

Influential Article Review - The “Chatterjee Model”: How CSR Contributes to Economic Growth

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This paper examines corporate social responsibility and policy. We present insights from a highly influential paper. Here are the highlights from this paper: Emerging economies face a plethora of social, economic and environmental issues. On the one hand, these have adverse effects that negatively impact the overall development of such economies; and on the other, they offer challenges which when addressed, help these economies to chart a course of integrated and inclusive growth, thus providing them with an opportunity for national development. India is no different. It has rural Bharat on one side that is steeped in illiteracy, poverty on the one hand and, a literate, rich, glitzy, corporate, urban India on the other; thereby fortifying the predicaments of an emerging nation. This paper, through an analysis of the socio-economic dilemmas and challenges of an emerging nation like that of India and scrutinizing the roles and responsibilities of Corporations to combat such a quandary through CSR, introduces the ‘Chatterjee Model,’ that urges, from a policy-maker’s point of view, that CSR should contribute to the national agenda of a country, helping it to accelerate its transition from an emerging to a developed nation. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Chatterjee Model, Corporate Social Responsibility (CSR), National agenda, Emerging economies, India, Cycle of Conversion, Companies Act 2013, Schedule VII, CSR Implementation, Tata Housing Development Company Limited

SUMMARY

- Developing countries are the ones where the impact of globalization, economic growth, investment and business activity are likely to have a strong impact on societal and environmental issues and challenges faced by the developing countries with respect to CSR are different as compared to challenges faced by the developed countries.
- In a developing country like India, it is increasingly appreciated and not least by business, that to become economic players of first-world magnitude, the challenges of a third-world developmental leap have to be addressed. There is also a sense both among business as well as others that business has to play a leadership role in bringing about this transformation .

- Thus, Indian companies have a very important and difficult role to play in the country's development. It is certainly more complex than the role of corporations in developed economies.
- The Chatterjee model is indeed a unique model, which is different from the Porter model, Footnote1 Elkington model, Footnote2 Prahalad model Footnote3 or any of the known models of CSR. While, all of the rest of the above-mentioned CSR models viewed CSR as a business opportunity, the Chatterjee model of CSR focused on the social developmental agenda of the nation.
- Moreover, the Chatterjee model is not only unique to the Indian socio-economic, environmental context; but is also a pioneer in the study of mandated CSR as a new area of research. India is the third country in the world that has a 2% CSR mandate, next only to Mauritius and Indonesia. However, each one has its own unique features to suit the needs and requirements of their respective countries. In other words, the study of the Chatterjee model is a live study of the CSR mandate in the second most populous country and the largest democracy of the world.
- This model was initially launched as the CSR Guidelines for the Public Sector Enterprises of India which became effective from April 1, 2010. Later, Dr. Chatterjee was instrumental in incorporating Section 135 into the Companies Act, 2013 which made CSR mandatory for certain stable companies having a net worth of INR five billion or more, or a turnover of INR ten billion or more, or a net profit of INR 50 million or more during any financial year. Not stopping there, this Act also laid down a Schedule VII, detailing the priority areas where such CSR resources need to be spent.
- This Schedule VII of the Act, through repeated amendments, since its formulation, helps prioritise the areas of intervention for the most rapid developmental results and creates the possibility of delivering high impact outcomes while achieving stringent CSR norms and goals. Thus, this CSR mandate has been created 'FOR INDIA, BY INDIA, IN INDIA', keeping in mind the unique Indian context and is 'LINKED TO THE INCLUSIVE DEVELOPMENT AGENDA OF THE NATION'

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Chatterjee, B., & Mitra, N. (2017). CSR should contribute to the national agenda in emerging economies - the 'Chatterjee model.' *International Journal of Corporate Social Responsibility*, 2(1), 1–11.

This is the link to the publisher's website:

<https://jcsr.springeropen.com/articles/10.1186/s40991-017-0012-1>

INTRODUCTION

India, designated as one of the world's ten emerging markets in 1995 by the Clinton administration (USA), has over the years, come to be seen as everyman of emerging nations, an archetype that captures the best and worst tricks of all the most dynamic young economies (Sharma, 1999). India is a subcontinent and its diversity makes it possible to assemble almost any picture of the pitfalls and promise of emerging markets, from the rustic, rural Bharat to the smart cities in urban India. The large states like that of Uttar Pradesh, with a population of 200 million, would on its own, represent the world's sixth most populous country; and West Bengal, having a population of 90 million, (Sharma, 2012), make administrative issues complex and multifaceted. Moreover, India has an estimated 269.3 million poor residents (2013), out of which 216.5 million reside in rural India (Rao, 2013), yet, contradicting this, is the fact that Indian stocks move and down more closely in sync with the global emerging-market average than the stocks of most other countries do, because its market is deep and diverse (Sharma, 2012). Hence, there are diversity, complexity and even contradictions in India, as an emerging nation.

Thus, the problem statement of this research paper is 'To introduce a CSR model that will specifically combat the challenges and dilemmas of an emerging economy (here, India); contribute to its National

agenda and thereby help to take it to the next level.' Therefore, the research objectives and questions that needs to be pursued are as follows:

- a) What are the socio-economic dilemmas and challenges of an emerging nation?
- b) What are the various national agendas in such economies?
- c) What are the different roles and responsibilities of Corporations through its CSR to combat such a quandary?
- d) What is the 'Chatterjee Model?' What are its main propositions?
- e) Can a mini Case Study be used to illustrate the model?

Thus, this paper not only introduces a new CSR model named the 'Chatterjee Model' that we will find, is distinctly different from the other CSR models like the Porter's 'shared value', Elkington's 'triple bottom line' and Prahalad's 'Fortune at the bottom of the pyramid'; but is also unique as it has already established itself as a legislation in the world's largest democracy, India. Thus, this paper is a great contribution to the body of knowledge of mandated CSR in emerging economies (here, India). In this context, one must remember, that researches on mandated CSR are a new field of study as CSR statute in India, itself, has been introduced only in the year 2013 and has come into effect from Financial Year 2014–15. By using the term 'mandated CSR' in the context of India, we refer to the Section 135 of the Companies Act 2013 that was introduced in India after replacing the 57 years old Companies Act 1956. This Section, among many other things mandates every company covered by the inclusion criteria to spend at least 2% of their average net profit in the previous 3 years on CSR activities. The Act applies to companies with a net worth of (Indian Rupee) INR five billion or more, or a turnover of INR ten billion or more, or a net profit of INR 50 million or more.

