

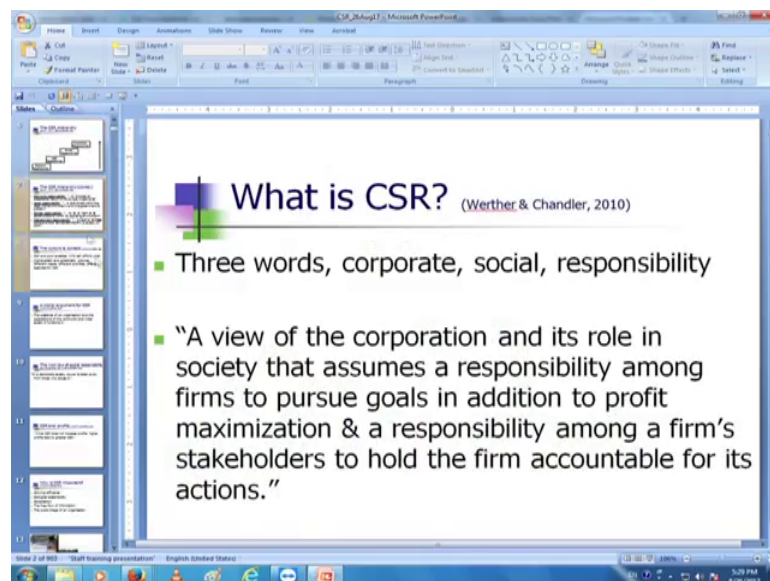
Corporate Social Responsibility
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Lecture – 58
Wrap-Up

Welcome back to the MOOC course on corporate social responsibility. My name is Aradhna Malik and I have been helping you with this course this is the very last lecture of the course thank you very much for participating on the forum. Thank you very much for your bright ideas, thank you very much for your responses and suggestions you know it is been great interacting with you. Now I have given you a lot of ideas and I may have missed some points and I am sorry for that, but I have tried my best to give you as comprehensive as diverse in and as well researched input into the field of corporate social responsibility I hope you enjoyed these lectures.

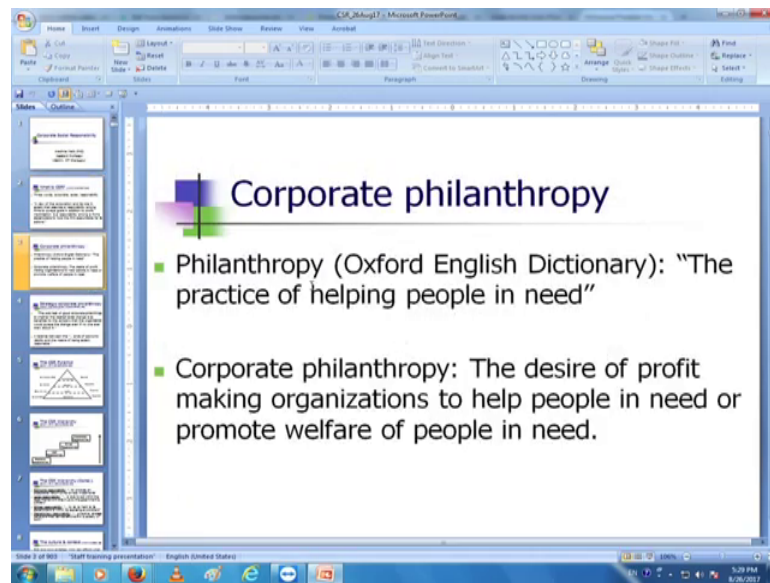
So, let us in this lecture we are just going to summarize everything we just very quickly go through everything we have discussed and I wish we were together. So, you could have interrupted me if you have any questions; however, we do not have that opportunity. So, we will just have to manage with what we have here.

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Now, so, to start with we discussed what CSR was then we talked about corporate philanthropy.

