be little more than Rs.4 crores. The following summary table gives a detailed account of the various provisions created by ACC.

<table>
<thead>
<tr>
<th>Item</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Soil erosion, Bund building and other land development schemes</td>
<td>1103</td>
</tr>
<tr>
<td>2. Irrigation and drinking wells etc.</td>
<td>2538</td>
</tr>
<tr>
<td>3. Cattle sheds etc.</td>
<td>432</td>
</tr>
<tr>
<td>4. Manure pits</td>
<td>300</td>
</tr>
<tr>
<td>5. Places of worship</td>
<td>500</td>
</tr>
<tr>
<td>6. Houses reconstructed</td>
<td>2425</td>
</tr>
<tr>
<td>7. New houses</td>
<td>3000</td>
</tr>
<tr>
<td>8. Schools</td>
<td>400</td>
</tr>
<tr>
<td>9. Roads, link roads etc.</td>
<td>200</td>
</tr>
<tr>
<td>10. Septic tanks, latrines, drains, soak pits etc.</td>
<td>2675</td>
</tr>
</tbody>
</table>

ACC's rural development programme, implemented through its village welfare scheme, is the story of a quiet transformation that is bringing new life into 225 Indian villages. It is the story of how private enterprise has encouraged villagers to work together to reduce poverty, dispel ignorance and to improve their living conditions. In the process it strived to inspire a sense of dignity and purpose in the villagers as a whole, and to inculcate a sense of good citizenship and responsible leadership. It is a factual record of social experiment that has benefited over three lakh people, probably, the first of its kind in South-east Asia.

Mafatlals - The Pioneers:

The philosophies and policies of Mafatlals are greatly influenced by the noble values and virtues of our traditional society. Arvind N. Mafatlal, Chairman of the Mafatlal group of Companies is a staunch believer in Mahatma Gandhiji's principles and the major emphasis of Mafatlals henceforth is on Rural Development. The Mafatlal's contribution to rural development is somewhat different. The major thrust is towards creating subsidiary occupation namely animal husbandary in rural areas. The Group believes that all-round development of villages is facilitated only, when the rural poor are enabled to increase their income. While developing the infra-structural facilities, the choice of appropriate technology
should receive priority consideration.

This group of companies has started 20 integrated rural development centres, each centre comprising 20 to 30 villages in a radius of about 10 miles spread over Maharashtra, Gujarat, Uttar Pradesh and Madhya Pradesh. The main objectives of the programmes are to provide gainful employment in rural areas, help the rural families in vulnerable sections to come out of poverty within a period of 5 years and preventing the tendency to migrate from rural areas to the urban areas in search of employment and livelihood. With this view, the group has evolved a technology relevant to the need of the rural poor under the aegis of Bharatiya Agro Industries Foundation at Uruli Kanchan, Pune District, with management support provided by the group.

Six Mafatlal companies having sales income of Rs. 362 crores in 1979 spent about Rs. 87 lakhs on rural development and social welfare schemes in 1979 as shown in Table -XI.5.
### TABLE - XI.5

**Expenditure Incurred by Mafatlal Group of Companies in Rural Development 1979—80**

<table>
<thead>
<tr>
<th></th>
<th>Expenditure</th>
<th>Net Sales Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. National Organic Chemical</td>
<td>23</td>
<td>9135</td>
</tr>
<tr>
<td>2. Standard Mills</td>
<td>4</td>
<td>7721</td>
</tr>
<tr>
<td>3. Mafatlal Fine</td>
<td>18</td>
<td>6713</td>
</tr>
<tr>
<td>4. Mafatlal Industries</td>
<td>23</td>
<td>5363</td>
</tr>
<tr>
<td>5. Indian Dyestuff</td>
<td>10</td>
<td>4568</td>
</tr>
<tr>
<td>6. Polyolefins</td>
<td>9</td>
<td>2646</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>87</strong></td>
<td><strong>36146</strong></td>
</tr>
</tbody>
</table>


As a percentage of sales income, this expenditure accounts for 0.2 per cent. The rural development programmes for Standard Mills and Mafatlal Industries are located in the same districts of U.P. and M.P. NOCIL and PIL have R.D.P. programmes for different districts in Maharashtra. While NOCIL has undertaken rural development projects in 148 villages and incurred an expenditure of Rs. 23 lakhs in 1979, Mafatlal industries have operated in 89 villages spread over in M.P. and U.P. as can be seen from Table -XI.6 with an expenditure of Rs. 23 lakhs. The six companies in the groups have followed the same model of integrated rural
development programme. The integrated rural development project undertaken by Polyolefins (PIL) is given below as a case study of Mafatlal group.