To understand the above-mentioned problem statement, research objectives and questions, the rest of the paper is as follows. Post Introduction in Section I, Section II analyzes and documents the various dilemmas and challenges of an emerging nation - India and thereby points out its national agenda. Section III draws on the recent theoretical literature on the different roles and responsibilities of Corporations in such an economy. Section IV explains the 'Chatterjee model', that urges, from a policy-maker's point of view, that CSR should contribute to the social and economic development of an emerging economy, thus helping it to accelerate to a developed nation. This is followed by a Case Study of Tata Housing Development Company Limited (THDCL), to validate the model. Section V is the conclusion, which is followed by Section VI, the way forward.

CONCLUSION

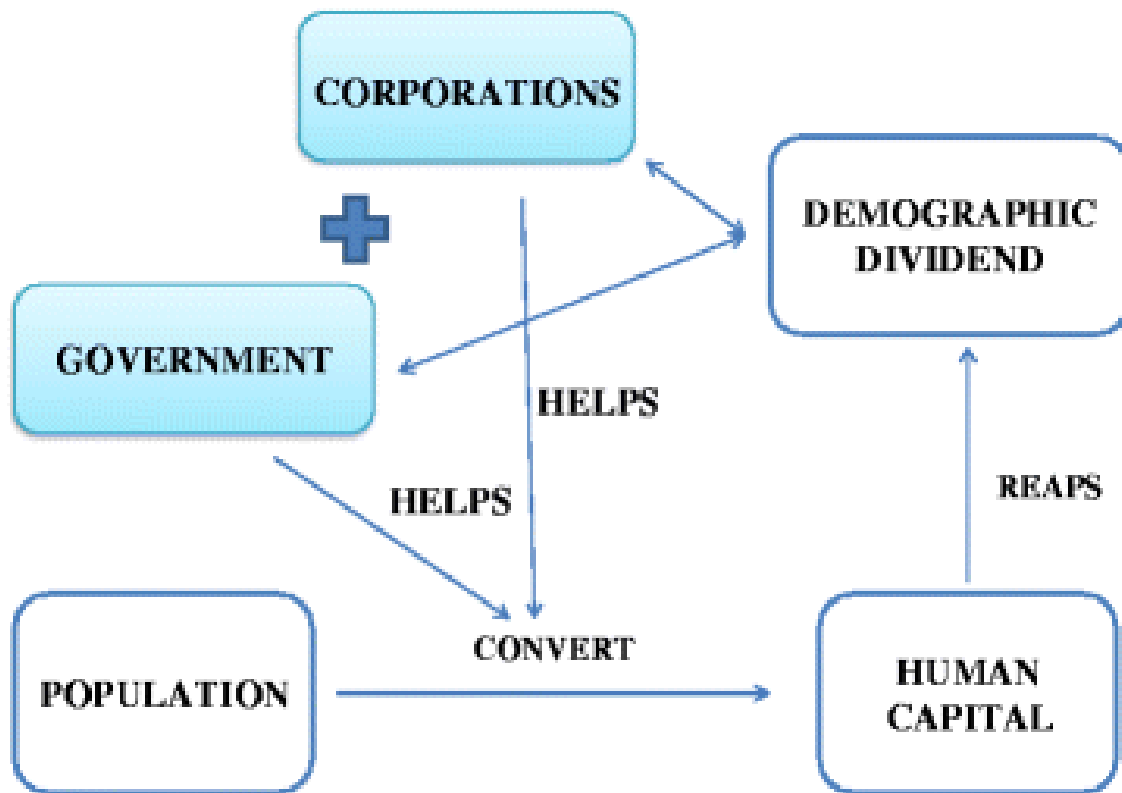
The involvement of one company like THDCL, by applying the Chatterjee model into its CSR portfolio in contributing to the national agenda is only the beginning. The importance of this CSR model in contributing to the national agenda of India can go a long way. The Chatterjee model is thus timely. There is greater need in India, than in the West, to build systems to serve the societal needs for health care, education, and the like (Maira, 2004). Given that the integration into the global economy is crucial to long-term development and poverty eradication, yet so difficult for many countries to achieve, it is essential to identify policies which help countries to capture the benefits of the market (O'Sullivan, 1997). Perhaps it is time for Indian business to declare its agenda for fulfilling society's expectations and be seen to live up to it (Maira, 2004).

Thus, under the 'Chatterjee Model,' a new implementation mold of CSR is emerging through the development of strategic partnerships between the Government, civil societies and Corporations. This model, is expected to allow sophisticated analyses of the national problems, create solutions by combining different projects that complement and supplement each other and create scale for a holistic national development agenda in the years to come (Chatterjee & Mitra, 2016a). To add to this, this model has accountability embedded in its charter. Perhaps, this evaluation of India's mandate can help to develop a framework for how CSR can lead to social well-being in developing countries around the world (Mitra & Schmidpeter, 2016).

The impact of this model is slated to affect over 16,300 companies with an estimated flow of approximately INR 200 billion annually into the Indian economy every year; thus shaking the foundation of business and society at the same time, affecting the country at a multi-stakeholder level. India is scheduled to be the birthplace of social, economical, environmental transformation through financial investments in CSR! (Mitra & Schmidpeter, 2016).

