

## CHAPTER V

### CORPORATE SOCIAL RESPONSIBILITY

#### EMPIRICAL EVIDENCE

1.0 An analysis of CSR and the evidence provided in Chapter Four, reveals the social irresponsibilities of firms. However, there is also the brighter side to the dark age portrayed. Corporations have proved to be more responsible in recent years. This is due to several reasons namely : rise in public opinion supporting CSR, public service organizations and the church campaigning for CSR, and even broader perceptions of the CSR concept by corporations themselves. The remaining part of this chapter is devoted to exploring significant instances of CSR in India and the West.

1.0:1 A research by Eilbirt & Parket shows the types of social responsibility activity believed most important among large U.S. corporations, 1973 (Table 3).

1.0:2 A study by Corson & Steiner reveals the social and economic programs of large U.S. corporations in 1984. Providing financial aid, employment and improvement of career opportunities are key areas. (Table 4)

#### 1.1 Drug maker stops all distribution of abortion pill

In a move that stunned the proponents of a woman's right to choose an abortion, a French company that developed a revolutionary drug to induce abortion early in pregnancy announced on October 26, 1988, that it was suspending distribution of the drug because of pressure from anti-abortion groups<sup>1</sup>. Many doctors had hailed the drug, RU 486, as a safer and less expensive alternative to surgical abortion. The announcement was a dramatic demonstration of the power of anti-abortion groups to halt the introduction of a medical

**TABLE 3**  
**Types of Social Responsibility Activities**  
**believed most important among large**  
**U.S. Corporations**

Total - 96 firms

Activity	Number Practicing	Firms Ranking Activity Among Top Three	
		No.	Percent
Minority hiring	75	40	53
Ecology	75	35	47
Minority training	65	23	35
Contributions to education	82	23	28
Consumer complaints	44	9	20
Urban renewal	51	8	16
Civil rights	51	8	16
Product defects	34	3	9
Contributions to the arts	65	5	8
Hard-core training	53	4	8
Truth in advertising	40	3	8
Hard-core hiring	56	2	4
Consumer-oriented label changes	23	1	4
Guarantees and Warranties	31	1	3
Understandable accounting statements	40	0	0

Source : Henry Eilbirt and I. Robert Parket,  
 "The Current Status of Social Responsibility",  
Business Horizons, August 1973, p.10.

TABLE 4

SOCIAL & ECONOMIC PROGRAMS OF LARGE U.S. COMPANIES

Activity	Number of Companies Indicating Involvement	Ten Most Frequent Activities
Economic Growth and efficiency increasing productivity in the private sector of the economy.	180	6
Improving the innovativeness of business management.	174	9
Enhancing competition	69	
Co-operating with the govern- ment in developing more effective measures to control inflation and achieve high levels of employment.	121	
Supporting fiscal and monetary policies for steady economic growth	109	
Helping with the post-Vietnam conversion of the economy	37	
<b>Education :</b>		
Direct financial aid to schools, including scholarships, grants, and tuition refunds	238	2
Support of increase in school budgets	38	
Donation of equipment and skilled personnel	139	
Assistance in curriculum development	83	
Aid in counselling and remedial education	67	
Establishment of new schools, running schools and school systems	38	
Assistance in the management and financing of colleges	120	

Activity	Number of Companies Indicating Involvement	Ten Most Frequent Activities
<b>Employment and training :</b>		
Active recruitment of the disadvantaged	199	3
Special functional training, remedial education and counselling	134	
Provision of day-care centres for children of working mothers	26	
Improvement of work/career opportunities	191	4
Retraining of workers affected by automation or other causes of joblessness	80	
Establishment of company programs to remove the hazards of old age and sickness	139	
Supporting where needed and appropriate, the extension of government accident, unemployment, health and retirement systems	93	
Civil rights and equal opportunity ensuring employment and advancement opportunities for minorities	244	1
Facilitating equality of results by continued training and other special programs	176	8
Supporting and aiding the improvement of black educational facilities, and special programs for blacks and other minorities of integrated institutions	159	
Encouraging adoption of open-housing ordinances	31	
Building plants and sales offices in the ghettos	39	

