

CSR in Pharmaceutical Sector: A study of GSK Initiatives

Smt.B.Lakshmi, Lecturer, Department of Pharmaceutical Management,
National Institute of Pharmaceutical Education and Research (NIPER), Hyderabad
lakshmi4research@gmail.com

Abstract

CSR is a socially relevant management concept whereby companies integrate societal concerns in their operations. These days companies seek to attain a balance of various imperatives through CSR. With amendments in Company Law, all business sectors are mandated to undertake CSR activities. This paper attempts to explore the understanding of Corporate Social Responsibility, delve upon progress of CSR in India with reference to Pharmaceutical sector.

Keywords : Corporate Social Responsibility, Stakeholders, Pharma Sector, GSK.

Corporate Social Responsibility (CSR)

According to Michael Hopkin's Corporate Social Responsibility is concerned with treating the stakeholders of a company or institution ethically or in a responsible manner. Ethically means treating key stakeholders in a manner deemed acceptable according to international norms. Social includes economic and environmental responsibility. Stakeholders exist both within and outside a firm. The wider aim of social responsibility is to create higher and higher standards of living, while preserving the profitability of the corporation or the integrity of the institution, for peoples both within and outside these entities. It is a process to achieve sustainable development in societies. According to Carroll, the social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that a society has, of organizations at a given point in time.

European Union defines CSR as a concept whereby companies integrate social and environmental concerns in their business operations and in their interactions. Corporate Social Responsibility is defined as the voluntary activities undertaken by a company to operate in an economic, social and environmentally sustainable manner Social responsibility is the responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behaviour that is consistent with sustainable development and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; and is integrated throughout the organization.

Corporate Social Responsibility (CSR) is also known by a number of other names. These include corporate responsibility, corporate accountability, corporate ethics, corporate citizenship or Stewardship, responsible entrepreneurship, and "triple bottom line," to name just a few. As CSR issues become increasingly integrated into modern business practices, there is a trend towards referring to it as "responsible competitiveness" or "corporate sustainability."

The World Business Council for Sustainable Development has described CSR as the business contribution to sustainable economic development. Building on a base of compliance with legislation and regulations, CSR typically includes “beyond law” commitments and activities pertaining to Corporate Governance and Ethics, Health and Safety, Environmental Stewardship, Human rights (including core labour rights), Sustainable Development, Conditions of Work (including Safety And Health, Hours Of Work, Wages) and Industrial Relations.

Review of Literature

Windsor (2001), examined the future of Corporate Social Responsibility or the relationship between business and society in long run. The researcher tried to find out whether the organization and society will come closer to each other in future or not and what will be the changing phase of CSR. With the help of history or past trend of CSR, Carroll’s model analysis and in global context, the researcher found three emerging alternatives of CSR i.e. conception of responsibility, global corporate citizenship, stakeholder management practices.

Nigel Sarbutts (2003), paper explored the way of doing CSR by small and medium sized companies. The research depicted that a structured approach to managing corporate reputation and profit maximization of SME’s through CSR. The societal activities of small and medium sized companies are based on their Cost Benefit Analysis. Small Corporations always struggle for more reputation and minimization of risk. In such a situation, CSR comes as hope for these companies. Large companies have so many resources for implementing CSR activities but SMEs have fewer resources. It can be a barrier for them to stay in the market. So, in that situation by imparting much information, proper utilization of resources, doing well for businesses, SME’s can minimize their risk and manage CSR.

, during his speech on Corporate Social Responsibility (2004) explored the concept of CSR. He mentioned that, a survey of the 1,500 business leaders attending the World Economic Forum in Davos in the year 2004, only 5% named CSR as the single most important criterion of corporate success. 24% of the respondents mentioned that the reputation and integrity of the brand matter more than social responsibility. He also emphasised about the role of government in CSR.