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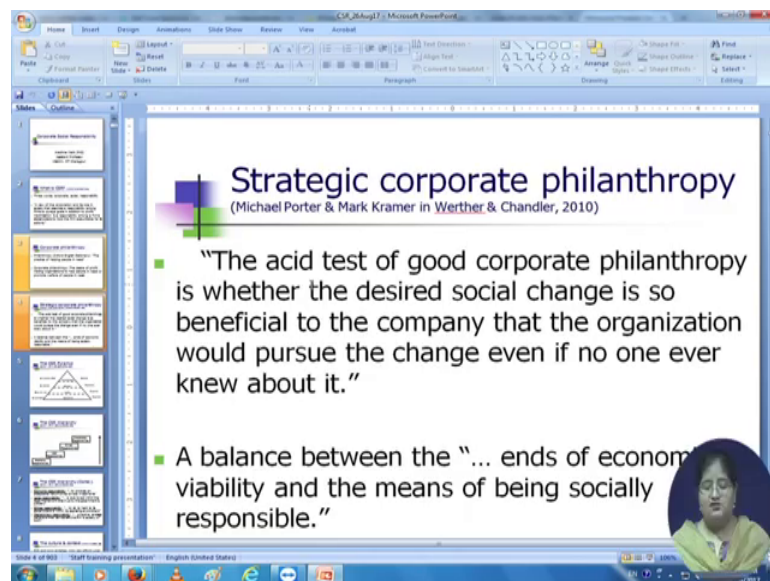
The screenshot shows a Microsoft PowerPoint window with the title bar 'COP_26Aug17 - Microsoft PowerPoint'. The slide content is as follows:

Corporate philanthropy

- Philanthropy (Oxford English Dictionary): "The practice of helping people in need"
- Corporate philanthropy: The desire of profit making organizations to help people in need or promote welfare of people in need.

The slide is part of a presentation with a slide navigation pane on the left showing various slides, including one with a pyramid diagram.

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The screenshot shows a Microsoft PowerPoint window with the title bar 'COP_26Aug17 - Microsoft PowerPoint'. The slide content is as follows:

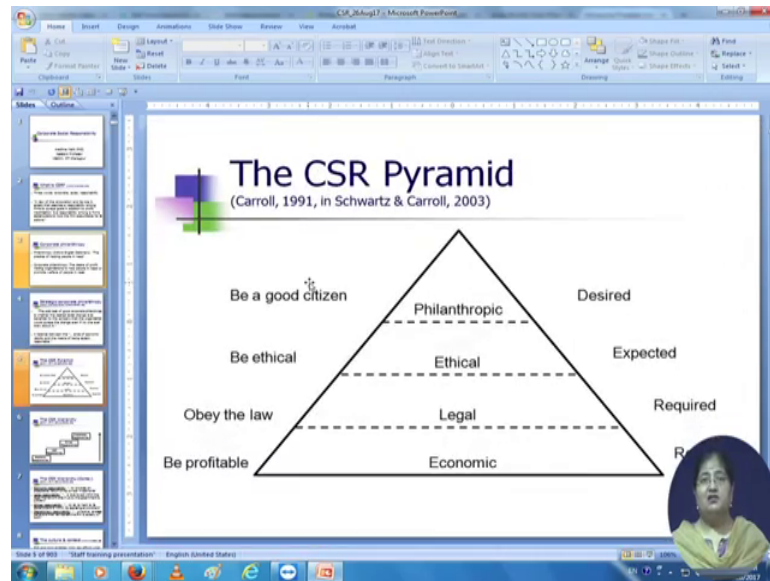
Strategic corporate philanthropy

(Michael Porter & Mark Kramer in Werther & Chandler, 2010)

- "The acid test of good corporate philanthropy is whether the desired social change is so beneficial to the company that the organization would pursue the change even if no one ever knew about it."
- A balance between the "... ends of economic viability and the means of being socially responsible."

The slide is part of a presentation with a slide navigation pane on the left. A small circular inset image of a woman is visible in the bottom right corner of the slide area.

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Then we talked about strategic corporate philanthropy then we discussed the CSR pyramid very very important please do not forget it this is the basis for CSR.

Then we moved on to the hierarchy we were talking about what CSR was we talked about economic responsibility different-different responsibilities in the CSR hierarchy we talked about culture and context we discussed the moral argument for CSR and we talked about the iron law of social responsibility which states that in a democratic society power is taken away from those who abuse it do not ever forget this. This is very very important you have something you keep it you use it wisely it stays with you abuse it, it goes away we talked about CSR an profits we talked about why CSR was important and we ended the discussion with some examples of core of socially irresponsible behavior.

Then we moved on to theories of CSR we talked about how organizations legitimize their operations various theories were discussed stakeholder theory then we discussed various perspectives we talked about the institutional theory we discussed the you know instrumental theories we discussed political and integrative theories we discussed ethical theories then you know I just rush through this here then we talked about why CSR was important and we discussed the impact of CSR we talked about antecedents of CSR here.