Activity	Number of Companies Indicating Involvement	Ten Most Frequent Activities
Providing financing and managerial assistance to minority enterprises, and participating with minorities in joint ventures	134	
<b>Urban renewal and development :</b>		
Leadership and financial support for city and regional planning and development	135	
Building or improving low-income housing	75	
Building shopping centers, new communities, new cities	78	
Improving transportation systems	88	
<b>Pollution abatement :</b>		
Installation of modern equipment	189	5
Engineering new facilities for minimum environmental effects	169	10
Research and technological development	145	
Co-operating with municipalities in joint treatment facilities	84	
Co-operating with local, state, regional and federal agencies in developing improved systems of environmental management	126	
Developing more effective programs for recycling and reusing disposal materials	97	
<b>Conservation and recreation :</b>		
Augmenting the supply of replenishable resources, such as trees, with more productive species	42	
Preserving animal life and the ecology of forests and comparable areas	41	

Activity	Number of Companies Indicating Involvement	Ten Most Frequent Activities
Providing recreational and aesthetic facilities for public use	80	
Restoring aesthetically depleted properties such as strip mines	38	
Improving the yield of scarce materials and recycling to conserve the supply	61	
<b>Culture and the arts :</b>		
Direct financial support to art institutions and the performing arts	177	7
Development of indirect support as a business expense through gifts in kind, sponsoring artistic talent, and advertising	96	
Participation on boards to give advice on legal, labour and financial management problems	138	
Helping secure government financial support for local or state arts councils and the National Endowment of the Arts	49	
<b>Medical care :</b>		
Helping plan community health activities	111	
Designing and operating low-cost medical care programs	42	
Designing and running new hospitals, clinics, and extended-care facilities	42	
Improving the administration and effectiveness of medical care	89	
Developing better systems for medical education, nurses training	52	

Activity	Number of Companies Indicating Involvement	Ten Most Frequent Activities
Developing and supporting a better national system of health care	40	
<b>Government :</b>		
Helping improve management performance at all levels of government	100	
Supporting adequate compen- sation and development programs for government executives and employees	31	
Working for the modernization of the nation's governmental structure	51	
Facilitating the reorganiza- tion of government to improve its responsiveness and performance	69	
Advocating and supporting reforms in the election system and the legislative process	39	
Designing programs to enhance the effectiveness of the civil services	22	
Promoting reforms in the public welfare system, law enforce- ment, and other major govern- mental operations.	62	

Source : John C. Corson and George A. Steiner

Measuring Business's Social Performance : The Corporate Audit  
(New York: Committee for Economic Development, 1974), p.27-29.

technology. Although the drug's manufacturer, Groupe Roussel Uclaf, received permission from the French government to begin selling the drug, the Paris-based Company said that in the face of apolemic, including boycott threats, it would immediately stop distributing the drug.

### 1.2 Employers offer aid on child care

More than 10% of America's employers provide specific benefits or services to help their workers arrange for child care. The survey of the Labour Department in 1988 found that 50% of the employers have established work practices such as flexible hours and leave policies, job sharing and voluntary part-time arrangements that can help working parents in caring for their children.<sup>2</sup>

### 1.3 Kodak to back home values at chemical sites

Saying that they wanted "To do the right thing", Eastman Kodak Company officials acted in June 1988 to stabilize real-estate values in two communities shaken by reports of possible chemical contamination. Environmental officials said that they were unaware of any comparable program in the U.S.A. Under a complex plan, which would affect as many as 700 houses in the two communitites near the industrial complex known as Kodak Park, the company would guarantee the value of at least 200 houses closest to the Park for the next 10 years. As an incentive to stay, Kodak is offering homeowners on Rand Street, the street closest to the contamination, \$ 5000 in possible home improvement grants. The program was devised in response to reports in the last several months that chemicals have leaked from tanks at Kodak Park into the ground water in the Rand Street Area. State Testing revealed that those chemicals include Methy-lene Chloride which is used in the film making process and is considered by the environmental agency to be a carcin-ogen.<sup>3</sup>

#### 1.4 Drug did not cause birth defects

Merrell Dow, a subsidiary of the Dow Chemical Company sold 'Bendectin' from 1956 to 1983, when it withdrew it after the drug became the subject of hundreds of lawsuits. About 33 million women around the world had bought the drug. A spokesman of the Company said that despite the ruling of the medical panel, which specified that the drug did not cause birth defects, the Company would never reintroduce 'Bendectin'.<sup>4</sup>

#### 1.5 G.E. withdraw from South Africa

With only a brief Press announcement, in early 1986, General Electric sold its South African assets to a G.E. South African Management Group. G.E. explained that it had been losing money in South Africa and was withdrawing in the face of poor South African economic conditions and a bleak outlook.<sup>5</sup> The fact is that it did not approve of the apartheid policies of racist South Africa.

