

**Corporate Social Responsibility**  
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**Lecture – 46**  
**Corporate Citizenship and CSR**

Welcome back to the MOOC course on corporate social responsibility. My name is Aradhna Malik and I am helping you with this course and we were talking about corporate citizenship. And we talked about the stages in the corporate in corporate citizenship now after that we talked about why corporate citizenship is so important. Now in this lecture we are going to tie corporate citizenship in with corporate social responsibility. So, let us see what we have for you here.

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Corporate citizenship and CSR; now how do corporate citizenship cc stands for corporate citizenship CSR stands for corporate social responsibility how do they come together.

Now, this is from a paper by Moon, Crane and Matten and they say and they have also cited Steimann and Lohr from 1994, in this paper and they say that you know corporate dialogues mediation processes and other for a to both involve citizens I am sorry about this mistake here, it should be other Fora; the computer sometimes plays games corporate dialogues mediation processes and other Fora to both involve citizens in

corporate decisions as well as making corporations active and accountable members of their community and this is why it is important for organizations to become corporate citizens.

So, they participate with they engage with the community through corporate dialogues mediation processes and other Fora they involve citizens in corporate decisions as well as they take the corporations get involved with citizens and they both work together and become accountable members of their respective communities and this is how everything just comes together.

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 <b>Historical, developmental &amp; intersectoral (IS) organizing lessons for corporate citizenship</b> (Waddell, 2000)	
Issue	Action
Recognizing the role of both rights & responsibilities	<ul style="list-style-type: none"> <li>- Provide opportunities to broaden discussion about organizations' historical activities</li> <li>- Allow discussions around specific controversial actions by a collaboration member, even if it has no direct bearing on the relationship</li> </ul>
Understanding & valuing sectoral differences	<ul style="list-style-type: none"> <li>- Undertake further research on the IS model</li> <li>- analyze specific IS opportunities in terms of organizations' sectoral position, core competencies, assets, etc.</li> <li>- Build strategies &amp; activities that recognize &amp; support the sectoral differences</li> </ul>

Now I will share another table with you and this was proposed by Waddell in 2000 and this is about historical development and Intersectoral Organizics organization lessons for corporate citizenship we were talking about engaging now we were talking about stage 5 of corporate citizenship where you actually have different sectors participate its cross functional teams you know integration and finally, transformation stages of corporate citizenship at that stage different sectors different functional units in an organization just come together and they work together and at the transformation stage different industries come together and you know it becomes a part of how you do things and then you form partnerships with other likeminded people.

Now how does this happen and this is very beautifully shared by Waddell in this paper. So, I will just share that table with you the issue here is for example, the issue is

recognizing the role of both rights and responsibilities and how do organizations act on it they provide opportunities to broaden discussion about organizations historical activities they allow discussions around specific controversial actions by a collaboration member. Even if it has no direct bearing on the relationship if the issue is understanding and valuing of sectoral differences they undertake further research on the intersectoral model they spare they analyze specific intersectoral opportunities in terms of organization sectoral position core competencies assets etcetera they build strategies and activities that recognize and support the sectoral differences.

So, they celebrate sectoral differences they also understand they try and recognize what kinds of differences exist in different sectors and you know what 2 different sectors bring to the table and see how these can be fitted together then the issue is appreciating history culture and technology. And the action that they take is analyzing the specific locational circumstances understanding the local culture and rather than just roll out intersectoral strategies they develop them grounded in the reality of these specific circumstances. So, they try and find out what the culture of the place is like they try and understand where the organizations is coming from where is the organization rooted.

And how the community is going to respond to their efforts and then they develop these intersectoral strategies in you know grounded in the real world in the real context and address specific circumstances of the community through these intersectoral initiatives.

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<b>Historical, developmental &amp; intersectoral (IS) organizing lessons for corporate citizenship (Contd)</b> (Waddell, 2000)	
<b>Issue</b>	<b>Action</b>
Appreciating history, culture & technology	<ul style="list-style-type: none"> <li>- Analyze the specific locational circumstances</li> <li>- Rather than 'roll-out' IS strategies, develop them grounded in reality of specific circumstances</li> </ul>
Creating & spreading new IS models	<ul style="list-style-type: none"> <li>- Create an experimental &amp; learning approach</li> <li>- Create joint comparative learning processes with other organizations involved in IS model-building</li> <li>- Identify needed institutions both within &amp; between sectors &amp; join with others to found them</li> </ul>

The next issue is creating and spreading new intersectoral models. So, what do the organizations do or what do corporate citizens do they create an experimental and learning approach they create joint comparative learning processes with other organizations involved with intersectoral model building.

So, you know they get together with likeminded people they try and understand they try and learn together they try and collaborate with other organizations who are involved in intersectoral model building they identify needed institutions both within and between sectors and join with others to found them they set up new institutions that can actually help take this intersectoral initiative forward.

