

Small is Beautiful: Can Formation of Social Capital Able Facilitate Rural and Urban Development Policies in Terms of Sustainable Corporate and Community Social Responsibility Initiatives?¹

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ABSTRACT

This paper makes an attempt to explore future roadmaps of research in the happening areas of community development strategies facilitated by the formation of an enabling environment of social capital and underpinned by both corporate citizenship and social entrepreneurial endeavors on the part of third sector i.e. civil societal actors. How can the body civil emerge from our public sphere in order to critically negotiate with the state (body politic) and the market (body economic) is a principal concern of this paper. Our central argument hinges upon the assumption that greater cooperation and informed consent can only work towards a larger consensus of interests that is again a macrocosm of individual worldviews and organically motivated profiteering ventures. From the beautiful small to the even more fascinating larger social entity of the collective social arrangement is an ongoing journey that can be further catalyzed by an optimum mix of the self and the other.

Keywords: Ethical Business, Responsible Business Applications, Participatory Development, Inclusive Growth, Sustainability, Civil Society, Social Capital, Choices.

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Introduction

This paper makes an attempt to interrogate the underlying connections between urban and rural community development and Corporate Social Responsibility (CSR) underpinned by the dynamics of social capital. We argue that embeddedness and connectivities within the social psyche can work towards contributing to the overarching policy framework of community development while this entire process can be extended an impetus by virtue of CSR-led initiatives.

The community as a whole can never be left alone to itself as a theoretical category or even a construct of post-postmodernist ideology that tends to approach the whole as a multicultural imbroglio of politics that is without any sense of direction or honesty of purpose. It is to be appreciated that the individual actors play a greater role in community dynamics that we shall ever be able to understand. And this itself lends a plethora of analytical perspectives to the politics of CSR underpinned by the dynamics of Social Capital.²

For Social Capital is a convenient arrangement (an altogether too simplistic heuristic concern) of learnt values and ethical choices that is context-specific and rooted in what we address nowadays as culture root paradigms. The discourses of trust and cooperation tend to lead us to an understanding where we start to believe that even is trust has to be inculcated by a process of critical political socialization. Such an approach may be self-deprecatory in the long run.³

The Polemic

The relationship between Social Capital, Corporate Social Responsibility and Urban Development Policies hinges on a debate that is informed by both a symbiotic as well as a semiotic discourse. It is apparent that CSR and Social Capital are mutually dependent while Urban / Rural (Community) Development Debates are constructs of the social well-being ideology that

² See Gilbert Jr., D. R. (1986), "Corporate strategy and ethics", *Journal of Business Ethics*, Vol. 5, No. 2, pp. 137-150, in this connection. See also Gray, R., Bebbington, J. & Collison, D. (2006), "NGOs, civil society and accountability: Making the people accountable to capital", *Accounting, Auditing and Accountability Journal*, Vol. 19, No. 3, pp. 319-348.

³ Cf. Harmon, J. (2004), "Introducing John Rawls: A review of *The Cambridge Companion to Rawls*", *Philosophy and Social Criticism*, Vol. 30, No. 5-6, pp. 643-663; and Hill R. P. (2005), "Do the poor deserve less than surfers? An essay on the special issue on vulnerable consumers", *Journal of Macromarketing*, Vol. 25, No. 2, pp. 215-218.

are influenced prominently by civil societal dynamics. So the disturbing questions that are obvious at this juncture are as follows:

1. Is Social Capital only an altruistic arrangement of trust and cooperation that should never be bothered about the everyday politics of life that happens to determine the way corporate players tend to invest in what we address as social profits?
2. Are social profits so far removed from the reality of CSR that these are disengaged (so to say) from pressing economic, cultural, political, environmental and ethical concerns?
3. Should a multi-verse of liberal and competitive democracy at all be allowed to encroach upon the domain of practical reason of what essentially constitutes the core of social consent?
4. If CSR is not sustained by the bindings of a community-level incipient contract then what other motivational strategies should be deployed to ensure that Social Capital is present and alive and kicking (so to say) in order to broad-base community development initiatives?
5. Why should corporate biggies invest financial profits in CSR if not at all inspired by Social Capital as a new value and a worldview that also suggests that what you put in ultimately you draw out if not in terms of money but at least in terms of enhancement of your public image?

