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Corporate Social Responsibility: Approaches, Drivers and Barriers

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Abstract:
Corporate Social Responsibility (CSR) is a concept that has attracted increasing resonance in the global economy. Heightened interest in CSR has stemmed from the advent of globalization and the diffusion of best practices across increasingly permeable boundaries and continents. The role of business in society has also undergone a dramatic change in India. From the origins ofthe king's welfare to the liberalization and reduction in the regulatory framework, businesseshave started to undertake CSR activities voluntarily. As globalization continues to alter the traditionalbalance of power between developed and emerging nations, businesses from emergingmarkets are vigorously challenging the supremacy of their international counterparts. Giventhis scenario, scholars and researchers have consistently called for more research in thearea of corporate responsibility and the growing influence of emerging markets and theirleading companies. Our study aims to examine how corporations in India interpret Corporate Social Responsibility (CSR). Focusing on four commonly known approaches: the ethical, the statist, the liberal and the stakeholder approach, the paper seeks to investigate the reported drivers and barriers in implementing CSR practices.

Keywords:
Corporate Social Responsibility, Drivers, Philanthropy, Stakeholder, Globalization.

Section I: Corporate Social Responsibility – Definitions and context in India
India had a rich history of 'philanthropy', but over time along with the changes in the macro-economic environment, the concept of social development gradually changed. In the years following economic liberalization, India witnessed rapid economic growth and thus, a new era of Corporate Social Responsibility (CSR) in India began. Today, CSR has become embedded into corporate activities in the form of synchronizing their business activities with society and environment, thus ensuring good governance practices and corporate ethics. CSR is typically undertakenwith some intent to improve an important aspect of society or relationships with communitiesor non-governmental organizations (NGOs) (nonprofits). CSR is frequently operationalized inconnection with community relations, philanthropic, multi-sector collaboration, or volunteeractivities. The term has been described as "brilliant" (Votaw, 1973), as it means something,but not always the same, to everybody. To some it conveys the idea of legal responsibility orliability; to others it means socially responsible behavior in an ethical sense.

There are both critics and proponents of CSR. Critics contend that by expending limited firmresource on this discretionary activity, its competitive position is compromised and further,that it takes away wealth from the firm's owners or shareholders. Proponents of CSR, on theother hand, suggest that engaging in CSR activities improves relationships with itsstakeholders, differentiates its products, and serves as a buffer from disruptive events(Barnett, 2007). Freeman's (1984) stakeholder theory highlights the importance of formingmeaningful relationships with the key stakeholders of a firm beyond just the shareholders. The theory argues that firms can benefit financially by creating and maintaining suchrelationships with a broad set of stakeholders. Even though empirical research on thiscontention has provided mixed results (Margolis and Walsh, 2003; Orlitzky et al., 2003) andin spite of criticisms against CSR, the business world is increasingly viewing CSR assomething that they simply cannot ignore.

In recent years, the CSR debate has transitioned from a state of passive compliance withsociety's legal and moral rules to a more proactive engagement with social issues (Hustedand Allen, 2007; Jamali and Mirshak, 2007). This new engagement ranges from harmminimization to tangible and social value creation, and from whether corporations should actas social agents to whether and how a business case can be made for corporate socialstrategy (Margolis and Walsh, 2003; McWilliams et al., 2006).

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Indian companies have been practicing social responsibility, albeit with deep philanthropic underpinnings and rooted in tradition, spirituality and ethics, since ancient times. Traditionally, Indian companies viewed Corporate Social Responsibility (CSR) as a non-strategic and religious philanthropic activity to be undertaken in areas or activities determined by the individual owner's preferences. However, CSR in India is witnessing rapid changes because of both domestic and global factors. The domestic "push" factors include the new Companies Act, 2013, which mandates that large profitable Indian companies spend at least 2 per cent of their average net profit during the preceding three financial years on CSR activities. Further, India's increasing integration with the global economy has also driven the business case for strategic CSR into the limelight, as businesses experience heightened expectations and risks associated with a globalbusiness environment.

Over the past few years CSR, as a concept, has been the focusof many discussions and research. It has grown in importanceboth academically as well as in the business sense. It capturesa range of values and criteria for measuring a company'scontribution to social development. Several terms have been used interchangeably with CSR. They include corporate citizenship, corporate accountability, business ethics, sustainability, and corporate responsibility. The World Business Council for Sustainable Development defines CSR as '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'. The European Commission defines CSR as 'a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis'.