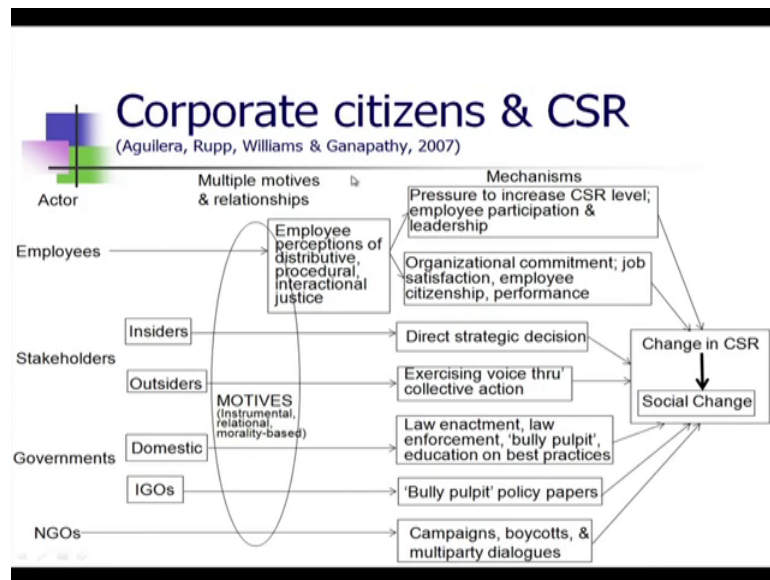
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Historical, developmental & intersectoral (IS) organizing lessons for corporate citizenship (Contd) <small>(Waddell, 2000)</small>	
Issue	Action
Developing new IS leaders	<ul style="list-style-type: none"> <li>- Hire people from other sectors</li> <li>- Develop volunteer &amp; employee exchange programs with the goal of creating IS leaders</li> </ul>
Recognizing power issues & inequality	<ul style="list-style-type: none"> <li>- talk about power differences &amp; inequality</li> <li>- Research exchange mechanisms already developed</li> <li>- Categorically experiment with new power sharing mechanisms</li> </ul>

And help the community and developing new intersectoral leaders is stands for intersectoral. So, intersectoral leaders; so, the action that organizations can do or can engage in are hire people from other sectors develop volunteers and employees exchange programs with the goal of creating intersectoral leaders if the issue is recognizing power issues and in equality then they can talk about power differences and in equality research exchange mechanisms can be developed and they can categorically experiment with new power sharing mechanisms.

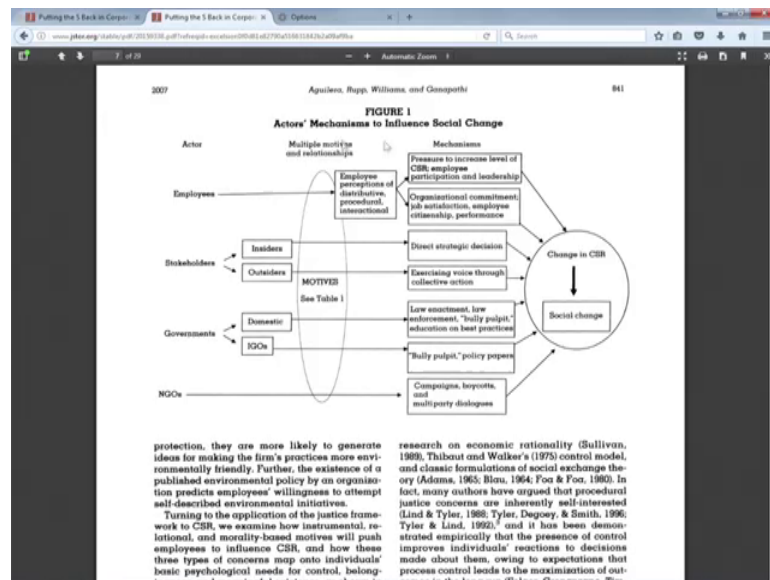
So, you know it is on a much more complex much more involved level and so different partnerships are developed now there is something else that I want to share with you.

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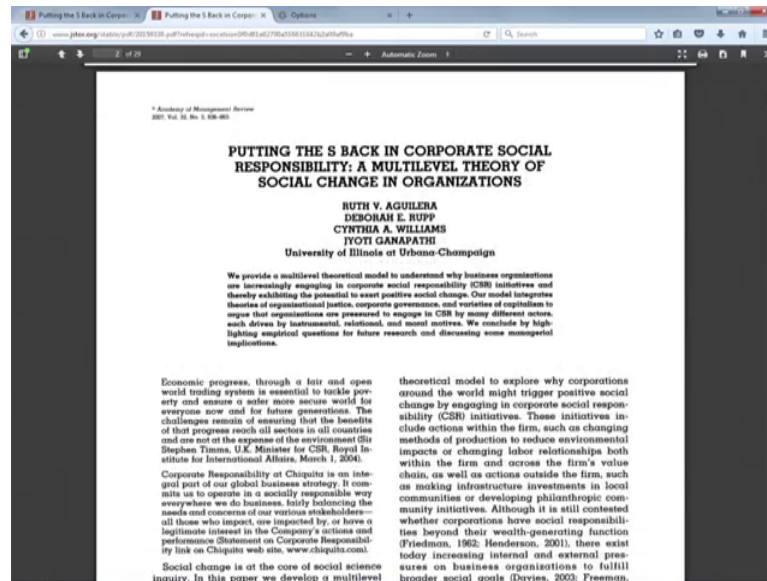
And this is this diagram; now I would like to show you the paper from which I have taken this diagram this diagram was in the context of actors influencing social change and I have taken the liberty of applying it to the corporate citizenship model and showing you how you know corporate citizenship can influence corporate social responsibility.

