

## AN ANALYSIS OF CORPORATE GOVERNANCE AND CSR POLICIES AND INITIATIVES IN INDIA

---

Vikram Meena\*

### ABSTRACT

*There are numerous stakeholders in a cultural design, one among them are organizations or corporate houses. These organizations are genuinely contributing from their asset to help cultural drives, which sway their inside stakeholders moreover. In India, corporate houses like TATA and Birla have been rehearsing Corporate Social Responsibility (CSR) for quite a long time, some time before CSR turned into a mainstream action. There are numerous models where corporate have played a chief job in taking up issues of wellbeing, training, climate and jobs via their CSR intercessions in the country. The motivation behind this investigation is to investigate the various definitions and portrayals of Corporate Social Responsibility (CSR); endless supply of CSR in India; study the hypothetical ideas created by different analysts and survey the execution of current CSR practices of top organizations in India.*

**Keywords:** *Corporate Social Responsibility, Stakeholders, CSR in India, Corporate Governance.*

### Introduction

Under the umbrella of Corporate Governance, organizations are urged to advance morals, decency, straightforwardness, and responsibility in the entirety of their dealings. They are relied upon to keep creating benefits while keeping up with the best expectations of governance inside. An association's choices ought to likewise be lined up with the interests of various players inside and outside the organization. Hence; organizations need to likewise keep their exercises receptive to society's moral, lawful, and shared desires. This falls in the domain of CSR, which has drawn in expanding consideration as of late according to how organizations approach their collaborations with their different stakeholders – from giving quality items and administrations, to undertaking altruistic exercises.

CSR is the joining of social and natural worries into business activities. It addresses the commitments made by the organizations to the general public through such exercises and speculations which are not really some portion of their fundamental business concerns. The idea of CSR is connected with the guideline of "maintainability", which suggests that business undertakings ought to be concerned with benefits or profits, yet additionally with prompt and long haul social and natural results of their business exercises. Fundamentally, CSR is the compensatory responsibility of a business substance for any unfriendly effect of its exercises on the general public and climate. The development of the idea of CSR has added the components of cultural effect and ecological effect of a business movement to the standard bookkeeping structure of an organization, bringing about the Triple Bottom Line (TBL or 3BL) approach in assessing the expense and advantage of the organization. This is the aftereffect of the support of the heroes of basic freedoms and climate who have brought into the consideration of general society and governments the requirement for a full expense bookkeeping of an organization's exhibition by appearing in the "primary concern" of record not just the monetary benefit or loss of the organization, yet additionally the positive or negative social and natural effect of the organization's presentation.

### Definitions of CSR

World Business Council for Sustainable Development characterizes CSR as "the continuing commitment by business to behave ethically and contribute to economic development, while improving the quality of life of the workforce and their families as well as of the local community and society at large."

---

\* Assistant Professor, Shaheed Bhagat Singh College, Department of Commerce, University of Delhi, Delhi, India.

### **Links between CG and CSR**

There is a discernable cross-over among CG and CSR. All the more explicitly, while thinking about the more extensive origination of CG, unmistakably good governance involves responsibility and due respect to the desires of every vital partner and guaranteeing organizations are liable to all stakeholders. There is subsequently a reasonable cross-over between this origination of CG and the partner origination of CSR that considers business as capable opposite a mind boggling web of interrelated stakeholders that maintain and increase the value of the firm. Conversely, different CSR researchers underscore the need to maintain the best expectations of governance inside, especially in conversations of the inward component of CSR.

Different connections can likewise be identified. Both CG and CSR approach organizations to expect their guardian and good obligations toward stakeholders. This demonstration of responsibility is significant for a business to acquire and hold the trust of its monetary financial backers and different stakeholders. The two ideas in this way draw power from similar sources, specifically straight forwardness, responsibility, and genuineness. Good CG and CSR drives are progressively progressing from a charitable variation of corporate free enterprise to legitimate systems expected to recover the trust of customers and society on the loose. While CG infers "being considered responsible for," CSR signifies "assessing" and the two instruments are progressively utilized by firms to direct their tasks. Inside the system of authenticity hypothesis, CG and CSR are complicatedly related ideas characterizing the cooperation between an association and its inward and outer sociopolitical climate, with both progressively considered as corresponding key requirements for economical development inside a globalizing business climate.

