

ANNEXURE-I

QUESTIONNAIRE

Organization Profile

1. Name of the organization _____.
 - 1.1. Original name of the domestic company. _____
 - 1.2. Original name of the foreign company _____ country of origin.
2. Address (Local) :
Rural / Urban (Location)
3. Nature of Business : Engineering/Chemical/Pharma./IT/ .etc.
4. Year of Establishment (as MNC in India)
5. Ownership /Share holding Pattern
 - 5.1. Domestic Industry _____ (%)
 - 5.2. Foreign Industry _____ (%).
6. Mode of entry :
 - 6.1. Greenfield project
 - 6.2. Acquisition
 - 6.3. Joint ventures
 - 6.4. Partial Acquisition
7. Total number of employees.
 - 7.1. Top Management
 - 7.2. Middle Management
 - 7.3. Others
8. Total number of members in Board of Governance:
 - 8.1. Expatriate –
 - 8.2. Indians-

Respondent's Profile

1. Number of the Respondent (as a respondent to the researcher)_____.
2. Name of the present Organisation :
3. Age :
4. Education : pl. specify
 - 4.1. 1st degree
 - 4.2. 2nd degree
 - 4.3. Additional degree
5. Total No. Of Working Experience _____ years
6. No. of years spent in present Organisation : _____
7. Place of Residence (Present): _____
8. Native place : _____
9. Designation: _____
10. Department: _____
11. Have you worked on any socially relevant activity in the past?
 - 11.1. Yes
 - 11.2. NoIf yes, Area of work _____
12. Are you working on any of the CSR project
 - 12.1. Yes
 - 12.2. No.If yes, name the project _____
13. Incentive (Rs.) : _____. (If receiving for working on CSR Projects)
14. The capacity in which you are working on CSR
 - 14.1. Strategic planner
 - 14.2. Advisor
 - 14.3. Implementer/ Functionary
 - 14.4. Evaluator
 - 14.5. Any other _____ Please specify _____.

II CSR Profile Of The Organization

1. Launching year of CSR programme in India.
2. Launching year of CSR programme in original country_____.Major CSR programmes outside India.
 - 1.
 - 2.
3. Do you have any separate CSR Board
 - 3.1. Yes
 - 3.2. No,
 - 3.3. If yes
 - 3.3.1. For international operation on CSR
 - 3.3.2. National operations on CSR
 - 3.3.3. Do not have any separate Board
 - 3.3.4. Any other management structure Please specify.
(Please put ✓ against the applicable answer/s)
4. Frequency of formal Meetings held in a year to discuss CSR agenda.
 - 4.1. Agenda includes
 - 4.1.1. Reviewing
 - 4.1.2. Monitoring
 - 4.1.3. Expanding CSR Activities
 - 4.1.4. Any other
5. CSR programmes in India are implemented / coordinated through
 - 5.1. Human Resource Department
 - 5.2. Public Relation / administrative department
 - 5.3. A cross-functional team is identified
 - 5.4. Outside NGO
 - 5.5. Any other pls. specify
6. The employees involved in CSR programme are :
 - 6.1. Exclusively working on it
 - 6.2. rotated on their willingness for volunteering

- 6.3. Shoulder dual responsibility
- 6.4. Any other Please specify _____.
- 7. The employee involved in CSR program are
 - 7.1. Professionally qualified
 - 7.2. On the job training is given
 - 7.3. Self learning expected
 - 7.4. Any other Please specify_____.
- 8. Did the company reduce no. of employees in the past
 - 8.1. Yes
 - 8.2. No If yes
 - 8.2.1. In which year _____ .
 - 8.2.2. Number of employees in each category
 - 8.2.2.1. Top mgt. _____
 - 8.2.2.2. Middle mgt. _____
 - 8.2.2.3. Shopfloor _____
- 9. The Company helped the outgoing employees
 - 9.1. By giving good financial security
 - 9.2. Imparted training to equip for other job
 - 9.3. Counseling services for personal adjustment
 - 9.4. Counseling to family members
 - 9.5. Any other Please specify
- 10. CSR is designed strictly in reference to ...
 - 10.1. Community needs
 - 10.2. Government guideline
 - 10.3. Company's global CSR framework
 - 10.4. Success stories of CSR leaders
 - 10.5. Any other Please specify _____.
- 11. The company's SR agenda is benchmarked on
 - 11.1. Management system
 - 11.2. Stakeholders' Engagement
 - 11.3. Reporting
 - 11.4. Wider accessibility
 - 11.5. None of the above