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So, this is the add the original diagram this is from a paper by Aguilera Rupp Williams and Ganapathi and the paper is titled putting the s back in corporate social responsibility a multi level theory of social change in organizations.

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And this was published in the academy of management review in the year 2007, volume 32, number 3, pages 836-863. So, they have proposed this model here now I have modified the model a little bit and incorporated it into the lecture so, that I can show you now here they have talked about actors, but I think from the point of view of corporate citizenship it is the exact same thing the only thing is that instead of motives here I have added the different types of motives that they have talked about in the paper. So, here I will just show it you would see the same diagram. So, I feel that you know all actors can be involved you know they are they are participants in the corporate citizenship process.

So, actors means the people involved and you know they could be employees they could be stakeholders they could be governments they could be NGOs and these are all the parties that are involved in effecting social change. So, when we talk about corporate citizenship these are people these are these are different entities that are influencing the corporate citizens stakeholders could be insiders could be outsiders governments are influencing the insiders and. So, you people have multiple motives and relationships now the motives could be instrumental which means they are looking for end gains could be relational what kind of relationship they want with the community or could be a morality based doing the right thing you know this is the right it is right to do this it is wrong to do this it is wrong to kill animals it is right to protect animals its right to protect the environment or I must protect the environment.

Because my children will not have anything to eat when they grow up, so, something like that or relational you know I would like to protect the environment because people will view me as a good person or it will help me establish partnership with the community that I can and I can then further build on this partnership this networking is going to be very good for my stability in the environment. So, something like that. So, what kinds of motives to people have? So, you know. So, all of this is here now. So, employees for example, you know it depends on the employee perceptions of distributive procedural interactional justice what is justice? Justice is a sense of a very very very basic definition just for understanding the difference between justice and morality.

I had asked my student one of my students this and. So, you know the difference between justice and morality is that justice is all about a sense of fairness it is about comparing oneself with others or in light or assessing oneself in light of one what one has and what others have and then comparing oneself to different people and seeing and saying this was fair and this was not fair it is not about right and wrong, it is about fairness what does the other have that I do not have what do I have that the others do not have and why. So, it is that description whereas, morality is all about a definition of right and wrong. So, you know it is right I do not care who is; who else is with me on that; I do not care who else sees this as right, but I see it as right you know. So, it is not right to take somebody else's work without their permission it is not right to use somebody else's work without proper citation.

So, that is why you see all of these citations on all my slides you know there are I mean I have taken information from different sources I have mentioned the originator of that information this is not I have studied it I have tried to understand it I have tried to interpret it, but this is still something else that somebody else has generated and I will give you the full references you know in your folders they are all be up there. So, that is a definition of right and wrong I do not care who else is doing it, but it is not only for my safety it is also because I think it is right to give credit to somebody else who has generated that piece of information anyway.

So, you know it is about the motives then employee perceptions of distributive procedural intra interactional justice you know whether the person is being treated the same way or not whether the person has got the same tangible things that I have not an interactional is whether the person is you know the procedural is whether the person has

to go whether somebody else has to go through the same procedure or not interactional justice is whether the person is being treated the same way as I am anyway. So, that is in for employees then the mechanisms for employee perceptions of distributive procedural and interactional justice are there is pressure to increase CSR level employee participation in leadership then organizational commitment and job satisfaction employee citizenship and performance.

So, you are in emphasizing that a sense of justice prevail through various activities you put pressure and you say everybody you know needs to be treated the same way and that leads to a change in social responsibility which in turn leads to a change in in the society then stakeholders if the stakeholders are insiders you take direct strategic decisions and that feeds into a change in CSR which in turn leads to social change or as outsiders you could exercise your voice through I have abbreviated this word in the interest space exercising voice through collective action and that in turn leads to social change governments domestic governments could be you know could be law enactment law enforcement bully pulpit education on business practices and that feeds into social change intergovernmental organizations you could have bully pulpit policy papers.

And that could in turn influence social change and the non government organizations then you know they have their own motives and they the mechanism they used to affect social changes campaigns boycotts and multi party dialogues. So, these are the various methods in which different parties affect social change and when we talk about corporate citizenship we are talking about organizations taking on the role or helping not really taking on the role, but helping the government administer the rights to citizens and facilitating the citizens to carry out their duties and to fulfill their responsibilities to the extent possible.

And so, this whole this whole diagram that they have suggested this whole mechanism that they have suggested that Aguilera Rupp Williams and Ganapathi have suggested is also applicable to organizations behaving as corporate citizens and facilitating the fulfillment of responsibilities and access to rights by the community. And this is all we have time for in this lecture, in the next lecture we will talk about sustainability and how that comes together.

Thank you very much for listening.