

## **CORPORATE SOCIAL RESPONSIBILITY: A CASE STUDY OF ULTRA TECH CEMENT COMPANY INITIATIVES FROM SOUTH INDIA**

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**Abstract:** Corporate social responsibility (CSR, here after) is defined as a business system that enables the production and distribution of wealth for the betterment of its stakeholders through the implementation and integration of ethical systems and sustainable management practices. Service to the society is imminent to corporate, because they make money from the resources that are tapering from the local area where they are operating. CSR is the best mechanism to serve the society.

In the paper an attempt is made to look at the livelihoods initiatives of Ultra Tech Cement Company (UTCC) which is located at Tadipatri Mandal of Anantapuram District of Andhra Pradesh, south India. Their activities mainly focuses on Health, Education, Livelihoods, infrastructure and social issues.

The UTCC supports to self-help group's (SHGs) especially, poor women, livelihood activities. Majority of the villages depend on UTCC livelihood initiatives for their existence in the locality. This indicates that rural women who involve in the activity for development, individually, socially and further led to community development. In UTCC, the Aditya Birla trust give training to the rural women in the activities such as tailoring, health camps for their development, creating awareness programmes on agriculture and allied activities. They provide employments to the rural people in a sustainable way for their development socially and economically.

**Keywords:** Corporate social Responsibility, women, community development, Self Help Groups.

### **INTRODUCTION**

The concept of Corporate Social Responsibility (CSR) began in the 1920s; however, due to the Great Depression and World War II, it failed to become a serious topic amongst business leaders until the 1950s. CSR found itself in the spotlight in 1951 when Frank Abrams, chairman of the board for Standard Oil of New Jersey, published an article in *Harvard Business Review* where he stated that is was business' obligation: to conduct the affairs of the enterprise to maintain an equitable and workable balance among the claims of the various directly interested groups, a harmonious balance among stockholders, employees, customers, and the public at large. In 1953, Howard Bowen made the first significant scholarly contribution by publishing the book, *The Social Responsibilities of the Businessman*. Here he proposed the CSR definition as "the obligations of business to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society". Over the subsequent decades,

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CSR definitions, practices and adoption of CSR expanded immensely. Philosophies such as management as a trustee, Christian ethics and the balance of power between business and society were popularized.

A commissioned study by the Committee for Economic Development in 1970 contributed a paradigm shift into the CSR debate by recognizing that a balance between social and economic interests was a necessary factor. The ‘enlightened self-interest’ model enabled CSR to become more widely accepted by businesses. A theoretical model had not been accepted until Carroll (1979) developed the corporate social performance (CSP) model where by CSR, social issues and corporate social responsiveness were considered the leading philosophy for corporations to behave in a socially responsible manner. Although the CSP model advanced CSR philosophies, it was not able to gain widespread application because it lacked the ability to measure and test the model.

Evolution continued when academics and businesses started to focus their CSR initiatives toward business strategy. During this period, the role of stakeholders rose to prominence in the CSR debate due to contributions by leading academics such as Peter Ducker (Lee, 2008). The view that stakeholders importance to corporations compared to shareholders was a contradiction to Nobel laureate Milton Friedman’s beliefs that “there is only one responsibility of business, namely to use its resources and engage in activities designed to increase its profits.” The inclusion of strategic philanthropy, innovation, environmental sustainability and transparency demonstrate how diverse and for reaching CSR has become embedded into management strategy. And most recently, corporate financial performance and the measurement of CSR activities is causing corporations to understand the strategic value of CSR through the realization that the implication to a business’ operations is essential. Archie Carroll is widely respected amongst CSR scholars for his contribution of a four-part definition of CSR. First, consistent with the capitalist economic view, a corporation must generate profits in order to operate. The corporation must also abide by the laws within the countries that it operates.

Carroll believed that operating legally was not sufficient and that corporations have an obligation to society to act ethically as well. The fourth part of the definition also relates to the importance of societal impacts, which he referred to as discretionary 33 responsibilities such as philanthropy. Yet even with the definition Carroll proposes, he realizes that it is ambiguous: The term social responsibility is a brilliant one; it means something, but not always the same thing, to everybody.