APPENDIX

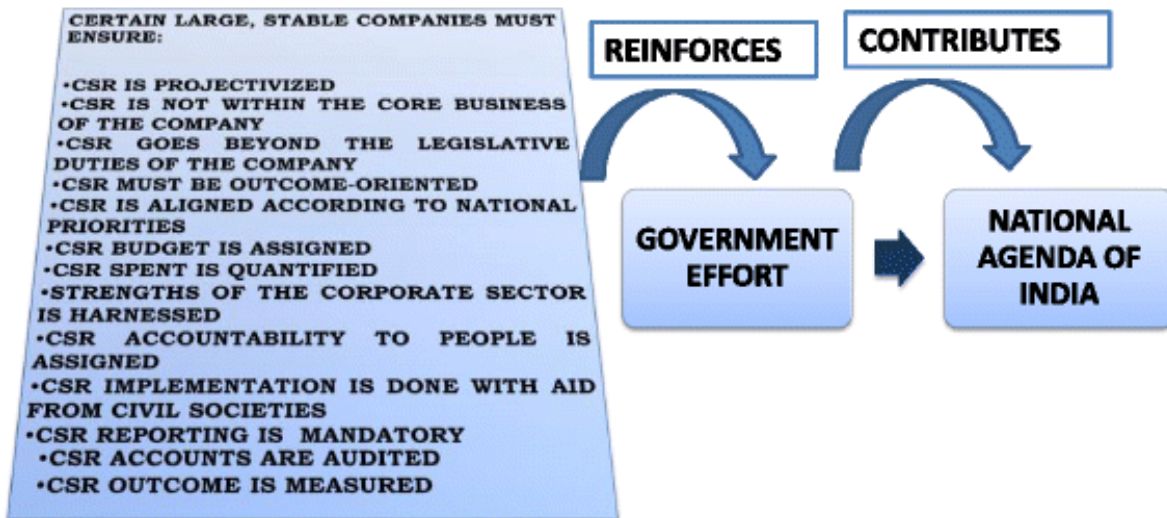
**FIGURE 1
THE ‘CYCLE OF CONVERSION’ OF THE POPULATION TO REAP DEMOGRAPHIC DIVIDEND**



INDIA’S GLORIOUS FUTURE

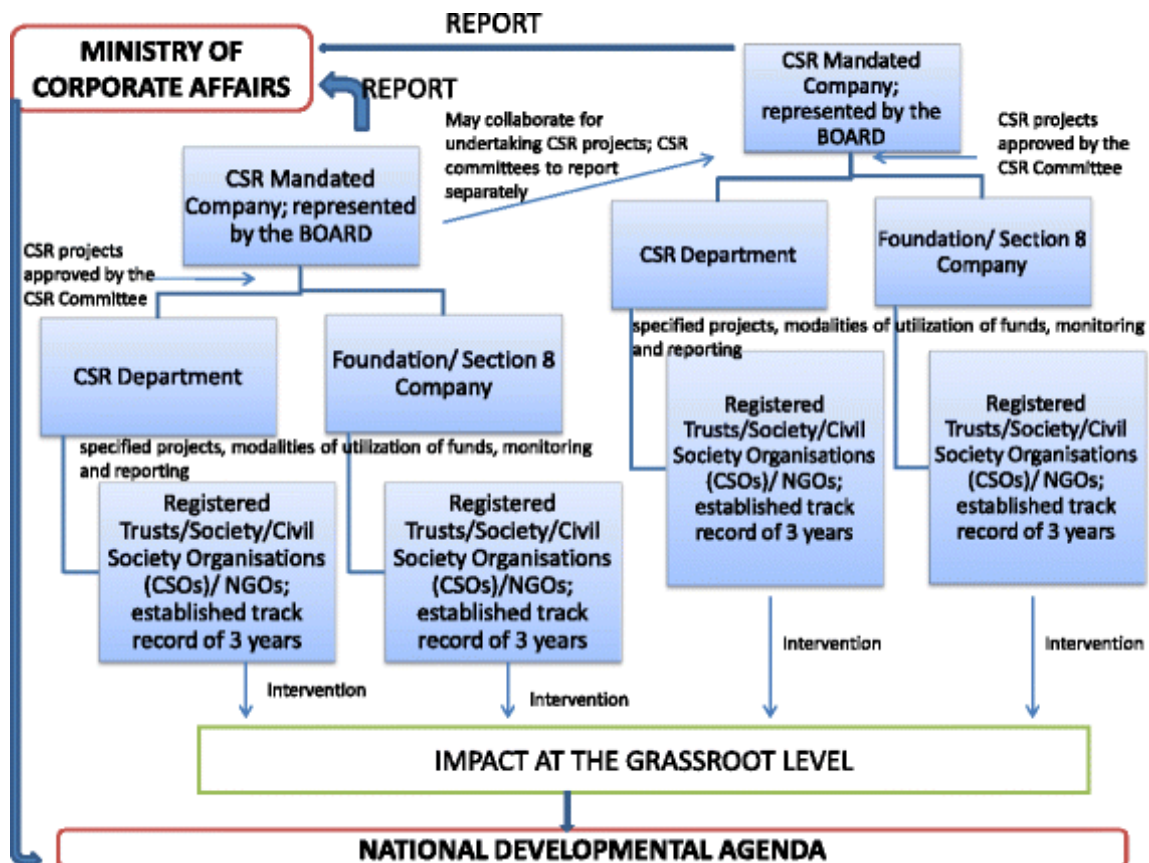
Source: Mitra, (2014, 2015c)

