Appendix - I
Mailed Questionnaire with covering letter

DEPARTMENT OF COMMERCE
NAGARJUNA UNIVERSITY, NAGARJUNA NAGAR-522510

Dr. D. DAKSHINAMURTHY,
M.Com., Ph.D. (New York) PHONES: (OFF. 23225
PROFESSOR & HEAD OF THE DEPARTMENT & RES. 23996
DEAN FACULTY OF COMMERCE

Dear Sir,

Sub: Conducting research Study on Corporate Social Responsibility in India - Cooperation requested regarding.

Your cooperation is earnestly requested for an important research study which is designed to develop systematic information on the attitudes of top and middle level managers in the public and private sector enterprises in India. This study, which is being conducted by Mr. C. S. G. Krishnamacharyulu a candidate for Doctoral degree at Nagarjuna University, forms part of his research programme under my direct supervision.

For the purpose of study, top management is defined as including only corporate level executives and division top management, where divisions have relative autonomy. Middle level management is defined as the group stretching from below division level managers down to but not including what may be called in most companies first level supervisory personnel. To elicit the views of executives, a questionnaire is mailed to 1500 executives in India.

We request you to spare some of your valuable time to fill up the enclosed questionnaire and help us in producing a meaningful study. We hope that you will appreciate our effort and understand how eagerly we look forward for your reply.

Thanking you,

Yours faithfully,

(Sd.) D. DAKSHINAMURTHY.
The study aims at developing systematic information about the prevailing attitudes of Top and Middle level managers in the large companies in both the Public and Private sectors in India, towards Corporate Social Responsibilities.

Guidelines for filling the Questionnaire:

1. The questionnaire consists of several questions under which different viewpoints are listed out. Facing each viewpoint is a Five point rating scale. The numbers 5 to 1 indicate the degree of agreement/importance, as mentioned below:

   5 - Strongly agree/Very much important
   4 - Agree/Important
   3 - Uncertain
   2 - Disagree/Unimportant
   1 - Strongly disagree/Very much unimportant

You are requested to read through the viewpoints one by one and see how much you consider them agreeable/important. Establish your judgement by putting a cross (X) mark on a number against each viewpoint taking care that no viewpoint is left unmarked.
Example: 'Markets are not created by God, nature or economic forces but by businessmen'.

If you strongly agree with the viewpoint, you cross number 5 as indicated below:

5/4/3/2/1

2. In the case of some questions, you are requested to rank the viewpoints. For ranking purposes please employ Roman numbers as I, II, III, IV, V et al., in the order of decreasing importance. Eg.: Rank I if most important, Rank II if more important, Rank III next important and so on.
1. Dominate and control the national economy in self interest.
2. Buy support from political parties by making campaign contributions.
3. Some of the criticisms levelled against Industry are listed below. How far do you agree with them?
   1. Dominate and control the national economy in self interest.
   2. Buy support from political parties by making campaign contributions.

Name of the Executive:  
Designation:  
Name of the Company:  
Position in the Hierarchy:  

1. Beginning in 1960s it is said that a swift value change has taken place in contemporary societies. Do you find any such value change in our country? An illustrative value change pattern is given below.

Nationalism  ...  Internationalism  
Independence  ...  Interdependence  
Property Rights  ...  Public Service  
Uniformity  ...  Pluralism  
Materialism  ...  Quality of life  
Work  ...  Leisure  
Authority  ...  Participation  
Centralisation  ...  Decentralisation  
Self Reliance  ...  Group Acceptance  
Economic Progress  ...  Social Welfare

2. Do you subscribe to the viewpoint that Industry has a dominant role in shaping our society, into a Socialistic Society?  

YES / NO

3. Some of the criticisms levelled against Industry are listed below. How far do you agree with them?

1. Dominate and control the national economy in self interest.  
2. Buy support from political parties by making campaign contributions.
3. Subvert and corrupt democratic government to serve their own interests.
4. Are heavily subsidised by government franchise licences, loans and contracts.
5. Seek only to maximise profit, with no regard to long run or side effects.
6. Thrust heavy external cost on the public in pollution, noise and ugliness.
7. Overproduce and prematurely exhaust natural resources, robbing future generations.
8. Frustrate and pervert good urban and regional planning.
9. Impair the sense of community and the quality of life in society.
10. Make decisions that are scientific and rationalistic rather than humanistic.
11. Offer little psychological satisfaction to workers.
12. Have replaced corporate democracy with oligarchy.
13. Strive to maximise managerial interest, in power, security and prestige, rather than profitability.
14. Impede the entry of new firms and stifle the growth of small enterprises.
15. Conspire to raise prices and to suppress improved products.
16. Being in seller's market they do very little to promote the interests of consumers.