## **DEFINITION OF CSR**

Even with a lengthy history, extensive resources, in-depth research and success stories available to business, a universally accepted definition is not available. Due to this dilemma, it is not a surprise that 46 percent of executives agree that there

is “substantial room for improvement.” Furthermore, the number of mishaps by corporations that have embraced CSR, such as BP, Toyota and Enron, demonstrates the complexity of CSR. A failure to gain consensus does not mean that new definitions shouldn’t be proposed. In order to remedy the situation, a new definition for CSR must be published to enact global standards and value systems to ensure corporations can be successful. As such, the following provides a definition that is comprehensive and can be broadly applied to allow corporations to achieve their CSR objectives. Corporate social responsibility is defined as a business system that enables the production and distribution of wealth for the betterment of its stakeholders through the implementation and integration of ethical systems and sustainable management practices.

The definition provided has multiple characteristics that are consistent with other definitions; however, as it will be expanded upon in subsequent chapters, there are many important departures and distinctions from current definitions. These differences provide new thought leadership and a deeper understanding of CSR for corporations to achieve their objectives. The key “parts” of the definition include: the production and distribution of wealth, stakeholder management, creating an ethical system and sustainable management practices. Each of the parts of the proposed definition cannot be implemented as individual programs, nor can any be excluded. A system thinking approach is needed to enable corporations to manage “the interrelationships rather than linear cause-effect chains and seeing processes of change rather than snapshots.” The following explains the foundation for systems thinking:

A system is a whole consisting of two or more parts that satisfies the following five Conditions:

1. The whole has one or more defining properties or functions.
2. Each part in the set can affect the behaviour or properties of the whole.
3. There is a subset of parts that is sufficient in one or more environments for carrying out the defining function of the whole; each of these parts is necessary but insufficient for carrying out this definition.
4. The way that each essential part of a system affects its behaviour or properties depends on at least one other essential part of the system.
5. The effect of any subset of essential parts on the system as a whole depends on the behaviour of at least one other such subset.

If the parts of CSR are managed separately, critical properties or functions are lost, which causes the system to fail. Furthermore, by improving the parts of a system individually, CSR may not be improved, and most likely will not be improved according to the proposed definition. When applying the concepts of systems thinking to CSR, corporations are able to meet the demands of society and their stakeholders. The inclusion of systems thinking is unique and a departure from other scholarly and professional works on the subject. Commonly CSR activities

are viewed as distinct parts (e.g. social, economic, environmental, stakeholder) or as linear relationships rather than as an interrelated process.

The system flows that influence behaviours between the parts and impact the overall structure of the system. Understanding the interrelationships and processes of change reinforces the system and keeps the corporation's CSR activities in balance. Producing and distributing wealth, stakeholder management, ethical systems and sustainable management practices managed individually, or excluding one or more of the components, causes the CSR system to collapse. For instance, a breach of ethics is not a sustainable business practice that harms one or more stakeholders and thus, impairs the ability of the corporation to produce and distribute wealth. Managers need to understand the dynamic complexity of CSR rather than the detailed complexity of the parts in order to be successful. The purpose of the corporation is to produce and distribute wealth to their stakeholders. This proposed position is different than other definitions because they generally use terms such as profit, economic development or commercial success to describe the financial requirement for CSR. The systems approach necessitates that the wealth that is created must be distributed to stakeholders, which is a direct benefit to society. Wealth is distributed by providing financial resources to stakeholders in the form of wages, the acquisition of materials from suppliers, a return on capital and paying taxes for example, all of which are a societal function of the corporation. The production and distribution of wealth is so essential to corporate social responsibility because without it, the corporation cannot exist, hence, it has diminished all opportunities to create financial benefits for stakeholders.

A corporation that does not employ sustainable management practices will see profits, market share and competitive advantage decline, which influences their ability to fulfil the purpose of the corporation. Stakeholder (e.g. investors, lenders, employees, consumers, non-governmental organizations, debtors, suppliers and government) benefit is a critical component for effective CSR. The decisions of the corporation generally have a direct impact on one, many, or all of the stakeholders. As such, the corporation needs to recognize the importance of this constituency and consider their needs when executing sustainable business decisions that directly impact the stakeholder. Balancing the diverse interests of global stakeholders has challenges and dilemmas; however, it can be effectively addressed through strategic stakeholder management.