Moon (2004), examined the role of government in driving corporate social responsibility among the corporates. The study explained that the drivers of CSR are related with business and society. Business includes its reputation, corporation itself, employees relation knowledge, goals etc. Further, the study cleared that government is driver of CSR by making this relationship true and fair through policies and regulations. The study also embarked on how the governments of other countries are driving the CSR regulations onto their corporates.

Samuel O. Idowu (2007), in his research paper documents the motivations of modern corporations in issuing corporate social responsibility (CSR) reports to their stakeholders. He further demonstrates why these entities have suddenly become more moral or ethical. The study results suggest that UK companies have different reasons for issuing CSR reports.

Vaaland, Heide (2008), studied how Companies handle the CSR critical incidents and utilize this experience in enforcing the CSR activities. The study concluded that CSR should be managed by handling unexpected incidents, long term reduction of gap between stakeholders

and their expectations and company performance and finally maintaining relationship with society through interplay between actor, resources and activities.

Truscott, Bartlett, Trwoniak (2009), reviewed the responses of key persons of industries in Australia on the basis of interviews with them on the term CSR. The industrialists revealed that CSR has increasingly become significant. They shared their views of CSR in economic, legal and ethical roles of business in society. Besides this, the industrialists viewed CSR as a model of corporate reputation.

Shah, Bhaskar (2010), in their case study on public sector undertaking, Bharat Petroleum Corporation Ltd. discussed that there is a broad relationship between the organization and society. Organization has its existence only with the society. Organization used the resources/inputs of the society like material and human resources etc. In a gesture of giving back, the organization provides services to the society. From the case study of the BPCL, it was found that company has taken a lot of initiatives in order to serve the society.

Mc William & S. Seigal (2010) provided the importance of CSR as a strategy of enhancing reputation of companies. The study indicated that firms selling convincing goods which comes under the umbrella of CSR activities, leads to consumer loyalty and increased revenue. Further the study also indicated the importance of advertising for providing information to consumers about the social welfare activities of the firm. Beside this the study also included the importance of media and T.V etc. in order to make the consumers aware about firm's activities thereby affecting its reputation. In this way the study concluded about the reputation of firm through CSR.

Hartman (2011), article "Corporate social Responsibility in the food sector" in European review of agriculture economics journal, analyzed the importance of CSR in food sector, particularly those companies which have high brand. CSR is an important part of these companies. But SME's are less capable in discharging their obligation towards society. Further, the research found that food sector always tries to improve the controlling and discharging its services towards consumers. Consumers also prefer those brands or food firms which give preference to CSR activities and provide good product and services.

Borogonovi, Veronica (2011), article in knowledge@ Wharton, stated that CSR has different meaning for different companies. Some termed CSR in the sense of social issues while other for environmental issues. But there are not any mandatory guidelines for CSR so that the areas of CSR can be sorted out. In addition to this, the researcher discussed about various views and plans of government and other authorized institutions Companies act 1956, Companies bill 2008 and 2009, FICCI etc. All these institutions and persons presented their ideas and bills about CSR requirement. The paper also differentiates the term CSR from terms like Corporate Philanthropy, CSV (Creating Share Value) etc. CSR has defined in such a way that how the businesses are conducting their activities in society marked at the place.

Brammer, Jackson & Matten (2012), study entitled as "Corporate Social Responsibility and institutional theory: new perspective on private governance" in Social economic review depicted that CSR is not only a voluntary action but beyond that. The institutional theory stated that corporate social activities are not only voluntary activities but are a part of interface between business and society. Regulation/ governance are necessary for enhancing the corporate performance of businesses through CSR. The theory also suggested that in what

form companies should take its social responsibilities whether historical, political or legal form.

Agunis, glovas (2012), paper entitled “what we know and don’t know about corporate social responsibility: A review and research agenda” in Journal of management, based on 588 journal articles and 102 books. The study provided a framework of CSR actions which affects external as well as internal stakeholders and outcomes of such actions. The paper also enhanced the knowledge regarding levels, forms of CSR; need to understand CSR with outcomes etc. Further the researcher also suggested a framework of research design, data analysis and measurement for future research on CSR.