**FIGURE 2
THE “CHATTERJEE MODEL”**



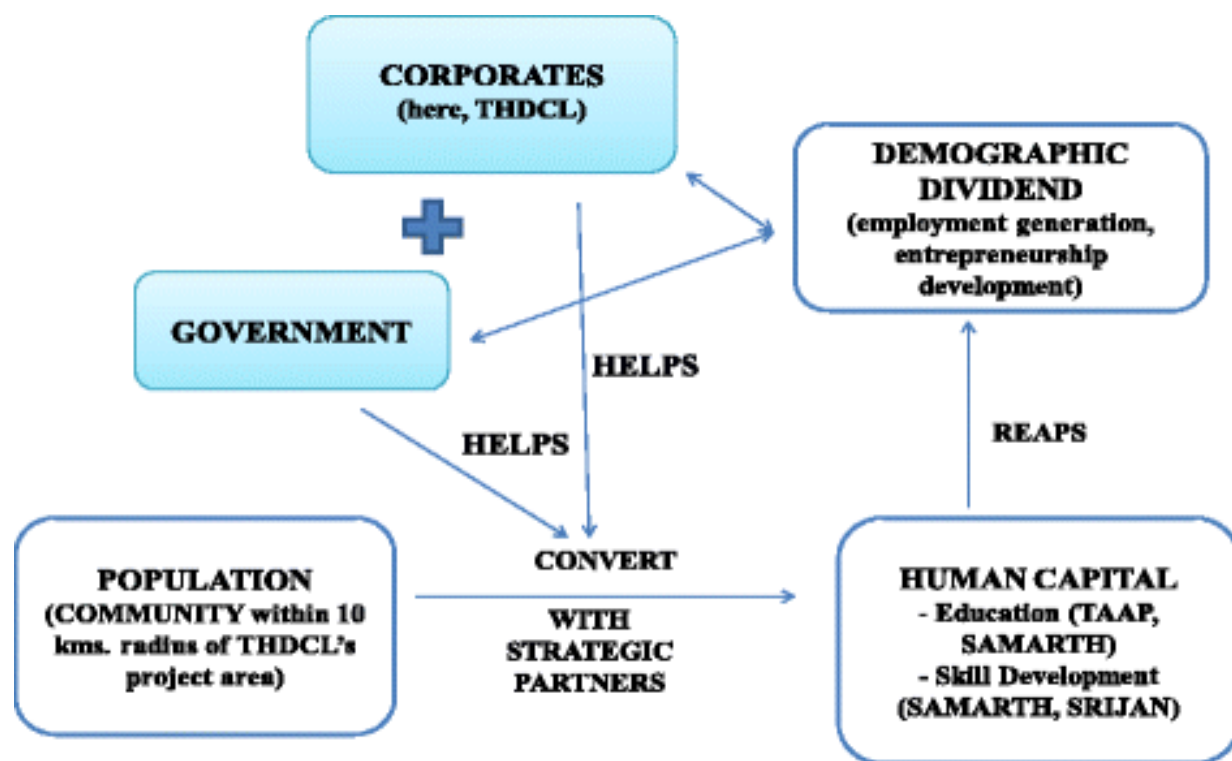
Source: Authors' own source

FIGURE 3
CSR IMPLEMENTATION IN INDIA AS MANDATED BY THE LAW AND HOW IT AFFECTS THE NATIONAL DEVELOPMENTAL AGENDA



Source: Chatterjee & Mitra, 2016a

FIGURE 4
THDCL'S ROLE IN THE 'CYCLE OF CONVERSION'



Source: Mitra, 2015c

TABLE 1
CSR PROJECTS AT THDCL

CSR project	CSR project description	Project partners
TATA AFFIRMATIVE ACTION PROGRAMME (TAAP)	- attempts to address the prevailing social inequities in India by encouraging positive discrimination for the SC/ST ^a communities - aligned with the framework on affirmative action (AA) prepared by the Confederation of Indian Industry (CII), which focuses on four areas of development: employment, employability, entrepreneurship and education, ie the four Es	Non-Governmental Organisations (NGOs) and Institutions such as Entrepreneurship Development Institute of India (EDI), Jay Bharati Foundation, Udyogwardhini, Shikshan Sanstha, NIIT Foundation and Sambhav Foundation etc.
SAMARTH	- provides skill development training to the people other than SC/ST, thereby 'Enhancing employability, Enabling people'. - Most of the people trained are in construction related trades and thereby the company is also nurturing the construction ecosystem with this project.	civil societies/NGOs like the Pipal Tree, Labournet and Udyogwardhini

SRIJAN	- undertakes several educational development initiatives, thereby 'Enlightening minds, Empowering masses'. - not only provides Remedial Coaching to students; but also helps in up gradation of school infrastructure of schools in and around project sites.	various Schools
SPARSH	- provides community care by taking care of the development in and around project sites in terms of repair, renovation, reconstruction and development of roads, community halls, play grounds etc. and addresses basic survival needs including relief and rehabilitation, addressing developmental disorders among children etc., thereby 'Enriching lives, Expanding avenues.'	Nil
SWACHH	- aims to create an integrated approach of behavioural change by raising Health and sanitation awareness, construction of clean toilets etc. in the Schools and Neighbourhoods of the project area.	Environmental Sanitation Institute (Ahmedabad), Habitat for Humanity India, and Innovations Unlimited, Gurgaon

Source: Adapted from the Tata Housing Imprints - Sustainability Report: 2013–14, 2014; Mitra, 2015c
 aScheduled Castes (SCs) and Scheduled Tribes (STs) are official designations given to various groups of historically disadvantaged people in India. The terms are recognized in the Constitution of India and the various groups are designated in one or other of the categories. During the period of British rule in India, they were known as the Depressed Classes. In modern literature, the Scheduled Castes are sometimes referred to as Dalits (Scheduled Castes and Scheduled Tribes, 2015)

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

La India, designada como uno de los diez mercados emergentes del mundo en 1995 por la administración Clinton (EE.UU.), ha llegado a ser vista a lo largo de los años como todo hombre de naciones emergentes, un arquetipo que captura los mejores y peores trucos de todas las economías jóvenes más dinámicas (Sharma, 1999). La India es un subcontinente y su diversidad permite reunir casi cualquier imagen de los escollos y la promesa de los mercados emergentes, desde el Rústico Bharat rural hasta las ciudades inteligentes de la India urbana. Los grandes estados como el de Uttar Pradesh, con una población de 200 millones de habitantes, representarían por sí solos al sexto país más poblado del mundo; y Bengala Occidental, con una población de 90 millones de habitantes, (Sharma, 2012), hacen que las cuestiones administrativas sean complejas y multifacéticas. Además, se estima que la India tiene unos 269,3 millones de residentes pobres (2013), de los cuales 216,5 millones residen en las zonas rurales de la India (Rao, 2013), sin embargo, contradiciendo esto, es el hecho de que las acciones indias se mueven y bajan más estrechamente en sincronía con el promedio mundial de los mercados emergentes que las existencias de la mayoría de los demás países, porque su mercado es profundo y diverso (Sharma, 2012). Por lo tanto, hay diversidad, complejidad e incluso contradicciones en la India, como nación emergente.

Por lo tanto, la declaración problemática de este documento de investigación es "Introducir un modelo de RSC que combata específicamente los desafíos y dilemas de una economía emergente (aquí, India); contribuir a su programa nacional y, por lo tanto, ayudar a llevarla al siguiente nivel.» Por lo tanto, los objetivos de investigación y las cuestiones que deben perseguirse son los siguientes:

- a) ¿Cuáles son los dilemas socioeconómicos y los desafíos de una nación emergente?
- b) ¿Cuáles son las diversas agendas nacionales en esas economías?

- c) ¿Cuáles son las diferentes funciones y responsabilidades de las corporaciones a través de su RSE para combatir tal dilema?
- d) ¿Qué es el 'Modelo Chatterjee'? ¿Cuáles son sus principales propuestas?
- e) ¿Se puede utilizar un mini caso práctico para ilustrar el modelo?