**TABLE - XI.6**

**Rural Development Projects undertaken by Mafatlal Group of Companies: 1979-80**

<table>
<thead>
<tr>
<th>Name of the Company/Location</th>
<th>No. of villages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Standard Mills</td>
<td></td>
</tr>
<tr>
<td>a) Manekpur Block, Bandra District, U.P.</td>
<td>63</td>
</tr>
<tr>
<td>b) Chobepur Block, Satna District, M.P.</td>
<td>26</td>
</tr>
<tr>
<td>c) Dahod Taluka, Panchmahal District, Gujarat</td>
<td>17</td>
</tr>
<tr>
<td>2. Mafatlal Industries</td>
<td></td>
</tr>
<tr>
<td>a) Chobepur Block, Satna District, M.P.</td>
<td>26</td>
</tr>
<tr>
<td>b) Pathathetra Block, Banda District, U.P.</td>
<td>63</td>
</tr>
<tr>
<td>3. Mafatlal Fine</td>
<td></td>
</tr>
<tr>
<td>a) Bansda Taluka, District Bulsar, Gujarat</td>
<td>--</td>
</tr>
<tr>
<td>b) Chitrakoot, District Satna, M.P.</td>
<td>--</td>
</tr>
<tr>
<td>4. Indian Dyestuff</td>
<td></td>
</tr>
<tr>
<td>a) Kutch District, Gujarat</td>
<td>96</td>
</tr>
<tr>
<td>5. National Organic Chemical</td>
<td></td>
</tr>
<tr>
<td>a) Yavatmal District, Maharashtra</td>
<td>148</td>
</tr>
<tr>
<td>6. Polyolefins</td>
<td></td>
</tr>
<tr>
<td>a) Nanded and Parbhani District, Maharashtra</td>
<td>80</td>
</tr>
</tbody>
</table>


This is a three-pronged drive in the shape of cattle breeding, cotton cultivation and food-for-work with equal emphasis on medicare and health. The programme covers
landless, small and marginal farmers below the poverty line and envisages that a farmer is able to increase the income at least Rs. 4,000 per annum over a period of three to five years. Detailed and extensive surveys were undertaken which led to identification and adoption of 84 villages covering a population of a lakh in the Nanded and Parbhani districts in the Marathwada region of Maharashtra state. Under PIL's IRDP scheme, 304 families have brought in 372 acres of land in 1979 under cotton cultivation as against 94 families with 135 acres of land in 1978. The companies have also tried to introduce subsidiary occupations in the villages. Cattle breeding constitutes the main thrust of the IRDP schemes of the Mafatlal group of companies.

Under the expert guidance of the Bharatiya Agro-Industries Foundation, farmers are encouraged to go in for cross breeding of their cows by the insemination of frozen semen of proven sires of exotic breeds. Under this scheme, 711 inseminations were done resulting into 212 progeny in 1978. The new generation of cows so produced will yield as much as 2,000 to 2,500 litres of milk per lactation. PIL programmes are expected to cover a minimum of 4,000 cows in an year in the villages it has adopted. It takes about three to four years for receiving the benefits of this scheme.

In order to ensure that a rural poor family has a
worth while source of income during the gestation period, Mafatlal group evolved a plan that could boost the earnings from cotton cultivation. It entails adoption of nursery technology. Four or six weeks before the onset of the monsoon, cotton seeds are nursed to health and strength in polyolethylene bags and transplanted on to the field as soon as the monsoon sets in. This scheme was tried out with active assistance and expert guidance of the Indian Cotton Mills Federation in 17 of the 19 villages selected, covering an area of 135 acres. This nursery method of cultivation is found to have produced the bonanza of over two times the conventional yield.

Mafatlal group takes complete responsibility for marketing the cotton so produced. The cultivator enjoyed the twin benefit of offering the cotton at the market price as well as a cover against crop failure in the shape of a cash compensation of Rs.250 per acre through general insurance.

In 1979, 304 farmer families brought land for cultivation under the nursery technology and obtained, on an average, yield of more than seven quintals per acre as against the normal three quintals and made a profit of Rs.1842 per acre as shown in Table -XI.7.
**TABLE - XI.7**

Statistical Data on Various Facets of PIL: 1978 Cotton Cultivation

<table>
<thead>
<tr>
<th>Name of the Centre</th>
<th>Villages Nos.</th>
<th>Beneficiary Families</th>
<th>Total Land under the scheme (Acres)</th>
<th>Estimated Average Yield per acre</th>
<th>Expenditure per acre (Rs)</th>
<th>Income per acre (Rs)</th>
<th>Profit per acre (Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Akhada Balapur</td>
<td>7</td>
<td>29</td>
<td>44</td>
<td>8</td>
<td>1325</td>
<td>3500</td>
<td>2175</td>
</tr>
<tr>
<td>Kalamnuri</td>
<td>6</td>
<td>45</td>
<td>58</td>
<td>6</td>
<td>1325</td>
<td>2500</td>
<td>1175</td>
</tr>
<tr>
<td>Hadgocost</td>
<td>4</td>
<td>20</td>
<td>33</td>
<td>8</td>
<td>1325</td>
<td>3500</td>
<td>2175</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>17</strong></td>
<td><strong>94</strong></td>
<td><strong>135</strong></td>
<td><strong>7</strong></td>
<td><strong>1325</strong></td>
<td><strong>3167</strong></td>
<td><strong>1842</strong></td>
</tr>
</tbody>
</table>

(*) Two more villages have been covered under the Food-for-Work programme to the benefit of 68 families, bringing the total number of villages to 19 and the number of beneficiary families to 162.


The results have been so impressive that as many as 100 farmers have already enrolled themselves by now under this scheme in the current cotton season.

