

Corporate Social Responsibility in Oman from Culture Perspective

By

[Asma Mohammed Ali Al-Shehhi]

[Name of the Institute]

[Subject]

[Date]

Table of Contents

PROPOSAL.....	1
<i>1.1 Introduction.....</i>	<i>1</i>
<i>1.2 Purpose of the Study</i>	<i>3</i>
<i>1.3 Rational of the Study.....</i>	<i>4</i>
<i>1.4 Significance of the Study.....</i>	<i>5</i>
<i>1.5 Theoretical/managerial implications.....</i>	<i>6</i>
<i>1.6 Theoretical Framework</i>	<i>7</i>
1.6.1 Organizational and stakeholder cultures	7
1.6.2 Consolidative model of CSR development.....	9
<i>1.7 Preliminary Literature Review</i>	<i>12</i>
<i>1.8 Methodology</i>	<i>16</i>
1.8.1 Research Design.....	16
1.8.2 Data Collection Method.....	17
1.8.3 Instrument of Data Collection.....	17
1.8.4 Sampling	18
1.8.5 Data Analysis	19
1.8.6 Ethical Considerations	20
1.8.7 Possible Limitations	20
<i>1.9 Route Map of the Research.....</i>	<i>21</i>
REFERENCES.....	23

PROPOSAL

1.1 Introduction

One cannot deny the importance of CSR in today's world. The actions of the organizations affect the local community but successful organizations shape their business strategies in way that benefits the society. Such organizations make appropriate methods and make use of appropriate resources to throw wastes that damage the environment and become the cause of different pollutions.

CSR help the organizations to enhance their performance and productivity. Successful companies believe that CSR will benefit them in the long run and will create new paths for them in future. Also, such companies aim to earn large amount of profits by being socially responsible through their initiatives and products. CSR activities include long term planning for the society that gives a suitable context. Organization is able to reduce its cost to minimum by reducing wasted energy and reducing water waste by adapting new techniques and technologies. An organization that is socially responsible is able to satisfy its customers and employees that are beneficial for the company in both short and long run (Boddy et.al, 2009, p. 1-19). This motivates the employee to work for the same company and reduces the inappropriate behaviours of individual managers in an organization. This enables them to make the best decisions that will benefit the company as well as best for the society in which a company operates. By including CSR in the business strategies companies are not only able to do things correctly but also it enables them to behave correctly with suppliers and as result suppliers will take care of the society. Companies these days are spending millions of dollars on corporate social responsibility every year. They are investing and initiating programs that support local communities. They also run campaigns where they give away products to support the needy people. CSR approaches

have helped the firms in investing clean technologies that lower their environmental footprints. The Walt Disney Company is ranked amongst the top three companies in terms of CSR. They are popular for being good corporate citizen, supporting good causes and protecting the environment.

The concept of corporate social responsibility has been gaining popularity in Oman. As more as the companies in Oman are going global, they are turning their focus towards sustainability of resources and perseverance of the environment at large scale. Firms have started realizing that their future as large, successful firms is depending on the environment and future of society in which they exist. In Oman, several companies have started realizing their social responsibility. Nestle Oman Ltd has a CSR profile that is unique and is integrated into their business model. They are focusing on integrating rural development with new market mechanisms. EBM has their cultural values as a Caring Corporate Citizen, i.e. they consider it to be their responsibility to serve their community and consider it to be an obligation of good management. Unilever has also been playing an active part in the betterment of the society. PSO has been greatly contributing to children's welfare, women empowerment and providing relief during calamities and natural disasters. Providing with substantial power that is yielded by multinationals, it is appropriate to expect that their processes, functions and activities to be regulated and assume a greater level of part played by them addressing the growing burden of human needs. CSR is an important aspect that needs to be managed by every organization effectively. This helps in creating positive impact on the overall society while doing business. Every organization has different CSR objectives but the main motive is almost same that is to work for the welfare of the society and its environment (Heal, 2005). Human rights are related to the economic, environmental and social aspects of corporate activity. There is a relationship

between CSR and human rights. There is a direct relation between both of them if CSR objectives are fulfilled by the organization they are also fulfilling the human rights as well. The fair wages is a human right but it is also helping the organization in accomplishing its CSR goal i.e. to create employment and support them financially. Although, environmental aspects of corporate activity can affect human rights the acts like the right to clean drinking water (Amalric, 2005). Corporations affect on human rights in various ways. These impacts are increased over recent decades as the political influence and economic might of corporations has grown, the government should take action against these organizations. Human rights are written for governments, so that they can take care of them. The United nation's Conventions create a duty for the governments to defend against human rights abuses from private actors. UN has also established responsibilities for the corporations to respect human rights through Corporate Social Responsibility. If, human rights are used as the backbone of the proactive CSR activities then both these can be effectively managed (Alston, 1992). Firms are well aware of CSR and its benefits in today's competitive environment. Firms need to reassess and make use of CSR in their business strategies if they want to increase their market share and built good reputation in the market. CSR brings many benefits for the business and firms who do it successfully will earn reward and achieve more sustainable position amongst their competitors. Companies should understand their roles and work towards the betterment of its customers, society and environment.

