CHAPTER – II

REVIEW OF LITERATURE

Introduction

Corporate Social Responsibility (CSR) has been an important area of every industry whether it is producing items as small as pins or as big as aeroplanes. In view of this, many researchers have been proposed many concepts about CSR and developed many theories depending on the type of industry, the geographical conditions and also based on the type of Governments and culture. This chapter reviews the research and literature on Corporate Social Responsibilities of business abroad and India.

The degree of social commitment of Andalusian public universities, which represent a valid surrogate of the situation on a national level in Spain, through a detailed analysis of their strategic plans are measured in\(^{57}\). The main finding of the study focuses on the low degree of social commitment showed by Andalusian public universities.

Corporate Social Responsibility is considered a global new trend in today’s business world. This trend is recent and organizations have been struggling to understand their social responsibility roles, as it’s not an easy task because of the immediate expectations of the changing market. Furthermore, social responsibility projects have gained a consensus because both organizations and non-profit organizations think that these projects need to be implemented to create a strong brand communication of corporates. That’s why; many companies start to give importance to these projects. Serdar Pirtini & Şakir Erdem\(^{58}\) aim is to analyze the content of the official web sites of several national and global firms, by first stating the names of their projects and looking at their aims, and then defining the results they have achieved.


Drawing empirical evidence from indigenous firms, this study explores the meaning and practice of CSR in Nigeria. It was found that indigenous firms perceive and practice CSR as corporate philanthropy aimed at addressing socio-economic development challenges in Nigeria. This finding confirms that CSR is a localised and socially embedded construct, as the ‘waves’, ‘issues’ and ‘modes’ of CSR practices identified amongst indigenous firms in Nigeria reflect the firms’ responses to their socio-economic context.

In the instrumental perspective on corporate social responsibility is critically evaluated by relying on sociological analyses of a well known organization: the Sicilian Mafia. Legal businesses might share features of the Mafia, such as the propensity to exploit a governance vacuum in society, a strong culture that demarcates the inside from the outside, and an extreme form of the profit motive. Instrumental CSR has the power to accelerate a firm’s transition to Mafia status through its own pathologies. Lessons for future CSR research are derived, with specific emphasis on understanding a firm’s social embeddedness, acknowledging limitations in regulating corporate behaviour in the global economy, and most critically, the risk of viewing CSR simply as a means rather than as an end.

Rapidly evolving and having a variety of definitions, the concept of Corporate Social Responsibility is under the sign of a paradox: it seems to be one of the most comprehensive and, at the same time, one of the vaguest concepts. In the literature has often been argued that the ambiguity of the concept is inevitable, given that it means “something, but not always the same things for everybody”. Dalia Petcu, Vasile Gherhes & Sorin Suciu propose an overview of the main definitions of CSR and its conceptual dimensions.

The debates on the differences between social enterprises and commercial enterprises are related to task performance and the way that social mission is accomplished by involved

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parties. However, commercial entrepreneurs must pursue both economic and social issues, but primary mission will be to acquire financial independence by investing and creating value for stakeholders. Corporate Social Responsibility has an undeniable effect on both society and businesses, but this practice depends on the company’s availability to get involved which is at the discretion of the managers and shareholders. A study is done in based on a quantitative research, aimed to evaluate specific aspects of CSR policies developed by 79 firms from N-W part of Romania. Corporate social responsibility and social entrepreneurship have distinct conceptual approach, but both have an indubitable effect by valorizing social opportunities.

Being confronted with a series of technological, economic and social problems in the context of the market economy, the Romanian enterprises have come to be aware of the necessity of personalizing the management practices for the human resources, the social responsibility and the social audit in spite of the fact that there are some clear regulations in the Romanian legislation. The study enabled the valuation of the impact of promoting the Social Responsibility on the competitiveness of the companies from four large activity sectors from the Oltenia Region: automobile, petroleum sector, construction materials, production and transport of electric energy.

As companies work in the international marketplace, a level of corporate responsibility is expected by the international business community and by the consumers. Companies must set standards for operations that satisfy the expectations in the home country as well as the host countries. Multinational companies can no longer set financial goals in terms of sales and profitability as the only measures of success; but they must also set standards for ethical and socially responsible behavior of their own enterprise as well as their stakeholders. In using Nike as an example, describes challenges associated with Corporate Social Responsibility (CSR) for large multinational organization. Furthermore, this paper discusses what Corporate Social Responsibility (CSR) is, and what is not, so managers

can clearly and realistically state their goals and perspectives on what social responsibility means to their organizations and stakeholders.