Por lo tanto, este artículo no sólo introduce un nuevo modelo de RSC llamado "Modelo Chatterjee" que encontraremos, es claramente diferente de los otros modelos de RSC como el "valor compartido" del Porter, el "triple resultado" de Elkington y la "Fortuna en la parte inferior de la pirámide" de Prahalad; pero también es única, ya que ya se ha establecido como una legislación en la democracia más grande del mundo, la India. Por lo tanto, este documento es una gran contribución al conjunto de conocimientos de la RSE obligatoria en las economías emergentes (aquí, India). En este contexto, hay que recordar que las investigaciones sobre la RSE obligatoria son un nuevo campo de estudio, ya que la propia ley de RSE en la India se ha introducido sólo en el año 2013 y ha entrado en vigor desde el ejercicio 2014-15. Al utilizar el término "RSC obligatoria" en el contexto de la India, nos referimos al artículo 135 de la Ley de Sociedades de 2013 que se introdujo en la India después de sustituir la Ley de Sociedades de 57 años de edad de 1956. Esta Sección, entre otras muchas cosas, obliga a todas las empresas cubiertas por los criterios de inclusión a gastar al menos el 2% de su beneficio neto promedio en los 3 años anteriores en actividades de RSC. La Ley se aplica a las empresas con un patrimonio neto de (Rupia india) de cinco mil millones o más, o un volumen de negocios de diez mil millones de INR o más, o un beneficio neto de 50 millones de INR o más.

Para entender la declaración de problemas, los objetivos de investigación y las preguntas antes mencionados, el resto del documento es el siguiente. Después de la introducción en la Sección I, Sección II analiza y documenta los diversos dilemas y desafíos de una nación emergente - India y, por lo tanto, señala su agenda nacional. La Sección III se basa en la literatura teórica reciente sobre las diferentes funciones y responsabilidades de las corporaciones en una economía de este tipo. En la sección IV se explica el «modelo Chatterjee», que insta, desde el punto de vista de los responsables políticos, a que la RSE contribuya al desarrollo social y económico de una economía emergente, ayudándola así a acelerarse a una nación desarrollada. Esto es seguido por un estudio de caso de Tata Housing Development Company Limited (THDCL), para validar el modelo. La sección V es la conclusión, seguida de la sección VI, el camino a seguir.

CONCLUSIÓN

La participación de una empresa como THDCL, aplicando el modelo Chatterjee en su cartera de RSC para contribuir a la agenda nacional es sólo el principio. La importancia de este modelo de RSC para contribuir a la agenda nacional de la India puede llegar en gran medida. Por lo tanto, el modelo Chatterjee es oportuno. Hay mayor necesidad en la India, que en Occidente, de construir sistemas que sirvan a las necesidades sociales de la atención de la salud, la educación y similares (Maira, 2004). Dado que la integración en la economía mundial es crucial para el desarrollo a largo plazo y la erradicación de la pobreza, pero tan difícil para muchos países, es esencial identificar políticas que ayuden a los países a captar los beneficios del mercado (O'Sullivan, 1997). Tal vez sea hora de que las empresas indias declaren su agenda para cumplir las expectativas de la sociedad y se vea a la señalada a la cóncomitante de ella (Maira, 2004).

Así, en el marco del "Modelo Chatterjee", está surgiendo un nuevo molde de implementación de la RSE mediante el desarrollo de asociaciones estratégicas entre el Gobierno, las sociedades civiles y las corporaciones. Se espera que este modelo permita análisis sofisticados de los problemas nacionales, cree soluciones combinando diferentes proyectos que se complementen y complementen entre sí y creen escala para una agenda de desarrollo nacional holística en los años venideros (Chatterjee & Mitra, 2016a). Para añadir a esto, este modelo tiene responsabilidad incorporada en su carta. Tal vez, esta evaluación del mandato de la India puede ayudar a desarrollar un marco para la forma en que la RSC puede conducir al bienestar social en los países en desarrollo de todo el mundo (Mitra & Schmidpeter, 2016).

Está previsto que el impacto de este modelo afecte a más de 16.300 empresas con un flujo estimado de aproximadamente 200 mil millones de INR al año en la economía india cada año; sacudiendo la base de las empresas y la sociedad al mismo tiempo, afectando al país a nivel de múltiples partes interesadas. ¡Está

previsto que la India sea el lugar de nacimiento de la transformación social, económica y ambiental a través de inversiones financieras en RSE! (Mitra & Schmidpeter, 2016).

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

INTRODUCTION

L'Inde, désignée comme l'un des dix marchés émergents du monde en 1995 par l'administration Clinton (États-Unis), a au fil des ans, en voie d'être considérée comme un homme des nations émergentes, un archétype qui capture les meilleurs et les pires tours de toutes les jeunes économies les plus dynamiques (Sharma, 1999). L'Inde est un sous-continent et sa diversité permet d'assembler presque n'importe quelle image des pièges et des promesses des marchés émergents, du Bharat rustique et rural aux villes intelligentes de l'Inde urbaine. Les grands États comme celui de l'Uttar Pradesh, avec une population de 200 millions d'habitants, représenteraient à eux seuls le sixième pays le plus peuplé du monde; et le Bengale occidental, qui compte 90 millions d'habitants (Sharma, 2012), rendent les questions administratives complexes et multiformes. En outre, l'Inde compte environ 269,3 millions de résidents pauvres (2013), dont 216,5 millions résident dans les zones rurales de l'Inde (Rao, 2013), mais, ce qui contredit, c'est le fait que les stocks indiens évoluent et descendent plus étroitement avec la moyenne mondiale des marchés émergents que les stocks de la plupart des autres pays, parce que son marché est profond et diversifié (Sharma, 2012). Par conséquent, il y a de la diversité, de la complexité et même des contradictions en Inde, en tant que nation émergente.

Ainsi, l'énoncé du problème de ce document de recherche est « d'introduire un modèle de RSE qui permettra de lutter spécifiquement contre les défis et les dilemmes d'une économie émergente (ici, l'Inde); contribuer à son programme national et ainsi contribuer à passer au niveau supérieur » Par conséquent, les objectifs de recherche et les questions qui doivent être poursuivis sont les suivants :

- a) Quels sont les dilemmes socio-économiques et les défis d'une nation émergente?
- b) Quels sont les différents programmes nationaux dans ces économies?
- c) Quels sont les différents rôles et responsabilités des entreprises par le biais de sa RSE pour lutter contre un tel dilemme?
- d) Qu'est-ce que le « odèle Chatterjee? Quelles sont ses principales propositions?
- e) Une mini-étude de cas peut-elle être utilisée pour illustrer le modèle?