Pretty disturbing questions but there is always the opportunity to recline on the postmodern couch and spin high theories in order to collate theory and praxes in a more or less acceptable format. The issues of power, hegemony, legitimacy and conflict emerge as serious contentions at this point when we increasingly tend to address the WE rather than the I and the US / OUR rather than the mine / myself.⁴

For CSR is all about a deepening sense of commitment towards the whole rather than the part where we are all entirely de-schooled in order to be tutored in the pedagogics of the underprivileged. And Social Capital simply happens to be a convenient tool that is more often than not deployed by CSR

⁴ See Manor, James (1996). 'Recent Trends in the Study of State-Society Relations'. Mette Halskov Hansen and Arild Engelsen Ruud (eds), *Weak? Strong? Civil? Embedded? New Perspectives on State-Society Relations in the Non-Western World*. Oslo: Centre for Development and the Environment, University of Oslo; March, James G. and Johan P. Olsen (1995). *Democratic Governance*. New York / London: The Free Press; Marjit, Sugata *et al* (May 1999). 'Harassment, Corruption and Economic Policy'. Munich: CESifo Working Paper No. 189, in this context.

practitioners in order to create a few visible benefits i.e. a basket of utilities, so to say.⁵

The real challenge follows subsequently when the questions of what to give to whom and why and where and how emerge. This is the classical dilemma of the authoritative allocation of values that simply illustrates that whatever you do and how hard you try you shall never be able to give universal and uniform satisfaction to your clientele as their service provider. So you have to walk precariously across the tightrope of priorities that are decided rather upon the basis of situational exigencies rather than the perspective of visionary thinking!

The Counter-Polemic

Corporate Social Responsibility as an analytical tool can be used in the field of Business Management to facilitate different business practices from both an ethical angle and a utilitarian perspective. Business managers should try to entrench networks of trust, loyalty and cooperation within and without their organizations. This also makes good business sense in terms of rational choice theory.

Good business is also about establishing customer-friendly images in a manner that highlights values such as reliability, trustworthiness, quality, economy and durability. These values evolve over time and are underpinned by a sustained relationship of confidence. So specific products more often than not become identified with brand names either for niche or for broad-based markets. Brand equity and positioning so generally depend upon the successful merchandizing of products and their images.

The changes induced by development in a liberal democratic country like India can be reasonably managed if urbanisation is based on multi-stakeholder dialogues based on trust and networks of cooperation (what we tend to increasingly address nowadays as Social Capital). Non-inclusion of all the concerned stakeholders may lead to discontent and even violence.

The political scenario of West Bengal after the Union Parliament Elections 2009 demonstrates the importance of Social capital in our civil society. In the run up to the General Elections a major electioneering campaign of the

⁵ Cf. Putnam, Robert, D. *et al* (1993). *Making Democracy Work: Civic Traditions in Modern Italy*. Princeton, New Jersey: Princeton University Press; and Scholte, Jan Aart (1996). 'Beyond the Buzzword: Towards a Critical Theory of Globalization'. Elenore Kofman and Gillian Youngs (eds). *Globalization: Theory and Practice*. London: Pinter.

Opposition was focused on the role of the State Government in forcible land acquisitions by exercising Eminent Domain (acquiring private land and property for a public cause by citing the Land Acquisition Act 1894).

The Opposition maintained that private entrepreneurs should either purchase land directly from the owners (cultivators) or else build their factories on land owned by the State Government. But the industrialists wanted to purchase plots of land near Kolkata to utilize the available infrastructural facilities. The State Government sided with the industrialists by forcibly acquiring fertile agricultural land.

The result of the elections was a traumatic defeat for the ruling Left Front, its worst electoral defeat since they first came to power in West Bengal in 1977. The defeat was preceded and followed by skirmishes and political violence that snowballed into a twelve-hour General Strike called by the Opposition on 17 July 2009.

The West Bengal Government has now declared that no land will be taken forcibly from unwilling owners. India, along with rest of the world, is currently trying to combat the global recession. The recession has made infrastructure development even more critical both in the rural and urban sectors to generate new employment and to stimulate the economy. Such pressures may create urgency, but these processes, like the dynamics of liberal economic reforms, cannot be rushed.

These processes can never ever afford to ignore the core values of participatory development and Social Capital if we are to avoid the violent repercussions recently seen in India. Sustainable Development and inclusive growth reflect the principles of good governance (accountability, participation, predictability and transparency). All the stakeholders of development projects should be able to exchange ideas and opinions on the basis of mutual trust and cooperation.

The puzzles and polemics of development tend to raise more questions than provide customised answers. We have to understand that each problem has its own unique context and that the solution needs to be located within the organic complexities and institutional realities of the problem itself. A Social Capital approach has the potential to resolve disagreements and act as a platform to explore strategic solutions.

The Discourse

The *problematique* of this paper is structured around the polemic of civil societal institutions (networks and embeddedness) and democratic governance (inclusive growth and participatory development) among other critical areas of social scientific research. This line of theoretical research is expected to contribute new knowledge and facilitate innovative research to better understand the interactions and interplay between actors and their institutions.⁶

The politics of everyday life and human development are generally informed by the dynamics of choice and the strategies of cooperation. This tension can be somewhat resolved by adopting the Corporate Social Responsibility approach, as inclusive growth can more often than not be ensured by empowered choices and delegated actions.

This highlights the importance of Corporate Social Responsibility in all our grand as well as small narratives today in a world where economic signifiers and their signified meanings are more or less in a state of constant flux provoked by the marketplace of politics and the social as well as cultural rhetoric of glocalization.