12. Which of the following CSR Code of Conducts the company has adopted
 - 12.1. Company code of conduct
 - 12.2. Trade Association code
 - 12.3. Multistakeholder code
 - 12.4. Model codes
 - 12.5. Intergovernmental codes
 - 12.6. Any other Please specify _____.
13. The CSR Regulation Guidelines adopted by the company is
 - 13.1. The OECD declaration
 - 13.2. The ILO Tripartite declaration
 - 13.3. The Global Compact – 1999
 - 13.4. Any other Please specify _____.
14. Major stakeholders identified by the company for CSR
 - 14.1. Employees
 - 14.2. Customers
 - 14.3. Suppliers
 - 14.4. Competitors
 - 14.5. Shareholders
 - 14.6. Communities
 - 14.7. Government
 - 14.8. Environment
 - 14.9. Any other Please specify _____.
15. The management has been able to identify linkages between ...
 - 15.1. CSR & business performance
 - 15.2. CSR & employee retention
 - 15.3. CSR & community support
 - 15.4. CSR & customer loyalty
 - 15.5. CSR & 'FEEL GOOD' factor
 - 15.6. Any Other
16. Has the company undertaken socially responsible activities in the following areas

(√ against all the applicable answers)

 - 16.1. The economics function area
 - 16.1.1. Producing goods & services that people need.

- 16.1.2. Creating jobs for society and local communities
- 16.1.3. Paying fair wages
- 16.1.4. Ensuring employees' safety
- 16.1.5. Financing needy for capacity building
- 16.1.6. Vocational / entrepreneur training
- 16.1.7. Undertaking measures for poverty eradication

17. The quality of life area.

- 17.1. Producing high quality of goods.
- 17.2. Dealing fairly with employees & customers.
- 17.3. Making an effort to preserve the natural environment
- 17.4. Supporting local communities for agricultural development
- 17.5. Helping in natural disaster
- 17.6. Undertaking family based interventions
- 17.7. Hardcore business ethics

18. The social investment area

18.1. Education

- 18.1.1. School enrollment
- 18.1.2. Sponsorship to needy
- 18.1.3. Merit awards
- 18.1.4. Creating own educational institution

18.2. Health

- 18.2.1. Building and running own hospitals
- 18.2.2. Maternal and child healthcare program
- 18.2.3. Family Welfare/Population control program
- 18.2.4. Providing lifesaving drugs to needy
- 18.2.5. HIV AIDS
- 18.2.6. Any particular disease control
- 18.2.7. Training to healthcare providers
- 18.2.8. Rehabilitation of disabled

18.3. Infrastructure

- 18.3.1. Provision of housing facilities
- 18.3.2. Safe drinking water
- 18.3.3. Building transportation facilities
- 18.3.4. Creating communication services

18.3.5. Other civic amnities

18.4. Recreational Facilities

18.4.1. Creating and maintaing recreation services

18.4.2. Entertainment facilities

18.4.3. Supporting sports/cultural events

18.4.4. Arranging self development activities

18.5. Polity

18.5.1. Citizenship training

18.5.2. Participation in civic activities

18.5.3. Support to Human Right perspective

18.5.4. Generating political awareness

18.5.5. Encouraging volunteerism / volunteers' training

19. The problem solving area

19.1. Problem of neighborhood community

19.2. Gender equality

19.3. The vulnerable groups and its abuse

19.4. Substance abuse

19.5. Rehabilitation of socially stigmatized

19.6. Awareness campaigns on relevant issues

CSR Practices

Put Tickmark() against appropriate answer / answers. Some may have more than one answer.

1. Social Responsibility is effectively treated as
 - 1.1. An investment
 - 1.2. A cost
 - 1.3. Charity
 - 1.4. Any other Please specify _____.
2. The company has undertaken CSR to comply with
 - 2.1. Stakeholders' awareness
 - 2.2. Direct pressure from the stakeholder
 - 2.3. Congruence between economies and ethics
 - 2.4. A deep sense of social responsibility
 - 2.5. Any other Please specify _____.
3. The company believes in CSR Investment in the form of....
 - 3.1. Direct financial contributions to charitable & civic projects.
 - 3.2. Raising funds for social cause
 - 3.3. Volunteerism through employees involvement
 - 3.4. Utilisation of organizational resources for development work
4. The company's CSR policy has been able to ..
 - 4.1. Creat more jobs for the locals
 - 4.2. Has created feeling of volunteerism among employees
 - 4.3. Induce loyalty into stakeholders
 - 4.4. Shift ethics paradigm
 - 4.5. Any other Please specify
5. Major barriers to CSR for the Company
 - 5.1. National policy regulations
 - 5.2. NGOS / Medias attention
 - 5.3. Willingness of leadership
 - 5.4. Community's resistance