David A Waldman et al\textsuperscript{65} examines cultural and leadership variables associated with corporate social responsibility values that managers apply to their decision-making. In this longitudinal study, we analyze data from 561 firms located in 15 countries on five continents to illustrate how the cultural dimensions of institutional collectivism and power distance predict social responsibility values on the part of top management team members.

Starting with the premise that corporate social responsibility is a major factor for lasting development in a global economic society, this article\textsuperscript{66} sets forth an analysis of the realities and tendencies within the Romanian CSR. Further it offers the analysis done after the research of the organization, coordination, and activity model for CSR in Romanian companies, and of the benefits these have as a consequence of socially responsible involvement within the communities they relate to.

Markets sometimes fail and require public policy interventions to prevent failure and/or to recuperate. These interventions might include Corporate Social Responsibility (CSR) in the form of self-regulation. However, the understanding of CSR as a public policy instrument is very tenuous in management scholarship. Based on the perspective that firms are market agents, and markets are essential features of the capitalist political economy, the authors in\textsuperscript{67} espouse the primary role of CSR as a market governance mechanism, and articulates the potential of this view for shaping corporate governance discourse and practice in emerging economies.

Like a vitamin regimen that exceeds recommended daily amounts, corporate social responsibility (CSR) – once seen as a healthy thing in small doses—now poses a toxic threat to American business. CSR is an attractive-looking concoction that appears to be a tonic for corporate public relations strategies, with no risk. However, if the latest and most radical

\textsuperscript{67} Kenneth Amaeshi et al, “Corporate Social Responsibility as a Market Governance Mechanism: Any Implications for Corporate Governance in Emerging Economies?”
A wave of supposedly “voluntary” CSR standards, principles, and strategies is fully embraced by the corporate world, it will unleash additional efforts by CSR proponents to redefine the very purpose of business and lash private companies to ever greater burdens and constraints. Unless the new CSR is stopped, these anti-free market and statist proponents may push CSR beyond the point of no return—from voluntary to mandatory.\textsuperscript{68}

The literature explains the link between CSR and domestic institutions in terms of the presence of national institutional complementarities as a key determinant of a company’s CSR initiatives. One set of explanations sees CSR as fitting in with domestic institutional structures as either ‘substituting’ or ‘mirroring’ government policies. A second set of explanations views CSR as driven by variations in competitive needs across countries, reflecting in particular the degree of international market exposure. Both sets of literature look at the level of CSR in companies from different countries. Focusing on the UK and Denmark the study in\textsuperscript{69} elaborates the link between CSR and domestic institutions by examining the content of both government CSR policies and company CSR initiatives.

In the wake of globalization, companies are becoming increasingly aware of the social and environmental aspects of international production. Companies of today not only have to be profitable, but they also have to be good corporate citizens. In response to the increasing societal pressure, many companies adopt the concept of corporate social responsibility (CSR) by introducing codes of conduct that are expected to ensure socially responsible business practices throughout the chain – from supplier of raw materials to final end users. However, there are several challenges to the management and control of codes of conduct in global supply chains. Active commitment is a precondition for the successful implementation of the codes, but the incentive to comply with the codes does not necessarily extend to all the actors in the chain. Moreover, it is difficult to enforce codes of conduct in global supply chains, because the involved companies are separated geographically, economically, legally, culturally and politically. In consequence, introducing codes of conduct in global supply chains raises a series of agency problems that may result in non-compliance. Realizing that non-compliance can have severe consequences for the initiator (due to consumer sanctions,

\textsuperscript{68} James M. Roberts And Andrew W. Markley (2012), "Why the U.S. Should oppose International Corporate Social Responsibility (CSR) Mandates", Backgrounder, No. 2685

\textsuperscript{69} Dana Brown & Jette Steen Knudsen (2012), “How Do Domestic Institutions Influence Corporate Social Responsibility (CSR)?”. An Examination of Government Policies and Company Initiatives in Denmark and the UK, Social Science Research Networks, USA
negative press, capital loss, government interventions, damaged brand etc.), the article\textsuperscript{70} analyses how the interests of the actors in the supply chain can be aligned with the terms of the codes. IKEA is used as a 'best case' example to illustrate how codes of conduct can be effectively managed in the supply chain.