It may appear to be rather far-fetched to deploy a highly specialized social scientific theoretical category like Corporate Social Responsibility in the area of Business Management and Industrial Relations. The latter is a network of relationships that enter into professional dynamics with one another in the highly charged world of business informed by factors such as the profit motive, ethical applications, conflict resolution and a sense of accountability vis-à-vis the environment, sustainable development and inclusive growth.

So innovative ideas supported by creative images are required to streamline Industrial Relations in the post-globalized scenario that predicated upon both a breakdown of barriers as well as establishment of new and difficult barriers in the cyber world of netizens, their perceived expectations and their ever-increasing sense of achievements and complex role performances.

⁶ See Loury, Glenn (1987). 'Why Should We Care about Group Inequality?' *Social Philosophy and Policy* (5); Waters, Malcolm (1995). *Globalization*. London / New York: Routledge; Bourdieu, P. (1986), 'The forms of capital', in J.G. Richardson (ed.) *Handbook of Theory and Research for the Sociology of Education*, New York, Westport, CT and London: Greenwood Press, pp. 241-58, in this regard.

So we have to understand the *problematique* of the increasing hiatus between business managers and their employees in the context of relative deprivation that may be either incremental or else decremental in nature. The critical ploy that has to be strategized in this connection is the network of interdependence that depends upon the fluctuating degrees of trust and cooperation and overall organizational health of any given industry.

A perspective analysis of the dynamics of trust in any business organization happens to be a most problematic exercise that has to be carried out over a period of time and that involves multiple stakeholders as well. Why should one trust his / her peers, superiors and subordinates? Is trust a construct of culture specifics? Can trust be equated with the given socio-politico-economic realities of any spatio-temporal context? Can trust be learnt or emulated? Can trust be analyzed in terms of cost-benefit calculations?

These are rather disquieting questions with no unilinear answers. Business leaders have to realize that the pedagogics of trust and resilience of professional relationships can only be tested against either hypothetical or real life situations where the actual motivations, aspirations, perceptions, preferences and culture root paradigms of individuals or groups are explicitly exposed in the given context of their informed self-interest.

Trust happens to be a matter of choices that is not altogether different from the various other choices we make during the course of an ordinary day. But choices are also inspired and conditioned by values that are established standards of social interactions and constantly relearnt during the life of organizations and the professionals who sustain such organizations.⁷

But trust is also a societal resource that is limited by its very nature, as individuals more often than not put their own self-interest first rather than the interest of their respective organizations. The core challenge is to translate these small narratives of power into a grand narrative of preference that would ultimately facilitate a transition of business culture of given organizations.

⁷ Cf. Burt, R.S. (2000). "The Network Structure of Social Capital". Research in Organisational Behaviour, Vol 22, pp. 1-83; Chloupkova, J., G.L.H. Svendsen and G.T. Svendsen (2003), 'Building and destroying social capital: The case of cooperative movements in Denmark and Poland', Agriculture and Human Values, 20 (3), 241-252; and Coleman, J.S. (1984) "Introducing social structure into economic analysis". The American Economic Review 74 (2), 84-88.

So the game that is to be played by the different parties concerned would be to transcend the *actors and institutions* model to the *actors in institutions* prototype. This would be a game that requires a multiplicity of stakeholders and a plethora of their interests that would finally be integrated in an overarching design of motivations, aspirations and role performance.

When disjointed players start to commence upon the game upon a somewhat level play field then emerges the ever-critical issues of entitlements and capabilities. Each and every player has got entitlements to improve upon his / her own material conditions of life, status of empowerment, value systems and catalyze the politics of everyday life. These entitlements have then to be qualitatively upgraded to the level of capabilities. So from professionals to stakeholders is a long journey of accomplishments that would institutionalize a culture of trust and cooperation in organizations for the mutual benefit of all the concerned stakeholders.

Trust and cooperation happen to be dynamic aspects of human behavior that are both acquired as well as achieved during the course of everyday interactive exercises. One has to appreciate that trust as an interface is perhaps more potentially real and tangible rather than trust as a construct, as the former is an arrangement of convenience, connivance and knowledge while the latter is a living entity that comes across our daily social interactions as a concept that works in real time. In essence, therefore, reciprocation sustains trust while trust facilitates cooperation.

Why should one cooperate with another? Is it a learnt reflex or is it based on enlightened self-knowledge and self-interest? Would cooperation lead to intense creativity, new images, different ideas and better emotional and stress management? These questions and their answers have to be delved into and dwelled upon before we even try to garner an entire array of new knowledge on this subject.

Relationships can be built upon cooperation, competition and conflict. Each such mode will explore new models of interface and would finally lead to an inchoate world of new possibilities where men and women in the industry would steadily learn how best to unlearn past lessons and deschool themselves from the cultural baggage handed down the generations.