When a corporation makes decisions that solely benefit investors, other stakeholder groups are affected. Employees may be terminated to enrich shareholders, which end up having a negative impact on the economy. When profits are the primary motive of the corporation, they may make short-term decisions on environmental practices to reduce costs that can lead to a public relations nightmare as consumers or NGOs voice their opinions. Both of these scenarios are not sustainable management practices and in some people's eyes they are unethical.

Managing stakeholders globally is a complicated, necessary part of the CSR system that can bring rewards to organizations that effectively manage those relations.

## **METHODOLOGY**

### **Location of the Study**

The Ultratech Cement Company Ltd, located at Bhogasamudram village of Tadipatri mandal of Anantapuram district, Andhra Pradesh, south India. The paper is based on both primary and secondary data. To gather primary data, an empirical fieldwork is conducted in Bhogasamudram village. Secondary data is gathered from the published and online sources. Published sources include journal articles, books, and reports of the government and non-government organisations. The topics covered in secondary sources include CSR activities in relation to rural livelihoods and other development aspects.

Primary data has collected through observations (participant and non-participant type), key informant interviews, and Case studies. The structured questionnaire is employed in order to elicit the information from the respondents, consisting of rural people or rural community and CSR officials of the company from the study village.

## **LIVELIHOOD INITIATIVES**

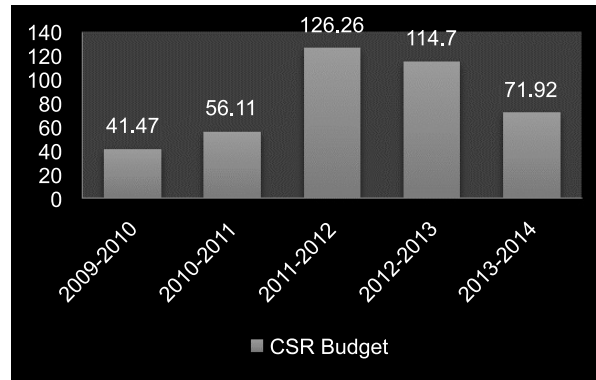
The main CSR activities in the study village are of five categories, which includes education, health care, sustainable livelihoods, infrastructure development, and social well beings. But, the focus of the present paper is on Livelihood initiatives.

The meaning livelihood all activities and decisions which the family takes that result in the family acquiring increased income, decreased expenditure, improves employment and reduces the risk, ideally a livelihood should keep a person meaningfully occupied, with dignity, in a sustainable manner. Livelihoods are mainly farm based livelihoods which include agriculture, livestock, forest based livelihoods and fisheries. Non-farm livelihoods which include teachers in Govt. schools, health workers in PHC's, police personal, regular employees in factory, self-employees like doctors lawyers, artists, accountant, commission agent, brokers of real estate, housing, workers in hostel. Wage a job employment entrepreneurship and enterprises.

The Ultra Tech Cement Ltd, Tadipatri utilized the money under CSR for providing livelihood activities consists of farm based livelihoods and Non-farm based livelihoods. Under farm based livelihoods, they conduct health camps, veterinary health camps, distribution of sheep to the rural people, sheep insurance, cattle insurance and mobile soil testing. Under non-farm based livelihoods, they provide women entrepreneurship, interest free loans to SHG's, formation of farmer's club, tailoring, preparation of penal and a modern innovative of jute products.