Natural resources are critical to any country. The following observations are made in\textsuperscript{71}. A number of developing countries depend heavily on natural resources for export earnings. Four of Canada's countries of focus on - Mozambique, Peru, Bolivia, and Tanzania - rely on exports from the mining sector for at least 10 per cent of their total export earnings. Investment in the extractive sector in developing countries represents a significant share of total inward flows of foreign direct investment. Despite gaps in data related to the importance of the extractive sector for Government revenue across a range of developing countries, the importance of the sector is very clear. For instance, in Peru, in 2006, annual income tax revenue from mining companies was 43 per cent of total Government revenue. Because of the scale of extractive-sector projects, if developing countries are to develop their natural resources sector, foreign direct investment by multi-national enterprises is in most cases a pre-condition. Investments in the extractive sector are usually so large that the capital-mobilizing capacity of international companies is essential. In some cases, for example readily accessible oil deposits, the technology is not new and in those cases state-owned enterprises are often responsible for development and operation of the resource. However, in cases where the technology is more advanced, for instance when deep-water deposits of oil and gas are discovered, advanced technology and experienced managerial capacity are required, and they are typically found in international companies. The extractive sector is inherently risky, for all parties. Firms have to make large investments in a sector, which is characterized by unstable prices and where the costs of an investment are recouped only after a number of years of operation. They have to operate in environments where national and local governments have only limited capacity in terms of regulation and enforcement of environmental and labour standards. The resource sector is subject to significant variability in prices and, consequently, export and budgetary revenues. Revenues from natural resources have been used to fuel conflict. Investment required to make development of natural


resources possible is inflexible - both in terms of location and in the nature of other physical and human capital.

The study in\textsuperscript{72} examines how country-level, industry-level, and firm-level factors affect the extent of corporate communication about CSR in Brazil, Russia, India, and China (BRIC). In particular, using the data of 105 largest MNCs from BRIC, we investigate the CSR motives, processes, and stakeholder issues discussed in corporate communications. On the country level, we use a newly developed framework of the governance environment which differentiates between rule-based and relation-based governance. Our study reveals that the governance environment of a country is the most important driving force for the communication intensity about CSR. Our results show that firms communicating more CSR tend to be from more rule-based societies, in the manufacturing industry, and of larger size. They also tend to have stronger corporate governance as measured by a high proportion of outside board directors and, specifically, the separation of the roles of the chairman and the CEO.

Ralph Hamann and Paul Kapelus in\textsuperscript{73} argue that Corporate Social Responsibility (CSR)-related narratives and practices can be fruitfully assessed with reference to accountability and fairness as key criteria. Brief case studies of mining in South Africa and Zambia suggest that there are still important gaps between mining companies’ CSR activities, on the one hand, and accountability and fairness, on the other. The conclusion is that companies’ CSR-related claims, and particularly the reference to a business case for voluntary initiatives, need to be treated with caution. CSR is not necessarily or only greenwash, but there is a need to engage business critically towards more sincere versions of CSR.

The objective of the paper in\textsuperscript{74} is to reflect on the consequences of the current economic and financial crisis on Corporate Social Responsibility (CSR), a concept of great

importance nowadays. The core approach is the possible link between CSR and the crisis, if both elements can be combined. After an introduction to the current economic and financial situation, some conceptualizations about CSR are made to clarify the perspective used for this complex and incompletely defined concept. The last part of the paper presents an approach to the combination of both concepts, concluding with the idea that CSR in crisis periods can be converted from being a threat to an opportunity.

Despite numerous efforts to bring about a clear and unbiased definition of CSR, there is still some confusion as to how CSR should be defined. In five dimensions of CSR are developed through a content analysis of existing CSR definitions. Frequency counts are used to analyse how often these dimensions are invoked. The analysis shows that the existing definitions are to a large degree congruent. Thus it is concluded that the confusion is not so much about how CSR is defined, as about how CSR is socially constructed in a specific context.

