

CORPORATE SOCIAL RESPONSIBILITY: A GATEWAY TO SWACHH BHARAT ABHIYAN

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ABSTRACT

Now a days corporate are taking responsibility for the upliftment of society through various social works in the form of medical camps, fresh water facilities, management of schools, creating awareness of safety and hygiene etc. All these were carried out by the corporate for their employees and/or for the purpose of the villages created by the company where their employees resides. These corporate are also interested in keeping their premises and surroundings neat and clean under the concept of Green environment. This paper is being brought before all of us in view of creating a thought and later on implementing in an actual manner so that Swachh Bharat Abhiyan launched by Government of India this year, can be a reality for the future. If it is successful it can prove as a best example for Public-Private Partnership. When we talk about this concept in a sense for making some concrete changes and beautification of our city/town/villages the procurement of resources can be done through the funding agencies that is corporate and the state Government. It is really a challenge for the corporate if they do take interest in the beautification and cleanliness drive of this land.

Key Words:

Business, Corporate, Green, Partnership, Responsibility, Society, Stakeholders,

Introduction

More recently, there has been a belief that business exists for more than profits (or economic goals), with the public expecting something else from business. As a result, the original concept

of social responsibility involving the maximization of profits has been modified. Although these profits are to be made, social, as well as economic, goals are to receive attention. Society depends on business to achieve social as well as economic goals—that is, social responsibilities are placed on business. The business community can make tremendous contributions in promoting good health and well being, especially if innovative CSR initiatives are undertaken in partnership with government and civil society. In all but the most remote areas or closed societies, business has massive reach and influence. For decades, business has been engaged in charity, philanthropy, and civic activities including social investments in health. However, these investments were less than strategic, and were not directed to real social change

Need for the Study

CSR can be a revolutionary way of contributing to systematic social changes in which investments can produce social benefits in the areas of town planning, sanitation, cleanliness, waste management, hygiene etc. Therefore the original concept of social responsibility involving the maximization of profits has been modified. Although profits are to be made, social, as well as economic, goals are to receive attention. Society depends on business to achieve social as well as economic goals—that is, social responsibilities are placed on business. Corporate Social Responsibility (CSR) is one way through which companies can demonstrate their commitments towards being socially responsible. In fact, CSR as an integral aspect of corporate that has double edge effect in terms of creating goodwill to the company and acting as a social and economic intervention to bring about large scale change in the country through their active participation and awareness programme.

As we came across in our daily life that municipal corporations or semi government bodies of most of our cities are finding it difficult to manage the cleanliness, sanitation and hygiene condition in a most appropriate and proper manner. Therefore, I thought to bring before our academicians a very concrete thought through this paper, that how the society can be benefitted through the sustainable and active Participation of Business Houses for the proper development of our towns, villages and cities keeping in view the fundamental aspect of cleanliness which should be of International level.

Objective of the study

We thought that the much talked CSR, which is now a days gaining much momentum in the field of social upliftment can be considered for the proper and planned execution of Swachh Bharat Abhiyan movement. Following objectives has been kept in mind while drafting this paper:

1. To analyse the areas of active cooperation from private sector / business houses in the proper development of Town.
2. To find various stakeholders and to rope them in a most appropriate manner.
3. To find the ways of funding sources for the cleanliness drive.
4. To define the proper authority and then responsibility of work at each level of hierarchy.
5. To maintain proper check and counter balancing steps for the overall impact of this drive on the national level.

I think that the **Research Methodology** towards producing this paper is mainly based on the secondary data and my own ideas and thoughts towards this National Abhiyan. I took help from literature reviews, various working papers, flow charts, various web sites, ideas and concepts of the residents and some municipal authorities on this cleanliness drive, etc. **Limitations** are bound to be their in a form of non coordination of my ideas towards the ideas of experts and theoretical nature of this paper.

Literature Review

R. Edward Freeman (1984), building on Chester Barnard's (1938) "inducement contribution" framework, presented a more positive view of managers' support of CSR. Freeman's stakeholder theory asserts that managers must satisfy a variety of constituents (e.g., workers, customers, suppliers, local community organizations) who can influence firm outcomes. According to this view, it is not sufficient for managers to focus exclusively on the needs of stockholders, or the owners the corporation. Stakeholder theory implies that it can be beneficial for the firm to engage in certain CSR activities that non-financial stakeholders perceive to be important, because, absent this, these groups might withdraw their support for the firm.

Stakeholder theory was expanded by Donaldson and Preston (1995) who stressed the moral and ethical dimensions of CSR, as well as the business case for engaging in such activity.

