

ANNEXURES

ANNEXURE – 1

- Selected Theoretical Papers on CSR

Authors	Nature of Theoretical Perspective(s)	Key Argument/Result
Friedman (1970)	Agency Theory	CSR is indicative of self-serving behavior on the part of managers, and thus, reduces shareholder wealth.
Freeman (1984)	Stakeholder Theory	Managers should tailor their policies to satisfy numerous constituents, not just shareholders. These stakeholders include workers, customers, suppliers, and community organizations.
Donaldson (1990)	Stewardship Theory	There is a moral imperative for managers to “do the right thing,” without regard to how such decisions affect firm performance.
Donaldson and Preston (1995)	Stakeholder Theory	Stressed the moral and ethical dimensions of stakeholder theory, as well as the business case for engaging in CSR.
Jones (1995)	Stakeholder Theory	Firms involved in repeated transactions with stakeholders on the basis of trust and cooperation have an incentive to be honest and ethical, since such behavior is beneficial to the firm.
Hart (1995)	Resource-Based View of the Firm	For certain companies, environmental social responsibility can constitute a resource or capability that leads to a sustained competitive advantage.
Jennings and Zandbergen (1995)	Institutional Theory	Institutions play an important role in shaping the consensus within a firm regarding the establishment of an “ecologically sustainable” organization.

Baron (2001)	Theory of the Firm	The use of CSR to attract socially responsible consumers is referred to as strategic CSR, in the sense that firms provide a public good in conjunction with their marketing/business strategy.
Feddersen and Gilligan (2001)	Theory of the Firm	Activists and NGOs can play an important role in reducing information asymmetry with respect to CSR on the part of consumers.
McWilliams and Siegel (2001)	Theory of the Firm	Presents a supply/demand perspective on CSR, which implies that the firm's ideal level of CSR can be determined by cost benefit analysis.
McWilliams, Van Fleet and Cory (2002)	Resource-Based View of the Firm	CSR strategies, when supported by political strategies, can be used to create sustainable competitive advantage.
Waldman, Siegel, and Javidan (2005)	Theory of the Firm/Strategic Leadership Theory	Certain aspects of CEO leadership can affect the propensity of firms to engage in CSR. Companies run by intellectually stimulating CEOs do more strategic CSR than comparable firms.

- Selected Theoretical Papers with Methodology on CSR

Author(s)	Methodology	Nature of CSR Event/Action	Key Results
Abowd, Milkovich and Hannon (1990)	Event Study	Human Resource Decisions	No consistent pattern of increased or decreased stock price.
Worrell, Davidson and Sharma (1991)	Event Study	Layoff Programs	Investors react negatively to layoff announcements, especially when they are due to financial distress.
Clinebell and Clinebell (1994)	Event Study	Plant Closures	Longer periods of advance notice of plant closings result in greater losses in shareholder wealth.
Posnikoff (1997) Event Study	Event Study	Divestment From South Africa	Divestment enhanced shareholder value.
Wright and Ferris, (1997)	Event Study	Divestment From South Africa	Divestment had a negative effect on shareholder value.
Teoh, Welch, and Wazzan (1999)	Event Study	Divestment From South Africa	Divestment had a neutral effect on shareholder value.

Aupperle, Carroll, and Hatfield (1985)	Regression Analysis	An Overall Firm-Level Index of CSR	There is a neutral relation between CSR and profitability.
McGuire, Sundgren, and Schneeweis (1988)	Regression Analysis	An Overall Firm Level Index of CSR	Prior profitability was more closely related to CSR than was subsequent performance.
Russo and Fouts (1997)	Regression Analysis	Environmental Performance	There is a positive relation between environmental performance and financial performance.
Waddock and Graves (1997)	Regression Analysis	Overall Firm-Level Index of CSR –KLD Data	An CSR results in an improvement in firm performance.
McWilliams and Siegel (2000)	Regression Analysis	Overall Firm-Level Index of CSR –KLD Data	There is a neutral relation between CSR and profitability.
Hillman and Keim (2001)	Regression Analysis	“Social Issues” CSR and “Stakeholder Management” CSR – KLD Data	“Stakeholder Management” CSR is positively correlated with shareholder wealth creation (market value added); “Social Issues” CSR is not.