JK₁₀ In The Service of the People

J.K. is a name that figures prominently on the indu-

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10 The material for this section is drawn from a sponsored feature "Homage to a Great Karmayogi", The Indian Express, December 18, 1979, p.7 and from the information furnished by Public Relations and Publicity Department of J.K. Synthetics Ltd.
trial map of India. This organisation is the monumental achievement of the members of the Singhania family who incessantly struggled over the last two hundred years and devoted their energy and powers to contribute to the economic and social growth of India in general and of Kanpur in particular. In this process of growth and development, the organisation attained to its present place of distinction amongst the top industrial pioneers of the country. The fruits of their enterprises have been utilised for advancement of social services, promotion of philanthropic and charitable activities, and realisation of religious and moral aims, in addition to enhanced endeavour for economic development.

The J.K. Organisation has ever been conscious of the social responsibilities of the industrial undertaking besides their contribution to widening of employment and expansion of the economy. The benefits of industrialisation must spread to total social good. Imbued with such ideas, the Organisation has devoted a substantial portion of the earnings from its ventures for promotion of public good such as the provision of medical relief, spread of education relief to the poor, spread of moral and ethical principles etc.

In the field of education, the Organisation's contribution has been directed to:
a) Building up a chain of 23 primary schools for boys and girls in the District of Kanpur which turn out over 8,000 students each year.

b) Providing financial assistance to well equipped College building for boys and girls in the city such as G.N.K. Inter College, Marari College, B.N. S.D. College, Hiralal Khanna Science Block, Juhari Devi Marwari Girls Degree College, Kanpur.

c) Establishing J.K. Institute of Applied Physics and Technology attached to the University of Allahabad Foundation stone of which was laid by Late Prime Minister Shri Jawaharlal Nehru in 1949 for Higher Technological Education in Electronic and Applied Science.

d) Establishing J.K. Institute of Sociology and Human Relations, attached to University of Lucknow in the year 1949. The foundation stone of the Institute was laid by Late Shri G.B. Pant, the then Chief Minister of U.P. The Institute is established for research in Sociology and related field to train students in methods of social research and their participation as well as administration.

e) Awarding loans and scholarships to deserving students, both girls and boys for higher education, particularly for specialised technical knowledge.

f) Establishing J.K. Women Hostel attached to Shri Kashi Vidyapeeth at Varanasi. The Building was formally declared open by Late Prime Minister Shri Lal Bahadur Shastri on 6th February, 1965. Besides, each industrial unit has also got a primary school for free education for the children of the Staff and Workers.
Lakshmipat Singhania School, Orissa, and Sulochana Devi High School, Bombay are famous for education.

The Organisation has not been less attentive to the grant of medical relief and its munificence has extended for:

i) Establishing J.K. Institute of Radiology and Cancer Research, Kanpur, a leading institute for treatment of Cancer, its prevention, detection and research. The foundation of the Institute was laid by Late Dr. B. Rajendra Prasad, the then President of India and was declared open by Late Prime Minister, Shri Jawaharlal Nehru.

ii) Constructing and equipping Lala Kamlapat Memorial Hospital, Kanpur for indoor and outdoor treatment to work as District Hospital.

iii) Establishing Jaykaylon Women's Hospital at Kota, foundation stone of which was laid by Shri Mohanlal Sukhadia, the then Chief Minister of Rajasthan.

iv) Establishing Jaykaylon Mother and Child Health Institute, Jaipur, inauguration of which was done by the then Rajyapal Shri Raghukul Tilak.

v) Establishing Lakshmipat Singhania Institute of Cardiology at Kanpur.

vi) Establishing Kailashpat Singhania Institute of Medicine at Kanpur.

vii) Encouraging practical research in occupational and eye-diseases in the different units of the J.K. Organisation.
viii) Propagating and popularising a number of family planning schemes and giving the same practical shape wherever needed.

ix) Manufacturing Ayurvedic and Unani Medicines and distributing the same on 'no profit' basis.

It is J.K. Organisation's continuous endeavour to promote research and development of indigenous technology. Sir Padampat Research Centre at Kota (Rajasthan), Pulp and Paper Research Institute at Jaykypur (Orissa) and Raymond's Sheep Breeding Farm, Dhulia (Maharastra) are leading research institutions promoted by J.K.s.

For the comforts of the poor, J.K. Organisation has established a number of Dharmashalas, Sadvartas, Alm-Houses and made frequent donation to such institutions as to cater to such needs of the people. The Organisation has also built up townships for workers in the various parts of the country. These townships are equipped with roads, parks, electricity, water supply, medical dispensaries, school and play-ground etc., including township, shopping centres at industrial centres.

The Organisation has not ignored in the least the need for providing to the public suitable health resorts and stadia for games and sports. Such stadia are furnished with all the necessary equipment for indoor and outdoor games.
These stadia may often been seen humming with youthful activities of tournament and competitions. Besides, cultural programmes are also being organised at such places for workers. J.Ks have also put up Kailshpat Singhania Sports Foundation which looks after the All India Tournament on Table Tennis, Basket Ball, Badminton, Golf etc. Lucrative prize-money are also offered. Gopalakrishna Singhania Badminton Hall has 3 courts and is ideal for games in Kota.