The article in looks at the subject of corporate social responsibility and how companies use it in their marketing communication activities, a practice known as cause-related marketing (CRM). According to the definition of Angelidis and Ibrahim, corporate social responsibility is ‘corporate social actions whose purpose is to satisfy social needs’. Corporate social responsibility requires investment and it yields measurable outcomes. It is commonly accepted that cause-related marketing is a communications tool for increasing customer loyalty and building reputation. The expected change in a company’s image because of CRM campaigns appears to depend a great deal upon how customers perceive the reasons for a company’s involvement in cause-related programmes and the amount of help given to the cause through a company’s involvement (Webb and Mohr, 1998). Mohr et al. (1998) suggest that consumers with a high level of scepticism will be less likely to respond positively to CRM campaigns as opposed to consumers with a low level of skepticism.

Traditionally, environmental protection has been considered to be “in the public interest” and external to private life. Governments have assumed principal responsibility for

assuring environmental management, and have focused on creating and preserving a safe environment. They have directed the private sector to adopt environmentally sound behavior through regulations, sanctions and occasionally, incentives. When environmental problems have arisen, the public sector has generally borne the responsibility for mitigation of environmental damage. In this approach, some have contended that unrestricted private sector behavior has been considered as presenting the “environmental problem”. However, the roles of sectors have been changing, with the private sector becoming an active partner in environmental protection. Many governments and businesses are now realizing that environmental protection and economic growth are not always in conflict. Since the Brundtland Report was published in 1987 as a result of World Commission on Environment work, business and management scholars have been grappling with the question of how and why corporations should incorporate environmental concerns into their own strategies. Today many companies have accepted their responsibility to do no harm to the environment. An earlier emphasis on strict governmental regulations has ceded ground to corporate self-regulation and voluntary initiatives. As a result the environmental aspect of CSR is defined as the duty to cover the environmental implications of the company’s operations, products and facilities; eliminate waste and emissions; maximize the efficiency and productivity of its resources; and minimize practices that might adversely affect the enjoyment of the country’s resources by future generations. In the emerging global economy, where the Internet, the news media and the information revolution shine light on business practices around the world, companies are more frequently judged on the basis of their environmental stewardship. Partners in business and consumers want to know what is inside a company. This transparency of business practices means that for many companies, CSR, is no longer a luxury but a requirement. Although there are a significant number of good practices around the world, for many critics CSR has achieved quite illusive effects so far. As CSR activities are basically based on a voluntary approach, environmental externalities are observable to stakeholders, but often not verifiable. Generally, the concern about CSR is that, instead of big number of initiatives, there is no comprehensive frame that would cover at the same time issues such as: government standards, management systems, codes of conduct, performance standards, performance reporting, and assurance standards. Companies, usually, implement separate components, or join selected initiatives, often forgetting for example about transparent monitoring mechanisms.
The current practices, and approaches to environmental aspects of CSR are presented in\(^77\) and some concrete steps that could allow on creating a global commonly accepted CSR framework are also proposed.

The author in\(^78\) offer a critique of CSR from the perspective of democratic societies and the future of its institutions, especially with regards to the potential impact of CSR on all sectors of civil society and, in particular, on the trade unions and its practices.

In India companies like Tata and Birla are practicing the Corporate Social Responsibility (CSR) for decades, long before CSR become a popular basis. In spite of having such good glorious examples, in India CSR is in a very much budding stage. A lack of understanding, inadequately trained personnel, coverage, policy etc. Further adds to the reach and effectiveness of CSR programs. Large number of companies are undertaking these activities superficially and promoting/ highlighting the activities in media. All those aspects on the finding & reviewing of the issues and challenges faced by CSR activities in India are thoroughly discussed in\(^79\).

In\(^80\) two periods of corporate crisis, and account for the role codes have played in quieting public concern over increasing corporate power are discussed. They are 1) When developing countries along with Western unions and social activists were calling for a ‘New International Economic Order’ that would more tightly regulate the activity of Transnational Corporations (1960-1976); and 2) When mass anti-globalization demonstrations and high profile corporate scandals are increasing the demand for regulation (1998-Present).

The Corporate Social Responsibility (CSR) field presents not only a landscape of theories but also a proliferation of approaches, which are controversial, complex and unclear. The article in\(^81\) tries to clarify the situation, ‘‘mapping the territory’’ by classifying the main


CSR theories and related approaches in four groups: (1) instrumental theories, in which the corporation is seen as only an instrument for wealth creation, and its social activities are only a means to achieve economic results; (2) political theories, which concern themselves with the power of corporations in society and a responsible use of this power in the political arena; (3) integrative theories, in which the corporation is focused on the satisfaction of social demands; and (4) ethical theories, based on ethical responsibilities of corporations to society.