According to Howell and Avolio (1992), responsible leadership is the art of building and sustaining relationships with all relevant stakeholders, and it requires socialized, not personalized, leaders. Here, the challenge is to develop leaders who can relate in different ways, who are able to align different values into a common vision, who can listen to and care for others and ultimately serve them. Meeting these challenges requires the joint efforts of a global society and responsible leadership committed to diversity, ethics, and values.

McGaw (2005) considers the biggest challenge in the field of CSR implementation to be the development of leaders for a sustainable global society, asking what kind of leader is needed for building a sustainable global society and how we can best develop individuals with these leadership capabilities. According to this author, the task and challenge will be to develop leaders for a sustainable global society by encouraging imagination and the accomplishment of a positive change.

R.Goswami, provide a comprehensive description of the global trends, competitive pressures, and changing expectations of society that are reshaping the rules for running a profitable and principled business. It also offers companies a framework for mastering the new rules of the game by realigning their business practices in ways that restore trust. Information is presented on the crisis of trust, the crisis of inequality, and the crisis of sustainability.

Overview of CSR

Earlier a few organizations focused on economic, responsibility, philanthropic, and legal responsibilities. But nowadays with the changing market situation this focus is shifting and including three other factors: environmental, educational and health responsibilities. Companies or organizations have started spending their social responsibility money for environmental benefits, public health care initiatives and for providing free education to the wads of employees and underprivileged.

Under the above perspective if we need to define the CSR it is bit difficult to place one concrete idea through definition. In view of our requirement, we can place few rationale thoughts in the given manner: ---

1. **Working definition, ISO 26000 Working Group on Social Responsibility**, Sydney, February 2007 - “Social responsibility (is the) responsibility of an organisation for the impacts of its decisions and activities on society and the environment through transparent and ethical behaviour that is consistent with sustainable development and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; and is integrated throughout the organisation.”
2. **The World Business Council for Sustainable Development** stresses, “CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families, as well as of the local community and society at large...”
3. **The European Union defines CSR** as “... the concept that an enterprise is accountable for its impact on all relevant stakeholders. It is the continuing commitment by business to behave fairly and responsibly and contribute to economic development while improving the quality of life of the work force and their families as well as of the local community and society at large...”
4. **Jean Frijns, Chief Investment Officer**, ABP, 2004 “There is a growing body of evidence that companies which manage environmental, social and governance risks most effectively tend to deliver better risk-adjusted financial performance than their industry peers.”

CSR typically includes “beyond law” commitments and activities pertaining to:

- human rights (including core labour rights);
- Industrial relations, health and safety, conditions of work (including safety and health, hours of work, wages).

- sustainable development, environmental stewardship, community involvement, and investment;
- involvement of and respect for diverse cultures and disadvantaged peoples;
- corporate philanthropy and employee volunteering;
- customer satisfaction and adherence to principles of fair competition;
- anti-bribery and anti-corruption measures;
- corporate governance and ethics accountability, transparency and performance reporting;
- Supplier relations, for both domestic and international supply chains;.

The working power of the CSR is based on the following five principles through which the activities of social responsibility are carried out in a most appropriate manner:

1. The principle of **legitimacy** refers to society's granting of legitimacy and power to business. Corporate social responsibility defines the institutional relationship between business and society that is expected of any corporation. Society has the right to grant this power, to impose a balance of power among its institutions, and to define their legitimate functions. The focus is on business's obligations as a social institution, and society takes away power or imposes some sort of sanction on business if expectations are not met.
2. The principle of **public responsibility** means that business is responsible for outcomes related to its areas of involvement with society. The level of application is organizational—that is, the corporation—and confines business's responsibility to those problems related to a firm's activities and interest. This principle includes the view that corporations are responsible for solving the problems.
3. The principle of **Acceptance** means the nature of social responsibility will be accepted even if the working pattern vary from corporation to corporation as each corporation impacts society's resources in different ways or creates different problems. The principle involves emphasizing each corporation's relationship to its specific social, ethical, and political environment.
4. The principle of **managerial discretion** refers to managers as moral actors who are obliged to exercise such discretion as is available to them to achieve socially responsible outcomes. Discretion is involved as the actions of managers are not totally prescribed by corporate procedures. The level of application is the individual who has the choices,

opportunities, and personal responsibility to achieve the corporation's social responsibility.

5. **Corporate Sustainability (CS)** refers to corporate activities demonstrating the inclusion of social and environmental as well as economic responsibilities in business operation as they impact all the stakeholders. Compliance-driven *CS*—Involves following government regulations and responding to charity and stewardship considerations considered appropriate by society. • Profit-driven *CS*—Consideration is given to the social, ethical, and environmental aspects of business operations provided they contribute to the financial bottom line. • Caring *CS*—*CS* initiatives go beyond legal compliance and profit considerations where economic, social and environmental concerns are balanced, as it is the right thing to do. • *Synergistic CS*—Well-balanced and functional solutions are sought that create value in the economic, social, and environmental areas, as it is a winning approach for all stakeholders.