For one lesson is almost clear at this juncture of empirical findings i.e. actors will only cooperate if there are elements of confidence and potentialities of profit to be found in such bilateral or even multi-modal discourses. The

architecture of social knowledge that fosters industrial relations and the microphysics of power that acts as a conducive ensemble in the background of labor welfare are, after all, situation-driven and culture-specific realities that need to be continuously re-examined against the context of changing politics and economics of the body social.

But what about the body corporate as a whole? This is an entity that can neither be enticed nor be allured into rash decisions and myopic strategies. If cost-cutting is the order of the day and free rider expenditures are on their way out, then it is also the duty of business managers to adequately sensitize their industrial work forces and integrate them in a culture of consensus without which the entire complicated domain of trust management would be severely disempowered.

From the management of human values to the management of corporate trust is a long, arduous and unenviable journey that requires out of the box thinking matched with the capacity to relate to the empathy of individuals. So rapport-building would appear to be a crucial requirement in this context of trust management when business leaders should be able to overcome the tedium of Human Resource Development overkill in order to efficaciously enter into revolutionary dialogues with both blue as well as white collar workers to make them chant the mantra of their respective organizations underpinned by their rational choices.⁸

It is somewhat difficult to estimate the rationality of a choice until the outcome of that choice is perceived either in material or else in psychological terms. Exactly *how rational a choice is* would have to be decided subsequently when the question *how utilitarian that choice was* would emerge in the future.

The issue of Industrial Relations is all about the management of choices in the workplace. Why should workers obey the management? What are the concerns of the management that are reflected in its style of leadership? Is loyalty related to motivation? Or is loyalty a function of the chain of command? What are the effective outputs of hierarchy?

The management and the workers have to mutually entrench an ethos of cooperation that would both create and sustain the values of Ownership /

⁸ See Coleman, J.S. (1988a), 'Social capital in the creation of human capital', *American Journal of Sociology*, 94, 95-121; Coleman, J.S. (1988b), 'The creation and destruction of social capital: implications for the law', *Journal of Law, Ethics & Public Policy*, 3, 375-404; and Coleman, J.S. (1990), *Foundations of Social Theory*, Cambridge, MA: Harvard University Press, in this context.

Trusteeship in their given organizations. One has to belong to and long for one's organization simply because organizations are the institutions of collective behavior where people associate and interact to pursue certain set goals. The very fact that these targets have to be achieved and new targets innovated point to the fact that the organizational health of any given industry is sound. The point of saturation has to be ably and creatively transformed into an arena of new possibilities that lead to new challenges and innovative gestures.

But achievement of targets is critically dependent on team performance, and so the team players have to share different degrees of responsibilities and have to be burdened with different measures of failures and successes. The most important consideration at this point is to determine who can shoulder what amount of burden. So the question of authoritative allocation of values has also to be pondered upon actively by the management concerned.

The issue of Ownership / Trusteeship is also almost organically related to the issue of institutions. Each business organization, in sociological terms, is an institution replete with a history of evolution, work culture, Trade Union ethics and typical management practices. So the study of business organizations as dynamic institutions of power, authority, repression, obedience, reward and punishment may lead to an ulterior understanding of Industrial Relations.⁹

Actors and their interventions become criticalities that have to be objectively factored into the discourse of polemics that center on issues / concerns of Industrial Relations. The credo of loyalty is also another ponderable that may be studied or else addressed in order to appreciate the different dynamics of Corporate Social Responsibility, Rational Choice and Value Management.

Environmental Ethics

The present paper lays emphasis on several theoretical and empirical aspects of environmental politics, CSR and Social capital so that the critical dependencies between human and physical environmental settings are

⁹ Cf. Toenjes, R. H. (2002), "Why be moral in business? A Rawlsian approach to moral motivation", *Business Ethics Quarterly*, Vol. 12, No. 1, pp. 57-72; Craig Calhoun (ed), *Habermas and the Public Sphere*. Columbia: Columbia University Press; and Helleiner, Eric (1994). 'From Bretton Woods to Global Finance: A World Turned Upside Down'. Richard Stubbs and G.R. Underhill (eds), *Political Economy and the Changing Global Order*. London: Macmillan.

suitably focused and discoursed in the process. The social issues and concerns of environment have become more prominent and relevant especially since the Second World War, when the impact of weapons of mass destruction and nuclear holocaust made us painfully aware about the politics and economics and sociology of environment.

The alternative to sustainable environmental development at the beginning of the new millennium appears to be mutually assured destruction. So new disciplines such as human and political ecology have developed in order to interrogate the politics of development that is more often than not an interplay between the choices of policymakers and voices of stakeholders caught desperately between the currents of so-called human progress.