Source: Rensselaer Working Papers

ANNEXURE – 2
PERMISSION LETTER FOR DATA COLLECTION



DEPARTMENT OF SOCIOLOGY
FACULTY OF ARTS
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
VADODARA- 390 002

Dr. M. Sreedevi Xavier
Associate Professor

TO WHOM IT MAY CONCERN

Ms. Minasree Borgohain is a Ph.D. student of this Department working under my guidance. Her Ph.D. topic is: “Corporate Social Responsibility in Vadodara Region: A Sociological Study”. May I request you to kindly provide her with the preliminary information required for the study? Once we finalize the corporate sectors to be studied, we would like to come back to your organisation in order to collect the data in detail.

Your corporation is appreciated.

Thanking you,

Yours truly,

(Dr. M. Sreedevi Xavier)
Research Guide

(Ms. Minasree Borgohain)
Research

ANNEXURE – 3

PERMISSION LETTER FOR AVAILING LIBRARY FACILITIES



DEPARTMENT OF SOCIOLOGY
FACULTY OF ARTS
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
VADODARA- 390 002

Dr. M. Sreedevi Xavier
Associate Professor

TO WHOM IT MAY CONCERN

Ms. Minasree Borgohain is a Ph.D. student of this Department working under my guidance. Her Ph.D. topic is: “*Corporate Social Responsibility in Vadodara Region: A sociological Study*”. May I request you to allow her to use your library facilities provided by the library/institute for the purpose of her research study? If it is required to pay, she will do the same. I request you to provide, if possible, some concessional rates for Xeroxing. Your corporation is appreciated.

Thanking you,

Yours truly,

(Dr. M. Sreedevi Xavier)
Research Guide

(Ms. Minasree Borgohain)
Research Student

ANNEXURE - 4

INTERVIEW SCHEDULE

General Information

Name of the person interviewed: Mr. / Ms. /.....

Sex: Age:

Designation:.....Dept.:.....

Tel. No.:

Mob. No.:

Email ID:

Address:

.....

1. Name of the Corporation?

2. Year of Establishment (Local Branch):

Year of Establishment (Head Office):

3. Type of Corporation:

(a) Public

(i) Industrial (ii) Banking (iii) Software/ Telecommunication/
Others

(b) Private

(i) Industrial (ii) Banking (iii) Software/
Telecommunication/Others

(c) MNCs

(i) Industrial (ii) Banking (iii) Software/
Telecommunication/Others

4. Type of Business:

5. Complete Address of the Corporation:

Tel. No.:

Email ID:

Website:

Fax No.:

6. Head Office Address of the Corporation:

Tel. No.:

Email ID:

Website:

Fax No.:

7. Name of the CMD/ CEO/ MD/ Owners: Mr./Ms/

Tel. No.:

Email ID:

Website:

Fax No.:

8. Various Branches located in Vadodara / Gujarat/ India and Abroad and their Number:

No. of branches/ Location	Vadodara	Gujarat	India	Abroad	Total
Production units					
Regional Offices					
Zonal Offices					
Sales & Service Offices					
Branches					
Total:					

9. Number of employees at Vadodara / Gujarat/ India and Abroad:

No. of Employees	Vadodara	Gujarat	India	Abroad	Total
Male					
Female					
SC/ ST/ SEBC/ OBC					
Physically Disabled					
Total:					

10. What is the percentage of women at board level and senior management level?

.....

11. Annual Turnover of the Corporation:

At Vadodara: Rs.

All over: Rs.

12. Budget allocation for CSR initiatives:

At Vadodara: Rs.

All over: Rs.