Core Area of the Study

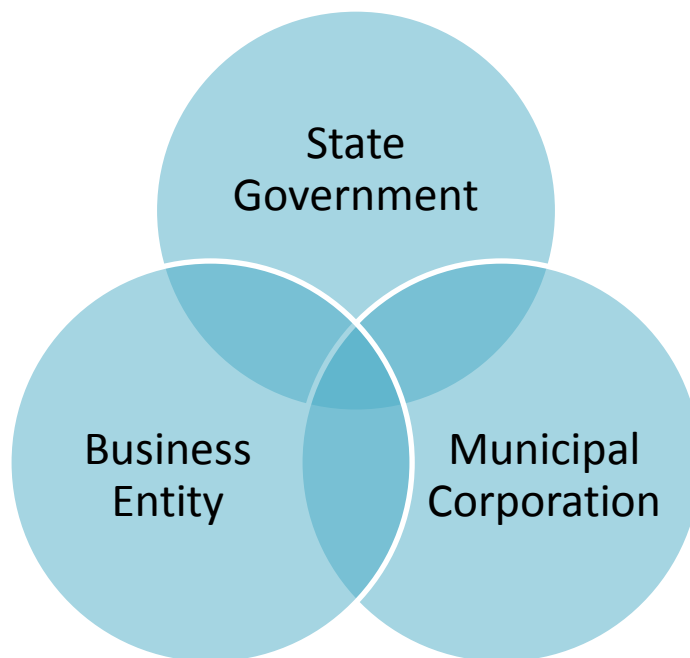
In this paper I have considered the basic requirement of cleanliness besides education, health and environment. Still India is considered as one of the dirtiest country on the globe. I am of the opinion that the citizens are not much habitual of living in a clean and healthy environment. This is due to the lack of awareness, seriousness, proper education and belongingness towards the surroundings. Therefore the Prime Minister of India has to take the initiative of Swachh Bharat Abhiyan (SBA). Cleanliness drive, which is the basic essence of Swachh Bharat Abhiyan (SBA), has been promoted in a manner where business houses are roped into this programme by which the Government can take the support/help of their funding capability, expertise, employees and other stakeholders for its success in next five years. Even for the corporate it is not a easy task to fulfill the ambitious work in time bound and proper manner due to untrained Human Resource, political interference and concrete support from every citizen of this country.

Many citizens, environmental organizations and leadership companies define corporate environmental responsibility 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.

Now, with respect to our study the following working idea about corporate involvement in the cleanliness drive may well be drafted to give more concrete shape to our efforts. As per diagram No 1 responsibility of the corporate is to manage the two most important stakeholders i.e. State Government and Municipal Corporation of that city/town. These are the three arms of the mission. The interested business house must have a clear understanding and performance oriented team to get involve into this mission. The following diagram will clear the view in a most specific way-

Diagram 1: Three arms of the mission



With the above mentioned stakeholders the Business entity has to play a major role in this mission of cleanliness. Therefore, this entity needs to shape itself to face the challenges in a most professional manner. Before making its commitment any business entity must define clearly on