- 5.5. Lack of visible results
- 5.6. CSR investment has long gestation period
- 5.7. Any other Please specify _____.
- 6. CSR of the company aims to achieve
 - 6.1. Empowerment of Individuals and various groups
 - 6.2. Resolving conflict in existing social structure
 - 6.3. Building stronger social institutions
 - 6.4. Community building
 - 6.5. Nation building
 - 6.6. Region building
 - 6.7. World building
- 7. According to you the Company...
 - 7.1. Fulfills all the statutory and legal obligations.
 - 7.2. Has grown from this first stage & meets some of the social issues.
 - 7.3. Has adapted a pro-active approach towards development of the society in which it operates
 - 7.4. Any other pl. specify
- 8. Present CSR environment in the company is
 - 8.1. Most satisfying
 - 8.2. Inadequate to stakeholders' needs
 - 8.3. Inadequate to business needs
 - 8.4. Doesn't matter personally
- 9. CSR undertaken / not undertaken till date has its impact on following components of Corporate Governance of the company...
 - 9.1. Corporate reputation and goodwill
 - 9.2. Job satisfaction among all employees
 - 9.3. Scope for survival for the firm
 - 9.4. Attracting better managerial talent
 - 9.5. Long term profitability
 - 9.6. Strengthening diversity of Indian society
 - 9.7. Price for consumers
 - 9.8. Stockholders'/ Future investors' response
 - 9.9. Relationship with Government
 - 9.10. Socio economic system in which company operates

A

Please give your views on CSR as practiced in your present company in India.

The following statements are to be put on a 5 point scale as mentioned. Here all the statements are to be perceived in relation to your company's corporate Social Responsibility (CSR) practices and then tick mark (✓) which is most appropriately observed / experienced by you. Here,

SA – Strongly Agree, A – Agreed, UD – Undecided, D – Disagree, SD – Strongly Disagree

| Sr. No | HERE IN THE COMPANY WE BELIEVE.... | SA | A | UD * | D | SD |
|--------------------------------------|--|----|---|---------|---|----|
| 1 | That Industries are powerful agents of positive social change. | | | | | |
| 2 | In Responsibilities and respect for the dignity and interest of its stake holders | | | | | |
| 3 | That law and market forces are necessary but not sufficient to guide organizations social conduct | | | | | |
| 4. | In contributing to the prosperity and social cohesion of the communities in which we operate. | | | | | |
| 5 | Recognize and support (Indian) government's policies and programmes that promise human development | | | | | |
| THE COMPANY IS DETERMINED FOR | | | | | | |
| 6 | Effective and prudent use of resources, organizations can contribute to economic and social development. | | | | | |
| 7 | Highest quality products and consistent services are must for our organisation. | | | | | |
| 8 | Seek fairness and truthfulness in all the activities like pricing, licensing and right to sell etc. | | | | | |
| 9 | Encouraging and assisting employees in | | | | | |

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|--------------------------------------|---|--|--|--|--|--|
| | developing transferable and relevant skills and knowledge is good for the employees. | | | | | |
| 10 | Ethical practices of the supplies are preferred over the business motives in their selection. | | | | | |
| 11 | Fair and competitive returns on owner's / investor's assets. | | | | | |
| THROUGH OUR OPERATIONS WE ... | | | | | | |
| 12 | Protect and improve environment for sustainable development | | | | | |
| 13. | Promote employment of differently able people where they can be genuinely useful | | | | | |
| 14. | Have incorporated national policy objectives in the company's corporate planning and sees to it that they are being implemented | | | | | |
| 15. | Seek cooperation with other stakeholders to eliminate corruption, corporate crimes etc. | | | | | |
| 16. | Ensure that the business activities can free from coercion and avoidable litigation. | | | | | |
| MY COMPANY... | | | | | | |
| 17. | Is being honest in communications with employees and open in sharing information on which they have a right | | | | | |
| 18. | Discloses relevant and true information to its owners / investors | | | | | |
| 19. | Considers acquiring commercial information by unethical means irresponsible business practice | | | | | |
| 20. | Communicates directly with the key audiences to influence them decision for the company and its products. | | | | | |
| 21. | Has achieved higher credibility through pro-active and transparent communication to all its stakeholders. | | | | | |