### **The Companies Act 2013 and the CSR Rules**

The Section 135 of the Companies Act 2013 characterizes CSR and extent of materialness of required CSR statement. A portion of the critical arrangements of the Act are:

Relevant to all organizations incorporated in India and having both of the accompanying in any monetary year – Section 135(1)

- Net Worth of INR 500 Crores or more; or
- Turnover of INR 1000 Crores or more; or
- Net Profit of INR 5 Crores or more

CSR is relevant from FY 2014-15. With the end goal of First CSR detailing the Net Profit will mean normal of the yearly net benefit of the former 139 three monetary years

Organizations need to burn through 2% of the normal net benefits made by the organization during each square of three years

Organizations need to go through CSR cash in project mode with pre-characterized pointers, spending plan, term and so on

The CSR tasks should fall under the 10 wide regions illustrated in the Schedule VII of the Companies Act 2013. These are:

- Eradicating craving, destitution and lack of healthy sustenance, advancing preventive medical care and sterilization and making accessible safe drinking water;
- Promoting schooling, including specialized curriculum and business improving job abilities particularly among youngsters, ladies, old, and the distinctively abled and occupation upgrade projects;
- Promoting sex uniformity, engaging ladies, setting up homes and lodgings for ladies and vagrants; setting up advanced age homes, day care focuses and such different offices for senior residents and measures for decreasing imbalances looked by socially and monetarily in reverse gatherings;
- Ensuring ecological maintainability, biological equilibrium, assurance of greenery, creature government assistance, agro ranger service, preservation of normal assets and keeping up with nature of soil, air and water;
- Protection of public legacy, workmanship and culture including reclamation of structures and destinations of verifiable significance and masterpieces; setting up 140 open libraries; advancement and improvement of conventional expressions and handiworks;
- Measures to support military veterans, war widows and their wards;

- Training to advance country sports, broadly perceived games, Paralympic sports and Olympic games;
  - Contribution to the Prime Minister's National Relief Fund or some other asset set up by the Central Government for financial turn of events and alleviation and government assistance of the Scheduled Castes, the Scheduled Tribes, other in reverse classes, minorities and ladies;
  - Contributions or asset gave to innovation hatcheries situated inside scholarly organizations which are endorsed by the Central Government;
  - Rural improvement projects
- CSR Projects can be executed by:
- Organization itself
  - Own establishment/trust
  - NGOs/Trusts
  - Section 8 organizations
- Notwithstanding, the carrying out of CSR ought to have three years history.

### **Benefits of CSR**

#### **Benefits to the Company**

- Worked on monetary execution
- Lower working expenses
- Wellbeing of items and diminishing in risk
- Variety in labor force.
- Simpler admittance to capital
- Diminished coercion to guidelines
- Expanded capacity to fulfill representatives and consequently to draw in and hold workers
- Expansion in usefulness and in nature of creation
- Expanded deals and client dependability
- Better brand picture and goodwill

#### **Benefits to the Community and the General Public**

- Commitment by corporate to training of local area, work age and diverse other social projects like arrangement of homes to the destitute.
- Assurance of wellbeing and nature of items
- Commitments as good cause
- Worker volunteer projects

#### **Environmental Benefits**

- Aversion of destructive impacts of materials however their reusing
- With the expanded utilization of sustainable assets, insurance of scant energy assets.
- Through expansion in toughness and usefulness, decreased pace of utilization of normal assets, prompting their putting something aside for the people in the future, and so forth
- Advantages building from incorporating natural administration apparatuses into business the board and activities.