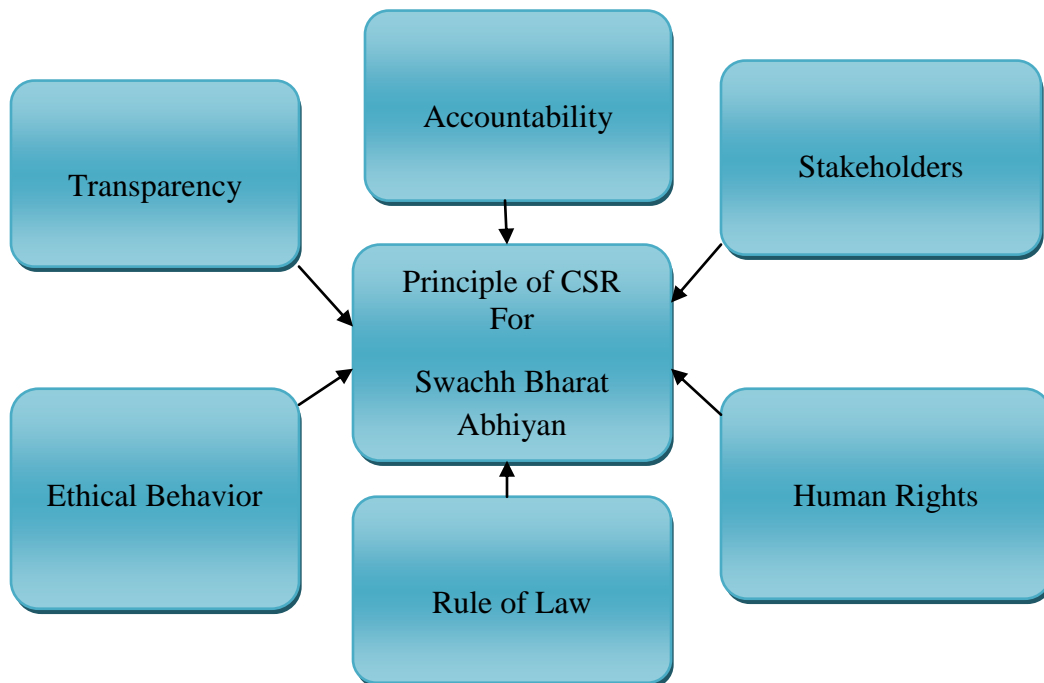
the following functions for its employees in particular and for the citizens in general. I am bit optimistic if these core guidelines are implemented, the mission can able to draw a good amount of benefit. Diagram 2 assists the organizations in contributing sustainable development and encourages them to go beyond legal compliance as a part of their social responsibility. It introduces the six functions and core subjects of social responsibility that are discussed below:-

Functions of Social Responsibility:

1. Accountability: An organization should be accountable for its impact on society, economy & environment. It is answerable to those affected by its decision & activities, for wrong doing practices in business and takes appropriate actions to prevent them from being repeated.

2. Transparency: This principle suggests that organization should disclose accurate, factual, transparent, complete and timely reports to its stakeholders. This shows openness in decisions and activities of business firms that affects the stakeholders, but it does not mean that proprietary information be made public.

Diagram 2: Functions of CSR for Swachh Bharat Abhiyan (SBA)



3. Ethical Behavior: Ethics is about sense of belongingness to society of business. Formed with a limited vision for economic generation but should resolve conflict with society by servicing the community. An organization should behave ethically with the principles of right and good conduct.

4. Stakeholders Involvement: In these mission stakeholders has to play a major role in contributing their skills, ideas, funds, experience etc for the purpose of proper processing of waste into its end product. Stakeholders have expectations and this create interest in the organization. It is a responsibility of business firms to respect and respond towards these interests which is affected by their decisions. It should also take into account the relationship stakeholders with the firm and contribution for sustainable development. In both the business and academic literature, the shareholders are now renamed as one of many key stakeholders, and they are seen as competing for influence with employees, customers, consumers, suppliers, competitors, trade unions, the environment, the local communities, and the society at large, to name a few and the most recurrent ones.

5. Rule of law: It is expected that a business firm always complies with all applicable laws and regulation as they are. It should keep itself informed about all legal understanding of the matter. Since morning till the proper processing of waste, every decision in execution of operation of this Abhiyan should be within the frame work of labor law.

6. Protection of Human rights: Human are the most important resources of a business firms. It should make efforts to promote and protect the human rights in and outside the country. It refer to basic rights that all human beings entitled such as rights to life, liberty, equality, freedom of expression, right to work, food, attainable standard of health, education, social security. A business firm is obliged to contribute towards these rights.

A successful process to implement this cleanliness mission involves:

- The identification of a desired perception of the corporation,
- The recognition of the significance of image with all stakeholders,

- Continuous efforts at maintaining relationships with stakeholders,
- An awareness of the influence of interactions with stakeholders on the corporation's reputation.

Drivers of Swachh Bharat Abhiyan (SBA) through CSR:

- Partners in business and consumers want to know what is inside a company. They want to do business with companies in which they can trust and believe. This transparency of business practices means that for many companies, corporate social responsibility, CSR, is no longer a luxury but a requirement. However, the challenge is to create a commonly respected CSR framework that would allow on detailed assessment of business practices.
- Basically, the drivers of CSR are the mix of incentives and risks directed at companies to improve standards. These drivers are market-based, usually beginning when a firm anticipates or responds to a risk associated with the social, labor or environmental impact of a specific business practice.