| MY COMPANY PUTS CONSISTENT EFFORTS.... | | | | | |
|---|---|--|--|--|--|
| 22. | To keep all the employees informed about the ethical issues in the business operation | | | | |
| 23. | To integrate various departments at the company through CSR 'strategies' education | | | | |
| 24. | To seek guidance and support from local communities to identify 'needs' and 'key communities' to be considered under S.R. Activities. | | | | |
| 25. | To plan specific CSR model for particular region and community after making scientific inquiry into their socio-cultural environment. | | | | |
| 26. | Educate and train managers, workers and other actors on CSR. | | | | |
| THE COMPANY... | | | | | |
| 27. | Holds regular meetings with various group of stakeholders at different stages of its CSR programmes (planning, implementing, evaluating etc.) | | | | |
| 28. | Collaborates with government and NGOS for the endorsement of CSR programmes and practices | | | | |
| 29. | Interacts with various stakeholders to understand the culture of the customers and then integrate it into marketing and products offered. | | | | |
| 30. | Articulates the CSR programmes more at the management level than community level. | | | | |
| 31. | The stakeholders suggestions are invited and acted upon. | | | | |
| THE COMPANY HAS ADOPTED CSR PROGRAMME... | | | | | |
| 32. | Since it helps in profit maximization in the long run | | | | |
| 33. | With a view to strengthen management – stakeholder (labour) relationship | | | | |

| | | | | | | |
|---|--|--|--|--|--|--|
| 34. | As it helps in building brand equity and corporate reputation in the market | | | | | |
| 35. | To attracts and retains key employees for the company. | | | | | |
| 36. | And that is helping public acceptance and support of the local communities. | | | | | |
| THE COMPANY UNDERTAKES CSR AS IT... | | | | | | |
| 37. | Builds human and social capital | | | | | |
| 38. | Safeguards larger societal interests through ethical business operation | | | | | |
| 39. | Is an organized effort which improves quality of life of people | | | | | |
| 40. | Tackles some of the national developmental issues like alleviation of poverty | | | | | |
| 41. | Restores peoples faith in industrial development and business operations. | | | | | |
| THE CONFLICTING ISSUES AT THE COMPANY ARE DEALT BY | | | | | | |
| 42. | Engaging in good faith negotiations with respective stakeholder | | | | | |
| 43. | Proactively providing working conditions that respect each employees health and dignity. | | | | | |
| 44. | Avoiding discriminatory practices at all the levels of business operations. | | | | | |
| 45. | Listening and acting on the stakeholders suggestions and ideas to their satisfaction | | | | | |
| 46. | Reflecting institutional concern for social and ethical issues and working responsibly towards it. | | | | | |
| IN MY COMPANY... | | | | | | |
| 47. | All the decisions concerning CSR are undertaken by the corporate board without understanding local requirements. | | | | | |
| 48. | The national and local teams are deployed to | | | | | |

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|---------------------------------|---|--|--|--|--|--|
| | strategies CSR programmes | | | | | |
| 49. | The participatory appraisal of community needs is a regular feature | | | | | |
| 50. | The present CSR is modelled on the management's past successful CSR model in some other country. | | | | | |
| 51. | The CSR programme is designed on the available extra, deployable resources of the company. | | | | | |
| IN MY COMPANY... | | | | | | |
| 52. | The periodical review of its CSR programme is a regular feature. | | | | | |
| 53. | The local communities seem to influence future CSR strategies | | | | | |
| 54. | The CSR review is taken with a view to measure its impact on financial performance of the company. | | | | | |
| 55. | The social impact assessment of CSR programme is undertaken to Expand its benefits. | | | | | |
| 56. | The systematic reviewing exercise has helped monitoring and strengthening CSR programme. | | | | | |
| THE CSR AUDIT OF THE ... | | | | | | |
| 57. | Involves the third party certification of voluntary actions | | | | | |
| 58. | Allows to report on its achievements based on verified evidence rather than an unsubstantiated claims. | | | | | |
| 59. | Permits the investors and stakeholders to judge if it is achieving the values it set out in the beginning for the social cause. | | | | | |
| 60. | Helps improve the strategic planning by identifying potential problems before they comp up. | | | | | |
| 61. | Strengthens corporate accountability and corporate | | | | | |