#### 1.6 U.S. Banks stiffen opposition to apartheid

Bank of America and Chemical Bank announced new policies prohibiting lending to the South African Public or Private Sectors until significant progress has been made towards ending apartheid, a long held demand of the churches. Both Banks had previously cited current unstable political and economic conditions in South Africa as barriers to renewed lending following the 1985 debt repayment moratorium of the South African government.<sup>6</sup>

#### 1.7 K-Mart recalls school items

Some 48,000 scissors desk sets that could pose a hazard to children are being recalled by K-Mart Corp., the Consumer Product Safety Commission announced on September 23, 1988.<sup>7</sup> In U.S.A., 'The School Days' scissors desk set includes a razor blade cutting knife that could pose a danger to children, the Agency said.

1.8 More education industry co-operation

In Rockford III, the business-education partnership produced a technology center that will provide advanced training for students as well as technical, management and educational support for local companies. This concept was mooted by the Corporate CEO's in the area and has met with instant success.

1.9 U.S. Corporations and South Africa

On October 26, 1986, General Motors announced that it was selling its South African investments, followed the next day by IBM declaring its intention to withdraw. These are historic decisions for the Anti-Apartheid movement. The trickle of U.S. Corporations withdrawing from South Africa is becoming a flood.

1.10 H.B. Fuller Company

At H.B. Fuller, the customer comes first, employees second and the stockholders third. The Company also gives 5% of its pre-tax earnings to charities and has a no-layoff policy. They even brought in the Sierra Club to advise them on the environment when they built a new Research Centre.<sup>8</sup>

1.11 Ryder Systems Inc.

This U.S. Corporation does not believe in profit chasing, but puts a lot of emphasis on training employees in Community projects.

1.12 Levi Strauss

This Corporation is so socially committed that it took itself Private to avoid pressure from stockholders to cut back on social programs.<sup>9</sup>

1.13 Federal Express

One of America's largest corporations, gained a lot of respect when its air mail service failed, they did not

1.13 **FEDERAL EXPRESS**

One of America's largest courier corporations, gained a lot of respect when its zap-mail services failed, they did not lay-off any employee. That is Federal Express!

1.14 **Ben & Jerry's Homemade Inc.**

Ben & Jerry's Homemade Inc. makes great ice-cream, but that's not all that makes this nine year old Company a sweet place to work. Its 160 employees not only share 5% of pre-tax profits but also received gifts of stocks equal to 10% of their salary. Each time the CEO gets a raise the employees also get one. 7.5% of pre-tax earnings go to charity.<sup>10</sup>

1.15 **The Polaroid Corpn.**

To Polaroid's employees it means access to an extraordinary array of benefits, from a sliding scale of payments for child care expenses to total fee reimbursement under its tuition assistance program and having a real say in determining the Company's progressive social policy. While most companies with child care programs find its best paid managers benefit most, at Polaroid, only those earning less than \$ 30,000 a year are eligible for reimbursement of child care expenses.

1.16 **Inner City Inc.**

A subsidiary of the Polaroid Corpn., this Company provides a remarkable combination of social service and profits. Since opening in 1968, it has operated a manufacturing facility and provided job training in Boston's Roxbury neighbourhood.

1.17 **Campbell Soup Company**

Campbell Soup provides an on-site day care centre for the children of employees at its Camden, N.J., Headquarters, and is expanding it to accomodate 300 children. The Corporation's wellness program includes a stress management compo-

ment and a pre and post-natal exercise program. It also supports youth recreation, job programs and a host of other community projects.

1.18 Xerox Corporation

One of the outstanding achievements of this Corporation is with respect to employment of minorities. Xerox is listed as the best place in America for minorities to work.

1.19 I.B.M.

John Opel, the former Chairman of IBM has also been a tremendously responsible Executive. IBM has been on the right side of all the important issues - whether it's in their programs to treat alcoholics, their day care centers or their donations of computers to local organizations.

1.20 Ford Motor Company

Donald Petersen, Chairman of the Ford Motor Company, has also put a lot of effort into developing minority owned dealerships. Ford has an outstanding record of doing business with minority suppliers.

1.21 General Dynamics Inc.

The Corporation believes in every employee assuming personal responsibility and is able to get zero defects on the administrative and technical side.