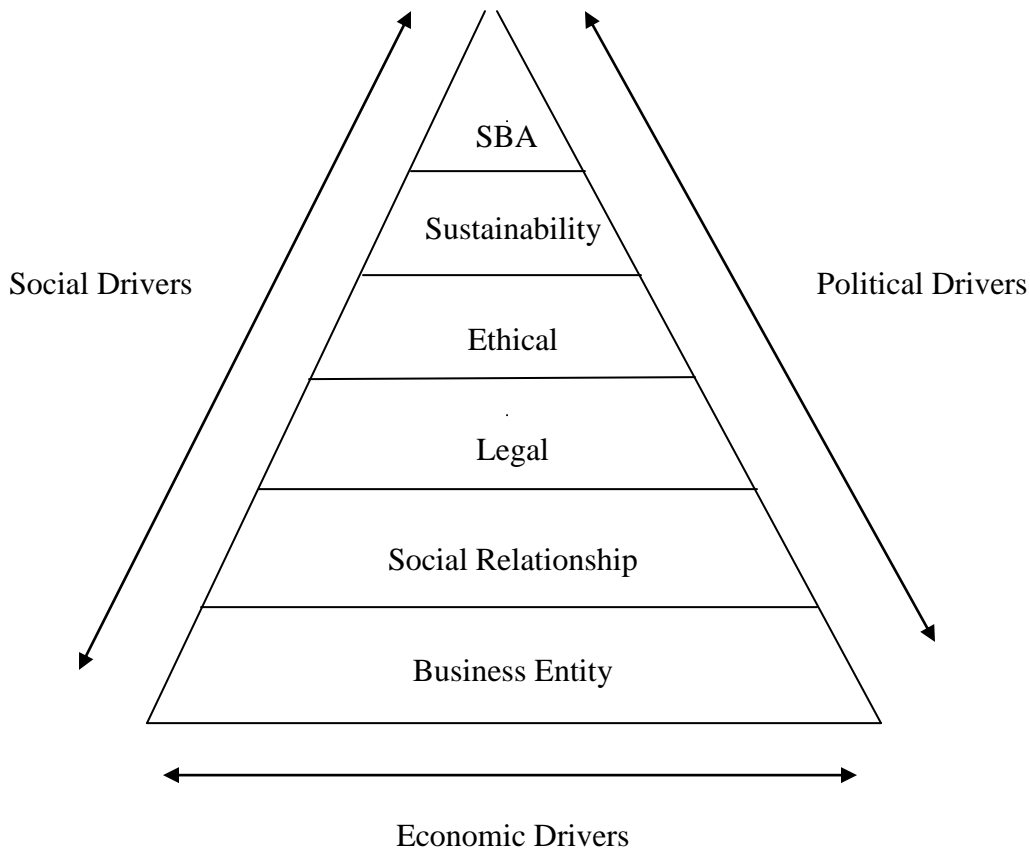
The mission of Swachh Bharat Abhiyan can very well be carried forward through three primary Drivers. The above mentioned concept of drivers has been explained through the help of pyramid (Diagram 3) given below:

1. **Economic Driver:** These drivers are the back bone for cleaning the targeted area of the ward/district. Through this requirement the working condition of the mission can be made competitive. Here the consideration in the form of funds from the Government and Municipal Corporation can be pumped in for the purpose of successful completion of day to day work. In the present day condition following areas can be taken care of- company image/reputation, improved risk management, competitive advantage, pressure from investors etc.
2. **Social Drivers:** These drivers consist of socio-cultural awareness amongst the citizens of the targeted ward/district. Requirement and focused attitude of the NGO/CSOs which are working in that area contribute for drawing the policy on cleanliness. Any business entity can take the help of these stakeholders at the time of execution of work. Which include -

license to operate, pressure from local communities, and demographic research of the targeted area.

3. **Political Drivers:** Both the state Government and Municipal authority has to play a key role in pushing forward this mission of Swachh bharat Abhiyan (SBA) through their vision and guidance. Business entity which takes this challenge of cleanliness has to coordinate this skillful task with the help of economic, social and political backing.

Diagram 3: Pyramid of Swachh Bharat Abhiyan (SBA)