### **India and CSR**

CSR isn't new to India. The idea CSR in India arose and rehearsed in various stages, as examined beneath. The soonest stage and type of CSR in India can be supposed to be the period when the wealthy dealers to giving daans or noble cause on specific events, generally strict. In the pre-Industrial period, up to 1850s, rich shippers had added to the customary social causes like structure of sanctuaries. The shipper class involved a significant spot of status in old India. Numerous rich dealers used to give help and help to the average folks during the hours of various types of emergencies, like starvation or pandemics

The nature and content of social responsibility went through change after the presentation, from 1850s onwards, of western kind of industrialization in Indian under frontier rule. The pioneers of India's industrialization in Indian in the Nineteenth century, as Tata, Birla, Bajaj, Lalbhai, Sarabhai, Godrej, Shriram, Singhanian, Modi, Mahindra and Annamali, were committed givers

The time frame from 1914 was overwhelmed by the initiative of Gandhi ji to India's Independence battle and the money managers during this period was especially affected in a general sense by Gandhi's hypothesis of trusteeship. The time frame from 1914 to 1960 can be considered as a particular third stage in the advancement of CSR in India in light of the trademark eagerness and cognizant direction of business heads of the time towards social improvement in the country. The time frame from 1960 to 1980 can be portrayed as the fourth period of CSR in India. During this period, there was an accentuation in the administrative approach on the requirement for bringing the significant business and mechanical exercises into the public area. The rationale behind this move was that public area units or endeavors (PSUs) will best shield the government assistance of the average folks and will effectively bring about a fair and impartial development in the country

Beginning from the 1980s to the present comprises the most recent stage in the advancement of the CSR. During this period Indian Government took an expansive strategy choice to change and liberate business activities and to move towards privatization of the economy. This interaction began decisively at the outset long periods of 1990s. The disappointment of the "blended economy" to achieve the necessary fast monetary advancement in the nation, constrained the Government to introduce a market-situated economy and to coordinate the Indian economy into the worldwide market, which is known as "globalization". In the post-advancement and globalization period, i.e., from the center of the 1990s onwards, as organizations blast, the Indian economy reliably experienced on a normal a sound development, which has endured to the current day (Arora and Puranik, 2004)? Notwithstanding, in this drastically changed financial situation, there likewise emerged worries about the requirement for cultivating comprehensive turn of events. The reception of the idea of Corporate Social Responsibility can be observed to be a reaction to these worries raised by the pundits of market economy as well as by even the allies of liberal market economy. For the last mentioned, guaranteeing comprehensive development is a fundamental condition to keep away from the chance of wide differences and disparities which might result if free reins are took into consideration deceptive strategic approaches, which ignore cultural concerns. It very well may be seen that the UN and other worldwide associations play had a functioning impact in making the CSR a significant piece of business tasks and methodology for acknowledgment and accomplishment of business associations.

### CSR Initiatives from Indian Companies

The accompanying table gives an outline of the circumstance of Indian organizations with respect to their CSR initiatives

**Table 1: CSR Initiatives from Indian Companies**

Issue	Company	Action
Community Development	Hindalco	Its Integrated Rural Poverty Alleviation programme received Asian CSR Award
Corporate Giving	Indian Oil Corporation	earmark 0.75% of net profit to initiatives in community development
Health	Larsen and Toubro	One of the first to initiate an HIV/AIDS programme
Gender Equality	NTPC	One of the few organizations to adopt a policy for granting paternity leave
Labour Standards	ITC	First Company in India to be certified with "SAB8000 social accountability standard" for its Chirala facility.
Human Capital	Infosys	Pioneering evaluation of human capital using an education index for its employees
Environmental Management	BHEL	All BHEL units are certified to ISO 14001 environment management system.
Energy Conservation	Reliance	Energy conservation measures are saving the company 1150 million Rupees per annum
Water conservation	Hindustan Sanitary ware	Reduced flushing WCs is estimated to save 2 billion liters of water.
Disclosure	Tata Steel	First Indian company to publish a sustainability report in the line with Global Reporting Initiative guidelines
Employment Opportunity	Sakthi Masala	TERI CSR Award for offering employment opportunities to disabled and establishing rehabilitation center for the needy.
Health Care Services	Usha Martin Ltd.	TERI CSR Award for providing health care services to women and children
Rural Development	HLL	TERI CSR Award for Vindhya Valley Programme for sustainable livelihood to rural people.
Health and Safety	Vedanta Aluminium Limited (VAL)	International Safety Award by British Safety Council, London, one of the world's leading Health and Safety organizations.