1.22 McDonnell Douglas

At McDonnell Douglas, Chairman, Stanford C. McDonnell, promoted ethics as one of his "Five Keys to Self Renewal", introducing a company-wide effort to build awareness of the role ethics play in business decisions. Over 35,000 senior McDonnell Douglas managers have been through a day-long ethics workshop program designed to build their skills at making ethical decisions and their understanding of where ethical dilemmas arise.

1.23 J.C. Penny

J.C. Penny Company has done an outstanding job supporting education programs. J.C. Penny has been promoting ethics in retailing since its earliest days.

1.24 Control Data Corpn.

Real ethical and socially responsible behaviour goes deeper. When William Norris headed the Control Data Corporation he gave that Company a vision of its social responsibility. And he was willing to accept the responsibilities and penalties. He wanted to use computer to help stem illiteracy - and he meant it.

1.25 Johnson & Johnson

Johnson & Johnson is another Company with a deep conviction in doing socially responsible work. It refused to pull out from South Africa, while most companies were leaving, because they believed that by making and selling drugs and supplies, they were doing a service to the blacks in that country. They took a lot of heat for this decision.

1.26 Why Du Pont gave up \$.600 million

In 1974, when "Stratospheric Ozone Depletion" was still a theory, E.I. Du Pont De Nemours & Company made a pledge; if scientists proved that chlorofluorocarbons were a threat to public health, the Company would stop making the chemicals. On March 24, 1988, Du Pont honoured that commitment and announced its intention to phase out production of the most ozone-damaging CFCs over a 10 year period. Du Pont's action breaks new ground.<sup>11</sup> It shows that corporate America can take steps to protect the global environment. In 1978, concern over the possibility of ozone-depletion due to changes in atmospheric chemistry that might be induced by Chlorine-containing CFCs prompted a government ban on the use of these products. But subsequent studies confirmed a growing

springtime hole over Antarctica and a similar but smaller hole over the Arctic. Despite great uncertainty surrounding the chemistry of ozone-depletion and the commercial viability of CFC substitutes, Du Pont has reacted to the new scientific data as a responsible and ethical corporate citizen. Its action sets a compelling precedent for those skeptical of the urgent need to develop alternatives. Such an approach to corporate responsibility is unfortunately rare. But if other companies were to follow Du Pont's lead and act quickly to allay the impending threats to the global environment, all the earth's citizens would benefit, including the corporate citizens who could plan their futures in the Boardroom instead of the Courtroom.

1.27 **A.T. & T. Foundation**

The A.T. & T. Foundation created in 1985, is an example of corporate philanthropy. The Foundation has its objective of forging links between middle management and non-profits. It has picked up a number of causes such as lifting minority enrollment in engineering schools, that relate to its own interest.<sup>12</sup>

1.28 **Du Pont's pay-incentive plan**

Du Pont Co. will introduce, in 1989, a novel pay-incentive plan for every employee in its \$.6 billion fibers business that's designed to help sustain the unit's healthy profit levels. The plan, which ties pay increases to profitability, represents Du Pont's most drastic step, to date, towards shedding its image as a cumbersome, benign employer. The Fibers Division is one of Du Pont's most profitable businesses generating a pre-tax operating profit of \$ 624 million. The new plan envisages to tie the salaries of all 20,000 employees in the Fibres Division to the unit's profitability.

1.29 Bajaj Auto

The Company has undertaken a rural development program. It covers lift irrigation, bio-gas plants, tree plantations and rural youth clubs. The program has covered about 150 schemes of lift irrigation and granted loans for 100 bio-gas plants.<sup>13</sup>

1.30 Garware Nylons

The house of Garware has contributed extensively to the cause of education. Besides schools and colleges in Pune, the group has been instrumental in the establishment of the Garware Center at the University of Bombay. The Center emphasizes on job related skills and training and is the need of the hour in India.

1.31 J.N. Marshall Pvt. Ltd.

A vocational training school has been established to teach self employment trades. The medicare centre is a 20 bed hospital providing medical care to employees and their families and free treatment to the residents of neighbouring towns.<sup>14</sup>

1.32 Kirloskars

This business house has taken the initiative to supply water to Kothrud Village and construct roads and bridges.

1.33 TELCO

Telco, a Private Sector giant, has taken gigantic strides towards being socially responsible. It has encouraged the establishment of the Telco Grahini (Women's Co-operative) where spouses of employees or their relatives find gainful employment. The 'Employees Mutual Benefit Fund' is by subscription of members and contributions are made towards the fund by the employees. In case of death or other contingencies the resources of the fund are tapped. Telco has also been instrumental in rural development and social forestry.