In view of the organisation and particularly in a secular state, establishment of places of worship and preaching of fundamental principles of ethical science is an indispensable necessity. To meet such necessity, the organisation has constructed such places of worship as Dwarikadhish Temple, Sri Kamleshwar Temple and Sri Radhakrishna Temple at Kanpur, Sri Baldeoiji's Temple at Karwi and two more temples at Raman Reti and Brindaban. All these temples are open to the public without distinction of caste, creed and community.

The Sri Radhakrishna Temple is unique in its architectural beauty in the set up of its environment and in the serenity of the atmosphere. The Temple is a landmark in Hindu architecture and is the first and the finest of its kind in the East. The temple has put Kanpur on the tourist map of India and millions of devotees and sightseers visit it every year. All the temples serve the public in providing religious
discourses by eminent preachers from time to time.

Kamla Retreat is a private reserve in Allen Forest in Kanpur owned by JKs and is one of the best beauty spot of Kanpur. Its lovely laid parks, garden, fountains, lake and enchanting swimming pool, bear testimony to the rich contribution towards advancement of art and culture in the city.

CONCLUSION:

The description of the various activities undertaken by different large industrial houses, though not comprehensive to shed light on all social responsibility areas, serves the purpose of authenticating the hypothesis that large industrial enterprises believe in sound and generous business principles and regard the welfare and prosperity of the various stakeholders, a sure foundation of their prosperity.
i) tracing the evolution of business and society for examining the hypothesis that there exists a symbiotic relationship between business and society and that the existence and growth of business depends on the everchanging values of any society;

ii) assessing the concept of social responsibility which is elastic in nature being dependant upon the public expectations and demands;

iii) examining the philosophic and economic rationale of corporate social responsibility by finding support to the following two hypotheses:

   a) Social responsibility has been evolving in response to the needs, aspirations, and expectations of people through different stages of social development since the dawn of industrial civilisation.

   b) Social responsibility is in complete harmony with the economic objective of the corporation.

iv) analysing the various aspects in the management of social responsibility to gain insights into various difficulties in policy making, obstacles in implementation that arise by internal and external environmental factors and enunciate some principles that help design effective performance system;
v) describing the evolution of social audit, explaining the various methods of social audit in vogue, identify the problems in making the social audit and suggest some principles that help design effective social assessment system;

vi) tracing the social responsibility movement in India and appraise from the managers' point of view the current image of industry and establish the reasons for public demanding industry to usurp social responsibility;

vii) evaluating the social responsiveness of top and middle level managers to identify the differences in perceptions with reference to the following hypotheses:

a) Dominant position in the economy, and manipulation of socio-political affairs of the nation by industry are primarily responsible for public demanding industry to usurp social responsibility.

b) Managers are willing to accept social responsibility and they believe it as an important dimension of management in the long run self-interest of industry.

c) Not all corporate social objectives have the same priority.

d) The order of priority and order of areas of perceived difficulty are different.
e) The obstacles in the implementation of social action programmes are both external and internal.

f) Social responsiveness necessitates structural alterations in companies.

g) Social action performance can be measured. The social audit serves the purposes of clarifying managers and public the stand of company vis-a-vis social responsibility.

h) Many prefer to have social audit but conveniently in its simplified form like checklist type or input analysis type.

i) Lack of proper measurements and prohibitive expenditure involved in designing are said to be the primary obstacles for not adopting the social audit method.

viii) finally, suggesting ways for improving the scope of translating the responsiveness into concrete policies for action that will go a long way in the socio-economic development of our country.

Methodology:

The research is exploratory in character. It seeks to explore the directions in which the concept of social responsibility has found its development and also how far the emergent concept has taken roots into the managerial value systems of large scale enterprises.
The Sample:

As the concept of social responsibility is assumed to have operational validity in the context of large scale enterprises only, The Economic Times' 101 Indian industrial giants in the private corporate sector and all Central Government undertakings in the manufacturing and trading sectors are chosen for study. From an up-to-date list of chief executives of these 180 large companies as per the Kothari's Economic and Industrial Guide of India, a cover letter and questionnaire related to performance details of the enterprises were mailed. The letter asked for furnishing a list of names and designations of 10 top-level executives and 10 middle-level executives for participation in the study of social responsiveness of managers. Many companies regretted their inability to participate while a few companies sent their Annual Reports. From the Annual Reports, the names of executives were drawn at random and the questionnaire were mailed to them direct. The questionnaires mailed were 1000 of which 500 were to the top level executives and 500 to the middle level executives. As the resulting sample was found inadequate, personal request letters to the Chief executives of companies actively engaged in social responsibility activities were mailed seeking support for research study. Personal distribution and collection of 500 questionnaires were also made at the industrial centres like Hyderabad,
Madras and Visakhapatnam, where large companies or their divisions are located. Finally, through all these efforts a sample comprising 216 top managers and 313 middle managers resulted in.