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|--|---|--|--|--|--|--|
| | governance. | | | | | |
| THE COMPANY UNDERTAKES CSR REPORTING... | | | | | | |
| 62. | Responsibility of reporting all the CSR activities at regular intervals. | | | | | |
| 63. | CSR reporting with total transparency to build creditability among various groups of stakeholders | | | | | |
| 64. | Reporting of CSR as a management tool to build corporate image. | | | | | |
| 65. | Reporting of the CSR programme without involving any outside agency (media) to avoid people's speculations on the company intentions. | | | | | |
| 66. | CSR reporting along with financial reporting as a routine. | | | | | |

B

Please tickmark (✓) Tickmark response based on your observations for your present organizations Level of Adherence to CSR Regulations as given in Global Guidelines.

| Sr. No. | CSR REGULATIONS | High | Moderate | Low |
|----------|--|------|----------|-----|
| 1 | General Policy | | | |
| 1. | Respect for Sovereign rights of the state in which your company operates. | | | |
| 2. | Obeying national laws and regulations | | | |
| 3. | Giving due considerations to local practices | | | |
| 4. | Respecting relevant international standards. | | | |
| 5. | Honoring commitments made to various stakeholders. | | | |
| 6. | Undertaking activities in harmony with development priorities, social aim and structure of the host country. | | | |
| 2 | Quality of Work Life | | | |
| 7. | Comparable wages, benefits and conditions of work observed in the host country. | | | |
| 8. | Equal remuneration for equal work to men and women. | | | |
| 9. | Procedures followed in collective lay offs. Or dismissals resulting from merges/takeover. | | | |
| 10. | Income protection to workers whose employment has been terminated. | | | |
| 11. | Incorporating highest standard of health & safety at work place. | | | |
| 12. | Ensuring benefits to poorest of poor/lower income group as much as possible. | | | |
| 3 | Employment Conditions | | | |

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|----------|---|--|--|--|
| 13. | Effective abolition of child labour | | | |
| 14. | Non Discrimination in employment and occupation in terms of opportunities & practices | | | |
| 15. | Elimination of all forms of forced & compulsory labour. | | | |
| 16. | Using technologies which generate employment. | | | |
| 17. | Manpower planning harmony with national social development policies. | | | |
| 18. | Empowering Employment stability & social security. | | | |
| 4 | Industrial Relations | | | |
| 19. | Obsessing comparable standards of Industrial relations. | | | |
| 20. | Freedom of Associations & Right to organization. | | | |
| 21. | Support to Representative employers organization. | | | |
| 22. | Freedom to consultation with national and international organization by employer. | | | |
| 23. | Right to collective bargaining. | | | |
| 24. | Right to Submit Grievances without suffering prejudices. | | | |
| 25. | Objectivity in examining grievances. | | | |
| 26. | Attempting, harmonious, co-existence of trade union and management. | | | |
| 5 | Human Rights | | | |
| 27. | Supporting & Respecting the internationally proclaimed human rights. | | | |
| 28. | Making sure that company is not complicit in human right abuses. | | | |
| 29. | Consideration for employment rights of the | | | |

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|----------|--|--|--|--|
| | disabled. | | | |
| 30. | Communication of all types includes human right language and sprit. | | | |
| 6 | Environment. | | | |
| 31. | Adapting a precautionary approach to environmental challenge. | | | |
| 32. | Reflecting greater understanding of the environmental impact of the product accounting human health & safety. | | | |
| 33. | Encouraging the development & diffusion of environmentally friendly & meaningful public policy | | | |
| 34. | Your company's actual environmental performance. | | | |
| 35. | Regular monitoring and verification of progress toward environmental safety & controlling objectives or targets. | | | |
| 36. | Maintain contingency plans for serious environmental and health damages in emergencies i.e. accidents etc. | | | |
| 7 | Consumer Interests | | | |
| 37. | Product Ensure all legally required standards far health & Safety of Consumers. | | | |
| 38. | Accurate & Clear Information regarding content safe use , storage etc. | | | |
| 39. | Effective & Transparent procedure to address & resolve consumers complaints without under cost or burden. | | | |
| 40. | Not Engaging in any unfair, misleading or fraudulent practices which an against consumers interest. | | | |
| 8 | Direct Contribution to local Communities. | | | |