These definitions show that the concept of CSR is about integrating the triple bottom line − social, economic, and the environmental dimensions − in a multistakeholder dialogue on a voluntary basis (Carlisle and Faulkner, 2005; Werther and Chandler, 2006; Jones et al., 2006; Stainer, 2006). It involves companies orienting their activities towards value creation at 3Ps – people, planet, and profit – while communicating with the diverse stakeholders on the basis of transparency and dialogue (Cramer et al., 2004). The concept of triple bottom line aligned to 3Ps is diagrammatically represented in Figure 1, adapted from the work of Werther and Chandler (2006).

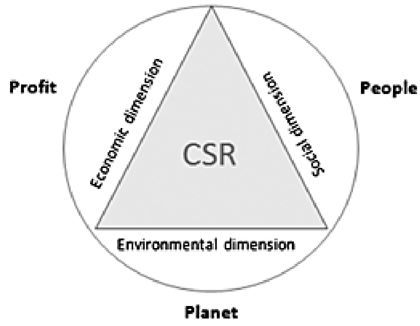

Figure 1: Triple Bottom Line aligned to 3Ps

In other words, CSR refers to ensuring the success of thebusiness by inclusion of social and environmental considerationsinto a company's operations. It means satisfying yourshareholders and customers demands while also managingthe expectation of other stakeholders such as employees,suppliers and the community at large. It also means contributingpositively to society and managing your organization'senvironmental impact. Hence, CSR is a contribution to sustainable development, implying the way a company balances its economic, environmental and social objectives while addressing stakeholder expectations and enhancing shareholder value.

CSR not only includes the activities that a company undertakes in order to utilize their profit to enable social and environmental development, but also includes the methods that a company employs in order to earn these profits including socially responsible investments, and transparency to various stakeholders among others. Realizing the importance and the long term benefit of being socially responsible many companies have incorporated socially responsible business practices. The basic objective of CSR is to maximize the company's overall impact on the society and stakeholders while considering environment and overall sustainability.

Objectives of the study

- To understand the meaning of CSR
- To learn about the background and approaches to CSR in India
- To explain the drives of CSR
- To identify the challenges of CSR in India

The paper is divided into eight sections. The firstsection defines the term corporate social responsibility (CSR). The second section presents our methodology for the research project.

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The third section explains the literature review. The fourth section identifies the four general approaches toCSR found in India.The fifth sectionexplains the drivers of CSR in India. The sixth section highlights the challenges in CSR.The next section provides the concluding thought about CSR. References form the last section of the paper.

Section II: Research Methodology:

The research paper is an attempt of exploratory research, based on the secondary data sourced from journals, magazines, articles and media reports. Looking into requirements of the objectives of the study the research design employed for the study is of descriptive type. Keeping in view of the set objectives, this research design was adopted to have greater accuracy and in depth analysis of the research study. Available secondary data was extensively used for the study. The investigator procures the required data through secondary survey method. Different news articles, Books and Web were used which were enumerated and recorded.

Section III: Literature review

Corporate social responsibility (CSR)

CSR has been defined in literature from different perspectives – from the Friedman classical view of maximizing return to shareholders to the modern view of CSR as, "the company's status and activities with respect to its perceived societal or, at least, stakeholder obligation" (Brown and Dacin, 1997). The term 'CSR' implies that companies have a responsibility towards the society in which they operate; however the term does not mean the same thing for everyone (Votaw, 1972). To some, it refers to legal responsibilities while representing ethical and philanthropic responsibility to others. The term responsibility used here is not directly related to an obligation or duty but seems to be voluntarily in action. Despite the proliferation of different definitions and the complexity surrounding the concept of CSR, many conceptualizations exist in CSR literature including those that suggest this as a social or stakeholder obligation (Maignan and Ferrell, 2000).

Carroll, 1979, 1991 offered a framework wherein he defined CSR as 'the social responsibility of business encompasses the economic, legal, ethical and discretionary (philanthropic) expectation that society has of an organizations,' thus contributing significantly to CSR literature. He further stated that these responsibilities are left to the choice of mangers.

Some of the activities are guided by the company's desire to assume a social role not mandated by law or expected from the business. Mohr et al. (2001) further elaborated these responsibilities and defined CSR as "a company's commitment to minimizing or eliminating any harmful effects and maximizing its long run beneficial impact on society". In this regard, CSR includes an array of actions such as behaving ethically, environmental protection and fair treatment of employees. This definition considers the direct and indirect effects of CSR activities on every stakeholder, and suggests that such activities must be managed according to stakeholder theory (Mohr and Webb, 2005).