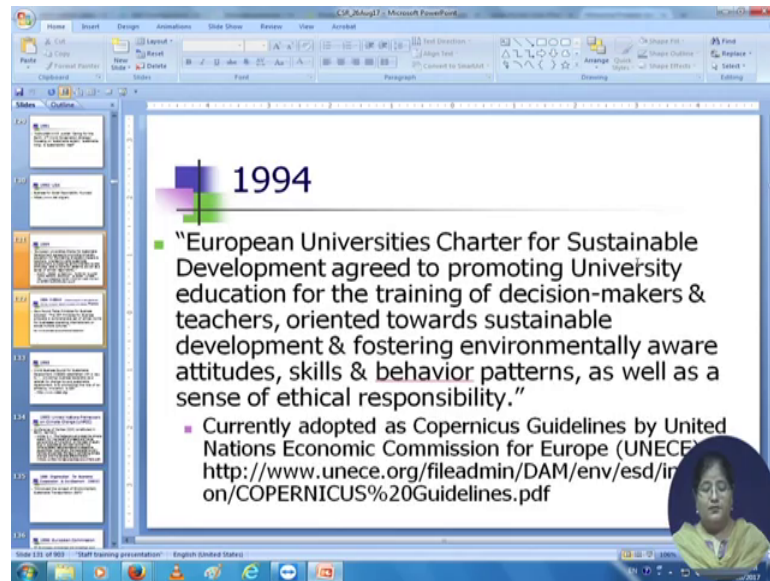
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Motives	Individual	Organizational	National	Transnational	Corporate interest groups & NGOs
Instrumental	Need for control	Shareholder interests (Short Term)	Competitiveness	Competitiveness	Power (obtain scarce resources)
Relational	Need for belongingness	Stakeholder interests •Legitimation/ collective identity (long term)	Social cohesion	Social cohesion	Interest alignment, collaboration & quasi-regulation
Moral	Need for meaningful existence	Stewardship interests •Higher-order values	Collective responsibility	Collective responsibility	Altruism
Interactions	Upward hierarchical	Insider downward hierarchical •Outsider upward	Compensatory	Compensatory	M...

We talked about CSR motives at various levels of analysis you know why people and organizations indulged in CSR efforts we talked about 4 levels individual organizational national and inter government levels transnational levels then we talked about the evolution of CSR and how it came to be what it is today we discussed the history of CSR development when we discussed the work of various people.

So, all star wars all of these names are very very important for you I have referred to some of their papers in the on in the following lectures we talked about the history we talked about the international covenant on economic social and cultural rights ICESCR are adopted by the un we talked about UNESCO we talked about the commonwealth arbitration commission etcetera then you know we talked about the IUCN international union for the conservation of nature we talked about the united nations and its efforts.

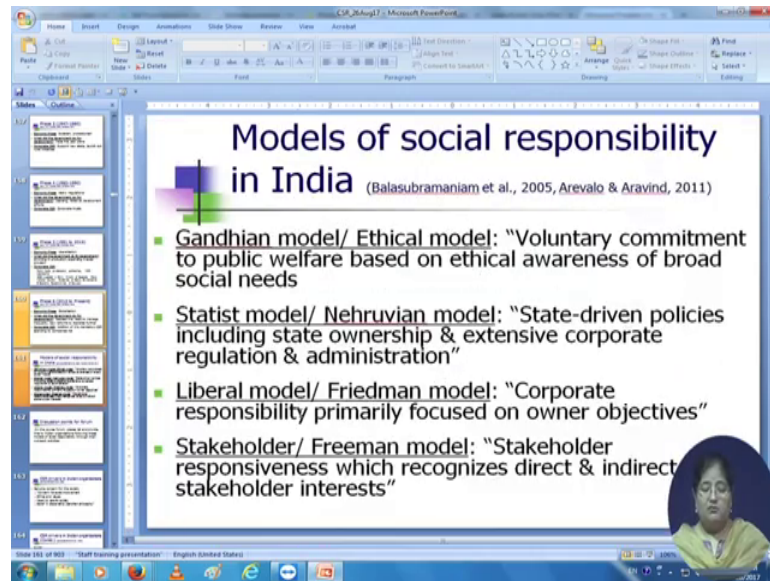
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Then we talked about the European universities charter for sustainable development and what they had and you know their efforts in promoting university education for the training of teachers and then we talked about the Copernicus guidelines by the United Nations economic commission for Europe we talked about the world business council for sustainable development. So, various agencies we talked about the UNFCCC, the OECD we referred to many times even after this we talked about the social accountability international initiative.