Pharmaceutical companies are experiencing increasing pressures to act in ways that are socially responsible with regard to global health problems. The global AIDS pandemic has created pressure for greater contributions from corporate partners to expand access to services in developing countries. Many companies have responded by making philanthropic donations of drugs and financial resources. The paper in 82 describes an approach undertaken by Pfizer Corporation, which uses international corporate volunteering to build capacity for service delivery in low-resource settings. An evaluation of the Pfizer Global Health Fellows program found that the program has had positive effects on recipient organizations, and has enhanced the personal and professional skills of participating employees. The authors discuss ways to leverage program outcomes for greater impact on corporate reputation, employee motivation and professional development, and accountability for the company’s social performance.

The development of organizational theories in the last fifty years also emphasized an increased interest in corporate social responsibilities (CSR). The society’s expectations regarding the social obligations of a company are continuously changing, mainly influenced by different approaches in economic theory, socio-economic, political and cultural events affecting the business environment and a corresponding transformation of the social mentality that puts a pressure on the national or multinational companies. In response to these factors, business organizations around the world adapt their social responsiveness and the way they relate to different social responsibilities. Irina Iamandi in 83 presents a theoretical approach of the way corporate responsibilities and business responses to social pressure

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evolved during the last decades, considering the factors above mentioned. The innovative aspect is represented by a relationship between the evolution of corporate social responsiveness, as it appears in the specialized literature of the last forty years, and the perceived business response to social issues, taking into account CSR history.

First part of the paper reviews the definition, content and main approaches of CSR, relating them with the economic, and respectively, socio-economic model of business organizations. At this point are also analyzed the reasons that drive companies to involve in social initiatives and the corresponding CSR forms. Directly connected with the first part, the second one briefly presents the history of CSR and the 1990s’ shift in strategy from a deontological perspective to a more pragmatic one, effectively announcing the beginning of CSR as a profitable business practice. This aspect is emphasized, in a more specific way, in the third part of the paper, where advantages but also potential negative effects of a CSR policy are detailed. Based on three complementary studies – from late 1970s, early 1990s, and mid 2000s –the fourth part synthesizes the evaluation of corporate response to social issues in the period above mentioned. Finally, the last part focuses on present and future challenges regarding CSR: the association between corporate social responsibility and multinational companies, as well as the unintended results of corporate philanthropy. There are also indicated the aspects that should further be considered in order for CSR to become an effective business strategy.

As global competitiveness continues to take momentous trends, the notion of Corporate Social Responsibility (CSR) is proposed as an impressive strategy to invigorate small and medium-sized enterprises (SMEs) operations and competitiveness. The primary objective of the research in\(^\text{84}\) is to analyse the operationalisation of CSR in SMEs, and its impact on competitiveness. This work mainly a culmination of literature synthesis of recent studies done on CSR both in developed and developing countries.

The paper argues that although CSR has been mainly discussed in the context of larger businesses, there is compelling evidence that it can also be used as a strategic tool to enhance the competitiveness of SMEs. The outcomes of CSR activities can help a great deal

in improving the survival rate of SMEs and may offer great opportunities for business competitiveness, locally and globally. It is noted however, that incorporating CSR has a challenge on how SMEs can implement CSR activities simultaneously with other business priorities in a balanced and motivating manner. This is especially more problematic in developing countries where there is limited capital, weak institutions and poor governance.

Corporate Social Responsibility (CSR) has become a pervasive topic in the business literature, but has largely neglected the role of institutions. This introductory article to the Special Issue of Socio-Economic Review examines the potential contributions of institutional theory to understanding CSR as a mode of governance. This perspective suggests going beyond grounding CSR in the voluntary behavior of companies, and understanding the larger historical and political determinants of whether and in what forms corporations take on social responsibilities. Historically, the prevailing notion of CSR emerged through the defeat of more institutionalized forms of social solidarity in liberal market economies. Meanwhile, CSR is more tightly linked to formal institutions of stakeholder participation or state intervention in other advanced economies. The tensions between business-driven and multi-stakeholder forms of CSR extend to the transnational level, where the form and meaning of CSR remain highly contested. CSR research and practice thus rest on a basic paradox between a liberal notion of voluntary engagement and a contrary implication of socially binding responsibilities. Institutional theory seems to be a promising avenue to explore how the boundaries between business and society are constructed in different ways, and improve our understanding of the effectiveness of CSR within the wider institutional field of economic governance.