Another widely accepted definition of CSR was given by the European Commission (2001): "CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with the stakeholders on the voluntary basis". Campbell (2007) appreciates the centrality of the stakeholder position and suggests "that companies must not knowingly do anything that could harm their stakeholders and if a corporation do cause harm to their stakeholders, they must then rectify it whenever the harm is discovered and brought to their attention".

Stakeholder view on CSR

The stakeholder concept is primary to CSR (Jamali and Mirshak, 2007). The term 'stakeholder' is broad in scope and is defined as "those groups and individuals who can affect or are affected by the achievement of an organization mission" (Freeman, 1984). Researchers have classified stakeholders as primary or secondary, voluntarily or involuntarily and external or internal (Turker, 2009). Stakeholders, "acting either formally or informally, individually or collectively, are a key element in the firm's external environment that can positively or negatively affect the organization" (Murray and Vogel, 1997). As per the stakeholder view, the key challenge for managers and theorists is to know how to improve the company–stakeholder relationship by delivering mutual benefits (Bhattacharya et al., 2009). These benefits may have a conflict of interest among stakeholders; a benefit may hold value for one stakeholder while another stakeholder might not consider it to be as valuable (Bhattacharya et al., 2009). One of the most important stakeholder groups sensitive to a company's CSR activities is its customers (Bhattacharya and Sen, 2003). A survey done by Cone Corporate Citizenship study (2004) suggested that 80% of Americans were willing to support companies associated with a socially responsible cause.

There are a large number of studies in extant literature suggesting that consumers reward companies for engaging in CSR initiatives (Bhattacharya and Sen, 2004; Feldman and Vasquez-Parraga, 2013). In order to better understand the outcomes of CSR activities, an understanding of stakeholder benefits is required (Bhattacharya et al., 2009). There is limited literature on the psychological mechanism that drives stakeholders' reaction to CSR activities carried out by companies (Bhattacharya et al., 2009). According to the means-end chain approach theory, consumers make purchase decisions on the basis of functional benefits related to the features of the product/ service, psychological benefits related to the emotional well-being of the person and their own personal values (Bhattacharya et al., 2009). Although CSR activities may not provide any direct functional benefits, they may contribute to psychological benefits and the well- being of society.

Section IV: Contextual background and approaches to CSR in India

India has a long rich history of close business involvement in social causes for national development. In India, CSR is known from ancient time as social duty or charity, which through different ages is changing its nature in broader aspect, now generally known as CSR. From the origin of business, which leads towards excess wealth, social and environmental issues have deep roots in the history of business. India has had a long tradition of corporate philanthropy and industrial welfare has been putto practice since late 1800s. Historically, the philanthropy of business people in India has resembled western philanthropy in being rooted in religious belief. Business practices in the 1900s that could be termed socially responsible took different forms: philanthropic donations to charity, service to the community, enhancing employee welfare and promoting religious conduct. Corporations may give funds to charitable or educational institutions and may argue for them as great humanitarian deeds, when in fact they are simply trying to buy community good will. The ideology of CSR in the 1950s was primarily based on an assumption of the obligation of business to society.

In initial years there was little documentation of social responsibility initiatives in India. Since then there is a growing realization towards contribution to social activities globally with a desire to improve the immediate environment.

It has also been found that to a growing degree companies that pay genuine attention to the principles of socially responsible behaviour are also favoured by the public and preferred for their goods and services. This has given rise to the concept of CSR.

After Independence, JRD Tata who always laid a great deal of emphasis to go beyond conducting themselves as honest citizens pointed out that there were many ways in which industrial and business enterprises can contribute to public welfare beyond the scope of their normal activities. He advised that apart from the obvious one of donating funds to good causes which has been their normal practice for years; they could have used their own financial, managerial and human resourced to provide task forces for undertaking direct relief and reconstruction measures. Slowly, it began to be accepted, at least in theory that business had to share a part of the social overhead costs of. Traditionally, it had discharged its responsibility to society through benefactions for education, medical facilities, and scientific research among other objects. The important change at that time was that industry accepted social responsibility as part of the management of the enterprise itself. The community development and social welfare program of the premier Tata Company, Tata Iron and Steel Company was started the concepts of "Social Responsibility."