Mallen (2012), in his article depicted how the CSR trends have changed from last so many years. This change has affected both the society and business.

Corporate Social Responsibility: Recent Developments

CSR Spending has been made mandatory in India through the Section 135 of the Companies Act, with effect from 2014-15. “Indian Affairs” reported that with the passing of Companies Bill 2012, the Indian pharmaceutical companies have been mandated to invest anywhere between Rs.300-325 crore in the coming years under Corporate Social Responsibility (CSR) scheme. Private companies, while maximising their growth, also have responsibility towards society besides equitable and sustainable growth of the country. The changes in the bill include provisions making it mandatory for companies to spend two percent of their average net profit on CSR activities. According to the Corporate Affairs Ministry, India has been the first country to include provisions on CSR in its company law provisions. CSR can be understood as a management concept and a process that integrates social and environmental concerns in business operations. As per the latest changes, every company having a net worth of Rs.500 crore or turnover of Rs.1,000 crore or an average net profit of Rs.5 crore in last three financial years will have to implement CSR practices and spend at least two per cent of average net profit in the preceding three years on CSR every financial year. If the company fails to implement CSR, the board of directors would have to state the reasons in its report. According to Pharmabiz study, the 30 Indian companies clocked net sales of over Rs.1,000 crore during 2011-12 and these companies achieved aggregate net sales of Rs.96,957 crore. The bill also aims to encourage firms to undertake social welfare voluntarily instead of imposing that through “inspector raj”. Safeguarding workmen in the legislation, the new law mandates payment of two years’ salary to employees in companies which wind up operations. This liability would be overriding any other that the company might have.

CSR : A sneak peek into Pharma Sector

Few pharmaceutical companies have already implemented CSR activities and published their contribution towards social activities. As per “Pharmabiz review”, nearly 79 pharmaceutical companies will have to spend two per cent of their average net profits on social activities which totals to around Rs.325 crore. The bill seeks to consolidate and amend the law relating to the companies and intends to improve corporate governance as well as strengthen regulations for participation of corporate companies in social welfare.

Pharmabiz has listed all the Pharma companies that have to undertake CSR activities. 32 companies recorded a net worth of Rs.500 crore or more in 2011-12 and 79 companies notched up average net profit of over Rs.5 crore during last three years. Major companies like Wockhardt, Panacea Biotech were also listed despite average net loss for the preceding three years. Several Indian Pharma companies are contributing to improve lives and create a healthier world under CSR objectives. Indian majors like Dr Reddy's Laboratories, Biocon, Lupin, Cadila Healthcare, Jubilant Life sciences, etc., are already engaged in CSR activities. Even multinational companies are making investments under CSR.

The erstwhile Ranbaxy had created a core group of 93 persons including 33 medical officers, 37 auxiliary nurse midwives and other paramedics and 19 support staff to enable to operate 18 mobile healthcare vans and providing services to over to 6.50 lakh people in the northern and central parts of India. The company initiated Ranbaxy Sanjeevan Swasthya Sewa, a public private partnership between the Punjab State governments during 2010 with the focus mainly on primary healthcare and prevention and early detection of commonly found cancers of cervix, breast and oral cavity. The programme covers a total population of about 4.50 lakh in 180 villages in Punjab.

Dr Reddy's Laboratories (DRL) has set up Dr Reddy's Foundation (DRF) during 1996 as a non-profit arm. DRF plays the role of a change agent in the social sector, by recognizing and pursuing new opportunities to serve and by engaging in a process of continuous innovation, adaptation and learning.

Cadila Healthcare has promoted CSR programme under Zydus Srishti. Its CSR activities are focused on the three core areas of Swasthya (Health, Safety and Environment), Shiksha (Education) and Shodh (Research). Over the last 17 years these CSR initiatives have helped the company to translate its mission to create healthier happier communities into a reality.