Sources of Data:

The data required for the purpose of the study are primary and mailed questionnaire method is employed. The questionnaire used in this study is designed to elicit the views of executives and is concerned with the following areas of research:

a) need for accepting social responsibility
b) priorities of social areas of effort
c) obstacles in implementation
d) organisational arrangements for implementation
e) purpose of social audit, and
f) obstacles in the development of social audit.

The questionnaire was designed in such a manner that the executive responding to it needed only to cross a number 1 to 5 to indicate his response for each question or rank order according to his degree of preference or merely check a blank. Thus while the questionnaire ran to 12 pages in length, the time required for completion of the questionnaire was not demanding.
Limitations of the Study:

The study is likely to suffer from the following limitations:

i) The findings of the study are based on the questionnaires returned duly filled in. If those who have returned are those with awareness and zeal toward social responsibility, the findings are likely to have a positive bias towards social responsibility.

ii) The issue under study is philosophical in nature. People generally set high standards though they know they are impracticable. Despite the care taken in structuring the questionnaire to reduce such bias, it still persists, and ultimately reflects in the conclusions.

iii) The common limitation with all mailed questionnaire methods is lack of sufficient attention and understanding on the part of the respondent. Such inadvertrance is due to the impersonal nature of the method which reduces the validity of the study.

Emergent Concept of Social Responsibility:

There exists a symbiotic relationship between economic organisations and the surrounding society. The effectiveness with which a business enterprise can operate and contribute to societal progress depends largely on how sensitive it is
to the change in the social, cultural and political fabric of the society. A swift value change that took place during the 1960s and afterwards, has changed the dimensions of the philosophy of business management. A social dimension has been added and enlarged. The social approach developed first as an 'ethical concept' to make enterprises follow the 'trusteeship principle' and be a respectable 'corporate citizen'. In the later years, it evolved into 'growth concept' to make powerful enterprises follow the 'statesmanship principle' and assume the role of 'change agent'. The early conservative approach may be denoted as 'Social Values School', whereas the new evolving liberal approach may be termed as 'Social Responsibility School'.

The Social values school was pioneered by Bowen and explained, elaborated and propagated by writers like Koontz & O'Donnell, Richard Eells, Clarence Walton in America and International Seminar on Social Responsibilities of Business in India. The concept of social responsibility according to this school is:

"Designing and pursuing decisions, policies and programs of the enterprise with a prudent regard to values, norms and expectations of the society."

The Committee for Economic Development has started a
new trend which demanded the business to take responsibility for social problems and that it become the keeper of society's conscience and the solver of society's problems. Sethi and Post, Andrews, Keith Davis and many contemporary writers hold this point of view. The concept of social responsibility may be defined as:

"Developing society in its plurality of interests, faiths, beliefs and values and objectives for enhancing the happiness, freedom and material, mental, moral and spiritual growth of the people."

The two schools differ in many respects as given below:

<table>
<thead>
<tr>
<th>Social Values</th>
<th>Social Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concern for sound relations</td>
<td>Concern for egalitarianism</td>
</tr>
<tr>
<td>A modification of behaviour</td>
<td>A challenge to action</td>
</tr>
<tr>
<td>Makes profit genuine</td>
<td>Utilises surplus for society</td>
</tr>
<tr>
<td>Governed by principle of conscience</td>
<td>Governed by principle of service</td>
</tr>
<tr>
<td>Indispensable for all concerns</td>
<td>Important for large ones</td>
</tr>
</tbody>
</table>

It is evident that the new concept opens up new vistas of operation for the business and demands it to apply human effort for the most productive use and to consolidate all the available resources for the optimal welfare of the mankind. It is a new ideology and new technology that has evolved from its original form of a moral principle that kept businessmen out of jail. It will make all business
concerns the leading transforming agents of society facing the challenge of solving grim problems like poverty, unemployment, discrimination, insecurity etc.

The Social issues that confront business near the end of the 1980s are:

1. Society Relief and Reconstruction:
   Donating for national causes during war and other national calamities and taking part in the rehabilitation programmes.

2. Internal Employees Service Programmes:
   Legal aid, Family Planning etc.

3. Job Creation:
   Hiring and training of the hard core unemployed and disadvantaged, Assisting self employment agencies etc.

4. Encouraging Consumerism:
   Consumer education, Support to consumer councils etc.

5. Support to Small and Minority Enterprises:
   Supply of technology, Assisting in marketing etc.

6. Pollution Abatement:
   Measures to reduce pollution, Creating agencies for developing improved systems of environmental management.

7. Resource Conservation Measures:
   Augmenting the supply of replenishable resources, preserving animal life and ecology of forests etc.
8. Society Improvement Programmes:
Contribution to the promotion of education, health, arts, sports, religion etc.

9. Rural Development:
Cooperation with other agencies, Adoption of villages etc.

10. Foreign Investments:
Establishing profit-making ventures abroad, Developing cross-cultural, cross-national systems of management to integrate developing nations

Rationale:

The concept of social responsibility has been regarded by some executives as a transitory threat and they ridiculed it as an illogical ideology that should be opposed. However, they have come to realise in course of time that, significant opportunities for growth in market share and profitability lie in solid, sincere and continuing corporate citizenship.