13. Please provide the Internal Organizational Structure of your Corporation:

CORPORATE SOCIAL RESPONSIBILITY IN VADODARA REGION: A SOCIOLOGICAL STUDY

Interview Schedule

1. Does your organization have CSR policy? Yes: ☐ No: ☐
2. How do you define CSR?
3. From which kinds of sources have you known or come to know about CSR?
Reading of official documents Contacts with other enterprises or professionals... ☐ Participation at surveys or studies about this topic ... Internet
☐
Reading of scientific reviews Other (to specify)
4. What initiatives are included in CSR policy?
5. Since when CSR policy is implemented?
 - a) At Vadodara Office:
 - b) Head Office/ Corporate Office:
6. Have you identified your stakeholders? If yes, who do you think they are?
Employees ... Customers ... Shareholders ... Local Community ... others
7. Were the identified stakeholders consulted to assess the development priorities and/or
target that the organization supported? Yes: ☐ No: ☐ If yes, explain
8. In planning these activities do you take into consideration the issues and needs of the organization and community? Yes: ☐ No: ☐ If yes, explain
9. Were these activities aligned with planned or on-going organization policies, programmes, processes and products? Yes: ☐ No: ☐ If yes, explain.....
10. Were these activities aligned with national and or international standards and policies? Yes: ☐ No: ☐ If yes, explain
11. In your planning, was there adequate analysis of the differing impact on people and society a Vadodara? Yes: ☐ No: ☐ If yes, explain
12. In determining the success/impact of these activities were any formal impact
Assessments conducted? Yes: ☐ No: ☐

If yes, External assessment ☐

Internal assessment ☐

How was this success reflected?

If no, how did the organization determine its success?

13. How have these activities/programmes contributed to the wider development of Vadodara?

14. What is the mechanism installed for the implementation of the CSR policies?

.....

15. What are the main steps taken by your organization to monitor the CSR activities?

.....

16. Does your top management give regular support and encouragement in making CSR plan more effective? Yes: ☐ No: ☐ If yes, how?

17. Does CSR initiatives affect the day to-day work life of your organization?

Yes: ☐ No: ☐ If yes, positively.... negatively How?

18. Does CSR initiative create any conflict between top management and middle management? Yes: ☐ No: ☐ If yes, explain

19. Does CSR initiative create any conflict between top management and lower management? Yes: ☐ No: ☐ If yes, explain

20. How much budget do you spend on CSR initiatives? Rs.

21. What percentage of annual profits is allocated as funds for CSR?

22. Does your organization spend money either on yearly basis or on monthly basis?

.....

23. How many areas are taken care by your organization for the CSR initiatives?

.....

24. Has your organization been taken any special area for CSR initiatives?

.....

25. How much budget do you spend for each of these CSR activities?

.....

26. Does your organization get any benefit through CSR initiatives?.....
27. What is your organization's new plan for the CSR initiatives in the current financial year?
28. What is your organization's plan for CSR initiatives down the line of 5 years?
.....
29. Does your organization highlight contributions made to CSR by Corporate through NGO?
30. Do the Corporates often use CSR to build an image of a good and responsible organization? Yes: ☐ No: ☐ If yes, explain
31. Does your organization offer consultancy services to Corporates keen on engaging in CSR work? Yes: ☐ No: ☐
32. Which in your opinion is role model Corporate with excellent CSR activities?
PSUs..... Private Enterprises Family-Owned Enterprises MNCs ☐
33. Does CSR make business sense for Corporates? Does it enable an organization to raise its bottom-line or is it just altruism that drives CSR?
34. How many employees work in your CSR team?
35. Does your organization provide, or has it conducted, any CSR-related training?
Yes: ☐ No: ☐

If yes, then, please provide details:

Year	Training

For Local Communities/ Society/ Nation Building:

36. Does your organization have the responsibility towards the community development through CSR initiatives? Yes: ☐ No: ☐
If yes, give details:
37. Have there been any negative impacts on the local community/society/environment as a result of the organization's operations?

Yes: ☐ No: ☐

If yes, give details:

38. Have CSR initiatives been effective in creating a positive ripple in the development sector? Yes: ☐ No: ☐

If yes, give details:

39. What is the mechanism adopted to assess societal requirements and identify community needs by your organisation?

Please provide a brief outline of this mechanism. Indicate if there is an established trust/foundation /NGO set up/link established by the organization to implement social activities:

40. What are the key positive impacts provided by the organization, which benefit the community (e.g. employment for the differently abled/poor, infrastructure, environmental protection, etc.)?

41. What are the kinds of partnerships that are created with civil society/NGOs for social development? Indicate the sectors:

Health care <input type="checkbox"/>	Literacy Promotion <input type="checkbox"/>
Improving Rural Infrastructure <input type="checkbox"/>	Rural/Community Development
Welfare Programmes <input type="checkbox"/>	Economic Empowerment of Women
Income Generating Programmes <input type="checkbox"/>	Higher Education Child welfare

Community relations: involving employees in community development, providing social amenities, / sub-contracting to community groups, micro-financing, credit assistance. Any other

42. Please attach a profile of your activities/projects/ highlighting the following:

- Partners in the project (e.g. local NGOs, clubs or associations, local government, etc.)
- Impacts on the beneficiaries (quantify, if possible)
- Other

43. Has your organization conducted a feedback survey to gauge public perception/ customer satisfaction of its products/services/ operations, with a view to assessing the social and environmental impacts of its activities? Yes: ☐ No: ☐

If yes, what is the frequency/periodicity of the feedback?