Source: Adapted from "Rationale for Corporate Social Responsibility in India", The Financial Express, 22 Dec. 2004 and published data on company web sites.

The data in the above Table affirms the way that, as of now, there is expanding acknowledgment among Indian organizations and their partners about the need to bear a specific degree of responsibility towards cultural commitments. To satisfy these commitments, the Indian organizations appear to designate assets and put forth administrative attempts for CSR exercises, going past the essential assignment of fulfilling the objective of expanding returns for their investors' dangers and ventures.

A broad guidelines for companies related CSR are on hand in the form of legislation, principles, guidelines or strategy at global level in addition to country level. These guidelines are called as CSR reporting instruments. Since 2000, there's an international high growing trend in CSR reporting regulation. By 2015, 98.4% of world leading sixty four economies have instituted a total of 366 policy instruments, among what 64.2% are mandatory (Wen Hui, 2017 p.1). There seemed to be a launch of GRI for CSR reporting in June 2000. Likewise triple-bottom-line was recognized as modern standard definition of CSR. Since then, there has been drastic rise in the amount of CSR reporting regulation instruments. Based on Carrots and Sticks report by 2016, world's leading 64 economies had instituted total 383 CSR reporting instruments (Table 1.2).

Carrots and Sticks have classified reporting instruments in the categories of voluntary or mandatory. Even these instruments are again categorised on the basis of regulation scope like common sustainability, governance, social and environmental. Often, the same are classified into several categories while some other times an instrument is viewed as certain and classified into a single category (Carrots and Sticks, 2016). It's obvious from the table and which covers CSR reporting instruments of 64 countries that of the total reporting instruments 249 (65%) instruments were mandatory while 134 (35%) reporting instruments were voluntary.

**Table 2: Global Trend in CSR Reporting Instruments**

Sr.	Year	No. of Instruments			No. of Countries and Regions
		Mandatory	Voluntary	Total	
1	2006	35 (58%)	25 (42%)	60 (100%)	19
2	2010	94 (62%)	57 (38%)	151 (100%)	32
3	2013	130 (72%)	50 (28%)	180 (100%)	44
4	2016	248(65%)	135 (35%)	383 (100%)	71 (64 with Instruments)

#### **Injeti Srinivas Committee**

The board led by Injeti Srinivas, secretary, corporate undertakings service, has presented its suggestions on Corporate Social Responsibility (CSR) to the Minister of Corporate Affairs (MCA).The Committee suggested

- The costs towards CSR ought to be qualified for derivation in the calculation of available pay.
- An explanation might be given that for recently incorporated organizations, the CSR commitment under Section 135 of the Companies Act will lie solely after they have been in presence for a very long time.
- An arrangement to convey forward unspent CSR balance for three to five years.
  - CSR ought not to be utilized as a "method for asset hole subsidizing for government plans".
  - The Companies (Amendment) Act, 2019 gives that the CSR use which stays unspent in three years would be moved to any subsidize indicated in Schedule VII of the Companies Act like the Swachh Bharat Kosh, the Clean Ganga Fund, and the Prime Minister's Relief Fund.
  - The board report said that the focal government assets ought to be ended as CSR spend, and rather an exceptional assigned asset ought to be made for move of unspent CSR cash past three to five years.
- Aligning Schedule VII of the Companies Act with the United Nations Sustainable Development Goals.
- The organizations having CSR-recommended sum underneath ₹50 lakh might be absolved from comprising a CSR Committee.
- The infringement of CSR consistence might be made a common offense and moved to the punishment system.
  - This is a takeoff from the new strategy change which had accommodated a three-year prison term for disregarding CSR standards.

