



### Editorial

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As business evolves from century to century, and from generation to generation, there is a welcome realization that business can not limit its purpose to making money for its owners. While the predominant profit motive in investing cannot be questioned this proposition is no longer considered fully valid. That the revenues earned by a business organization are part of the pie held by the society as a stakeholder in the business has come to gain acceptance. As such, the need for corporates to return to society atleast a part of what it has given them is accepted as a valid claim on the corporate's profits. But is it always the altruistic motive that sees corporate spending on CSR?

This issue of IMR examines the twin objectives of Corporate Social Responsibility – the Strategic Motive i.e. the purely business motivation to improve revenue earnings through the CSR route, and the Altruistic Motive – the pure 'return to society' aspect of corporate. Pravin Dange does an exhaustive study of both the motivations and comes to certain conclusions which are interesting and well researched.

Marketing techniques have had to keep pace with changing times, and technology has become the prime mover of business; if so, can marketing be left untouched? R K Goriparthi examines the coming of the blog as a marketing tool for corporate in this age, while N Pasupathi undertakes a critical study

of the adequacy of working capital among the automobile sector corporates using the discriminant analysis and arrives at some leading conclusions for the industry.

Taking off from our earlier published case study (Performance Appraisal: The Case of the Complex Organization, July 2009), Arvind Sudarsan and Jayashree Mahesh reconsider the problems and solutions possible in the scenario mentioned in the original case. For easy reference, the case study is republished in this issue to enable readers to connect easily with the original clinical work, also written by Arvind Sudarsan. Also included is a similar case study, also by Arvind Sudarsan, of an organization that is grappling with change and the inter se problems that could be encountered while doing so. Probably conveying that change to keep up with the times involves not just about realigning business models – but also positions and people within the organization. We would welcome reader comment on the same and like to set up a dialogue on the subject between the author and interested readers.

We have also, a book review by MS Rao. He reviews *Living In More Than One World*, a biography of the God of Management, Peter Drucker written by Bruce Rosenstein.

We are sure this issue will be of interest to every reader looking for critical writing on Management today.