So, yeah, so, then we discussed the global compact we discussed it later also we talked about various indices Footsie for good index etcetera then we talked about CSR in India we talked about CSR efforts in India.

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We talked about evolution of Indian CSR different phases we talked about the models of social responsibility in India Gandhian model or the ethical model the statist model or the Nehruvian model the liberal model or the Friedman model and the stakeholder or the freemen model. Then we talked about CSR drivers and Indian organizations we talked about various discussion points for the forum many of you participated in these discussions and that was very nice thank you so much then you know the discussion continued we discussed the national voluntary guidelines in detail and the principles of the NVGs.

Then we talked about the Indian companies act and then we talked about stakeholders and CSR we had talked about the stakeholder theory now in this we talked about how different stakeholders contributed to CSR. So, we talked about the you know especially in light of the online stakeholders we discussed the model then we talked about the benefits demanded by stakeholders we talked about the resource dependence theory and we talked about the stakeholder approach and various issues between stakeholders then yeah. So, we talked about the basis for stakeholder theory in CSR when we talked about what stakeholder theory was not then we talked about the stakeholder theory in action you know and we also discussed what an amoral organization would be what a legalistic organization would be what a responsive organization would be and what an ethical organization would be then we discussed the at how do you identify stakeholders.

So, and how do you form a relationship with stakeholders we talked about stakeholders salience then we talked about sorting of stakeholders based on their salience, then we discussed the comprehensive stakeholder management process model we talked about assessing stakeholders we talked about factors affecting stakeholders potential for threat and cooperation we talked about strategies for managing stakeholders. Then we talked about stakeholder dialogue very very important especially in the context of mega projects as we discussed in the last lecture you know mega projects and forest rains and socially stigmatized industries extremely important to endogenous stake in a dialogue with stakeholders.

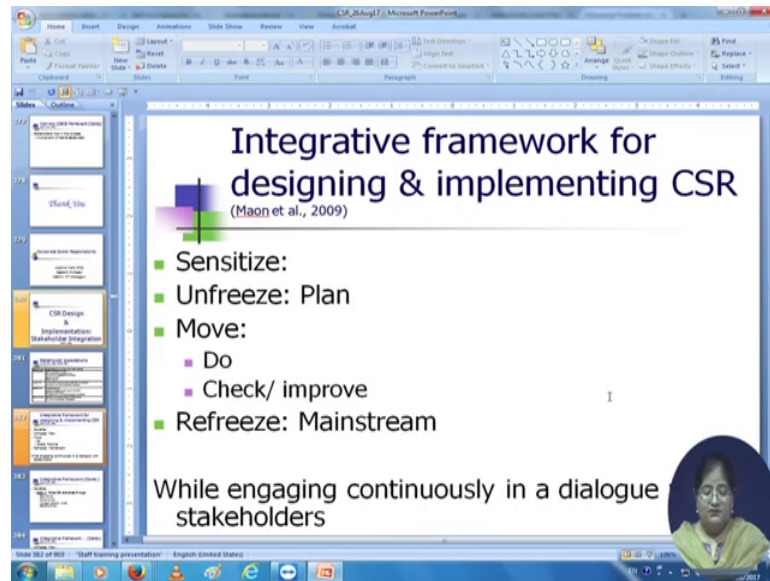
Then you know so, we discussed various aspects of stakeholder dialogue then we talked about the paradigms of social responsibility the planning of CSR activities we talked about how CSR activities are planned.

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	CSR Pyramid	Intersecting Circles	Concentric Circles
General Description	Hierarchy of separate responsibilities	Nonhierarchical set of intersecting responsibilities	Integration of responsibilities: all sharing a central core
Theoretical assumptions: Nature of CSR	Normative restraints of responsiveness	Classification framework: No normative guidance	Incurred obligation to work for social betterment
Scope of responsibilities	Narrow	Split	Wide
Total CSR	Conjunction	Disjunction	Integration
Order of importance	Hierarchy: Economic Responsibility first	No prima facie order	Inclusion system: economic circle core
Role of philanthropy	"Icing on the cake"	Subsumed under economic/ ethical responsibilities	Integral part

Then we talked about comparison of the 3 paradigms that we had discussed which were the CSR pyramid the intersecting circles and the concentric circles paradigm and we discussed them on various parameters then we moved on to CSR design and implementation and the stakeholder integration in be design and implementation of CSR we discussed Cramer's framework we discussed Khoo and tans framework we discussed Maignan's framework we discussed Panapanaan's framework.