- Introducing sway evaluation reads for CSR commitments of ₹5 crore or more.
- CSR spending must be a "board-driven cycle to give creative innovation based answers for social issues" and that the board needs to survey the believability of an execution organization, which must be enrolled with the MCA to do CSR exercises.
- Developing a CSR trade entry to interface benefactors, recipients and offices, permitting CSR in social advantage bonds and advancing social effect organizations.

### Board Committees

By and large organizations have these four board committees—the audit committee, the compensation committee, the investor's grievance committee and the nominations committee for instance ITC has these committees.

Committee	Work
Audit committee	Reassures the board that a proper internal control mechanism is in force. The audit committee is empowered to investigate any activity that falls within its terms of reference and seek any information from any employee.
Compensation committee	Recommends to the board the compensation terms of executive directors.
Nomination committee	Makes recommendations on appointment to the board, corporate management committee and the senior most level appointment to the board, corporate management committee and the senior most level of executive management one level below the board.
Investor's grievance committee	Caters to the needs of investors by resolving the queries of investors, and resolution of investor complaints

### Objective

- To examination the current status of CSR strategy in India concerning Company's Act 2013.
- To examination the corporate social responsibility drives of Indian organizations.

### Review of Literature

**Cadbury, (2000)** a significant – and not the slightest bit oversimplified – meaning of CG as "the framework by which organizations are coordinated and controlled". The control part of CG incorporates the ideas of consistence, responsibility, and straightforwardness (MacMillan, Money, Downing and Hillenbrad, 2004), and how administrators apply their capacities through consistence with the current laws and guidelines and implicit rules (Cadbury, 2000).

**Page, (2005)** The significance of CG lies in its mission at making/consistently refining the laws, guidelines, and agreements that administer organizations' tasks, and guaranteeing that investor rights are protected, partner and chief interests are accommodated, and that a straightforward climate is kept up with wherein each party can accept its obligations and add to the company's development and worth creation Governance accordingly establishes the vibe for the association, characterizing how force is applied and how choices are reached.

**Stefan Bruns (2017)** contributed the wide going scholastic writing by discovering determinants of CSR. It screened productivity, board variety, influence and possession innovative work as expected determinants of CSR of Dutch recorded organizations. The examination was coordinated to talk about every determinant from among the five speculations. It was found that possession center is a critical determinant of CSR. Different determinants like R&D, board variety, productivity, and influence discovered inconsequential determinants of CSR. As the investigation utilized just 2015 information for CSR, it couldn't evaluate the adjustment of a main consideration implies.

**Truptha S. (2016)** handles the issue by contemplating the impact of CSR on four stages of hierarchical execution: the every now and again used monetary exhibition measures, notwithstanding worker responsibility, corporate standing and occupation fulfillment. The examination additionally investigations the association between monetary execution and CSR. Complete nineteen IT organizations from Bengaluru had been chosen on account of the examination that shows that representatives' work fulfillment is emphatically connected with workers' impression of CSR exercises. It's found that there's a need for IT associations to regulate CSR as a pivotal methodology and furthermore incorporate it to be an essential exercise to address monetary execution. The investigation demonstrates that the public authority should urge organizations to attempt CSR exercises by establishing grants for unrivaled CSR drives. It's acknowledged with recommending a need to assemble autonomous CSR authority as TRAI or IRDA to channelize, screen utilizing reserves and adequately guide governments on future CSR law policies.