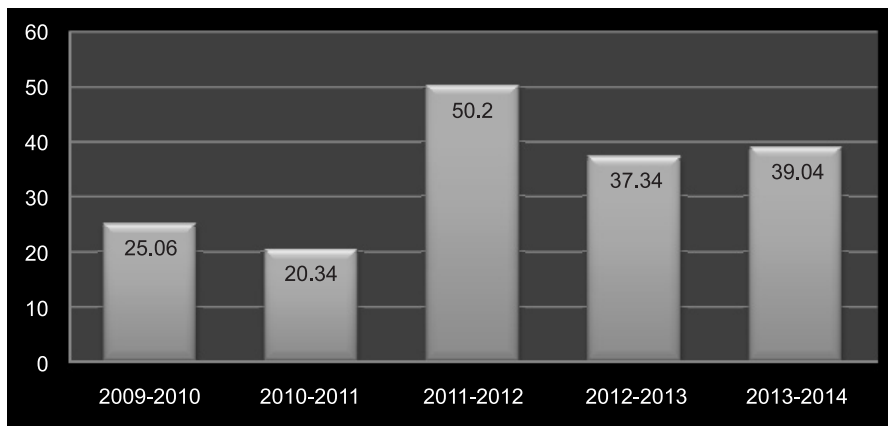
**DATA**

Ultra-Tech Company Ltd, Tadipatri, they spend money on education, Health and family care, Sustainable livelihood and Social causes. The utilized money under CSR in the year 2009-10, 2010-11, 2011-12, 2012-13 and 2013-14 41.47Cr, 56.11, 126.26, 114.7 and 71.92 respectively under CSR activity the company focus 9 villages these villages are located at surrounding the company.

**CSR Budget**

Note: x-axis in years, y-axis values in cores

This paper highlights sustainable livelihood activity, under this program the Adithya Birla Trust is utilized money from 2009-2010, 2010-2011, 2011-2012, 2012-2013, 2013-2014, 25crores, 20.34, 50.20, 37.43 and 39crs respectively.

**Sustainable levels hood**

Note: x-axis in years, y-axis values in cores

## DATA ANALYSIS

The CSR activities of Ultra Tech Company classified into five type's education, healthcare, sustainable livelihoods, infrastructure development, and social well beings.

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### Social Impact on Livelihood

The impact of CSR program reflected by a sample of UltraTech Cement ltd, Tadipatri. Were classified activities on (1) Education, (2) Health, (3) Livelihood, (4) Infrastructure development, (5) social wellbeing.

### Sustainable Livelihoods

The living standards of the peoples of target villages are poor. Providing livelihoods improved their standards intern showed the impact on reduced drop outs, reduced gender inequality in education, improved health standards and decreased malnutrition. Under non form livelihoods jute bag units runner by the women entrepreneurship, 35 members of women have been benefited they got average 4000rs earn per month per women. This group has become role model to



other women groups. Interest free loans to women SHGs, they provide loans to 75 women groups' worth with 6 lacks and repayment on time 60% so far. Under form livelihoods orientation program training programs in veterinary best practices by the local veterinary assistant surgeon. Under this program 33 women attended on 27-03-2014. IDBI Bank represents joined in this program and explained on loan pattern and how to get loans and repayments.

Veterinary camps conducted on 04-07-2014 in this camp 94 mulch animals and 250 sheep were given treatment, de-worming, vaccination programs and operations like family planning for dog. The UltraTech Company under CSR initiatives they form Farmers club at Venkatampalli village and registered successfully under government. This is the first society formed by the company they conduct sensitization to farmers through government horticulture department on 20-05-2014. In the year 2011-12 distribution of sheep to the targeted villages. By this 50 families are benefited. Expenditure increased from 5.08 (2009-2010) to 17.98crs (2013-2014) which benefitted 1138 families in 2013-14.

### **Case Study: Sporty Jute work**

**Background:** Save the earth with the use of jute bags. On one occasion the Aditya Birla Grameena Vikas trust officials went one exhibition at Vijayawada district in that exhibition jute bags stall was seen then he take address of jute manufacturing unit. After one week the trust officials went and visit the Aparna Jute Creation industry. The trust members requested to the manager of the unit. Initially they refused to give training later they accepted. They came to Vikas trust gave training to the members SHGs, poor peoples in their focus villages. She stayed 2 months in the Vikas trust with the 2 women named as Nagalakshmi and Bala gave training to the women. Initially they told 13 models, with gain experience from trainers now the women of the Vikas trust 45 models are prepared.