Having its origins traced to the beginnings of business civilisation, social view of business has blossomed through different stages into a comprehensive social philosophy and today it has earned the status of the philosophy of the 'Age of the People'. From the discussion on the various goals of business, a firm conclusion can be drawn that business has multiple goals, among which social goal is one and
it is not incompatible with the other goals.

Operationalisation:

The acceptance of social responsibility as a function with a view to fulfil the social objective—enriching the quality of life of the people, calls for several changes in the total organisational system which includes—psychosocial sub-system, organisational sub-system, technical sub-system, goals and values sub-system and managerial sub-system. A good initiative from top management can generate the atmosphere conducive for performance and the changes can be smoothly materialised.

Systematisation of the social responsibility function is appreciated for it helps solve problems like deciding the approach, the type of response, removal of internal obstacles and preparedness to overcome outside obstacles and so on. Two distinct approaches viz., Social Conformist approach and Social Reformist approach are identifiable within which a sub-categorisation of responses ranging from Defensive response to Leader response are traced. Different social audit methods varying from the simple, convenient, economical but less credible check-list type to complex, sophisticated, expensive but highly accurate and convincing social and financial statement are developed and utilised in advanced countries like U.S.A.
Social Consciousness among Indian Managers:

The rise of public sector that spearheaded the approach to economic development through social justice, the outstanding educational efforts of the voluntary associations and academic bodies, the exhortations of political leaders and business stalwarts from time to time, have injected a social point of view among Indian managers.

Today, majority of Indian managers are conscious of the dominant role industry has to play in shaping the society into a socialistic one. They are sensitive to the various criticisms levelled against large enterprises by the public and its increasing intensity in the light of the deteriorating economic situation. Both top and middle management groups accept that there is truth in some of these criticisms made against large enterprises viz., dominate and control national economy in self interest, buy support from political parties by making campaign contributions, thrust heavy external cost on public in pollution, noise and ugliness, make decisions that are more rationalistic than humanistic and being in seller's market do very little to promote consumer interests. They are aware of the growth in the public expectations for socially responsible behaviour of industry and consider the widespread belief among public that industry is the next dominant institution after the government
with talents and resources to promote economic development, as the primary factor, responsible for it. The managers at the top and middle levels strongly agree with the view that contemporary managers in industry have to be more concerned about social responsibility than before.

In respect of arguments for and against social responsibility involvement, very little, by way of differences between the opinions of top management and middle management, is found. There is a general consensus that for the creation of better image and for the preservation of industry as viable institution in the society, corporations should usurp social responsibility. Again such arguments against social responsibility as, 'Involvement in social action programmes without sufficient success in economic front will tarnish the image of industry' and 'Society expects business to maximise efficiency, production and profits', are considered very important by the management groups.

Priority Areas and Implementation Difficulties:

With regard to the priority areas of Social responsibility there is a strong rank correlation between top and middle management groups. Both groups perceived the social areas, Job creation, Internal Employee Service programmes, Society relief and reconstruction and Support to small
enterprises as the first four social areas of effort respectively and Rural development and Foreign investments as the last two to be considered. Top management attached more importance to Resource Conservation while middle management showed concern for Consumerism.

The priority areas of social responsibility are not the areas that cause greatest difficulty in implementation. The findings indicate differences in the perceptions of top and middle managers but they are only minor. Among the four areas receiving the greatest priority, Job creation and Society relief and reconstruction are viewed as relatively difficult ones while the other two - Internal Employee service and Support to small Enterprises are declared as the least difficult ones to implement. Areas like Rural Development and Resource Conservation, Foreign Investment and Pollution abatement are outlined as the most difficult areas for implementation.

It is surprising that pollution abatement that has become a topic of debate, of late, in India is given modest priority by both the groups. It may be attributed to the perceived difficulty in implementation. It is also to be noted that middle management which is more concerned about pollution abatement than top management, perceived more difficulty in its implementation than top management.
Attitudes towards Specific areas:

Through a series of questions composed to assess managerial attitudes towards specific areas of Corporate Social Responsibility, it is found that top and middle management perceptions do not vary much significantly. Some of the emergent viewpoints from the study are:

1) Contributing to the society relief and rehabilitation is a moral obligation of everyone in the society. Enterprises need not participate directly in the rehabilitation. Support to service organisations will do. Donations are justified only when they do not strain the working of the enterprise.

2) Companies should go far beyond the letter of law in providing safety working conditions for the employees. Also, Companies have to extend support to the growth of healthy trade unionism.

3) In the area of Job creation, companies can assist self employment agencies by providing training to the enthusiastic entrepreneurs. It is true that enterprises are not, at present, providing adequate opportunities to women at middle and senior level positions though the law guarantees equal employment opportunities. Companies should not hire unemployed or disadvantaged at the cost of the efficiency of enterprise.
4) The existing framework of legislation and institutional network is not adequate. People should form into consumer associations and bring to the notice of manufacturers the adverse effects of company policies and products. On their part, companies have to play a good role in fostering and promoting consumer councils.

5) Government should take responsibility for promoting and protecting small enterprises by providing subsidies and incentives. Support through provision of technological and marketing know-how is the responsibility of the companies.