Biocon, through Biocon Foundation, is implementing CSR activities in several districts of Karnataka. The company focused its activities on critical health areas which often get neglected due to low awareness levels. It has initiated a research study in Kaladgi, Bagalkot to determine whether an integrated approach to anaemia management will help women to maintain higher levels of haemoglobin, consistently. The company is planning to start Tobacco Cessation Centers in all its clinics. Its nine Arogya Raksha Clinics continue to provide clinical services to the communities that surround it treating over 63,000 patients in 2011-12.

Lupin, through its Lupin Human Welfare and Research Foundation (LHWRF) is assisting the rural development initiatives and reaching out to over 25 lakh people across 3,000 villages in the State of Rajasthan, Madhya Pradesh, Maharashtra and Uttarakhand in India. LHWRF has now set a mission for uplifting the lives of "One Crore" people living in rural India above the poverty line.

CSR Initiatives of Glaxo SmithKline (GSK) : An Insight

GSK is a research based pharmaceutical company which works on the rationale of being closely linked with the communities in which they operate locally, nationally and globally. The stated mission statement of the company is to lend a helping hand to the underserved in the society. The company invests into health and education so as to bring about sustainable development in the underserved areas. This is done by supporting social projects in partnership with not for profit organizations both in rural and urban areas. The company's initiatives are primarily focused towards women, children and the aged and are directed in the areas of Health, Education and Livelihood.

GSK believes that if there is proper education, one will eventually learn to be hygienic, and if one is hygienic, one will remain healthy. Therefore, the organization facilitates in educating masses on good practices of healthy living.

At GlaxoSmithKline India, the activities towards community development are taken care by Corporate Social Responsibility Cell attached to the Corporate Communications Department. Since 1970, the Company has been implementing various social activities in the field apart from statutory ones. Various initiatives are being carried through the company's Corporate Social Responsibility cell in the rural and urban domain.

Rural Projects

Tribal welfare projects in Peth Taluka, Nashik, Maharashtra

GSK India undertakes a number of Rural Development initiatives through its trust GRAMIN AAROGYA VIKAS SANSTHA (GAVS), a Rural Health Development Organization. GAVS is a registered public charitable trust established and promoted by the heritage company Glaxo India in April 1997. Tribals are socio-economically disadvantaged and marginalized groups. Most tribes are concentrated in heavily forested areas that combine inaccessibility with limited political or economic significance. These tribal people live in remote villages in hilly, forest or desert areas. There are no formal education systems, no health care centres and no proper roads and means of transportation. Malnutrition is prominent and there is no access to safe drinking water and sanitation. Thus having diseases is inevitable and women and children being the most vulnerable suffer the most. For the welfare of the tribal population, the research has been conducted and data regarding their status of health and education is collected. On the basis of data analysis, the health care requirements of the tribal population are identified. The project runs on an objective of providing primary level curative and preventive health services in the tribal area. Project also lays emphasis on health seeking behaviour in the areas of Tobacco de-addiction, Nutrition, common illnesses with a special emphasis on different types of fevers and diseases of joints, HIV/AIDS infections, skin diseases, Tuberculosis, water - borne diseases and Respiratory Tract Infections, etc. Multi - specialty health camps are also organized to cater to special needs like cataract operations, administering Tetanus injections, gynaecology related issues, haemoglobin check - up camps etc. Training and awareness sessions are conducted in villages to mobilize people towards health and hygiene.

Yuva Parivartan - GSK Livelihood Training Centres: Peth Taluka, Nashik, Maharashtra

The project is undertaken with a long term objective of imparting specialized skills and making the unemployed youths more employable / self - reliant. Training are provided in the areas of computer literacy, tailoring, beauty, wireman/ electrician, agriculture productivity,

motor training, nursing assistance, etc. Nearly 2500 youths have been trained and a number of them are currently gainfully employed. This initiative to a certain extent has helped in curtailing the seasonal migration in the region.