Sustainable environmentalism is a critical concern of the new millennium at the policy and praxes levels, as this issue predicates new and exciting disciplines such as political ecology, environmental ethics, human ecology, eco-feminism, environmental law, moral ecosophy and development ethics. Sustainable environmental development has of late emerged as a serious *problematique* that requires to be negotiated in terms of workable strategies. Environmental Management Plans generally constitute the formulation of quantifiable benchmarks supported by Monitoring and Evaluation exercises to assess the benefits accruing from implementation of EMPs. Monitoring is the scientific collation and compilation of primary as well as secondary data to gain insights into the process, project and progress indicators while Evaluation is the systematic analysis of environmental projects, including aspects like design, implementation and results.

Evaluation leads to increasingly informed decisions, allowing those involved in this process to learn from experience and to be accountable to the dynamics of the project. Monitoring and Evaluation should be utilized to establish accountability and understand the dynamics of environmental projects.

Information, Education and Communication strategies involve different concerns of environmentalism related to awareness-generation, advocacy / activism and sensitization that are attuned to culture and gender specifics. In order to scientifically implement project-related tasks it is rather imperative to develop a time-frame of IEC activities to be carried out during environmental project cycles. Any given Environmental Action Plan must elaborate and schedule the tasks to be undertaken in accordance with the aims and objectives of IEC as mandated by the scope of different environmental projects.

Benefit Monitoring and Evaluation (BME) of environmental projects in terms of new physical resources created is an exercise related to measurement of technical interventions and designs at the levels of planning and implementation. It is important to understand that Impact Assessment of environmental projects should also include the ethos and best practices of participatory development.

Participatory environmentalism can be sustained by a basket of methodological tools such as Focus Group Discussions, Gender Interviews, Community Meetings, Logical Framework Analyses and Risks Assessment. Resource Mapping, for instance, is an imperative requirement for Joint Forest Management and Natural Resource Management initiatives. Needs assessment of physical resources as perceived by the community must be based on such participatory methods. This is especially true in the case of rainwater harvesting and arsenic-free drinking water projects. Micro-planning at the grassroots should inform the choices and voices of the concerned stakeholders. It remains a fact that sustainable environmental management is nearly always intrinsic to local-level realities. So it is critical to be attuned to the local for environmental movements to succeed at the global level.

Environmental management indicators can be both quantitative and qualitative in nature in order to provide primary inputs to monitor different projects, evaluate progress of project implementation and guide the stakeholders to sustain the benefits of the projects. Such indicators may also evaluate the impacts of the projects on the quality of life of the stakeholders before and after implementation and also examine the increased level of community participation and awareness-generation vis-à-vis project interventions.

Under different Initial Environmental Examination scenarios the State of Environment may be studied in the context of varying Pressure State Response Models. Environmental Action Plans must also lay down strategies for both qualitative and quantitative methods in order to freeze the ground realities and design physical interventions under different environmental projects. Such interventions should generally be participatory i.e. underpinned by the Stakeholders' Consultative Process (SCP). SCP is central to the methodology of environmental projects. SCP moves away from the conventional top-down approaches that involve measurement of project performance against pre-set indicators by using standardized procedures and tools. The new strategy of participatory development lays its primary emphasis on Public Information and Consultation endeavors.

Environmental projects underpinned by the rationale of participatory development should define statements of measurable objectives in terms of physical interventions, design a structured set of indicators covering outputs and likely environmental impacts and include provisions for data analyses and periodic reporting to the project stakeholders.

Process indicators are benchmarks that are concerned with the dynamics of environmental change i.e. how change is to be effected at the grassroots, how the process of change is to be managed with the help of external interventions and internal facilitation, how best change can be reconciled with conventions?

Environmental projects cannot always follow predetermined approaches. Best practices of environmentalism more often than not emerge from chaos but subsequently lead to cohesion by resolving the tension between priorities and utilities. BME indicators may be designed keeping in view the fact that environmental projects aim to facilitate need-based awareness-generation programs.

Participatory environmentalism can be defined as an interactive process during the passage of which the concerned stakeholders gain access to the decision-making process either directly or via institutionalized representation. This helps to identify the needs and perceptions of primary stakeholders, sustains civic amenities after withdrawal of implementing agencies, monitors progress of physical works, streamlines community-level institutional mechanisms and develops ownership among community members vis-à-vis collective assets and Common Property Resources.

Environmental participatory strategies operate at two levels: [1] the communitarian level where the community is brought back into environmental focus in order to build and sustain a proprietary sense among primary stakeholders and [2] the neoinstitutional level where “actors and institutions” are transformed into “actors in institutions” i.e. end-users of environmental resources are mobilized suitably to identify their community agenda with environmental interests.

These are strategic measures utilitarian tools to motivate the community to become proactive and safeguard collective concerns at the level of the environment. Environmental awareness programs serve to build empathy at the community-level and facilitate dialogic rather than pedagogic terms of discourse at the project implementation, monitoring and evaluation levels.

Community Mobilization and Participation (CMP) activities are not an end but a means to secure rapport-building that may ensure acceptance of environmental initiatives. Environmental interventions must be scientifically implemented and informed by a definitive plan of action. This is despite the fact that environmental monitoring and management generally emerge from flux and can seldom be planned in a structured manner.