The term corporate social performance was first coined by Sethi (1975), expanded by Carroll(1979), and then refined by Wartick and Cochran (1985). In Sethi's 1975 threelevel model, the concept of corporate social performance was discussed, and distinctions made between various corporate behaviour. Sethi's three tiers were 'social obligation (a response to legal and market constraints); social responsibility (Congruent with societal norms); and social responsiveness (adaptive,anticipatory and preventive) (Cochran, 2007).

The last decade of the twentieth century witnessed a swing away from charity and traditional philanthropy towards more direct engagement of business in mainstream development and concern for disadvantaged groups in the society. This has been driven both internally by corporate will and externally by increased governmental and public expectations (Mohan, 2001). This was evident from a sample survey conducted in 1984 reporting that of the amount companies spent on social development, the largest sum 47 percent was spent through company programs, 39 percent was given to outside organizations as aid and

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14 percent was spent through company trusts (Working Document of EU India CSR, 2001). In India as in the rest of the world there is a growing realization that business cannot succeed in a society which fails. An ideal CSR has both ethical and philosophical dimensions, particularly in India where there exists a wide gap between sections of people in terms of income and standards as well as socio-economic status (Bajpai, 2001).

According to Infosys founder, Narayan Murthy, "social responsibility is to create maximum shareholders value working under the circumstances, where it is fair to all its stakeholders, workers, consumers, the community, government and the environment." Commission of the European Communities 2001stated that being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing 'more' into human capital, the environment and the relation with stakeholders(Bajpai, 2001). The 2001 State of Corporate Responsibility in India Poll, a survey conducted by Tata Energy Research Institute (TERI), the evolution of CSR in India has followed a chronological evolution of 4 thinking approaches:

Ethical Model (1930 – 1950): One significant aspect of this model is the promotion of trusteeship that was revived and reinterpreted by Mahatma Gandhi. Under this notion the businesses were motivated to manage their business entity as a trust held in the interest of the community. The idea prompted many families run businesses to contribute towards socio-economic development. The efforts of Tata group directed towards the well being of the society are also worth mentioning in this model.

Statist Model (1950 – 1970s): Under the guidance of Jawahar Lal Nehru, this model came into being in the postindependence era. The era was driven by a mixed and socialist kind of economy. The important feature of this model was that the state ownership and legal requirements decided the corporate responsibilities.

Liberal Model (1970s – 1990s): The model was encapsulated by Milton Friedman. As perth is model, corporate responsibility is confined to its economic bottom line. This implies that it is sufficient for business to obey the law and generate wealth, which through taxation and private charitable choices can be directed to social ends.

Stakeholder Model (1990 – Present): The model came into existence during 1990s as a consequence of realisation that with growing economic profits, businesses also have certain societal roles to fulfill. The model expects companies to perform according to "triple bottom line" approach. The businesses are also focusing on accountability and transparency through several mechanisms.

Section V: The key drivers for CSR

The factors which involve and force execution of CSR activities in a firm's performance are called drivers. Many researchers reviewed drivers of CSR in their origin from their perspectives. According to Maignan and Ralston (2002) and Neergaard and Peter (2006), they distinguish drivers in three approaches, namely: value driven approach, performance driven approach, and stakeholder driven approach. A value driven approach is a self-motivated approach and depends on external pressures. A performance driven approach relies on a firm's economic benefits in direct profits. It also comprises drivers such as company image and reputation. The stakeholder driven approach mainly depends on stakeholders of a firm; this approach needs to meet stakeholder demands with the firm's performance (Larsen, 2010). Haigh and Jones 2006) reviewed drivers of CSR, and they distinguished drivers as internal drivers, competitive drivers, external drivers, regulatory drivers, and considered other pressures and popular mobilizations.

Hietbrink et al.(2010) explored CSR from a business purchasing context, as they mention factors such as environmental impact of products and production processes, avoiding child labor, stimulating employee volunteerism, codes of conduct and pressures from consumers as drivers of CSR strategies. In recent years, literature has only focused on societal and business drivers whereas, in contrast, Moon (2004) argues on the importance of government as a driver of CSR with two UK administrations. Smith (2007) argues that customers are the real drivers of CSR by explaining ethical influences on customer behavior. Powell et al. (2009) analyzed motivations of CSR in supply chains, and they listed reputation, brand image, market sales, risk management, corporate identity, pressures from customers, investors and regulatory pressures. Carter and Jennings (2000) explored four drivers of CSR, namely: people oriented organizational culture, organizational policies, employee initiatives, and pressures from external customers.