44. Does your organization provide, support, or finance any social projects for local communities, or for communities (e.g. tribal people) affected by your products or production processes? Yes: ☐ No: ☐

If yes, then, please describe:

45. Has your organization worked with local government to identify, design, finance & build local infrastructure projects such as wells, schools, clinics, roads, houses, etc.? Yes: ☐ No: ☐

If yes, then, please give details:

Year	Project	Location

46. In the last five years, was your organization involved in any social or development programmes? Yes: ☐ No: ☐

Yes (If yes,) explain:

If No, state reasons:

47. In the future, will your organization pursue the same activities/geographical areas? If not, what will be the major changes?

48. Who decides the social & development programmes that your organization pursues?

MD/ CMD/ CEO.... HR Head Top Management Employees ☐

Cross-Functional Teams Based on Need Assessment Others

49. Has your organization ever conducted any assessments of the health and safety effect of your products and services on the wellbeing of customers?

Yes: ☐ No: ☐

If yes, please give details:

50. Has your organization ever conducted any surveys/enquiries to determine customer satisfaction? Yes: ☐ No: ☐

If yes, please explain:

For Weaker Section/ Physically Handicap:

51. What strategies has your organization adopted to undertake developmental activities for the marginalized/ underprivileged/poor communities?

Philanthropic initiatives/donations Corporate community investments/socially responsible investments Public-private partnerships Any other

Environment:

52. Does your organization responsible for environmental pollution?

Yes: ☐ No: ☐

If yes, please explain:

53. What steps are taken by your organization to rectify/ avoid environmental pollution?

54. Does your organization have environmentally-friendly products? Yes: ☐ No: ☐ If yes, then, which are those and what is their share of total sales?

55. Is your organization involved in mitigating global warming? Yes: ☐ No: ☐

☐ If Yes, What are the measures taken?

Concluding Questions (CQ):

56. Who are your beneficiaries? Name them:

.....

57. Do they have any objection against the initiatives made by your organization?

Yes: ☐ No: ☐

58. How does the organization propose to meet future economic, environment and social challenges? Within the organization Within the supply chainWithin the community

59. Has your organization produced reports/publications on any of your CSR policies/ activities? Yes: ☐ No: ☐

If yes, list them:

Report Name	Year of Publication	Website
1)		

60. Do you believe that publicizing your CSR activities can be an effective way of raising standards in your sector, mobilizing public opinion in favor of CSR, and boosting your organization's profile? Yes: ☐ No: ☐ If yes, why?

61. Has your Organization won/ received any CSR Award? Yes: ☐ No: ☐

62. Name of the award and year.

Name	Year	Donor

63. Do all employees give full support to operate CSR programmes? Yes: ☐ No: ☐

64. How would you assess your organization's awareness of the current range of local CSR initiatives? Excellent.... Good Fair Poor

65. How would you assess your organization's awareness of the current range of Global CSR initiatives? Excellent Good Fair Poor

66. Is your organization currently active in developing or supporting voluntary CSR instruments/ initiatives? Yes: ☐ No: ☐ If yes, please describe:

67. Does your organization have a policy on accountability towards CSR? If so, how could this be best summarized?

68. Looking at environmental and social issues over the next decade, do you think the role of voluntary? CSR instruments and initiatives will: Become less important..... Remain unchanged Become more important

Please explain your reasons, and/or which specific CSR instruments will be more or less important:

69. Does your organization 's overall stance concerning civil society is an active one?

Yes: ☐ No: ☐

70. Do you feel that civil society is friendly and accommodating to your organization?

Yes: ☐ No: ☐

71. Are there any quarterly or annual reports produced by your organization for stakeholder (financial, non-financial, otherwise)? Yes: ☐ No: ☐

If yes, please give details:

72. Are your reports based on any locally or internationally established standards?

Yes: ☐ No: ☐

73. What are your biggest CSR/sustainability opportunities in India?

74. Please provide some material and photos regarding CSR initiatives by your organization.