Shelter home for children - Behraich, Uttar Pradesh

In 2008, GSK India in collaboration with Pratham, a Non-Government Organization, started a Shelter home for children under the age of 16. The program aims at preventing migration of children for work in bigger cities and increasing access to quality primary education for children. This project supports 50 children by way of providing them education, food and shelter in addition to psycho-social support. "School Chalo Abhiyan" was organized to enrol these out of school children and around 470 were enrolled into the formal educational system. Besides this activity, child rights sessions were conducted in the schools. A District Child Welfare Committee has also been established. With active participation of Government officials, Childline 1098 and Child helpline 1077 were also initiated to protect child exploitation in any form.

Healthcare project, Institute for Indian Mother and Child, Kolkata

In 2009, GSK India extended its support to The Institute for Indian Mother & Child (IIMC) a non-governmental voluntary organization, committed to promote child & maternal health and literacy. IIMC runs Outdoor, Indoor & Maternity centres in remote and most backward areas of West Bengal where people do not have access to basic healthcare and medical facilities. This project was started with an objective of providing primary health care services to the villagers and to support prenatal, neonatal and postnatal care for mother and child of the rural areas as they are most vulnerable to reproductive and child health care problems. Deformities, Premature babies, malnutrition like Kwashiorkor and Marasmas were the common phenomena prior to the project. The project helps to provide supplementary nutrition mixed diet to all pregnant, lactating and weaning mothers along with their newborns. It also creates awareness amongst mothers through educational programs. It tries to reduce maternal mortality rate by training Traditional Birth Attendant (TBA) for safe child birth. Through this project IIMC has been able to cover 950 villages while catering to 300 mothers and 26000 malnourished children.

Community College Program: Haryana

The Company backed one more long-term unique project to set up a community college at Naya Gaon, Gurgaon to empower rural youths. This project was initiated in 2010 in partnership with Navjyoti India Foundation (NIF) founded by Dr. Kiran Bedi. The objective of this community college is to provide transformative, personal and skill based education to the marginalized and disadvantaged thereby enhancing employability and self reliance. Through this Community College the beneficiaries are registered to various need based as well as skill based academic programmes of IGNOU. GSK India supports the Community College project by providing education to 1000 rural youths to acquire specific knowledge or skills to make them self reliant.

Residential Shelter Home, Jodhpur, Rajasthan

Following the success of the residential shelter home in Behraich, the Company decided to support another programme on similar lines in association with its NGO partner, Pratham in Jodhpur in the year 2010. Jodhpur is home to a large number of street children trying to earn a living on railway stations or by begging at tourist places. These children live in dire conditions. Most of them are from Jodhpur or come from nearby states lured by the tourist

city's promise. Pratham has been working with children in the slums of Jodhpur since 2006. The program began with 10 contact centres in Jodhpur, which reached out to the working and out-of-school children. In a year's time all the children were mainstreamed in formal schools and that led to the establishment of credibility among the various Government departments. The idea of setting up of a residential shelter for boys in Jodhpur is one part of an intervention in the under-served community.

Project for early detection of Cancer with Bhakti Vedanta Hospital: Mira Road, Mumbai

As part of its effort to reach out to the needy communities, GSK supported a new project embarked by Sri Chaitanya Welfare Trust's Bhaktivedanta Hospital in 2010. This project envisages supporting patients at the grass root level in the area of early detection and prevention of cancer. The area of focus is primarily those where services of cancer surgeons / oncology specialists are not available. Primary prevention, identification / treatment and education are seen as the most cost effective program, since it aims to reduce the incidence of cancer by risk factor modification (like anti-tobacco campaign, etc). Through this project camps are held in remote areas of Maharashtra and Uttar Pradesh.