Environmental problems may be identified and cause-effect relationships determined in this process. This may also help to identify benchmarks of solution impacts (facilities proposed to be provided under environmental projects). The problems identified should be converted into need-based statements. This exercise requires discussion and prioritization of environmental needs. The achievements of environmental projects generally depend on how project beneficiaries react to the resources created or sustained by the project initiatives.

For participatory approaches to Monitoring and Evaluation (M&E) to be effective, these need to be integrated with environmental projects and adopted on a continuous basis. These results can be utilized to re-strategize the key issues and generate new questions during subsequent M&E. Environmental projects may simultaneously develop new activities and encounter new problems that which may affect the stakeholders' perceptions of project-related activities. Communities may also experience changes from other sources that may have an impact on the progress of environmental projects.

Environmental Impact Assessment (EIA) serves as a benchmark against which project progress in terms of environmental interventions may be quantified. Such periodic exercises provide insights on the part of primary as well as secondary stakeholders in the sense that strategies may be revised, goals redefined and praxes reformulated in the light of field-level lessons learnt during implementation of project objectives. Such a critical and heuristic manner of learning from past mistakes and making necessary amendments during the project cycle to aim at moving targets more often than not inform EIA studies that focus on the core issues of sustained environmentalism.

Environmental development is more often than not value-specific i.e. progress indicates changes at the level of value systems, broadbased worldviews, evolution of new managing agencies at the level of the mode of production and dynamic interfaces cohered among the stakeholders who

happen to manage environmental affairs and the agenda of institutionalized joint participation mechanisms.

Environmental management so emerges as a continuous exercise that should be able to reconcile contending role definitions between stakeholders and beneficiaries as well as resolve the tension of priorities between the notions of sustainability and environmental best practices. This paper has tried to conceptualize the lessons learnt and identify the good practices of sustainable environmentalism and CSR so that future roadmaps for action research, advocacy and activism can be suitably cohered in the process.

A range of notions underpinned by contemporary models of analyses has been examined from plural socio-economic as well as politico-cultural backgrounds that adequately reflect the state of environment and assess the quality of man-made and natural resources in the context of sustainable systems and multicultural societies. An understanding that repeatedly comes across during the perusal of the different schools of thought is the notion that social and physical environments impact upon one another and share an entire array of symbioses that have to be continuously investigated in order to explore indigenous solutions and establish convergence for the sake of ecological equilibrium and sustainable community development supported by CSR and Social Capital.¹⁰

Environment has both physical and human aspects, and the latter more often than not influence the former in terms of multiple strategies and image-building exercise. Environment - like any other limited resource in human society - has steadily emerged since the Industrial Revolution as an issue that assumes ownership of all the concerned stakeholders and - as an unfortunate result - is really nobody's ethical responsibility.

So the North can afford to pollute mindlessly and then hold the South responsible for this sorry state of results while it is a fact that the patterns of consumption, industrialization and urbanization (development?) in the rich countries add more viciously to environmental degradation, global warming and climate change than elsewhere in the world. Not for nothing have we

¹⁰ See Hill, R. P., Felice, W. F. & Ainscough, T. (2007), "International human rights and consumer quality of life: An ethical perspective", *Journal of Macromarketing*, Vol. 27, No. 4, pp. 370-379; Hsieh, N-H. (2004), "The obligations of transnational corporations: Rawlsian justice and the duty of assistance", *Business Ethics Quarterly*, Vol. 14, No. 4, pp. 643-661; and Jackson, K. T. (1993), "Global distributive justice and the corporate duty to aid", *Journal of Business Ethics*, Vol. 12, No. 7, pp. 547-551, in this connection.

heard the doomsday conspiracy that the Third World War would soon be fought on the issue of drinking water.

Moral Ecosophy has to be conscientiously practiced if we are to save Planet Earth from the apparently irreconcilable axes of power that have fractured the Global Economic Order and exposed the pretensions of the so-called process of Globalization that has only further deepened divides across our International Moral Order. But this is perhaps a noble aspiration without any conformation from our everyday politics of life and endangered realities.

Corporate Citizenship

The *problematique* of corporate citizenship is rather complicated, as it entails different types of choices in different space, time, culture, knowledge and power discourses. The choices before corporates may not always be uniform, and may be influenced by considerations like a global economic meltdown, local political tension, national emergency, social problems, regional discrepancies in development, bad economy of scale, retrenchment, cost-cutting etc.