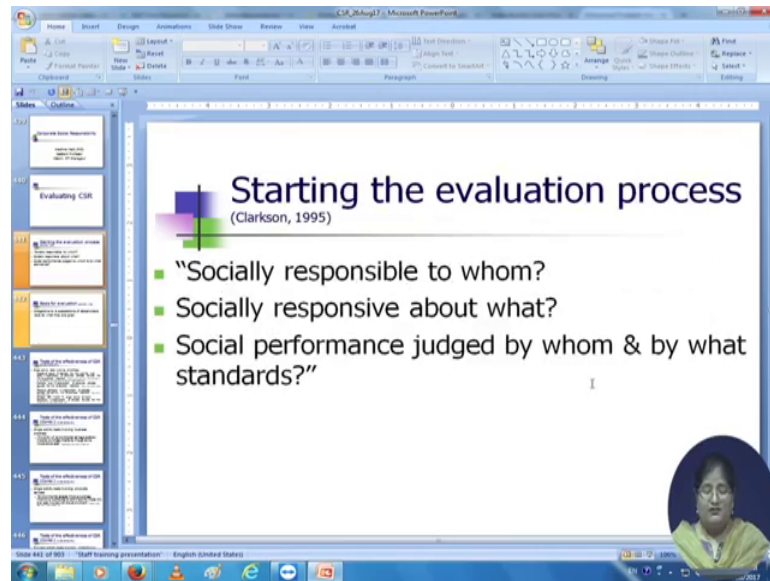
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We discussed Werre's framework then we you know we discussed these stakeholder expectations we discussed Maon and his associates framework for designing and implementing CSR. So, different steps you know sensitize unfreeze then do you know move he talked about the critical success factors in the CSR process he talked about CSR activities we talked about corporate social performance and we talked about professor Prakash Sethi's contributions to you know to be study of CSR as far as. So, corporate social performance was concerned extremely important Professor Sethi, he is star ward he is one of the authorities leading authorities in the world on corporate social responsibility and social performance. So, we talked about different dimensions of behavior then we talked about you know the CSR process we talked about phases and steps in the CSR process we talked about the model for managing CSR we talked about the steps for building a strategy for responsible business again this was based on the NVGs the national voluntary guidelines the principles of which we had talked about earlier.

So, this was bit special reference to India then we talked about CSR activities different types of CSR activities you know what they look like then we talked about the evaluation CSR; how do you evaluate CSR activities.

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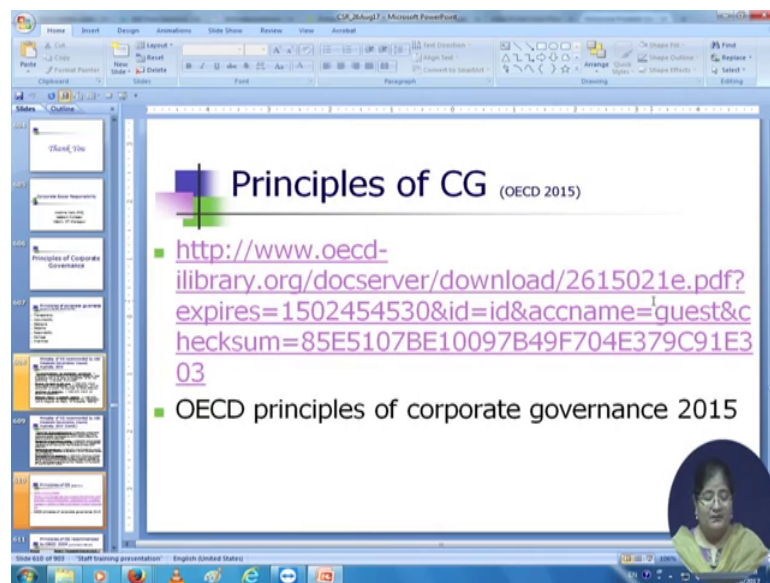
We talked about 3 main questions who do you think you are socially responsible to what are you socially responsive about and what should your social performance be judged against which standard should it be discussed and by whom. So, very very important questions in the evaluation process then you know we discussed the basis of evaluation we talked about the tests of effectiveness of CSR we talked about the measurement of CSR we talked about indexes to rate CSR we talked about various sustainability indexes we talked about the Dow Jones sustainability index the Footse Russell index, the Ethibel sustainability index global challenges index Stoxx Global ESQ, leader's Heng sustainability index series etcetera the one we did not talk about was the KLD, but I just thought it could be more relevant to discuss these other ones here then we discussed an example of CSR we talked about the RobecoSAM sustainability index we then here.