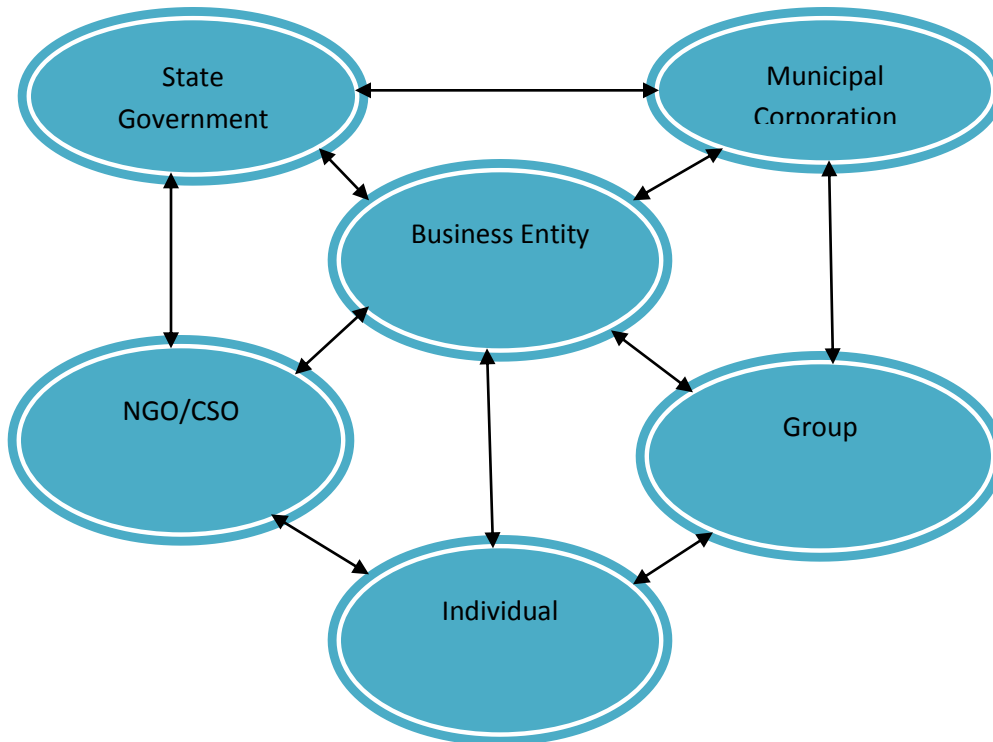


Working Pattern and road map of SBA:

Let us now give practical shape to Swachh Bharat Abhiyan (SWA). It could prove as one of the best possible example of Public Private Partnership (PPP) only if politician are kept aside. A working responsibility starts through the contractual obligation between all the stakeholders. It's a State Government responsibility to maintain the cleanliness of the cities and towns, therefore through Municipal Corporation the Government can engage a respectful business entity/Business

House having brand value to execute this mission and can delegate required authority and responsibility to take on the mission of cleanliness of that town through the following steps:

Diagram 4: Contractual relations amongst working Group

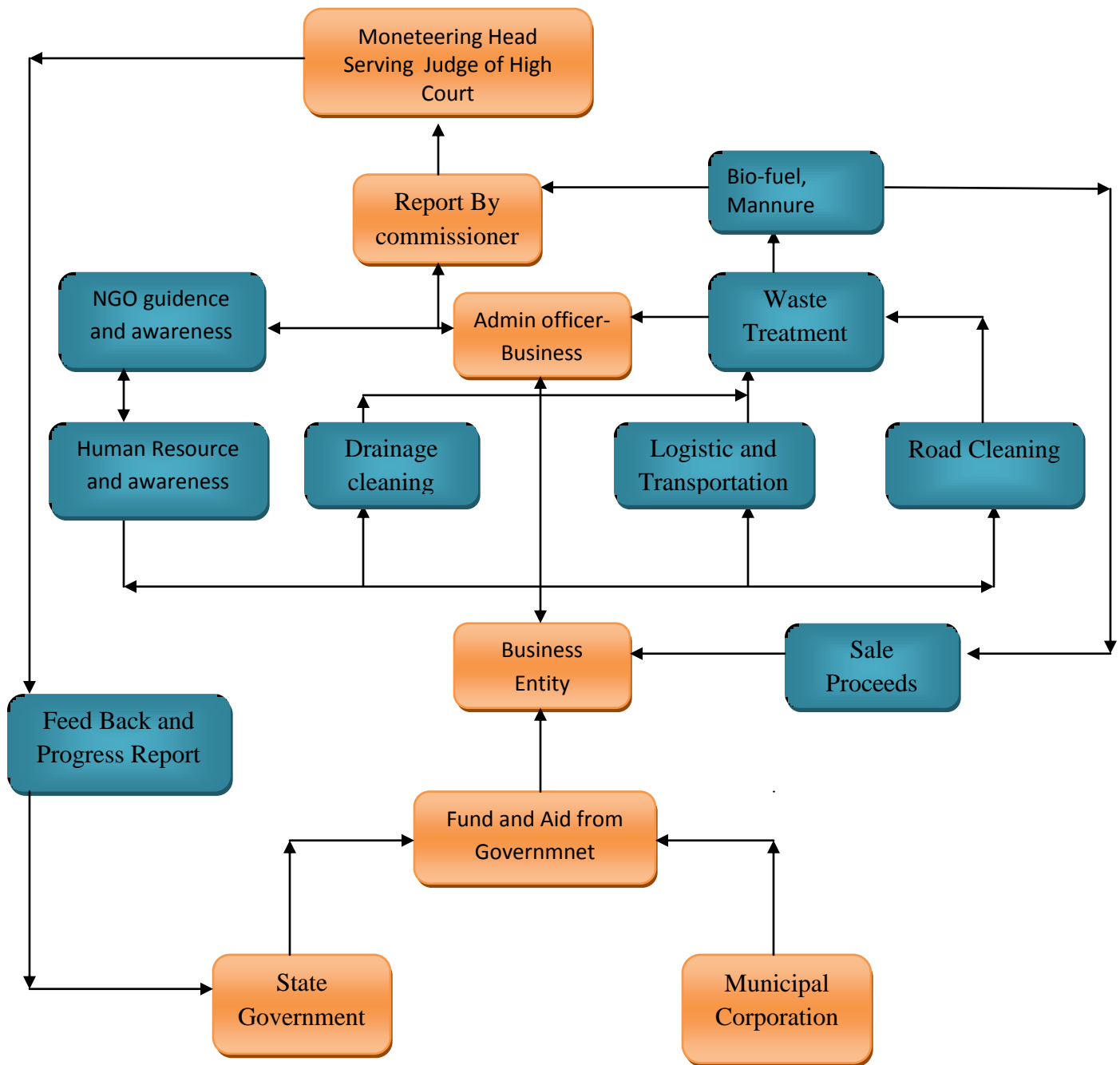


1. let us assume a very trendy name for this social responsibility i.e.”SUCHIDHARA”.
2. This mission shall be dedicated to the people and must be for the people.
3. Ethical and legal ways are expected to be adopted by all the staff members of Municipal Corporation and Business entity.
4. Business entity must employ all its workers from grass root to Administrative officer on handsome salary. No help of contractual labour should be taken. Unemployed and unskilled youth of the poor families can be a major work/task force for this purpose.
5. Business entity can take the help of active NGO’s of that District for the purpose of field work.

6. Every business entity should decentralize this mission into four department ie road cleaning, seavage and drainage cleaning, logistic and transportation department and Human Resource department (awaring the people).
7. Waste material which is collected must be treated into waste treatment plant and all the final product which is derived from such treatment which is either Bio-fuel,mannur,Bio-energy,etc must be sold in the market and the entire sale proceeds may be transferred to the Busines entity.
8. One treatment plant engaging six to eight districts can be built at a suitable place.
9. Funding and monetary requirement should be satisfied by State Governmnet,Municipal corpration and business entity in the ratio of 3:3:4. Under this system whatever taxes which the citizens are required to pay to Municipal corporation should be divided in the ratio of 4: 6 ie out of Rs10/- Rs4/- will be transferred to Municpal corporation and remaining Rs 6/- will go to business entity.Entire burden of tax collection and its disbursement should rest on the Municipal Corporation.
10. Utilizatoin of the funds should be done judiciously and genuinely. Whole power of administearing this mission shall be with the Board of cleanliness and Hygiene comprising the two representatives each from Business entity, NGO, Local residents of the District which is headed by the Municipal Commissioner and monitered by the serving Judge of the High court. (Please refer Diagram 5 given below)

With reference to above mentioned procedure for cleanliness drive,the link between CSR action and other stakeholders are required to be clearly drawn to facilitate the proper working culture.This mission is all the more performance oriented and ongoing which should be carried out without interruption.

Diagram 5: Flow Chart of the Process - Swachh Bharat Abhiyan (SBA)



Suggestions

Every work has a capacity to modify itself as per the requirement of time. In this mission where Corporate Social Responsibility is at stake the performance should be clearly marked at every stages of work accomplishment. It is expected that, all the stakeholders must show their tremendous capacity of performing targeted work in every ward and district. Following ideas may be taken care of:

1. In this cleanliness drive Human Resource Department of SBA which has also to look after the people's awareness programme of the business entity has a much burden to show its capability through conducting regular awareness classes on –
 - a. Green environment,
 - b. Educating people to develop civic sense,
 - c. Restrain the uneducated and/or educated lot from spitting the saliva on road, control use of pan, tobacco, supari, gutka etc, to throw pouches of such elements only in the street dust bins.
 - d. To educate the citizens to use dust bins at home instead of throwing wastes on road,
 - e. Strictly direct the residents to burn all the plastics and paper waste right within the premises of the house.

2. In this mission the concerned "business entity" must have sustainability to produce an original piece of work that matches the traditional indicators of business performance against sustainable development performance. Ten measures of business performance are used (the dependent or endogenous variables), namely: (1) shareholder value; (2) revenue; (3) operational efficiency; (4) access to capital; (5) customer attraction; (6) brand value and reputation; (7) human and intellectual capital, (8) risk profile; (9) innovation; and (10) license to operate.