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|-----------|---|--|--|--|
| 41. | Has Developed mechanism for community partnership. | | | |
| 42. | Supporting and Handling community issues. | | | |
| 43. | Liasioning with local governance. | | | |
| 44. | Community involvement for capacity building of the needy. | | | |
| 45. | Community investment for social development. | | | |
| 9 | Training | | | |
| 46. | Imparting relevant training appropriate to company's needs and national development policy. | | | |
| 47. | Training for self employment & entrepreneurship. | | | |
| 48. | Leadership Training. | | | |
| 49. | Adequate Education & training in environment health and safety matters. | | | |
| 50. | Citizenship training to concerned stakeholders. | | | |
| 10 | Disclosure | | | |
| 51. | Clear & Complete information an enterprises operations to appropriate stakeholders. | | | |
| 52. | Social, Environmental & Risk reporting. | | | |
| 53. | Communicating of Their activities influence on sustainable development outcomes. | | | |
| 54. | Transparency & effectiveness of non financial disclosure for independent verification. | | | |
| 11 | Corruption | | | |
| 55. | Abstaining from improper involvement in local political activities. | | | |
| 56. | Flow of bribe for retaining business. | | | |

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|-----------|--|--|--|--|
| 57. | Combating extortion and bribery and making employees aware about company policy. | | | |
| 58. | Enhancing public awareness of the problems of corruptions & bribery. | | | |
| 59. | Fostering a culture of ethics within the enterprise. | | | |
| 12 | Corporate Governance | | | |
| 60. | Cross cultural stakeholders engagement | | | |
| 61. | Accountability in non-financial issues. | | | |
| 62. | Overall business conduct. | | | |
| 63. | Humanitarian Relief. | | | |
| 64. | Social & Sustainable development dialogue with stakeholders. | | | |
| 65. | Corporate partnership for national development. | | | |
| 66. | Emphasizing corporate citizenship. | | | |
| 67. | Social Auditing and Reporting | | | |

C

Below are some issues of discussion on International Social Responsibility. Look them with special reference to MNCs and give your individual opinion on each of the following sentences

| Sr. No | International Social Responsibility | SA | A | UD | D | SD |
|-----------|--|----|---|----|---|----|
| 1. | CSR is good and should be linked to the concept of sustainable development | | | | | |
| 2. | CSR means the recognition of the need for business to address the social, economic and environmental impact on their operations | | | | | |
| 3. | CSR is not an “add on” to core business activities | | | | | |
| 4. | CSR is not about shifting public responsibilities to the private sector | | | | | |
| 5. | CSR complements rather than replaces legislations and social dialogue | | | | | |
| 6. | CSR education and training of managers, workers, and other actors is vital | | | | | |
| 7. | CSR stands or falls on transparency and credible validation tools | | | | | |
| 8. | Profitability is a pre-condition for CSR | | | | | |
| 9. | To be credible CSR practices cannot be developed, implemented & evaluated unilaterally by companies & stakeholders need to be involved | | | | | |
| 10. | CSR is an effective strategy to accelerate economic progress | | | | | |
| 11. | CSR generates from the corporate orientation to managerial ethics and professionalism | | | | | |
| 12. | CSR is likely to spread costly regulations worldwide which accelerates global poverty | | | | | |
| 13. | CSR is forced by activist groups hostile /critical of | | | | | |

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|-----|---|--|--|--|--|--|
| | multinational operations and LPG policy | | | | | |
| 14. | MNCs are often complacent in human rights abuse & ought to be held accountable | | | | | |
| 15. | MNCs are profit maximizing and thus naturally are not interested in creating benefits for others without being paid for it. | | | | | |
| 16. | Social responsibility arises from social power which a business organization enjoys in a society. | | | | | |
| 17. | There must be an ongoing honest & open communication between business and society representatives. | | | | | |
| 18. | 18. MNCS major concern is “returns” on social program investments | | | | | |
| 19. | 19. Business must consider long term & short term social consequences of all business activities | | | | | |
| 20. | If a business possesses expertise to solve a social problem with which it may not be directly associated, it should be held responsible for helping society solve that problem. | | | | | |
| 21. | The cost of maintaining socially desirable activities within business should be passed on to consumers. | | | | | |