17. Distort the socio-cultural values of the host country and generate ill will abroad.

4. Do you think that the public demand, for socially responsible behaviour by industry is on the increase? 

5. If yes, what factors are responsible for the growing expectations for socially responsible behaviour by the industry?

1. Affluence of enterprise managers and the widening gap between the standards of living between men in industrial sector and other sectors.

2. Exploitation of society's resources without providing for adequate compensation to restore balance.

3. Industry is the next dominant institution after the Government with talents and resources to promote economic development.

4. Success of Industry in providing economic goods and services to the society.

5. Failure of Government in fulfilling the promises for creating egalitarian society.

6. Acceptance of social responsibility by some leading firms and their meaningful contribution in improving the conditions of poor.
6. Do you think it necessary for contemporary managers in industry to be more concerned about social responsibility? (check ( ) against one which you consider most appropriate) 

7. How important in your opinion are the following arguments in favour of Social Responsibility?

1. It is in the long-run self interest of the company to get directly involved in social issues. 

2. Social action programmes create a favourable public Image. 

3. Social action programmes will help preserve Industry as a viable Institution in society. 

4. Social action programmes help avoid more government regulation 

5. Social expectations are high and if ignored will result in creation of public hostility towards industry. 

6. Solving social problems will help industry to acquire more power in society. 

7. Industry has necessary resources and talent to engage in social action programmes 

8. Involvement in social action programmes is a moral responsibility of industry. 

9. Involvement in social action programmes is merely respecting the fundamental doctrine of Democratic socialistic society.
8. How important in your opinion, are the following arguments against social responsibility?

1. Society expects business to maximise efficiency, production and profits.
2. The involvement in social action programmes will drive marginal firms out of business.
3. Getting involved in solving social problems merely dilutes the primary strength and purpose of industry.
4. Company executives lack the perceptions, skill and patience necessary to solve societal problems.
5. Industry has now more power without usurping social responsibility.
6. Company executives are not accountable to the electorate as politicians are, and therefore they need not start trying to transform the society.
7. Since there is considerable disagreement among the public as to what should be done, companies will be criticised no matter what is attempted.
8. Government by its directives and incentives indicating the areas of social action for industry and there is no need for industry to take extra initiative.
9. Involvement in social action programmes without sufficient success in the economic front will tarnish the image of industry.
9. Please rank the following social responsibility areas in order of priority. (Use Roman Numbers I, II, III, IV, etc in the order of decreasing importance)

<table>
<thead>
<tr>
<th>AREAS</th>
<th>RANKING</th>
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<tbody>
<tr>
<td>Society Relief and Reconstruction (Donating for national causes during war and other national calamities like droughts, cyclones, famines and floods and taking part in the rehabilitation programmes)</td>
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<tr>
<td>Internal Employee Service Programmes (Legal aid, family planning, etc.)</td>
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<tr>
<td>Job Creation (Hiring and training of the hard core unemployed and disadvantaged, Assisting self-employment agencies, etc.)</td>
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<tr>
<td>Encouraging Consumerism (Consumer education and support to consumer councils, etc.)</td>
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<tr>
<td>Support of Small and Minority enterprises (Supply of technology, assisting in marketing, etc.)</td>
<td></td>
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<tr>
<td>Pollution Abatement (Creating agencies for developing improved system of environmental management, etc.)</td>
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<tr>
<td>Resources Conservation measures (Augmenting the supply of replenishable resources, preserving animal life and ecology of forests, etc.)</td>
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<tr>
<td>Society Improvement Programmes (Contributing to the promotion of education, health arts, sports, religion, etc.)</td>
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<tr>
<td>Rural Development (Cooperation with other agencies, adoption of village etc.)</td>
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<tr>
<td>Foreign Investments (Establishing Profit-making ventures abroad in areas of needed social improvements, developing cross national system of management to integrate developing nations, etc.)</td>
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</table>
10. Among the areas listed, which areas do you regard as more difficult ones for companies to implement?