Ainsi, ce document introduit non seulement un nouveau modèle de RSE nommé le « odèle Chatterjee » que nous trouverons, est nettement différent des autres modèles de RSE comme le Porter 'valeur partagée', Elkington 'triple ligne de fond' et Prahalad 'Fortune au bas de la pyramide'; mais elle est aussi unique car elle s'est déjà imposée comme une législation dans la plus grande démocratie du monde, l'Inde. Ainsi, ce document est une grande contribution à l'ensemble des connaissances de la RSE obligatoire dans les économies émergentes (ici, en Inde). Dans ce contexte, il faut se rappeler que les recherches sur la RSE obligatoire sont un nouveau domaine d'étude puisque la loi sur la RSE en Inde, elle-même, n'a été introduite qu'en 2013 et est entrée en vigueur à partir de l'exercice 2014-2015. En utilisant le terme « RSE obligatoire » dans le contexte de l'Inde, nous nous référons à l'article 135 de la Loi de 2013 sur les sociétés qui a été introduit en Inde après avoir remplacé la Loi de 57 ans sur les sociétés de 1956. Cette section, entre autres choses, oblige toutes les entreprises visées par les critères d'inclusion à consacrer au moins 2 % de leur

bénéfice net moyen au cours des trois années précédentes aux activités de RSE. La loi s'applique aux entreprises dont la valeur nette est de cinq milliards d'INR ou plus, ou un chiffre d'affaires de dix milliards d'INR ou plus, ou un bénéfice net de 50 millions d'INR ou plus.

Pour comprendre l'énoncé de problème mentionné ci-dessus, les objectifs de recherche et les questions, le reste du document est le suivant. Après introduction à la section I, la section II analyse et documente les divers dilemmes et défis d'une nation émergente - l'Inde et souligne ainsi son programme national. La section III s'appuie sur la littérature théorique récente sur les différents rôles et responsabilités des sociétés dans une telle économie. La section IV explique le « modèle Chatterjee », qui demande, du point de vue des décideurs, que la RSE contribue au développement social et économique d'une économie émergente, l'aidant ainsi à s'accélérer vers un pays développé. Elle est suivie d'une étude de cas de Tata Housing Development Company Limited (TLDC), pour valider le modèle. La section V est la conclusion, qui est suivie de la section VI, de la voie à suivre.

CONCLUSION

L'implication d'une entreprise comme TLDC, en appliquant le modèle Chatterjee dans son portefeuille de RSE, pour contribuer à l'agenda national n'est qu'un début. L'importance de ce modèle de RSE pour contribuer à l'agenda national de l'Inde peut aller très loin. Le modèle Chatterjee arrive donc à point nommé. Il y a un plus grand besoin en Inde qu'en Occident, de construire des systèmes pour répondre aux besoins sociétaux en matière de soins de santé, d'éducation, etc., etc., (Maira, 2004). Étant donné que l'intégration dans l'économie mondiale est cruciale pour le développement à long terme et l'élimination de la pauvreté, mais si difficile à réaliser pour de nombreux pays, il est essentiel d'identifier des politiques qui aident les pays à tirer les bénéfices du marché (O'Sullivan, 1997). Il est peut-être temps pour les entreprises indiennes de déclarer son programme pour répondre aux attentes de la société et d'être considérées comme à la hauteur (Maira, 2004).

Ainsi, dans le cadre du « modèle Chatterjee », un nouveau modèle de mise en œuvre de la RSE émerge grâce au développement de partenariats stratégiques entre le gouvernement, les sociétés civiles et les entreprises. Ce modèle devrait permettre des analyses sophistiquées des problèmes nationaux, créer des solutions en combinant différents projets qui se complètent et se complètent et créent une échelle pour un programme national de développement holistique dans les années à venir (Chatterjee & Mitra, 2016a). Pour ajouter à cela, ce modèle a la responsabilité intégrée dans sa charte. Peut-être que cette évaluation du mandat de l'Inde peut aider à élaborer un cadre pour la façon dont la RSE peut conduire au bien-être social dans les pays en développement à travers le monde (Mitra et Schmidpeter, 2016).

L'impact de ce modèle devrait toucher plus de 16 300 entreprises dont le flux est estimé à environ 200 milliards d'INR par an dans l'économie indienne chaque année; secouant ainsi les fondements des entreprises et de la société en même temps, affectant le pays à un niveau multipartite. L'Inde devrait être le berceau de la transformation sociale, économique et environnementale grâce à des investissements financiers dans la RSE ! (Mitra et Schmidpeter, 2016).

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Indien, das 1995 von der Clinton-Administration (USA) zu einem der zehn Schwellenmärkte der Welt erklärt wurde, gilt im Laufe der Jahre als Jedermann der Schwellenländer, ein Archetyp, der die besten und schlimmsten Tricks aller dynamischsten jungen Volkswirtschaften erfasst (Sharma, 1999). Indien ist ein Subkontinent und seine Vielfalt macht es möglich, fast jedes Bild der Fallstricke und Versprechen der aufstrebenden Märkte zu montieren, vom rustikalen, ländlichen Bharat bis zu den intelligenten Städten im urbanen Indien. Die großen Staaten wie der von Uttar Pradesh mit 200 Millionen Einwohnern würden für sich allein das sechstbevölkerungsreichste Land der Welt darstellen; und Westbengalen mit 90 Millionen Einwohnern (Sharma, 2012) machen Verwaltungsfragen komplex und facettenreich. Darüber hinaus hat Indien schätzungsweise 269,3 Millionen arme Einwohner (2013), von denen 216,5 Millionen im ländlichen Indien leben (Rao, 2013), doch widerspricht die Tatsache, dass sich die indischen Aktien im Einklang mit dem globalen Durchschnitt der Schwellenländer bewegen und fallen als die Bestände der meisten anderen Länder, weil ihr Markt tief und vielfältig ist (Sharma, 2012). Daher gibt es Vielfalt, Komplexität und sogar Widersprüche in Indien als aufstrebende Nation.