**Akkala Surendra (2010)** not really set in stone the gainful impact of town foundation administrations and wellbeing offices gave under CSR drives by the Coal Company inside the towns/topographical area of the Korba Coalfields of Chhattisgarh (India) on the townspeople's method of living. The examination talked about the variety in market profile of the recipients and impact of CSR exercises. It found that CSR exercises have affected the issue of the residents'. There's no confound of offices required and furthermore given by the business. In any case, the business should make mindfulness about the offices gave. The examinations have pulled out the spaces between the arranged advantages and found advantages from the CSR exercises. It understood how organization can improve the impact of CSR exercises on residents' method of living.

**Nino Khazlia (2016)** analyzed the results of social responsibility and corporate governance on monetary execution of banks and insurance agencies across Europe by doing econometric investigation and four particular strides of monetary execution. The outcomes on the investigation proposed that corporate governance and social responsibility impact financial execution of the two areas. Board autonomy, recurrence of executive gatherings and furthermore UN Global Compact is additionally conspicuous variables.

**Alih Suzana (2014)** inspected the utilization of CSR in the Malaysian development industry with the standard thing of making a venture level CSR system for development organizations. In Malaysia, after 2006 spending plan, the CSR revelation is compulsory for public recorded organizations however there keeps on being positively no area explicit system or rules for CSR. The analyst evaluates the improvement of CSR in the Malaysian development industry, surveys the CSR policies and schedules of advancement organizations in Malaysia and furthermore proposes a CSR structure for building organizations in the venture level. Results propose that despite the fact that CSR divulgence is obligatory for development PLCs, the extent of CSR programming can contrast impressively across the business as organizations' CSR plans aren't administered by a specific system, rules or principles. The proposed system recommended would help improvement organizations in further developing their CSR policies and furthermore to totally accept the possibility of CSR to achieve the triple main concern: social, natural, and monetary supportability.

**Lok Yiu Chan (2014)** set up that there's an upper hand for organizations which have a superior status and are substantially more socially capable in their CSR exercises. The examination showed the meaning of CSR and furthermore investigated commitment of organizations to the planet by taking a gander at Microsoft and Apple. It was found that Microsoft is scoring stacked with various overall organization social responsibility positions for a great deal of years and furthermore includes a renowned brand picture of CSR. The business should zero in on a few spots. Apple has hello there tech items and furthermore got world interest however the awful data and terrible standing made bothersome picture in the brain of the overall population. Both the organizations are creating good amount of benefit. In any case, they should run as good corporate residents inside their networks.

**Shohreh Saboji (2014)** checked on and furthermore created model for assessing newline CSR drives in India and furthermore in Mysore. The essayist broke down enormous contrast between huge, little firms and newline medium in CSR exercises.

**Paramata Satyanarayana (2013)** considered 160 laborers and recipients from Visakhapatnam Steel Plant, Hindustan Petroleum Company Ltd., National Thermal Power Corporation Ltd. what's more, Steel Authority of India Ltd. The examination proposes that there ought to be a model to decide the amount of work done by any association towards the CSR. Ventures should have clear arrangement for natural security. They need to embrace new towns after advancement of old towns.

## **Conclusion**

To work on the fate of CSR in India there is a need for mindfulness creation about CSR among overall population to make the drives more successful. It is noticed that solitary huge and medium corporate houses are associated with CSR drives, that excessively in chose topographies. This issue requests a situation for additional organizations to be brought under CSR space. It is seen that numerous CSR drives and projects are taken up for the most part in metropolitan regions. Henceforth, the effect of these ventures doesn't arrive at poor people and the destitute in the rustic territories. Organizations ought to likewise effectively think about their mediations in provincial puts on schooling, wellbeing, young lady kid a lot work as this will straightforwardly help the most penniless part of the general public. CSR as a discipline or subject ought to be made obligatory at business colleges and in colleges to sharpen understudies about social and formative issues and the job of CSR in aiding corporate to find some kind

of harmony between their business and cultural concerns. A key concern confronting business is the requirement for more dependable checks of progress in the field of CSR, alongside the dispersion of CSR methodologies. Straightforwardness, exchange and trustworthiness will assist with causing a business to show up more dependable, and push up the norms of different associations simultaneously.