So, we then started the discussion on corporate governance sorry this was part of the RobecoSAM index then we talked about materiality we talked about risk and crisis management again as part of the RobecoSAM index various aspects various parameters here then we talked about the social dimension you know where and human capital dimension etcetera. So, we discussed the RobecoSAM index and detail then we talked about CSR evaluation in India we discussed these principles once again when we talked about the details of each principle then we talked about corporate governance. Then the discussion moved to corporate governance we talked about the definitions of corporate governance we talked about specific activities covered under corporate governance we

talked about the background we talked about theories of corporate governance we talked about the typology of corporate governance theories and ethics tried to compare various theories.

Then we discussed you know the reasons for corporate governance and why it is useful to have then we discussed models and systems of corporate governance we discussed you know different models here and I gave you some homework and then we talked about implementing corporate governance and how you can implement corporate governance then we talked about the board of directors you know what it does and how that ties in with CSR we talked about the balanced scorecard and we talked about the issue of committees then we talked about types of boards then we discussed the principles of corporate governance you know from various perspectives.

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And you know we talked about the principle the latest principles of corporate governance. So, I have given you both here I have given you the principles that were you know the um.

So, then I gave you the principles you know I have I have added a slide on the principles a summary of the principles on cop of corporate governance that were upgraded in an a two thousand four, but in the lecture I discussed the principles that were revised in two thousand fifteen. So, those slides are also going to be there for you then we moved on to you know the link between corporate governance and CSR we talked about the

relationship between cg and CSR we talked about organizational climate and its effect on CSR economic basis etcetera.

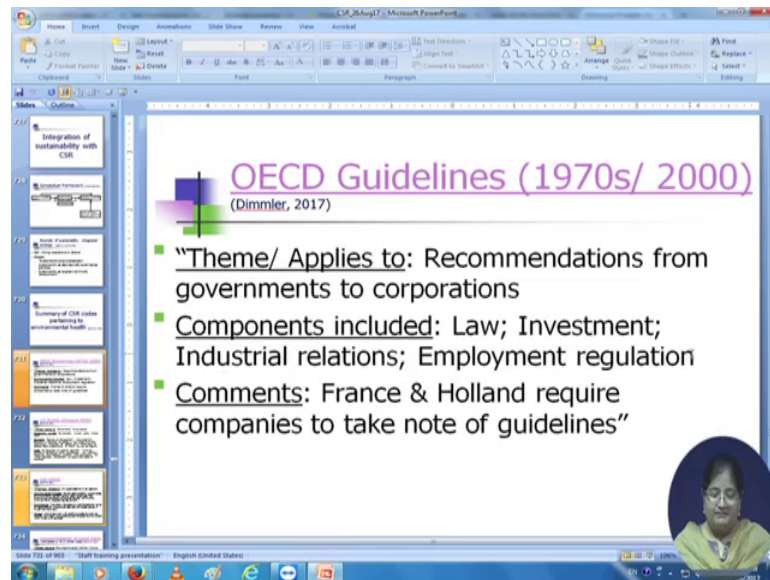
So, how can you identify CSR duties of your organization we talked about the social contract as a criterion for strategic management we talked about logic of a CSR strategic management standard we talked about dialogue with stakeholders CSR and corporate governance various aspects and how have different countries embedded CSR in corporate governance and the slides on corporate governance in India will also be given to you. So, they will be in your folder though we did not discuss it I asked you to find this out, but they will be in your folder then we talked about models connecting corporate governance to CSR and how corporate governance affects CSR then you know we talked about the application of the stakeholder systems model of CSR see CSR does not happen on its own CSR requires the inputs by stakeholders CSR means when we talk about social responsibility we are talking about people who are connected to the organization.