6) Companies certainly have an obligation to society to adopt effective anti-pollution measures even when not legally required to do so. But, Government should pass legislation to make clear the extent of industry responsibility for reducing pollution.

7) Companies have to preserve and utilise natural resources with restraint and reasonableness for the benefit of future generation. Conservation measures so far have been half-hearted responses to the shortage crisis.

8) Few companies in India have realised the need for taking up society improvement programmes. Companies have to provide financial support and also join other organisations for playing an effective role in promoting health, education, sports, culture, religion, arts etc., in the society.

9) Industry is primarily responsible for the rapid urbanisation that has created a severe imbalance
between rural and urban areas. Prosperous industrial sector cannot continue to grow and remain prosperous while vast rural areas remain backward. Therefore, industry has to correct the imbalance. But rural development is not profitable to companies at present as Government has not created the necessary infrastructural facilities. As such rural development, in many a case, is confined to nearby areas which benefit directly the company. From industry point of view, rural development is not providing infrastructure but facilitating generation of employment opportunities.

10) Major companies have to establish enterprises in less developed countries with a view to help accelerate their economic development. They have to pay proper regard to the interests, values, beliefs and faiths of the people in the host country.

Obstacles to Implementation:

Despite the positive inclination of executives to formulate and implement social strategies for the benefit of various constituent groups of organisation, some practical difficulties may come up from internal and external environments and hinder the process. Unrealistic policies of government, corruption in the administrative machinery, and the deliberate creation of anti-business climate by political groups are pointed out as the important external hurdles. Among the internal obstacles, the need to cut back on social
action policies in times of adversity, lack of time for executives due to heavy work schedule and top management attitudes, are listed as the principal ones.

With regard to organisational arrangement for corporate Social performance, there is perfect correlation in the rank ordering by top and middle level executives. A permanent Committee of Executives is preferred to Permanent Department. The appointment of individual executives and a task force of executives is very much depreciated.

**Social Audit:**

Concerning the method of Social Audit to be adopted, there emerged a general consensus. Performance goal method and Cost-benefit method are favoured by both the groups. Next come the other methods viz., Input analysis method and Check list method. Local meeting and Comprehensive financial and social statements did not find any favour. The important purposes of social audit as identified by executives are: To identify social action areas, to evaluate company performance and to inform to public about the involvement and achievements of Company. In respect of the obstacles to the development of Social audit, minor differences in opinion are observed. Inability to develop measures for evaluating social performance and obtaining consensus
among activities to be undertaken are the most important hurdles. Both the groups did not perceive, 'High expenditure' as a barrier. Probably it is due to their option for a performance goals approach which is less expensive than comprehensive social and financial statement method.

In the final analysis it can be stated that both the management groups analysed viz., top management and middle management have high level of social consciousness and are willing to respond to the social demands very much on their own, without any legal compulsions or high pressures from public. Their perceptions relating to various issues like conceptual definition, operational design and performance evaluation have a strong correlation indicating the prospects of more active involvement of organisations in social responsibility activities.

Policy Implications to Organisations:

The findings of the study help formulate some guidelines to the large enterprises designing their social policies.

- Companies should adopt a permanent and durable approach to respond to the social demands and social needs which are potential demand areas and make efforts to improve the quality of life in the society.
Towards employees, enterprises should discharge their obligations, by formulating policies that envisage measures which go beyond the legal prescriptions.

Towards trade unions, the posture of companies should be democratic, positive and constructive. Their growth should be fostered and participation should be encouraged in such a way that all welfare and service programmes designed for the benefit of employees will be materialised.

Towards consumers, the companies have the obligation of playing the role of guide and friend. They can better discharge these obligations by seeking government to regulate the distribution channels and by helping consumers to form into consumers' associations to curb malpractices of middlemen and retailers and draw the attention of manufacturers to the defects in products and policies for immediate correction.

Towards business itself, the companies have the obligation of ensuring its survival and success. This can be better discharged by laying clear emphasis on profitability.

Towards Government, the companies should develop an approach that facilitates effective interactions and invites government intervention wherever necessary.

Towards shareholders, the business has to demonstrate its responsibility by bringing out a social audit adopting the Performance Goals method and declare reasonable dividends that will satisfy their needs.
Towards community the business enterprises should adopt a sound policy of responding to the diverse needs that balances the organisational and the societal interests. While liberal policy can be adopted for meeting society relief and reconstruction needs, a moderate one for society improvement and a conservative one for rural development are advised.

**Suggestions:**

The evaluation of the attitudes of managers towards the various aspects of corporate social responsibility brings to surface certain inhibiting factors which have to be eliminated for facilitating the process of business corporations becoming socially responsible. The following suggestions to different parties concerned go a long way in promoting and fostering corporate social responsibility.

**To Enterprises:**

The spirit of the enterprises in getting involved in social responsibility activities is heartening but a too aggressive policy is unwarranted for. They should realise that unlimited responsibility becomes no responsibility since no organisation individually has the power or resources to satisfy all wants or claims. Yet another point to be taken cognisance by the executives is while social system expands the role of business, market system places limits on what
corporations can do to solve social problems. If business does not respond to demands of society, it will be blacklisted and subjected to government regulation. If they do more, they will be at a disadvantage in competition as the social costs are not spread evenly on all firms. Enterprises as such should know the limits to corporate social responsibility and structure their policies accordingly.