Daher lautet die Problemaussage dieses Forschungspapiers: "Die Einführung eines CSR-Modells, das speziell die Herausforderungen und Dilemmata einer aufstrebenden Wirtschaft (hier Indien) bekämpfen wird; zu ihrer nationalen Agenda beitragen und damit dazu beitragen, sie auf die nächste Stufe zu bringen." Daher müssen folgende Forschungsziele und -fragen verfolgt werden:

- a) Was sind die sozioökonomischen Dilemmata und Herausforderungen einer aufstrebenden Nation?
- b) Was sind die verschiedenen nationalen Agenden in solchen Volkswirtschaften?
- c) Welche Rollen und Verantwortlichkeiten haben Unternehmen durch ihre CSR, um ein solches Dilemma zu bekämpfen?
- d) Was ist das 'Chatterjee Model'? Was sind seine Hauptsätze?
- e) Kann eine Mini-Fallstudie verwendet werden, um das Modell zu veranschaulichen?

So stellt dieses Papier nicht nur ein neues CSR-Modell namens "Chatterjee Model" vor, das wir finden werden, sondern unterscheidet sich deutlich von den anderen CSR-Modellen wie dem "gemeinsamen Wert" des Porters, Elkingtons "dreifachem Endergebnis" und Prahalads "Fortune am unteren Rand der Pyramide"; ist aber auch einzigartig, da es sich bereits als Gesetzgebung in der größten Demokratie der Welt, Indien, etabliert hat. Somit ist dieses Papier ein großer Beitrag zum Wissen über die mandatierte CSR in Schwellenländern (hier Indien). In diesem Zusammenhang darf nicht vergessen werden, dass Untersuchungen über mandatierte CSR ein neues Studienfeld sind, da das CSR-Statut in Indien selbst erst im Jahr 2013 eingeführt wurde und ab dem Geschäftsjahr 2014/15 in Kraft tritt. Indem wir den Begriff "mandatierte CSR" im Kontext Indiens verwenden, beziehen wir uns auf den Section 135 des Companies Act 2013, der in Indien eingeführt wurde, nachdem er den 57 Jahre alten Companies Act 1956 ersetzt hatte. Dieser Abschnitt schreibt unter anderem vor, dass jedes Unternehmen, das unter die Inklusionskriterien fällt, mindestens 2 % seines durchschnittlichen Nettogewinns in den letzten drei Jahren für CSR-Aktivitäten ausgibt. Das Gesetz gilt für Unternehmen mit einem Nettovermögen von fünf Milliarden INR oder mehr, einem Umsatz von zehn Milliarden ODER mehr INR oder einem Nettogewinn von 50 Millionen ODER mehr INR.

Um die oben genannte Problemaussage, Forschungsziele und Fragen zu verstehen, ist der Rest des Papiers wie folgt. Post Einführung in Abschnitt I, Abschnitt II analysiert und dokumentiert die verschiedenen Dilemmata und Herausforderungen einer aufstrebenden Nation - Indien und weist damit auf seine nationale Agenda hin. Abschnitt III stützt sich auf die aktuelle theoretische Literatur über die verschiedenen Rollen und Verantwortlichkeiten von Unternehmen in einer solchen Wirtschaft. Abschnitt IV erläutert das "Chatterjee-Modell", das aus der Sicht der politischen Entscheidungsträger darauf drängt, dass CSR zur sozialen und wirtschaftlichen Entwicklung einer aufstrebenden Wirtschaft beitragen und ihr so helfen sollte, sich zu einer entwickelten Nation zu beschleunigen. Es folgt eine Fallstudie der Tata Housing Development Company Limited (THDCL), um das Modell zu validieren. Abschnitt V ist die Schlussfolgerung, auf die Abschnitt VI folgt, der Weg nach vorn.

SCHLUSSFOLGERUNG

Die Beteiligung eines Unternehmens wie THDCL durch die Anwendung des Chatterjee-Modells in sein CSR-Portfolio bei der Teilnahme an der nationalen Agenda ist nur der Anfang. Die Bedeutung dieses CSR-Modells als Beitrag zur nationalen Agenda Indiens kann einen großen Beitrag leisten. Das Chatterjee-Modell kommt somit zur rechten Zeit. In Indien ist es stärker notwendig als im Westen, Systeme aufzubauen, die den gesellschaftlichen Bedürfnissen der Gesundheitsversorgung, Bildung und dergleichen gerecht werden (Maira, 2004). Angesichts der Tatsache, dass die Integration in die Weltwirtschaft für die langfristige Entwicklung und die Beseitigung der Armut von entscheidender Bedeutung ist, für viele Länder jedoch so schwer zu erreichen ist, ist es von entscheidender Bedeutung, Strategien zu ermitteln, die den Ländern helfen, die Vorteile des Marktes zu nutzen (O'Sullivan, 1997). Vielleicht ist es an der Zeit, dass die indische Wirtschaft ihre Agenda erklärt, um die Erwartungen der Gesellschaft zu erfüllen und gesehen zu werden, um ihr gerecht zu werden (Maira, 2004).

So entsteht im Rahmen des "Chatterjee-Modells" eine neue Implementierungsform von CSR durch die Entwicklung strategischer Partnerschaften zwischen der Regierung, Zivilgesellschaften und Unternehmen. Dieses Modell soll eine ausgeklügelte Analyse der nationalen Probleme ermöglichen, Lösungen schaffen, indem verschiedene Projekte kombiniert werden, die sich gegenseitig ergänzen und ergänzen und Maßstäbe für eine ganzheitliche nationale Entwicklungsagenda in den kommenden Jahren schaffen (Chatterjee & Mitra, 2016a). Hinzu kommt, dass dieses Modell in seiner Charta verankert ist. Vielleicht kann diese Bewertung des indischen Mandats dazu beitragen, einen Rahmen dafür zu schaffen, wie CSR zu sozialem Wohlergehen in Entwicklungsländern auf der ganzen Welt führen kann (Mitra & Schmidpeter, 2016).

Die Auswirkungen dieses Modells sollen mehr als 16.300 Unternehmen mit einem geschätzten Zufluss von etwa 200 Mrd. INR jährlich in die indische Wirtschaft betreffen; und damit gleichzeitig das Fundament von Wirtschaft und Gesellschaft erschüttern und das Land auf einer Multi-Stakeholder-Ebene betreffen. Indien soll der Geburtsort der sozialen, wirtschaftlichen, ökologischen Transformation durch finanzielle Investitionen in CSR sein! (Mitra & Schmidpeter, 2016).