So, you will find a lot of references to stakeholders in these slides and that is the reason why then we talked about sorry we talked about CSR and sustainability and we started the discussion with corporate citizenship we talked about the rights of citizens etcetera we had an extended discussion on corporate citizenship I had promise to you earlier that we would have a module. Module meaning I have given you as much information as was required for the purpose of this course in this and you know within the timeline that we had we talked about stages of corporate citizenship we talked about the elements and issues in corporate citizenship. We talked about strategic advantages of corporate citizenship indicators and antecedents and consequences of corporate citizenship then we talked about corporate citizenship and CSR coming together how does corporate citizenship contribute to CSR then we talked about sustainability and sustainable development and. So, these were from another course that I had taught through this porter I took the slides from there, but the description was definitely different.

So, you know we discussed the origins of sustainable development because it is so closely tied to CSR the 4 CS building blocks we talked about United Nations sustainable development goals I showed the SDGs to you the channels etcetera and the different texts. Then we moved our discussion moved to corporate sustainability and corporate social responsibility and then we talked about how these two came together we talked

about their synergy we talked about the integration between sustainability and CSR we talked about you know we discussed the summary of CSR code codes pertaining to environmental health from a paper that was written with focus on mining industry, but it really applies to the overall environment.

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So, we went back to the OECD guidelines we discussed those also this time in the case of multinational enterprises and so then we talked about various other guidelines here and I showed you different websites. So, you know again an amazing summary by Dimmler published earlier this year then we talked about the sustainable development goals compass for business action on the SDGs. This discussion really brought the discussion on corporate sustainability together with CSR and the SDG compass is a wonderful tool the website gives you. So, many ideas I wish I could have a module a ten hour course only on the SDGs and sustainability and CSR I mean there is so much going on in the word so, but I have given you these ideas I hope I have given you enough stimuli. So, you can sort of go and explore these things on your own.

. So, we discussed the SDG can compass and I took the report and I broke it up into parts and I gave probably the entire report to you know through this lecture, but you can download it and read it on your own then you know we talked about various tools for mapping high impact area areas across the value chain. And I gave you links and I showed you these websites and I hope you enjoyed that then we discussed the compass

for business action etcetera now you know we talked about the key performance indicators we talked about the various steps here then we talked about CSR public policies in different relational perspectives and I found a paper that published these you know that that evaluated these in Europe. And I thought we could all derive lessons from this report that is why the lecture is named as lessons from Europe and so, we talked about how government really you know has been. So, this is week 8 we just started the discussion and we how government has been contributing or how government has been involved in CSR efforts in various capacities and that is what this lecture was all about.

So, then we you know we could not finish everything in one shot. So, we had to spread this over two lectures then you know we heard the podcast of an interview with Kathryn Dovey, in this and we talked about the national resource centers the national contact points all over Europe we saw what they do we saw examples of what they do then you know we talked about the various aspects of the government business society nexus and then we moved on to consumer social responsibility in week 8, week 8 was a mixture of miscellaneous items. So, consumer social responsibility we discussed this in great detail then we moved on to you know why and how consumers become socially responsible when do they take their; this decision we talked about the multi level multi agent conceptualization of consumer social responsibility.

Then we talked about the determines determinants of consumer social responsibility and then we moved on to this discussion on corporate social irresponsibility we discussed this in great detail and we talked about the other side of corporate social responsibility and we talked about the two types of social irresponsibility intentional and unintentional CSR and their different aspects.

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Then we discussed the dimensions of corporate social irresponsibility we had a lot of we had discussions you know we described or we went into details on each dimension and then we wound up this course with a discussion on various tiny tiny ideas for you know the directions that that corporate social responsibility could take in the future. For example, we talked about CSR initiatives and socially stigmatized industries one more thing that I wanted to tell you that it that I did not put in the slides was CSR in socially stigmatized communities CSR in high risk countries where there is social strife you know. So, these are very very special areas I did not put them on the slides, but I did think about them and I thought I would share that with you.

