



Global Case Writing Competition 2009

Corporate Sustainability Track

2nd Prize

TATA Power - Corporate Social Responsibility and Sustainability

ABSTRACT

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The full case including Teaching Note is available at
Ivey Publishing (Case Nr. 9B10M013)

oikos sustainability case collection

<http://www.oikos-international.org/projects/cwc>

Case Summary

Corporate Social responsibility is no more a philanthropic model but it is an integrated part of every business in the present world. There are different perspectives about how CSR should lead to the long run sustainability to the organization as well as to the society at large. In this regards, the role of the manager becomes extremely crucial as he has to strive the balance between various stakeholders (with conflicting interests) while taking strategic as well as operational decisions. Secondly, as with any process based on the collective activities of communities of human beings (as companies are) there is no "one size fits all". In different countries, there will be different priorities, and values that will shape how business act.

In this context, the case is drafted to reflect the above two key issues. The case describes the strategic dilemma involved while taking the decision on the 'modus operate' of CSR department for one of the leading Indian MNCs ('Tata Power Company' from Tata Group of Companies).

TPC had undertaken the CSR activities for decades reflecting the company's commitment towards sustainable energy generation without undue compromise to human and environmental development. These activities were undertaken as the voluntary initiative by the employees of TPC and there was no separate entity as 'CSR department' as of now. However with the large scale expansion, the need to have CSR as a separate entity was felt. The dilemma for the decision manager (Col. Prakash Tewari) was whether to go for separate CSR department or continue with the existing set up. There are other issues related to it which needs to be addressed strategically as well as tactically to maintain a balance between shareholders' interest and other stakeholders.

The case has been developed for the academicians as well as practitioners to have better insight into the issue from the perspective of business strategy and business environment.

The case will help to analyse the issue of corporate sustainability from the business angle.

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