Ogawa (2009) argued that codes of conduct are a main driver of corporate social responsibility. He also explained this with Japanese transnational corporations. According to Li and Chiang (2010) reasons for CSR adoption are reputation, community relations, regulation, stakeholder willingness, public pressure, consumer pressure, business ethics, risk protection, competition strategy, market positioning, recruitment, political–social relationship, society roles, strategic advantage, supply chain efficiency, non-governmental organizations, industry, codes of conduct, environment for resources and social legitimacy. Majumdar and Nishant (2008) made a conceptual framework on CSR in large scale organizations and they debated about drivers like avoidance of child labor, risk minimization, market opportunity, sustainability issue, reputation, job losses, customers, business partners, local communities, employees and the public. Cruz and Wakolbinger (2008) discussed CSR in supply chain networks, where they discussed common drivers of CSR like external pressure, internal pressure, reputation, long term success, health and safety regulations, labor rights abuses, public awareness, managing risk, brand recognition, cost reduction and customer loyalty. Many researchers (Hsueh, 2012 and Ostrau et al., 2012; Ciliberti et al., 2011; McWilliams and Siegel, 2001) investigated drivers of CSR such as globalization, reputation, legal sanctions, customer loyalty, reduced cost, reduced risk, and brand recognition.Many companies think that corporate social responsibility is a peripheral issue for their business and customer satisfaction is more important for them. Some of the drivers pushing business towards CSR are listed below:

• **Direct Economic value/Brand Reputation:** Although the prime goal of a company is to generate profits, companies can at the same time contribute to social and environmental objectives by integrating CSR as a strategic investment in to their business strategy as they become increasingly aware that Corporate Social Responsibility can be of direct economic value. They can increase their reputation with the public and government by adopting CSR.

• **Laws and Regulations:** Another driver of CSR is the role of independent mediators, particularly the government, in ensuring that corporations are prevented from harming the broader social well, including people and environment. Governments should set the agenda for social responsibility by way of laws and regulations that will allow a business to conduct them responsibly.

• **Competitive Labour Markets:** Employees are increasingly looking beyond paychecks & benefits and seeking out employers whose philosophies and operating practices match their own principles. In order to hire and retain skilled employees, companies are being forced to improve working conditions.

• **Philanthropy:** It is the historical driver which means sense of ethics or welfare. After the Second World War, a variety of national and international regulations arose through bodies such as International Labour Organisation(ILO) emphasizing the need for an active social policy for transnational companies.

• **Ethical Consumerism:** The rise in popularity of ethical consumerism over the last two decades can be linked to the rise of CSR. As global population increases, so does the pressure on limited natural resources required to meet rising consumer demand. There is evidence that the ethical conduct of companies exerts a growing influence on the purchasing decisions of consumers.

• **Globalization and Market forces:** Corporations have to face many challenges i.e. government regulations and tariffs, environmental restrictions etc. that can cost organisations very much. Organisations can sustain a competitive advantage by using their social contributions.

• **Social Awareness and Education:** Corporate stakeholders are exerting pressure on corporations to behave responsibly. Non-governmental organizations are also taking an increasing role, leveraging the power of the media and the internet to increase their scrutiny and collective activism around corporate behaviour.

• **Supplier Relations:** As stakeholders are becoming increasingly interested in business affairs, many companies are taking steps to ensure that their partners conduct themselves in a socially responsible manner. Some are introducing codes of conduct for their suppliers to ensure that other companies policies or practices do not tarnish their reputation.

Section VI: Challenges

In the last decade, several surveys have been conducted to gauge the extent of CSRpractices in India. Some of the surveys include those conducted by Tata Energy ResearchInstitute (TERI-Europe);

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The Centre for Social Marketing; Indian Institute of ManagementBangalore; IndianNGOs.com (2002); the United Nations Development Programme, theBritish Council, the Confederation of Indian Industry and Price waterhouseCoopers(PwC); and theNational Stock Exchange. The barriers to CSR implementation that the surveysfound include competitive business practices, poor ethical decision making, corruption in the government, tax regulation, confused policy, excessive bureaucracy, lack of executivecommitment and unprofessional management and inadequate evaluation of CSRinitiatives. Some of these challenges are listed below:

• Lack of community participation in CSR activities: There is a lack of interest of the general public in participating and contributing to CSR activities of companies. CSR is largely misunderstood by Indian businesses and their stakeholders. There is a view that businesses are already socially responsible, when they are clearly not. The situation is further aggravated by a lack of communication between the companies involved in CSR and the general public at the grassroots.