3. The main focus of measurement is this model of CSR is to determine whether “CSR makes a difference”. All of the stakeholders relevant to an issue must be identified and included in any assessment of performance. Which includes:
 - a. **Internal stakeholder** effects concerns for stakeholders within the firm. An examination of these might show how a corporate code of ethics affects the day-to-day decision making of the firm with reference to social responsibility. It may also be concerned with human resource policies, such as the positive or negative effects of corporate hiring and employee benefits practices.
 - b. **External stakeholder** effects concern the impact of corporate actions on persons or groups outside the firm. They may involve, for example, the positive effects of community-related corporate philanthropy or, the effects of toxic waste disposal.
 - c. **External institutional** effects refer to the effects upon the larger outcome of business, rather than on any particular stakeholder group. For example, several environmental disasters have made the public aware of the effect of business decisions on the general public.
4. In our paper Corporate social responsiveness consists of the capacity of a business to respond to social pressures. This suggests the ability of a business organization to survive through adaptation to its business environment. To do so, it must know as much as possible about the business environment, be capable of analysing the relevant data and must react to the results of this analysis.
5. This is particularly the case for companies whose brand equity depends on company reputation. Reputation is built around intangibles such as trust, reliability, quality, consistency, credibility, relationships and transparency, and tangibles such as investment in people, diversity and the environment. Equity created in a company’s reputation or brand can easily be harmed or even lost if any business entity which is engaged in this mission fails to show the concrete result.

6. CSR also helps in compliance with regulation and the avoidance of legal sanctions, while the building of relationships with host governments, communities and other stakeholders which can enhance a company's reputation and credibility and be of vital importance should it encounter difficulties in the future with regard to its investment decisions.
7. Business should conduct and govern themselves with Ethics, Transparency and Accountability. Business firms should conduct their business in ethical way and promote the adoption of this principle throughout their business practices. Respect the interest of stakeholder with responsibility. Stakeholder include consumers, suppliers, competitors, investors, government, society, and environment. They have expectation from business firms. It is the responsibility of firms to respect the interest of their stakeholders and also give special attention to stakeholders in underdeveloped area.
8. The Company has to be responsible to the community and society and should be involved in supporting community activities and be attentive to the consequences of the company's conduct that affects people around. The Company is expected to conduct business that benefit the economy and society while safeguarding customs and traditions of the communities.
9. It is also the Company's policy to become a responsible corporate citizen to comply with all relevant laws, rules and regulations and to contribute to uplift quality of life by itself and/or through close collaboration with the relevant authorities and the communities.
10. Overall the business entity who has taken this mission should take care of 3p's i.e. **People, planet and profit**, also known as the triple bottom line form one way to evaluate CSR. "People" refers to fair labour practices, the community and region where the business operates. "Planet" refers to sustainable environmental practices. Profit is the economic value created by the organization after deducting the cost of all inputs, including the cost of the capital unlike accounting definitions of profit

Business must realize that social problems can become opportunities, or can lead to profits. With regard to social responsibility matters, business should take a long-run as opposed to a short-run view. Profits may increase in the long run as a result of actions taken at the present time. Judging the benefits of social responsibility Corporations must be concerned with the public image and the goodwill generated by responsible social actions.

Conclusion

Business houses all over the world are realizing their stake in the society and engaging in various social and environmental activities. The need of the hour is to formulate effective strategic policies and adopt various instruments according to the company history, its content, peculiarity in relationship with its different stakeholders so that CSR can be best implemented towards its goals – sustained environmental, social and economic growth. Corporate no doubt have made significant contributions towards the sustainable development of our country. Participation of small and medium business should be encouraged. Experience has shown that working with NGOs is more worthwhile and result-oriented. Joining hands with related NGOs is therefore advisable. Corporate responsibility or sustainability is therefore a prominent feature of the business, topics of business ethics, corporate social performance, global corporate citizenship, and stakeholder management. Business should be given an opportunity to solve some social problems. The logic behind this argument is that business possesses the expertise, in its managers and executives, to develop plans to overcome social problems. As government is reducing its efforts to address some social problems, business needs to fill the gap.

To summarise further, the involvement of Corporate into the activity of cleanliness drive in the country needs to be supported with selfless service with true determination to show the world that India, too can maintain civic sense of highest standard. All the citizens and/ or stakeholders should contribute their efforts physically and monetarily without bringing in ego, politics, leg pulling, fighting over petty issues etc, so that our cities can breathe under green environment.

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