But the critical central issue still remains the anatomy of choice: why do corporates ordinarily behave in one manner while conforming to the basic tenets of corporate citizenship and why do they tend to behave otherwise under duress and especially during adverse market situations? This in itself constitutes an interesting universe of research where various factors such as values, beliefs, attitudes, inclinations, orientations, opinions etc come into play in the wider area of choice influenced by an inchoate regime of deterministic / indeterministic chaos. The question of moral values and business values may occasionally come across as a dichotomy, especially when the role of corporate values such as competition, optimization (profiteering?) and loyalty is concerned. The recent economic recession worldwide has prompted Big Business worldwide to retrench, cut costs, economize on operations, production, marketing and other strategic areas of their daily activities. But there also have been instances in India where probationers given the pink slip were again brought back home, so to say.

This is perhaps a truly Indian phenomenon that has been also somewhat motivated by external political pressures. But this event is not to be identified with the somewhat out-of-vogue concept of Asian Values. The issue of corporate citizenship as sustained (hypothetically) by the arrangement of trust and cooperation in business is also perhaps a function

of traditional (Indian) family values that happen to rely much more on loyalty and feudal ascriptions rather than the rational-legal structure of legitimacy and authority.

Culture is what we use while civilization is what we are. If we are to understand conflicts, stress and negotiations in business in a somewhat new light then we also have to appreciate the role of corporate citizenship in the politics of everyday life of organizations where individuals engage themselves in pursuing different forms of economic activities. Culture as capital can contribute effectively to the body corporate by defining the various role performances of the multiple stakeholders concerned in industry. Both the management and the workers can experiment successfully with different types of cultural modes relevant to their industry.¹¹

Senior business leaders in India occasionally make it a point to organize brainstorming sessions where even junior managers, worker representatives and Trade Union leaders can voice their own ideas about better productivity, new R&D, innovative marketing, revolutionary designs and improved economy of scale.

So it appears that both choices and voices have to be entrenched in the domain of better business sense boosted by motivation, inspiration, trust and cooperation. The more broadbased this industrial dialogue happens to be, the better would be the chances to experiment in a more creative manner with the changes that lead to overall better management of corporate citizenship.

Organizational change can be perceived as an inherent corporate resource that can be utilized by different stakeholders to add value to their concerned industries. It is not always quite easy to address change in organizations, as multiple players find it more often than not difficult to cope with transformations and transitions. Organizational development, evolution and health depend upon targeting moving goals that are continuously in a state of flux. But how really to use change as an organizational resource? Changes can take place in terms of qualities of output, levels of production,

¹¹ Cf. Lehman, G. (2001), "Reclaiming the public sphere: Problems and prospects for corporate social and environmental accounting", *Critical Perspectives on Accounting*, Vol. 12, No. 6, pp. 713-733; McClintock, B. (1999), "The multinational corporation and social justice: Experiments in supranational governance", *Review of Social Economy*, Vol. 57, No. 4, pp. 507-522; and Moriarty, J. (2005), "On the relevance of political philosophy to business ethics", *Business Ethics Quarterly*, Vol. 15, No. 3, pp. 455-473.

modernizing technologies, innovative methodologies, deschooled pedagogics and radically different marketing strategies. Such changes vis-à-vis organizations can even be studied in the context of the Guest-Host discourse where changes are not perceived as ghosts of spatio-temporal realities but rather as guests in the context of host organizations.

So change can also be sustained as a resource in the context of organizational change and corporate citizenship. Whenever changes occur, there are sweeping as well as drastic effects on the levels of motivation, business strategies, styles of leadership performance, marketing techniques, economies of scale, interpersonal relationships, priority areas and preferential values. It is imperative that this phenomenon of change should be managed by professionals to yield better results and add enhanced value to the concerned organizations.

The management of change is a critical discourse. It takes place at the levels of perception, motivation, attitude and leadership. How best to motivate both the management and the workers to coordinate business activities under a different regime of change is often a fascinating study that can lead to exciting new insights related to the organic realities of organizations.¹²

How people try to cope with stress and strain, conquer their anxieties and worries, battle with their learnt values against new values and finally emerge as either winners or else losers is a crucial exercise that impinges upon the working of processes, products and arrangement of realities both within and outside organizations.

Corporate citizenship is basically a function of strategized cultures pitted against fractured realities. The ways in which the owners, managers and workers perceive reality / realities may be radically different from one another. Their perceptions are conditioned by their Culture Root Paradigms that constitute the overarching rhetoric of change of their organizations. Change can both create and destroy.

So corporate citizenship as a dynamic of Business Organizations can also serve as a metaphor of change against the overall backdrop of ethical applications in business. How objectively to wield any given technology,

¹² See Preston, P. W. (1996), *Development Theory: An Introduction*, Blackwell Publishing, Cambridge, MA; Spivak, G. C. (1988), "Can the subaltern speak?", Nelson, C. & Grossberg, L. (Eds.), *Marxism and the Interpretation of Culture*, University of Illinois Press, Urbana, IL, pp. 271-313; and Huntington, Samuel P. (1968). *Political Order in Changing Societies*. New Haven / London: Yale University Press, in this regard.

how to cohere and conjoin angularities in attitudes, how to add to the existing stock of Social Capital by sustaining working relationships in business etc can arguably constitute the first steps towards building what social scientists and field practitioners engaged in the Development Sector tend to address as Multi-Stakeholder Dialogues.