<table>
<thead>
<tr>
<th>Areas of social effort</th>
<th>Ranks</th>
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<tbody>
<tr>
<td>1. Society Relief and Reconstruction</td>
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<td>2. Internal Employee Service Programmes</td>
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<td>5. Support of Minority Enterprises</td>
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<tr>
<td>6. Pollution Abatement</td>
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<tr>
<td>7. Resources Conservation Measures</td>
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<tr>
<td>8. Society Improvement Programmes</td>
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<tr>
<td>9. Rural Development</td>
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<tr>
<td>10. Foreign Investments</td>
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11. To what extent do you agree with the following views on social areas of effort?

1. Society Relief and Reconstruction
   a) Contributing to the society relief and rehabilitation is a moral obligation of every one in the society.
   
   b) Donations are justified as long as they don’t strain enterprise working.
   
   c) Even those firms incurring losses should take part in the relief operation.
   
   d) Direct participation in rehabilitation is not necessary; support to service organisations will do.
2. Internal Employee Service Programmes
   a) Propagation of ideas like prohibition and family planning may invite wrath from some sections of employees
   b) Since the government is actively campaigning as well as providing incentives, company's initiative is unnecessary
   c) Companies should go far beyond the letter of law in providing safety working conditions for the employees
   d) Elaborate safety measures, even if made, cannot reduce accidents since many workers tend to be less responsive
   e) Companies have to extend support to the growth of healthy trade unionism

3. Job Creation
   a) Companies should hire senior unemployed persons and disadvantaged, even if it means loss of an opportunity to employ readily available skilled personnel.
   b) Although the law guarantees equal employment opportunities to women, most companies do little to see it happen at middle and senior levels in the organisation
   c) Companies can assist self-employment agencies by providing training to the enthusiastic entrepreneurs.

4. Encouraging Consumerism
   a) Enterprises have to foster and promote consumer councils
   b) It is the responsibility of Government to specify areas wherein consumer protection is necessary
c) It is people who should form into consumer associations and bring to the notice of manufacturers the adverse effects of company policies and products

d) The existing frame work of legislation and institutional network (ISI etc.,) is adequately protecting consumers; nothing further is needed in this direction

5. Support of Small and Minority Enterprises
a) Encouraging small and minority enterprises through placement of purchase orders is an obligation of companies
b) Companies need not purchase from small and minority enterprises if economic considerations do not allow it
c) Government should take responsibility for protecting minority and small enterprises by providing subsidies and other incentives
d) Support through provision of technological and marketing know-how is the responsibility of the companies

6. Pollution Abatement
a) Pollution is not still a major social problem in our country
b) Government should pass legislation to make clear the extent of Industry's responsibility for reducing pollution
c) There should be heavy taxes on industrial activities and products that pollute the environment
d) Companies have an obligation to society to adopt effective anti-pollution equipment even when not legally required to do so.
7. Natural Resource Conservation
   a) Companies have to preserve and utilise natural resources with restraint and reasonableness, for the benefit of future generations
   b) Conservation measures by industry have so far been half-hearted response to the energy crisis

8. Society Improvement Programme
   a) Few Companies in India have realised the need for taking up society improvement programmes
   b) Companies which have not made adequate profits need not feel the obligation for undertaking society improvement programmes
   c) Companies have to provide financial support to various institutions in society that promote health, education, sports, culture, religion, arts, etc.
   d) Companies have to join other organisations and play effective role in promoting the various institutions in society

9. Rural Development
   a) Industry is primarily responsible for the rapid urbanisation that has created a severe imbalance between rural and urban areas
   b) Prosperous industrial sector cannot continue to grow and remain prosperous while vast rural areas remain backward. Industry has therefore, to correct the imbalance
c) Rural upliftment by industry is more a rhetoric than a practice

d) Involvement by companies in many cases is confined to nearby areas and such programmes which benefit ultimately the companies.

e) Until Government creates the necessary infrastructure for the villages, companies cannot play a significant role in rural development.

f) From industry point of view rural development is not constructing roads and buildings, provision of drinking water facilities etc., but generation of employment through establishment of small viable economic units.

g) Industry is more capable than government by its technology and management know-how in promoting rural development.

h) Rural development at present is unprofitable. If companies divert most of their profits to it, they will go bankrupt

10. Foreign Investments

a) Major companies have to establish companies in less developed countries with a view to help accelerate their economic development.

b) Major companies have to supply only technological and managerial know-how to less developed countries as financial resources are scarce in our own country.

c) Companies which have set up organisations or made investment in foreign countries have to pay proper regard to the interests, values, beliefs and faiths of the people in the host country.
12. What outside hurdles do you find, in general, for industry in actively involving in the social action programmes?