• Need for capacity building of the local non-governmental organizations: There is a need for capacity building of the local non -governmental organizations as there is serious dearth of trained and efficient organizations that can effectively contribute to the ongoing CSR activities initiated by companies. This seriously compromises scaling up of CSR initiatives and subsequently limits the scope of such activities.

• Issues of transparency: Lack of transparency is one of the key issues. There is an expression by the companies that there exists lack of transparency on the part of the local implementing agencies as they do not make adequate efforts to disclose information on their programmes, audit issues, impact assessment and utilization of funds. This reported lack of transparency negatively impacts the process of trust building between companies and local communities, which is a key to the success of any CSR initiative at the local level.

• Non-Availability of Well Organized Non-Governmental Organizations: There is non-availability of well organized nongovernmental organizations in remote and rural areas that can assess and identify real needs of the community and work along with companies to ensure successful implementation of CSR activities. This also builds the case for investing in local communities by way of building their capacities to undertake development projects at local levels.

• Visibility Factor: The role of media in highlighting good cases of successful CSR initiatives is welcomed as it spreads good stories and sensitizes the local population about various ongoing CSR initiatives of companies. This apparent influence of gaining visibility and branding exercise often leads many nongovernmental organizations to involve themselves in event-based programs; in the process, they often miss out on meaningful grassroots interventions.

•Non-availabilityofClearCSRGuidelines: There are no clear cut statutory guidelines or policy directives to give a definitive direction to CSR initiatives of companies. It is found that the scale of CSR initiatives of companies should depend upon their business size and profile. In other words, the bigger the company, the bigger is its CSR program.

• Lack of Consensus on Implementing CSR Issues: There is a lack of consensus amongst local agencies regarding CSR projects. This lack of consensus often results in duplication of activities by corporate houses in areas of their intervention. This results in a competitive spirit between local implementing agencies rather than building collaborative approaches on issues. This factor limits company's abilities to undertake impact assessment of their initiatives from time to time.

Section VII: Conclusion

We recognize that companies have, in their own ways, beencontributing to the foundation of CSR in India. They have, withtheir desired methods of intervention, been addressing nationalconcerns such as livelihood promotion, community development,environment, making health services more accessible, creatinginclusive markets and so on. However, the efforts are notcoordinated and a strategic national level policy frameworkwith the involvement of all stakeholders may ensure that theefforts made by companies, individuals, organizations, andthe government are synergistic and create a snowball effect. Therefore, it benefits more people, utilizes resources more effectively, minimizes duplication and creates more value andreally achieves development goals.

By providing more clarity on standardizing the meaning of CSR inthe Indian context and providing a favorable policy environment, the initiatives can be strengthened. These definite steps are being undertaken by the Government of India implyingthat if companies employ CSR strategically this can lead toachieving more sustainable businesses. By creating a pool of resources, whether financial or technical, a win-win situation is within reach of all the stakeholders involved. The mandatoryreporting standards being introduced in the Companies Bill willaid in creating uniformity and accountability of actions and alsobecome a measure of the impact these activities will have and the ability measure the impact will be a step in a positivedirection. Even the tools that have been developed for measuringsocial return on investment can be employed more effectively.

The key to maximizing returns for all the stakeholders in thegiven situation is to emphasize on developing effective and needbasedCSR strategies so that the investments can yield intendedresults. Effective CSR can be achieved by aligning CSR initiativesto the extent possible with business objectives, thereby indirectly benefitting and increasing their own incentive for efficient programming. As far as possible, the CSR initiatives shouldbe designed in a sustainable manner and should be scalableand result oriented. Therefore, creating indirect advantagessuch as brand visibility, social capital, partnerships, businessopportunities, long-term community relationships and mostimportantly nation building.

CSR in emerging market economies like Brazil, India, and South Africa have been found tobe quite comparable to that in developed economies (Baskin, 2006). In this study, weexamined the state of CSR in one important emerging economy, India, and found that similarto the dominant Western paradigm, Indian firms also approach CSR primarily from astakeholder perspective, driven primarily by the "caring" model. Lack of resources to spendon CSR activities is a major obstacle to move CSR forward in India. However, given India'smounting social problems, it is much more urgent for Indian firms to find resources to devoteto CSR than for firms in the West in order to address these social issues. We can foreseeIndia as the base for a new focus for CSR, one with a more proactive, optimistic framing. What would complement a more proactive framing is the growing recognition by thebusiness sector to treat CSR and corporate citizenship as an imperative for change.

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