1.34 Coco-Cola

Coco Cola Company recently said it settled a black-activist organization's boycott of its products by agreeing to a \$ 30 million program to help black business and to help integrate blacks into lucrative bottling franchises. The plan also calls for Coke to appoint a black to the Board of Directors and to promote blacks more quickly in the management ranks.<sup>15</sup>

1.35 American Express

The American Express Company engaged in a fund-raising campaign to raise more than \$ 50,000 for the Atlantic Arts Alliance. The plan was especially attractive because it profited the Company as well. During a two month period American Express in Atlanta contributed to the Arts Alliance five cents of each purchase charged to an American Express Card, two dollars for each new card issued, five cents for each purchase of its traveller's cheques, and five dollars each time travel arrangements (exceeding \$ 500) were made at their travel offices.<sup>16</sup> This plan has worked well for the Company and beneficiaries in other American cities. The Company says its takes philanthropy out of the realm of an expense and makes it an integral part of marketing efforts.

1.36 Hasbro Industries Inc.

The G.I. Joe plastic toy soldier became a victim of the Vietnam War. The surge of sentiment against militaristic toys convinced Hasbro Industries, his maker, to withdraw him from the market.<sup>17</sup>

Some years later, Hasbro interviewed parents and did market research that showed that only a small percentage of parents objected to military toys. This was their signal to bring GI Joe back. So, in 1982, GI Joe was reintroduced on store shelves.

A spokesperson at Hasbro said there are going to be a lot of military toys around now. "The toy industry merely reflect what goes on in the real world. We're just providing the toys kids see on television every night". A spokesman for the Vietnam Outreach Program is disturbed about this. A senior Marketing Director for Hasbro was quoted as saying, "It's the right product at the right time".

### 1.37 Control Data Corporation (CDC)

Over the past decade CDC has pursued a progressive program of aiding the hard-core unemployed and delapidated inner-city by building Plants in the ghettos of Minneapolis, St. Paul and Washington D.C. While this sounds like an outrageous and unprofitable idea, Chairman, William Norris has made it work. In commenting on why other executives have failed to make such plans work, Norris says he knows why : "They figured it was just philanthropy. They sent in their money, but not their smarts or their guts."

When CDC constructed its first inner-city Plant, Norris laid down three rules : "Make the Plant new and modern. Make it profitable. Make us dependent on it, so that we will have to make it work". The innovative Norris sought and followed was the street smart advice of local black leaders to build a day-care center for working mothers, put them on flexible hours, and don't ask if an applicant has been arrested.<sup>18</sup>

Though absenteeism and quitting were problems at first, Norris and his Executive Staff trained, prodded and sometimes bailed workers out of jail after a long weekend. The result? A success - with the average employee having held his or her job for five years, building skills and being promoted. The workers now look upon the Plants as theirs, they protect them from vandalism and destruction because they have become a source of jobs and pride.

### 1.38 War between smokers & non-smokers

The war between smokers and non-smokers has hit the workplace. Some Companies, such as IBM, 3M and AT&T, have given in to militant non-smoker groups and given them their own space in factories and offices - areas free from the haze of cigarettes, pipes and cigars. Other companies, prodded by Court decisions and anti-smoking campaigns, will have to deal with the issue soon.

Employees who do not want to be irritated by co-worker's smoke argue that Companies have an obligation to provide them with workplaces that are not polluted by tobacco. A number of organizations have been formed to support this basic viewpoint. Among them are Californians for Non-smokers Rights and the Group Against Smoking Pollution (GASP) in Boston. A number of Court cases have imposed on employers the obligation to take reasonable steps to separate smokers from non-smokers. The State of Minnesota, a leader in this area, had a workplace smoking law since 1975. The law bans smoking in any enclosed area "serving as a place of work" other than areas set aside expressly for smokers.

Some Companies say they have a responsibility to accommodate non-smoking employees. Only about a third of all adults now smoke, and Companies feel they cannot neglect the wishes of the majority their employees. There are costs associated with segregating smokers from non-smokers. Walls have to be built and ventilation has to be improved. The anti-smoking lobby counters by arguing that productivity will be enhanced for non-smokers who feel better in a smokeless environment. They also argue that office furniture will have a longer life because it will be unmarred by smoke and ashtrays.<sup>19</sup>