### References

1. Cadbury, (2000) Corporate Social Responsibility Practices and Environmentally Responsible Behaviour: The Case of the United Nations Global Compact”, Journal of Business Ethics, December, Vol. 76(2), pp. 163-176
2. Page, (2005) “A Critical Interrogation of Corporate Social Responsibility and Global Distributive Justice” Unpublished Ph.D. Thesis submitted to University of Warwick
3. Stefan Bruns (2017) “Some Theories for Social Accounting?: A Review Essay and a Tentative Pedagogic Categorisation of Theorisations Around Social Accounting”, In M. Freedman and B. Jaggi (Ed.), Sustainability, Environmental Performance and Disclosure: Advances in Environmental Accounting and Management, Vol. 4, pp. 1-54, Bingley, UK: Emerald Group Publishing.
4. Truptha S. (2016) Public Sector Roles in Strengthening Corporate Social Responsibility: Taking Stock, World Bank Report for CSR Practices, International Finance Corporation, retrieved from <http://documents.worldbank.org/curated/en/548301468313740636/pdf/346560CSR1Taking1Stock.pdf> accessed on 22/04/2018
5. Akkala Surendra (2010) ‘Analysis of Impact of Corporate Social Responsibility Initiatives of Indian Coal Mining Industry on Society with Special Reference to Korba Coalfields of Chhatisgarh India’, Unpublished Ph. D. Thesis submitted to ICFAI University, Jharkhand, <http://shodhganga.inflibnet.ac.in/handle/10603/124687>
6. Nino Khazlia (2016) “An Evaluation of Social Responsibility Practices in Selected Corporate Units”, Unpublished Ph. D. Thesis submitted to Saurashtra University, Rajkot
7. Alih Suzana (2014) ) “Corporate Social Responsibility Practices by Public Limited Construction Firms in Malaysia” Unpublished Master Thesis submitted to Faculty of Built Environment, Universiti Teknologi, Malaysia.
8. Alberto Willi (2014) “Corporate Social Responsibility in Developing Countries: An Institutional Analysis”, Unpublished Ph. D. Thesis submitted to University of Bath.
9. Leung Cheng Han (2014) Corporate Social Responsibility in Asia Practice and Experience, Springer International Publishing, Switzerland retrieved from <http://www.springer.com/gp/book/9783319015316> accessed on 30/03/2018
10. Lok Yiu Chan (2014) Corporate Social Responsibility in the Hospitality and Tourism Industry, GALE CENGAGE Learning, USA relieved from <https://www.igi-global.com/book/corporatesocial-responsibility-hospitality-tourism/140978> accessed on 30/03/2018
11. Shohreh Saboji (2014) “Corporate Social and Environmental Disclosure in Developing Countries: Evidence from Bangladesh” Conference paper published in Proceedings of the Asian Pacific Conference on International Accounting Issues held at Hawaii, October, pp. 1-22
12. Paramata Satyanarayana (2013) “Creating Shared Value through Strategic CSR in Tourism”, Unpublished Ph. D. Thesis submitted to the University of Edinburgh Md. Habib-Uz-Zaman Khan (2010) “The Effect of Corporate Governance Elements on Corporate Social Responsibility Reporting”, International Journal of Law and Management, Vol. 52 (2), pp. 82-109
13. Susith Jude Fernando (2013) ‘Corporate Social Responsibility in Global Supply Chains’, Supply Chain Management: An International Journal, Vol. 14 (2), pp.75-86, <https://doi.org/10.1108/13598540910941948>
14. Adaeze Chinweogo Okoye (2012) "Consumer Perspective on CSR Literature Review and Future Research Agenda", Management Research Review, Vol. 38 (2), pp.195-216.