1. Ideological and methodological conflicts between the Industry and Trade Unions
2. The deliberate creation of hostile anti-business climate by organised political groups with selfish interest
3. Unrealistic planning causing disharmony between public sectors
4. Promulgation of unwieldy controls and unworkable laws
5. Prohibitive and frequently changing taxation policies
6. Corruption in the administrative machinery of Government
7. Instability and frequent changes in trade policies, licensing policies, export and import policies
8. Violent and disruptive activities of political parties and the high frequency of agitations
9. Lack of cooperation from the organisations concerned with the social area of effort
10. Inadequacy of subsidies and incentives offered by Government

13. What inside obstacles do you find, in general, for a company in actively involving in social action programmes?

1. Most managers are simply too busy to worry about social objectives
2. Social programmes adversely affect the profit performance
3. Social action programmes are problematic because the cost can be measured but benefits cannot be accurately known
4. Designing social action programmes is difficult as perceptions of priorities varies from manager to manager and also among public
5. Social action programmes will not be interesting to the managers unless there exists reward-penalty system in relation to it
6. In times of adversity, companies are compelled to cut back on social action policies
7. Top management attitude may not be encouraging when they adopt an adhoc approach rather than permanent approach
8. The response from the beneficiaries may be poor and discouraging

14. Which of the following means is most appropriate for obtaining results in the identified areas of social effort? Please check ( ) your answer in the space with in the brackets

1. Appointment of individual executives
2. A temporary task force of executives
3. A permanent committee of executives
4. A permanent department
5. Other arrangements (if any, specify)
15. What in your opinion is the scope for some scheme of social audit, and if you are in favour, what form should this take?

Methods

1. Check list approach
   (It involves cataloguing of what the company is doing each major social area)

2. Input analysis approach
   (It seeks to identify and measure the expenditures which have been made for social programmes and describe in qualitative terms what has been done)

3. Performance goals approach
   (It makes evaluation of performance against present goals in specific areas of social effort)

4. Cost-Benefit method
   (It is a description and quantitative and qualitative analysis of specific programme activity)

5. Comprehensive social and financial Balance sheets and Income statement

6. Local meeting
   (A meeting of persons with varied backgrounds to appraise them of the company's concern and effort in social areas)
16. What significant purposes do you think the social audit serves to the enterprises?

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Ranking</th>
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<tbody>
<tr>
<td>1. To identify those social pressures which the company feels pressured to undertake</td>
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<td>2. To identify those social programmes which the company feels it ought to be pursuing</td>
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<td>3. To examine what the company is actually doing in selected areas</td>
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<td>4. To appraise or evaluate performance in selected areas</td>
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<td>5. To determine areas where our company is vulnerable to attack</td>
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<td>6. To inject into the general thinking of managers a social point of view</td>
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<td>7. To ensure that specific decision making processes incorporate a social point of view</td>
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<td>8. To inform public of what company is doing</td>
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<td>9. To offset irresponsible audits made by outside self-appointed groups</td>
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<td>10. To meet public demands for corporate accountability in social area</td>
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<td>11. To increase profits</td>
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<td>12. Other</td>
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</table>
17. What, in your view, are the important obstacles in the way of developing a social audit?

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>Ranking</th>
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<tbody>
<tr>
<td>1. Inability to develop consensus on ways to organise information</td>
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<td>2. Inability to develop consensus as to what activities shall be covered</td>
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<td>3. Inability to develop measures of performance which everyone will accept</td>
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<td>4. Inability to make creditable cost/benefit analysis to guide company actions</td>
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<td>5. Lack of pressure from public for such disclosure</td>
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<td>6. Absence of legal requirements to make such audit</td>
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<td>7. High expenditures necessary for developing such audits</td>
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THANK YOU
After filling in, please return the questionnaire to:

C.S.G.Krishnamacharyulu, B.E.,M.B.A.,
Lecturer, Post-Graduate Department of Commerce
T.J.P.S.College, Guntur (522006) AP.