**Preparation steps for jute bags:** There are several steps in the preparation of jute bags

1. Raw material collection
2. Preparation of raw material
3. Designing
4. Stitching
5. Printing
6. Marketing

**Raw material collection:** There are 4 different types of materials are used. (A) Oxford jute – this is brought from Gummedi Pudi, Chennai, Yuvaraj Jute Fabrics, proprietor Sri. Hemabhushan. The cost of oxford jute plain colour material



110-120rs and designed material 130- 140rs. (B) Laminated jute:- this jute brought from east India cooperative corporation, Krishna Hessians, kottoor-534001, AP. (C) non woven material they are brought from kacchi polymers, Hyderabad. (D) Threads, zibs, runners, Velcro, adjuster:- these materials brought from PN Traders, chatter bazaar, Hyderabad. By The wastage of jute materials the SHG women and trainees made jute flowers.

**Preparation of raw material:** Collected raw materials should be prepared according to shape, size, width and length of the bag. Depends of the bags the raw materials should be prepared.

**Design:** There are different types of bags like laptop bags, conference bags, ladies bags, school bags, lunch bags, market bags, file folder bags, etc. According to the type the bag was designed. In this design two types are there. One is the plain type and another is printed bags.

**Printing:** The printing is one of the parts in the printed bags only. The printing design was very different for different bags. For examples school bags containing the School names and school emblems. The printings are containing different colours also depends upon requirement.

**Stitching:** The Vikas trust provided modern stitching machines for preparation of jute bags and providing infrastructure facility to the SHG women's. According to the design the stitching was done by the SHG woman.

**Marketing:** There is no specific marketing for this jute bags according to order the jute bags are manufacture by the woman entrepreneurship. The unit containing some standard regular orders these are Macro media, Bhashyam school bags, occasional function bags, album bags. Now they are trying to connect with the "More marketing Private Ltd.". To provide all their needed jute bags all over India.

<i>S.No.</i>	<i>Respondent</i>	<i>Village</i>	<i>Cast</i>	<i>U.S</i>	<i>M.S</i>	<i>S</i>	<i>H.S</i>	<i>Out Standing</i>
1	Respondent 1	PCC Colony	OC	-	-	-	H.S	-
2	Respondent 2	Bhogasamudram	BC	-	-	S	-	-
3	Respondent 3	Ayyavari palli	SC	-	-	S	-	-
4	Respondent 4	Bhogasamudram	OC	-	M.S	-	-	-
5	Respondent 5	Gorumanapalli	OC	-	M.S	-	-	-
6	Respondent 6	Thummalapenta	BC	-	M.S	-	-	-
7	Respondent 7	Bhogasamudram	SC	-	M.S	-	-	-
8	Respondent 8	Thummalapenta	SC	-	M.S	-	-	-
9	Respondent 9	Bhogasamudram	BC	-	M.S	-	-	-
10	Respondent 10	Bhogasamudram	SC	-	M.S	-	-	-

U.S-Unsatisfactory    M.S-Moderately satisfied    S-Satisfied    H.S-Highly Satisfied

### **Satisfactory Levels on Jute Works**

I surveyed CSR activity jute works satisfactory level most of the women were moderately satisfied and few women were satisfied. Most of them want regular income from this activity. Major problem was marketing facility will not be there. This is the most disadvantages in the jute work enterprise. So the jute enterprise members are participating in the exhibitions and show their products and improve the marketing channels. So the exhibitions are listed below.

#### **Exhibition:**

1. Madakasira: This mandal is in Ananthapuramu district. This exhibition was conducted Angasansuki she was visited Ananthapuramu District at Madakasira village. So the jute projects are kept in this exhibition.
2. Tirupathi: Tirupathi is located in Chittoor District . Lepakshi hub exhibition they show their products.
3. National Institute of Rural Development-Hyderabad-2013. This institute was located Hyderabad. In 2013 the exhibition was conducted in this institute. They are participating in this exhibition and show their jute products.
4. Infosys: This Company was located Hyderabad. In 2013 the exhibition was conducted in this company. They are participating in this exhibition and show their jute products.
5. Ramoji Film City: This film city was located Hyderabad. In 2013 the exhibition in this film city. They are participating in this exhibition and show their jute products.
6. Saras Exhibition: This was located Hyderabad. In 2013 the exhibition was conducted in this institute. They are participating in this exhibition and show their jute products.
7. Telugu Maha Sabha: This was located at Ananthapuramu. In 2013 the exhibition was conducted in this institute. They are participating in this exhibition and show their jute products.
8. TTD Exhibition: This exhibition was conducted in Kurnool District at TTD kalyanamantapam in 2014. They show their products in this exhibition.