Business executives should participate in the public discussions, seminars and symposia organised by business associations and academic bodies and let know the public their endeavours, inform academicians their problems and seek their services for investigation and research, exchange information with executives of other companies and thus create an atmosphere generative of goodwill, cooperation and research.

Business organisations should elicit the cooperation of voluntary organisations and government agencies and work along with them in promoting community welfare as cooperation from them is available without much difficulty.

To Public:

The call for corporate social responsibilities has validity but the indifference to the fact that profit seeking business needs profit motivation is improper. Public should
realise that business executives are not urban planners and their primary job is to sustain and reinforce vitality in the economic system of the country. With the evergrowing number of sick units in our country, the view that 'Society needs healthy industry to be healthy' finds wider acceptance. Public should look up with esteem at the success of industry and its leaders, and felicitate them to boost their enthusiasm to become committed to social-economic goals of the nation.

There are black sheep in every profession and business can be no exception. This fact is to be realised and the criticism should be objectively made based on proper facts, to discourage the misdeeds of the anti-social elements without wounding the sentiments of socially responsible business executives.

The Press:

Press in India, has a greater role to play, as in every democratic country. So far the press has not devoted its attention and space to the required extent to the business executives. The press in India is entertainment biased and not enlightenment oriented. Film stars and politicians are given more significance than is due. The press has to direct its attention to the business and come up with objective assessment of the functioning of the executives and
industry, feature the success stories of the great industrialists who have built our economy through their untiring and unfailing efforts, and must mobilise public support in respect of good companies and disapproval against the bad ones.

To Government and Political System:

From the political as well as economic standpoint of view, it is obvious that to make corporations more socially responsible, government has to play an effective role. Public disappointment in, and diapproval of corporate performance stems primarily from the failure of government in structuring corporate tasks properly and providing the necessary 'carrots and sticks'.

-Since the effectiveness of the Government is dependent upon the existing political system and parties, it is necessary that people occupying leadership positions should exhibit high order of discipline, integrity and social consciousness. The political system must be made capable of translating changes in social values rapidly and accurately into governmental actions. Its capacity to sense, record, transmit and act on countless, public preferences must be improved.

-Only when the dual set of political and market systems operate promptly and in the proper sequence in response to changes in social values that
corporations can get involved in Social responsibility actions. For effective interactions of these political and economic systems, it is essential that the Government should introduce legislative measures. Legislation requires actions by all enterprises and the market mechanism then becomes an instrument of efficiency in promoting social goals. Further, legislation is welcomed to make the amorphous areas clear. By setting objective guidelines to follow, it helps firms to respond to the satisfaction of the public. Beyond the present limits, certain companies may go, consonant with size and capability, to earn public recognition and appreciation.

Though the need for incentives is less emphasised by executives in the study, their importance cannot be under estimated. Strong incentives for the active participation of private enterprises in the various social action areas will have to be provided. They may include, accelerated depreciation, credit guarantees, contracts and governmental subsidies.

Government should bring down the number of economic legislations to the barest minimum and streamline the procedures in such a way that top executives will find time to address themselves to the task of social responsibility.

Economic policies of government should be rationalised by application of reason and objectivity. Short term political consideration should not deny sound economics, which will have a backlash
that is detrimental to the economy.

- A revision of tax structure, with favourable bias to socially responsible firms, is necessary. Heavy taxes without discrimination will lead companies resorting to activities of un-social nature.

- Opportunities for business to grow large should be allowed for. 'Small may be beautiful but large is not ugly.' Government should make it possible for organisations, both large and small, to obtain their natural growth within their existing businesses so long as their behaviour is socially responsible and economically viable.

- Government should ensure honesty of administration in all walks of life.

To Trade Unions:

As management of the enterprises is fast abandoning the outdated 'profit ethic' and subscribing to 'Social ethic' it is incumbent upon trade unions to evolve a new ideology so as to consider themselves as 'the vanguard of toiling masses inspired by the noble principles of fighting against tyranny, oppression, exploitation and social injustice wherever these exist in the society.' If unions fail to realise this need for change, and continue to fight for the better deal to the employees and related groups only, they will be rebuffed and relegated to a backward position. To protect the bargaining power of trade unions from such dangers,
the unions will have to develop an active, strategically-oriented interrelationship with the company. This is possible when trade unions themselves become socially responsible and educate their members to enable them to perceive the need for taking an active part in the reconstruction of society.

Further trade unions have to dissociate themselves with the political parties having vested interests and start working along with the shareholder groups, consumer associations and community organisations. By creating such united front, trade unions which are being exploited by managements and politicians can change the socio-economic context of operation. They will be able to help management positively in formulating the social plans and translating them into fruitful social actions.

**EPILOGUE**

The whole-hearted subscription to the doctrine of social responsibility by business executives and the active involvement by leading organisations in the social areas of effort allows one to predict with reasonable assurance that large scale business enterprises will increasingly pay reverence to our ancient traditions that have expounded welfare of world as the supreme object of life and foster Corporate Citizenship.