Malte Kaufmann & Marieta Olaru examines the question of measurability of the impact of Corporate Social Responsibility on Business Performance. It starts with describing newer trends of measuring business performance, showing that one can observe a shift from the classical short-term analysis with particular focus on indicators like shareholder value, revenue and market share toward taking also into account soft indicators, such as employee and customer satisfaction, that contribute to the long-term success of a company. This

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A variety of perspectives on corporate social responsibility (CSR), which we use to develop a framework for consideration of the strategic implications of CSR is developed by many researchers an agenda for additional theoretical and empirical research on CSR is proposed and the related issues are also reviewed.

The concept of corporate social responsibility (CSR) is coming into light with the introduction of globalization and liberalization. With the promotion of the CSR concept globally and locally, it is becoming very important to know about business entrepreneurs’ views about this concept because they are the ones who are going to implement it. The changing global market scenario is, also, changing the perception of business entrepreneurs towards society and business. Now, business is not merely about earning profits for an organization, but it is more about profit sharing with employees and society. In an attempt to capture the importance of CSR in business is made. Further study is made to show how the implementation of CSR practices has helped business, reveal the drivers pushing businesses towards implementation of CSR practices. There is an urgent need to focus attention on the factors and drivers that motivate companies to implement CSR practices. Finally drivers and motivators for the companies to implement CSR practices are explained with the case study of the multinational Nestle corporation.


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Review 16(4), 691–717) – have been adopted for this research and their integration explored. Using this newly synthesized framework, the research critically examines the CSR approach and philosophy of eight companies that were considered active in CSR in the Lebanese context. The findings suggest the lack of a systematic, focused, and institutionalized approach to CSR and that the understanding and practice of CSR in Lebanon are still grounded in the context of philanthropic action. The findings are qualified within the framework of existing contextual realities and relevant implications drawn accordingly.

An integrative framework of Corporate Social Responsibility (CSR) design and implementation is introduced. First, a concise review of CSR literature and CSR implementation models and then develop a multiple-case study research is presented. The resulting framework based on a expansion of Lewin’s approach to change highlights four stages - ranging from “raising CSR awareness” to “mainstreaming the CSR agenda” - that articulate around nine key steps of the CSR implementation process. Finally, we highlight critical success factors for CSR implementation is highlighted.

The need and the concepts of Social Responsibility and its related aspects are explored and it states that most of the organizations concern in past were mostly with making profits and leaving the well-being of others to individual acts of charity. In recent years, the attention of businessmen, philosophers, scientists and the general public has been directed to issues concerning social responsibilities of the management too. Today, every organization’s primary goal is its obligation to operate in a socially responsible manner. With this concept, every manager must be aware of and act on what society expects from their organizations.

The study on “Rural Development and Corporate involvement” by V.Raghuraman argues about CSR of Business, inevitably, has impacts on communities, societies and natural environments in which it exists, separately from the market driven transactions that are its

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main focus. World class business now accepts its responsibility both to mitigate the impacts where they are negative and pro-actively turn them, into business and social advantages where possible.

The genesis of the awareness and evolution of whole range of issues related to CSR including corporate environmental management goes back to the issues of changing course of business in 1980s and 1990s, where eco-efficiency was presented as a managerial approach to improve competitiveness and ecological efficiency. Pushpam Kumar\(^ \text{93} \) describes the study on “CSR: Assessment of Global & Indian Trends & Prospects” and in it discussed the important drivers of CSR. It also throws light on the social responsible practices of the firms at the global level as well as in India.

The role of business in society has undergone a sea change. From the exhortation that there are no social obligations for business to the understanding that being socially responsible is critical. Corporate social responsibility (CSR) has come a long way. A set of studies\(^ \text{94} \) has explored the multiple aspects of this concept both theoretically and empirically. Corporate social reporting has been one of the features that have received extensive attention from scholars. However, most of these studies are embedded in the economic and organizational contexts of Europe and the United States of America. Hardly a few studies had looked at CSR or social reporting in developing countries like India. Given this scenario, scholars have consistently called for more research in this area. This studies aim to address this gap by conducting an exploratory study on how top management perceives and reports CSR. Using the technique of content analysis this study looks at the chairman’s main section in the annual reports of the top 50 companies in India to identify the extent and nature of social reforming.