Such a dialogic mode of interaction involving multiple actors (and their roles) as well as different stakeholders (with their own typical interest/s in the organization concerned) is not always easy to institutionalize as a new credo of organizational reality. Tripartite talks between the Government, Management and Labor may be cited here as a rudimentary example of such multi-level, multi-faceted and multi-functional dialogues. But Labor Laws and social welfare legislation apart, these dialogues are essential to understand in consensus the aims, aspirations and both long- and short-term business strategies of organizations.

One of the basic objectives of multi-sectoral stakeholder dialogues is to move away from the merely welfarist, altruistic and pluralistic orientations of organizations to a given mode of corporate citizenship that has to be learnt, lived with and assiduously practised in order to transcend everyday realities to an aura of a changed way of business life. Post-postmodern societies have to desperately try and learn the post-global manner of existence where almost nothing is permanent, so to say. Markets change and clientele change while entire economies go through phases of radicalization that tend to impart new meanings to business strategies and ethical applications.

So the entire gamut of signifiers and signifieds also change and cater to further transitions in business organizations stylized and dictated by the polyphony of voices. These voices are supported by choices of change, regime of discourse and strategies of organizational development. The plethora of voices is an indicator of change in terms of both process and progress, although these are rather value-loaded expressions. So the more vibrant dialogues become the more adequate is their scope to include. Because if modern business today happens to stress increasingly upon Sustainable Development and Inclusive Growth, then it also becomes a necessary commitment to emphasize more on the broadbased nature of quality and multiple dialogues that encompass the small narratives of power and authority and corporate citizenship.

So it would appear that good or bad business sense impinges more upon the multiplicity of dialogues rather than decisions taken in isolation. So the analyses with regard to processes and progress necessarily indicate whether

business decisions and / or solutions would be sustainable in the long or short run. An examination of perspective is important to both assess and understand the criticality of business sense in the context of improved Industrial Relations. So how does one ensure better relations in business while at the same moment trying to make higher profits?

This decision can only be made after a Knowledge Attitude Perception study is undertaken to evaluate the comparative benefits / estimates between better business relations and higher profits. Ethical applications in business activities should also be actively considered in this context of corporate citizenship.

The combination of business sense with ethical sense is a utilitarian, altruistic as well as profiteering strategy that is difficult to follow conscientiously in the real world. Individuals are not always driven by ethical aspirations. It is a given fact of life that we generally follow the predatory instincts of our personal profit motives. The challenge is to inculcate the best possible fit between profits and ethics, immediate gains and strategic alliances, present temptations and future goodwill. A modicum of balance has to be struck in this context so that the different types of extraneous and internal variables that tend to influence such a process of decision / policy-making can be balanced in an almost rational manner.

Our ethical selves may not always be our instinctive beings. It is a metaphysical question of existence versus sustenance, learnt values versus inherent proclivities and cost-benefit analyses between the self-satisfying self and the social satisfying other. When such conflicts between the otherness of the other and the openness of the self tend to be reconciled in the context of specific industry and general society, then the other uncomfortable questions regarding globalized dichotomies, the Digital Divide and the inchoateness of the self versus the nascent sense of otherness emerge.

Conclusion

So finally we are led to the direction of the sociability of business i.e. how social is business and how widespread and traumatic / therapeutic are the remedial effects of value applications to any given industry. Are workers now being consulted, are their priorities and preferences being listened to, are they more confident in the management, bolstered by the thought that retrenchment and lay-off would not be enforced until absolutely imperative?

Power plays become operational at this juncture of corporate citizenship when not only the social and cultural aspects of business but also the political and economic facets of the industry have to be accounted for to study the art of resolution of conflicts at the workplace. Conflicts of interest that arise from clash of values, attitudes, perceptions, orientations and values are occasionally constructs of different cultures. The manner in which actors engage in conflicts and lock horns with each other over issues of preferences and priorities often emerge from skewed realities where the concerned parties are located at different levels and on different levels of cultural ensemble and trappings of power.

Because conflicts primarily begin at the level of knowledge where the mind is constantly busy weighing different options. The manner in which individuals approach conflicts is also rather culture specific. The issue of corporate citizenship can be better understood if the fragmented concerns of conflict are better appreciated. Conflicts at the higher echelons of power are more about abstract / intangible realities such as power, authority, prestige, esteem, influence and access to the repository of high-end corporate values.

The more intricate and intrinsic happens to be the question of corporate citizenship, the more complicated becomes the entire debate of Social Capital. Because the specifics of trust, value and cooperation predicated by the realities of corporate networking and social embeddedness are inherently highlighted in the context of better performance, enhanced interactions and complex commitments of the industry to the market, clientele, quality, pricing and corporate citizenship.