1.39 Pittsburgh Brewing

In the fall of 1982, the Pittsburgh Brewing Company devised an effort that helped local food banks and the Company at the same time. The Company sponsored personal appearances by members of the Pittsburgh Steelers Football Team. The Company charged five dollars a person for the privilege of drinking beer with the players. The Company has raised thousands of dollars for the local food banks. The Company thinks that everyone wins; jobless members of the United States Steel Workers, which sponsor the food banks, get food, the public gets entertained, and Pittsburgh Brewing gets to promote its Iron City brand beer. The program has been so successful that other local business are pursuing similar programs.<sup>20</sup>

1.40 N.A.D.

The National Advertising Division (NAD) of the Council of Better Business Bureaus has the difficult task of playing the role of self-regulatory agency for business advertisers. The following is a summary of one of the challenging cases it handled recently :

A television ad for Eggo frozen waffles directed at children opened with a sister and a brother grasping the same Eggo waffle as it pops from the toaster. The two children engage in a humorous dialogue over who will get the last waffle.

The Children's Advertising Review Unit (CARU) of NAD recognized that the ad was a humorous depiction of a typical argument that may occur between young children. The review Unit also recognized the need to handle such family disputes as sensitively as possible by, perhaps, showing a constructive way to resolve the conflict. There was concern that the Eggo ad did not incorporate a constructive way of resolving the conflict between the two children over who would get the last waffle. It was felt that the ad might condone sibling rivalry even though that was not the

advertiser's intention.

After a lengthy discussion in this case, the advertiser (Mrs. Smith's Pie Company) indicated that it disagreed with CARU's analysis. However, it agreed, in a spirit of cooperation, to be sensitive to the comments, as reflective of prevailing attitudes on children's social needs, in future child-directed advertising.<sup>21</sup>

1.41 S.C. Johnson Company

S.C. Johnson, manufacturers of floor waxes and chemicals, removed environmentally chancy fluorocarbons from its aerosol sprays three years before federal action forced others in the industry to do so.

1.42 Sears Roebuck & Co.

Sears spotted the flammable nightware controversy early and got non-flammable goods into its stores before government action required it. Later Sears acted early in removing Tris-treated garments from stores before the government required it to.

1.43 Bank of America

BANKAM moved to change its lending policies two years before Congress required banks to disclose whether they were barring all loans in certain parts of a city ("redlining"). Early action cut the eventual cost of compliance and spared them grief and antagonism from cities and public interest groups.

1.44 ARCO

ARCO predicted that the Reagan administration budget cuts would prompt States to try to compensate for lost federal money by taxing businesses. They were able to head off (by lobbying) these tax proposals in a number of States.<sup>22</sup>

**TABLE 5**

**REASONS FOR UNDERTAKING CONTRIBUTIONS ACTIVITIES**

(Responses of 417 Chairpeople and Presidents)

Possible Reasons for Undertaking Contribution Activities	Specific Activities*, %		
	United Funds	Higher Education	The Arts
<b>Corporate citizenship :</b> Practice good corporate citizenship	74	49	48
<b>Business environment :</b> Protect and improve environment in which to live, work and do business	68	46	43
<b>Employee benefits :</b> Realize benefits for company employees (namely in areas where company operates)	47	31	31
<b>Public relations :</b> Realize good public relations value	34	20	32
<b>Pluralism :</b> Preserve a pluralistic society by maintaining choices between government and private sector alternatives	28	40	10
<b>Commitment :</b> Of directors or senior officers to particular causes	23	31	28
<b>Pressure :</b> From business peers, customers, and/or suppliers	12	8	17
<b>Altruism :</b> Practice altruism with little or no direct or indirect company self-interest	10	8	16
<b>Employee supply :</b> Increase the pool of trained or untrained employees or access to minority recruiting	5	63	2
No contributions or activities in this area	2	2	7

\* Adds to more than 100 percent because multiple responses were requested.

Source : James F. Harris and Anne Klepper, Corporate Philanthropic Public Service Activities (New York : The Conference Board, 1976), p.16.

2.0      SUMMARY

2.1      In a study carried out in 1976, 417 CEOs of U.S. Corporations were asked the reasons why their organization undertook contributions activities. Table 5 summarizes the reasons for undertaking contributions activities.

2.2      An attempt has been made to highlight the socially responsible behaviour of the Corporations in India and abroad. Instances of corporate assistance towards housing, housing loans, and other employee benefits are aspects of employee relations; as Corporations have to draw and retain efficient employees. These issues were, therefore, not covered, though responsibly conducting your business in a socially responsible way is good business. It means that you can attract better employees and that customers will know what you stand for and like you for it.

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