Urban Projects

Primary Healthcare Centre in garbage dumping ground-Deonar, Mumbai

This project is implemented in collaboration with Niramaya Health Foundation. The company runs a centre in Deonar dumping ground in Mumbai. The centre aims at providing primary healthcare facilities and quality health education to the garbage/ rag pickers and their families. It was found that along with the basic unhygienic environment, people residing in that area are more exposed to harmful waste substances like used needles, syringes, medical equipments, un-segregated garbage, etc. These conditions often result in injuries, skin diseases and various infections. This led the company to initiate this project. The company took responsibility of providing better primary healthcare services, supplementary nutrition to curtail anaemia/ nutritional deficiencies. A cadre of peer educators has been created to conduct health sessions and awareness programmes. With GSK's support for 3 years now, there is an overall improvement in their health status in the given unhygienic environment. With the total beneficiaries being around 15000, the services have been of great help to these otherwise neglected communities in Mumbai. Additionally, regular camps for immunization, eye camps, HB estimation camps are conducted.

Rehabilitation of Paraplegic patients, Mumbai

GSK also extends support towards rehabilitation and self sustenance of paraplegic patients. This project provides a "Half Way Home" for paraplegic patients discharged from hospitals but requires need based centre for total rehabilitation through physical treatment, medicines and protein rich meals. Stay arrangements are done for both patient and their relative. The project facilitates the patient's acceptance by his family and aims at boosting his morale to face life with self-confidence. A holistic approach in treatment and rehabilitation through spiritual, cultural and sports activities are used to build patients self-confidence, physical and mental development. They are given professional medical help and treatment which include physiotherapy, acupressure, acupuncture, occupational therapy etc. Training in vocational skills is also provided under this project for patients after total health rehabilitation is done.

Rehabilitation of cancer patients: Mumbai

In 2011, GSK India extended its support to Indian Cancer Society's rehabilitation of cancer patient's project. The project aims at building a sense of dignity of the patients suffering with cancer. The rehabilitation programme takes into account the needs of a patient from the beginning of treatment until he returns home. It offers a source of livelihood along with occupational therapy and counselling to the cancer patients encouraging them to believe that life after cancer is normal as it can be. Training is provided to cancer patients undergoing treatment as well to cancer survivors in various vocational skills so as to help them lead a dignified, independent and useful life without being a burden to their family or society. Medical aid and assistance and nutritional supplements are also provided for regaining good health.

Palliative care for critically ill cancer patients: Bangalore

The project aims at providing care to those cancer patients who are deprived from proper treatment because of insufficient resources as this disease demands treatment through surgery, chemotherapy, radiotherapy or a combination of all. In India, severely ill patients do not take proper treatment because of ignorance, poverty or lack of services. GSK holds that more than 80 percent of the patients approach for treatment when the disease has reached regional nodes or beyond. Various conditions make the patients reach the stage when the disease has worsened. In some ways, this stage in the life of the patient is the most critical because he is no longer under active medical (curative) care and has been discharged from a hospital and sent home where no facilities are available to the patient. It is against this background GSK backed, Bangalore Hospice Trust project to provide palliative care for critically ill cancer patients to make a positive difference in their lives in their last days.

Mid-day Meal project: Mumbai

GSK India has been supporting the Mid-day meal program implemented by ISKCON Food Relief Foundation for Municipal school students since 2005. The mid-day meal program is an initiative run by the Government of India with the dual objective of not only enhancing levels of attendance in these schools, but also providing them with nutritious meals. The program has been successful in terms of attendance and health standards of number of school going children.

Mentally challenged children: Delhi

GSK India also lends support to the mentally challenged children in Delhi through Aashirwad School.

Conclusion

Today, CSR in India has gone beyond merely charity and donations, and is approached in a more organized fashion. It has become an integral part of the corporate strategy. Companies have CSR teams that devise specific policies, strategies and goals for their CSR programs and set aside budgets to support them. Pharmaceuticals CSR programs primarily focus on health and healthy living. They work in tribal villages where they provide medical check-up and treatment, health camps and health awareness programs. They also provide money, medicines and equipment to non-profit organizations that work towards improving health and education in under-served communities. Many CSR initiatives are executed by corporate in partnership with Non-governmental organizations (NGOs) who are well versed in working with the local communities and are experts in tackling specific social problems. Corporate have the expertise, strategic thinking, manpower and money to facilitate extensive social change.

Effective partnerships between corporate, NGOs and the government will place India's social development on a faster track.

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