So, you know socially stigmatized communities for example, you know sanatoria where aids victims are being kept I mean people do not want to go there or as was the case earlier sanatoria for people with communicable diseases where they are isolated initially it used to be areas where people suffering from leprosy were kept though thankfully that is not a problem these days; however, this new scare of aids and HIV, we has taken the world by a storm and awareness raising awareness has helped, but only to a limited extent and once people come to know that somebody suffering from aids or has been detected positive for HIV they want to really sever all contact with such a person. Now some movies have come up this one Hindi movie that I was watching it was called my brother Nikhil and so, you know that that is one way of heightening of increasing awareness about what these. So, for socially stigmatized situations can be, but CSR with

such in such situations that can be one more area where CSR can go and you know I mean where the activities of the organizations can really help. So, the film industry has done its bit.

So, you know they made a film with the purpose. So, they do this. So, you know a lot of other organizations can move into this and CSR in countries written with civil strife for example, you know how do you conduct CSR activities in places like Iraq or Afghanistan or maybe Israel or I mean in pockets yes, but then on a you know one has to be prepared that bomb may fall out of the sky at any minute and you could be killed. So, what does a person do you know. So, that or maybe CSR with tribal populations where it is difficult to go for example, the own gays and Sinhalese in the Andaman's region.

So, these are tribals and so it is very difficult you do not want to disturb their natural environments you do not want to disturb what is going on there, but you also want to help or the orphanages in Romania and you know I have an example to share with you I once interned many years ago I interned at it off at an orphanage in the city of Iasi spelt as Iasi in Romania. And I went with a group of students other students from different parts of Europe and I was studying in the united states and I went there on an internship and. So, we had to pay them.

So, you know there was part donation and then the first day we went there we went, but all these bright ideas yeah we will do this we do this and the owner or the director or manager of the orphanage told us that you know thank you very much for coming here all we want you to do is spend time with the children. So, you go in with all these ideas yeah we teach the children this and teach the student that and this was an orphanage, but it was it was labeled as an orphanage, but it was really a home for children who had been abandoned because they were disabled and very very painful situation I spent a good 3 weeks there and 3 I think it was 3 or 4 weeks I forget anyway.

So, you know one learns a lot. So, how do you implement you know you know activity is there and I went through the international federation of medical students associations and based in Trondheim Norway, but they did allow non medical students like myself also to participate in this initiative. So, that is another aspect where CSR could be you know there. So, again I did not discuss this as a part of this lecture, but ideas are coming to me of course, you know I will tell you one misses a lot of things when one is so excited. So,

I try to put everything in there anyway. So, socially stigmatized industries we talked about what socially stigmatized industries were we talked about the mega project social responsibility you know and how that could really be the future of CSR or how CSR could be or studies on CSR or efforts could really we be taken up there.

Then we talked about territorial social responsibility then we talked about you know Sustainopreneurship I showed you some examples of that here and sustainable entrepreneurship and Sustainopreneurship then we talked about CSR in forestry we talked about CSR in wildlife we talked about Cyber stalking you know a very surprising finding while I was looking for more information on how CSR is progressing. So, if you are an organization within your own capacity within your own expertise you can still help the community you can raise awareness about cyber stalking you can I mean that is what this paper did I wish I had the time to share the whole paper a crux of the whole paper with you, but they identified what Cyber stalking is you know what effects cyber stalking and how you know they fit their interventions could help people who were being total cyber stalked and they found out the limitations in addressing these issues and they really found out how their interventions could help.

So, within their own limitations they did not go out and build schools they reached you know did what they could within their own area of expertise amazing initiative and a paper was written about it ran and rightly. So, they earned it. So, you know these are some new ideas of course, this is not an exhaustive list we talked about heritage tourism and CSR and heritage tourism now this is certainly not an exhaustive list and; however, this is a start and I hope that through this course you have got a lot of ideas that you can use in your quest for more information for learning more about CSR and you will actually take some of these ideas and implement them in your own organizations and I am talking especially to the to the industry professionals listening to this course.

So, I will have a surprise for you I am not going to declare it now as far as the slides and the reading material is concerned this course is over, but it is not really over we will continue to talk we will continue to you know address your issues we will continue to stay in touch anyone who is interested in staying in touch I will put a message up on the forum and I would like you all to sign up and stay in touch even after the course is over and we can take parts. And if you want any part of this course to be talked about more please let us know through the feedback form through the forum and we will develop a

specific course for you maybe a shorter course maybe just a ten hour course, but we will try and work something out together.

Thank you very very much for being so, patient for being. So, involved it is been a pleasure teaching you and I hope to interact with you more through other courses in your own areas of interest.

Thank you very much.