So the exhibitions are show their products and sale. The first order came from Macro Media Enterprises, Hyderabad. This was the first order 1000 photo albums are ordered. They pay one lakh rupees per month. Average cost of bag 130 rupees per bag. The Macro Media an enterprise was still continue their orders nearly 700 to 1000 bags per month. This was the best initiative of CSR activity to encourage the SHG's or poor women in their community villages or rural villages. After that the marketing channels are slowly increased. For example Bhashyam School bags, Functions, More Megastore proposals, White house (Wine shop), and Gift bags

likewise marketing channels are improved. The back bone for this jute industry is Adithya Birla Grameena vikas trust.

### Case Study: Sheep Distribution – Rural People

**Background:** Majority of the rural people depend on agriculture and allied sector. The company provide self-employment to the rural people under form livelihoods they distribute sheep units to the rural people to improve their living standards. The UltraTech will not provide employment to all the people in the rural villages especially focused villages. So in the form of CSR activities they provide self-employment to the farmers.

**Distribution of sheep:** Under CSR activities they distribute sheep to the rural people especially. 50 units are distributed each unit having 9 ewes and one ram worth of 35000 rupees per unit. The sheep was distributed in the Bhogasamudram village. In this village the UltraTech officials conduct a camp and distributed the sheep. In the year 2011-2012. I surveyed 10 rural people about the sheep development and participate gathered the information about the sheep distribution program.

<i>S.No.</i>	<i>Respondent</i>	<i>Cast</i>	<i>No. of sheep given</i>	<i>No of sheep present on 11-08-2015</i>	<i>Sheep sold</i>	<i>Sustainable income present or not</i>	<i>Remarks</i>
1	Respondent 1	BC	10	–	SOLD	NO	–
2	Respondent	BC	10	–	SOLD	NO	–
3	Respondent	BC	10	–	SOLD	NO	–
4	Respondent	SC	10	–	SOLD	NO	–
5	Respondent	BC	10	42	–	YES	–
6	Respondent	BC	10	59	–	YES	–
7	Respondent	OC	10	42	–	YES	–
8	Respondent	BC	10	–	SOLD	NO	–
9	Respondent	OC	10	–	SOLD	NO	–
10	Respondent	OC	10	38	–	YES	–

### Case Study on for Livelihoods

Majority of the rural people they want job in the UltraTech Cement Company. Most of the people sold their sheep according to their need. For example Mahalakshmi sold their sheep and utilized the money for marriage purpose. Some people are kept their sheep still and improve their living standards.

For example N. Siddaiah initially he having 10 sheep he improved up to 65 sheep in two years period. And purchased additional sheep for his sustainability. Very few people utilized the self-employment opportunities on long run basis.

Majority of the people they sold their sheep for short term benefits. For example N. Siddaiah he improved his sheep around the value of 1 lakh 90 thousand rupees in a span of two years. Others majority of the persons they sold for short term benefits with the worth of 35 thousand rupees.

## CONCLUSION

Serving the society is imminent to corporate. Because they making money from the Resources. Corporate realized that serving the society is imminent to them, because they tapering resources from the location when they operating. CSR is the way out to serve the society. UltraTech cement limited located at Tadipatri, serving 10 villages located around the company from the plant. The CSR activities focusing on health, education, livelihood, infrastructure social causes and environmental protection etc...

In form livelihoods according to needy distributes sheep, poultry, she buffalo, she cow in which in the form of PPP (public private partnership) or PPP (private – private partnership). Before introducing the any program primary level training is necessary and sensitization to the rural people regarding which event to give training. For example the company would distribute 9ewes and 1 ram to the rural people, 4% of the rural people utilized this opportunity in a right way. Now they make 60 ewes and 4 rams in the long run. Majority of the rural people they sold their sheep for short term benefits such as money can utilize for non- productive way they loss self-employment opportunity provided by the company.

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