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

A Índia, designada como um dos dez mercados emergentes do mundo em 1995 pelo governo Clinton (EUA), passou a ser vista como um homem de nações emergentes, um arquétipo que captura os melhores e piores truques de todas as economias jovens mais dinâmicas (Sharma, 1999). A Índia é um subcontinente e sua diversidade torna possível reunir quase qualquer imagem das armadilhas e promessas de mercados emergentes, desde o rústico, rural Bharat até as cidades inteligentes na Índia urbana. Os grandes estados como o de Uttar Pradesh, com uma população de 200 milhões de habitantes, representariam, por si só, o sexto país mais populoso do mundo; e Bengala Ocidental, com uma população de 90 milhões de habitantes, (Sharma, 2012), tornam as questões administrativas complexas e multifacetadas. Além disso, a Índia tem cerca de 269,3 milhões de residentes pobres (2013), dos quais 216,5 milhões residem na Índia rural (Rao, 2013), mas, contradizendo isso, é o fato de que as ações indianas se movem e descem mais de perto em

sincronia com a média global dos mercados emergentes do que os estoques da maioria dos outros países, porque seu mercado é profundo e diversificado (Sharma, 2012). Portanto, há diversidade, complexidade e até contradições na Índia, como uma nação emergente.

Assim, a afirmação problemática deste artigo de pesquisa é "Introduzir um modelo de RSE que combaterá especificamente os desafios e dilemas de uma economia emergente (aqui, Índia); contribuir para sua agenda nacional e, assim, ajudar a levá-la para o próximo nível. Portanto, os objetivos da pesquisa e as questões que precisam ser perseguidas são os seguintes:

- a) Quais são os dilemas socioeconômicos e os desafios de uma nação emergente?
- b) Quais são as várias agendas nacionais nessas economias?
- c) Quais são os diferentes papéis e responsabilidades das Corporações através de sua RSE para combater tal dilema?
- d) O que é o "Modelo Chatterjee?". Quais são suas principais propostas?
- e) Um mini Estudo de Caso pode ser usado para ilustrar o modelo?

Assim, este artigo não só introduz um novo modelo de RSE chamado "Modelo Chatterjee" que encontraremos, é distintamente diferente dos outros modelos de RSE, como o "valor compartilhado" do Porter, o "resultado triplo" de Elkington e a "Fortuna na parte inferior da pirâmide" de Prahalad; mas também é única, pois já se estabeleceu como uma legislação na maior democracia do mundo, a Índia. Assim, este artigo é uma grande contribuição para o corpo de conhecimento da RSE obrigatória em economias emergentes (aqui, Índia). Nesse contexto, deve-se lembrar que as pesquisas sobre a RSE obrigatória são um novo campo de estudo, pois o estatuto da RSE na Índia, em si, foi introduzido apenas no ano de 2013 e entrou em vigor a partir do Exercício 2014-15. Usando o termo "CSR obrigatório" no contexto da Índia, referimos-nos à Seção 135 da Lei das Empresas de 2013 que foi introduzida na Índia depois de substituir a Lei das Empresas de 57 anos de 1956. Esta Seção, entre muitas outras coisas, obriga todas as empresas cobertas pelos critérios de inclusão a gastar pelo menos 2% de seu lucro líquido médio nos últimos 3 anos em atividades de RSE. A Lei se aplica a empresas com um patrimônio líquido de (Rupia Indiana) INR cinco bilhões ou mais, ou um volume de negócios de INR dez bilhões ou mais, ou um lucro líquido de INR 50 milhões ou mais.

Para entender a declaração de problema acima mencionada, objetivos de pesquisa e perguntas, o resto do artigo é o seguinte. Pós Introdução na Seção I, a Seção II analisa e documenta os vários dilemas e desafios de uma nação emergente - a Índia e, assim, aponta sua agenda nacional. A Seção III baseia-se na literatura teórica recente sobre os diferentes papéis e responsabilidades das Corporações em tal economia. A Seção IV explica o "modelo Chatterjee", que insta, do ponto de vista de um formulador de políticas, que a RSE deve contribuir para o desenvolvimento social e econômico de uma economia emergente, ajudando-a a acelerar para uma nação desenvolvida. Isso é seguido por um Estudo de Caso da Tata Housing Development Company Limited (THDCL), para validar o modelo. A seção V é a conclusão, que é seguida pela Seção VI, o caminho a seguir.

CONCLUSÃO

O envolvimento de uma empresa como a THDCL, aplicando o modelo Chatterjee em seu portfólio de RSE em contribuir para a agenda nacional é apenas o começo. A importância desse modelo de RSE em contribuir para a agenda nacional da Índia pode ir longe. O modelo Chatterjee é, portanto, oportuno. Há maior necessidade na Índia do que no Ocidente, de construir sistemas para atender às necessidades sociais de saúde, educação e afins (Maira, 2004). Dado que a integração na economia global é crucial para o desenvolvimento de longo prazo e erradicação da pobreza, mas tão difícil para muitos países alcançarem, é essencial identificar políticas que ajudem os países a capturar os benefícios do mercado (O'Sullivan, 1997). Talvez seja hora de as empresas indianas declararem sua agenda para atender às expectativas da sociedade e serem vistas fazendo jus a ela (Maira, 2004).

Assim, sob o "Modelo Chatterjee", um novo molde de implementação da RSE está surgindo através do desenvolvimento de parcerias estratégicas entre o Governo, as sociedades civis e as corporações. Espera-se que esse modelo permita análises sofisticadas dos problemas nacionais, crie soluções combinando

diferentes projetos que se complementam e complementam uns aos outros e criem escala para uma agenda holística de desenvolvimento nacional nos anos seguintes (Chatterjee & Mitra, 2016a). Para acrescentar a isso, este modelo tem a prestação de contas embutida em sua carta. Talvez essa avaliação do mandato da Índia possa ajudar a desenvolver uma estrutura de como a RSE pode levar ao bem-estar social em países em desenvolvimento em todo o mundo (Mitra & Schmidpeter, 2016).

O impacto desse modelo deve afetar mais de 16.300 empresas com um fluxo estimado de aproximadamente 200 bilhões de INR anualmente na economia indiana; sacudindo assim a fundação dos negócios e da sociedade ao mesmo tempo, afetando o país em nível multi-stakeholder. A Índia está programada para ser o berço da transformação social, econômica, ambiental através de investimentos financeiros em RSE! (Mitra & Schmidpeter, 2016).