The study\(^ \text{95} \) provides concepts on Corporate Citizenship in a global perspective, highlighting the need for corporate houses to undertake specific actions to improve their social performance at the firm level as well as across the supply chain. It also given details

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about some case studies serve as a useful guide to business managers, business students for CSR.

The study attempts to highlight how CSR is an important tool in the hands of public relations and Corporate Communications department, and how they go about utilizing the CSR initiatives in creating an image of “Socially Responsible Organizations” in the minds of public are discussed. While organizations may be actually committed to a social cause, the fact that many want to use it, as an image-building tool cannot be denied.

According to KC Gupta reviewed “CSR in India” states that how CSR implements and what are national and international standards involved in CSR of Indian industry.

Social obligations are those obligations/ responsibilities to follow lines of action or make decisions, which are desirable in terms of objectives and values of the society. Social obligations and a sense of responsibility to discharge them are the consequences of the increasing awareness of imperative duties of the parties as imposed by promise, religion, conscience, ideals or social standards / objectives towards the society.

The amount of social expenditure as disclosed in the annual administration and accounts reports are incomplete and unquantified. The category wise social obligations incurred towards the commuters, employees, state and central governments etc. need to be quantified and presented. The corporation has not been receiving any subsidy from the government. But, it is the state government which desired and directs the corporation to the social obligations. Therefore, it should assume responsibility and compensate the corporation for the loss of revenue suffered. This is possible only with either substantial reduction in various taxes or by granting subsidies to the corporation.

97 KC Gupta (2007), “CSR in India”
Neena George & Jochim Lourduswamy\textsuperscript{99} discussed about developed countries, social responsibility makes a greater contribution to corporate reputation than brand image. The survey indicated that as much as 49 percent of the company’s image was directly related to its CSR-related activities.

The study\textsuperscript{100} underscores the importance of issues surrounding CSR. The proliferation of discourse on CSR, reiterates it’s highly complex terrain with many irreconcilable schools of thought existing and seeking to establish their hegemony. CSR discourse is also related to sustainable development debate in the era of global economic development where more strain is felt by corporate to refashion their model of development. The study argued that a multi-level approach is necessary to understand the impact of CSR and corporate accountability initiatives. However, the faulty lines in addressing the structural causes of conflicts between companies and stakeholders. These conflicts can only be reserved by fundamental changes in the global economy. The study attempts to highlight some of the countervailing debate in the ever expansive and intermeshing space of CSR and sustainable development (SD).

In recent times, there have been evidences of an increasing awareness of the responsibility of corporate towards the society and the community at large. This is very essential as the society provides all the necessary inputs required for the successful and effective functioning of the business organization. Hence it is bounden duty of the corporate to utilize their talents and resources of the corporate to utilize their talents and resources to the possible extent from the benefit of the society. The current social initiatives that are being undertaken by a number of leading companies are purely voluntary and in compliance with each individual company’s philosophy and ideology. The main focus of the study\textsuperscript{101} is on the type and variety social projects undertaken by the companies. It was observed that almost all the companies in the study are contributing towards society in some field or the other.

Though a large number of SMEs have been engaged in socially relevant activities which are beyond what could be considered as their immediate business pursuits, the debate on CSR as also the promotional instruments has remained somewhat skewed towards the


\textsuperscript{101} Karan Choudhary & Venkata R. Krishnan, “Impact at CR and Transformational”
large scale sector in India. Most of the SMEs being anchored in towns and villages or in the remote areas they have considerable adaptability to the local settings, exposure to local problems and also access to local resources. They, thus, are eminently suited to pursue CSR. The study\textsuperscript{102} summarizes the major findings of five case studies on the best CSR practices by Indian SMEs.

**Scope for further Research:**

All the studies have been covered various aspects of CSR from different perspectives. Some are based on definitions and some based on theories and models of evaluate the measuring of CSR contributed by the organizations to the society. Though several studies have been conducted, still there is a scope for further research. Different studies have revealed the corporate experiences at various places. The comparative analysis of selected companies deserves a special attention on the environmental aspects of the companies need a further study. The sustainability of the business and CSR also need a focus for further research.