1.2 Purpose of the Study

The purpose of this study is to understand the social responsibility in Oman from culture perspective. In today's competitive business environment the concept of Corporate Social

Responsibility is gaining a lot of attention. Businesses these days are more concerned about the bottom line i.e. profit or loss, the last line of their financial statements. The increased complexity of business markets and changing trends of the world economy have increased the importance of business and their impacts on environment and society. These issues have changed the way successful firms and organizations look at what positively impact their bottom line.

Organizations who want to achieve long term success have to consider the concept of corporate social responsibility as a strategic practice. Corporate Social Responsibility (CSR) means that organizations and businesses work responsibly and contribute positively to the societies or communities they operate in (Lindgreen & Swaen, 2010, p. 1-7). Businesses have to be socially responsible these days in order to become successful. In making business strategies, organizations keep in mind three factors i.e. Profit, Planet and People. These factors positively impact their business in the long run.

1.3 Rational of the Study

Beyond the definition of corporate social responsibility, research has mainly focused on the impact that CSR has on shareholders and the balance sheet, with little focus on the effects it has on the employee. In addition, the subject also inculcates the impact that global cultural values have on influencing engagement of CSR. This lack of research surprisingly exists despite globalization, the rising popularity of the topic of social responsibility, and the increased interest that job candidates are placing on it when selecting organizations for which to work (Waddock 2004, 39). The research that does exist is relatively new to the field, so there are rich opportunities to build on the findings.

1.4 Significance of the Study

For the past few years there has been lots of discussion about Corporate Social Responsibility. Most of the multinational companies issue every year a report on their practices. They try to get involved into communities, fight the poverty in the third world countries and donate millions of pounds every year to charities to as they say “build the better future”. But are their corporate social responsibility statements effective ways of ensuring that multinational entities act ethically? From my point of view, CSR statements do not ensure that practices of companies obey the rules of business ethics and I am going to present a few arguments for. Corporate Social Responsibility is fairly recent term and maybe that is why there is no consistent definition for it. Most multinational companies use different terms in their reports, for example Shell defines it as ‘sustainable development’, Ford uses the phrase ‘connecting with society’, Diageo prefers the term ‘corporate citizenship’. All these expressions, although they have different meanings, are related to Corporate Social Responsibility but because of the proliferation of approaches, every company can put emphasis on something different, creating therefore complexity and confusion. What is more, the socially responsible company not only complies with minimum requirements of the law, but goes a step further and accepts social obligations beyond that. CSR is a costly activity for multinational companies, especially in the current economic climate. The problem is if the CSR agenda is going to survive the financial crisis. During World Economic Forum in Davos this year, CSR taking very important place in discussion so far, was replaced by the state of economy and recession. What is more, CSR is seen as another way of doing business by companies. CSR critic and economist Milton Friedman said “There is one and only one social responsibility of business - to use its resources and engage in activities designed to increase its profits”. According to 2008 McKinsey Survey of 2687

executives, 16% of executives agree with Friedman that high returns should be a firm's only focus. In the near future, we are going to see what kind of dimension CSR is going to take, if it remains an obvious 'business case' or goes beyond that. Adrian Pyszka, Michał Piłat and Graves amid usage of CSR method critical issue is standardization of obligation with organization stakeholders. Standardization includes info from key stakeholders in a procedure of shared learning and engagement by getting their points of view on the choices that the organization is making. Waddock, Bodwell and Graves call attention to those perceiving choices that are liable to be dubious can be a useful approach to evade conceivable issues. In this way it strengthens appealing practices and incapacitates those which are not expanded. Along these lines it can make individuals more dynamic or inactive the extent that their drive is concerned. CSR as an issue points especially at both social and natural parts of working together and is focused on picking up aggressive advantage¹⁸. This actually has a great deal in the same way as a part of authoritative society. As an issue CSR method may be determined by social elements, for example, standards, values, convictions, demeanor, presumptions and practices. Hierarchical society (e.g. by Trompenaars) is regularly anticipated that will make the requirement for social obligation and hence impact particular activities from its workforce.

1.5 Theoretical/managerial implications

This study adds to the collection of writing on CSR theory, specifically its universal comprehension. There is still requirement for an institutionalized meaning of the idea that organizations in the public arena could concentrate on making benefit, paying duties, and giving vocation, all these in ways that set higher moral principles, going past what is needed by law. The aftereffects of this exploratory exploration study demonstrate that Omani society, including

Omanis and inhabitant ostracizes, anticipate that companies will give "safe items/administrations", fittingly treat representatives, give "solid items/administrations", carry on morally, and be "focused on social obligation" most importantly else out of sixteen characteristics delineating a perfect socially capable organization. These are not by and large center CSR viewpoints, however relate more to corporate maintainable quality as regularly characterized by transnational and multinational companies (Mncs). Professionals can arrange their CSR procedures to reflect these discoveries.

1.6 Theoretical Framework

1.6.1 Organizational and stakeholder cultures

Authoritative society normally gives off an impression of being dynamic, multifaceted and layered (Ogbonna and Wilkinson 2003), however no true accord underpins a meaning of hierarchical society (Howard 1998), which may represent the across the board utilization of Hofstede's (1984, p. 21) meaning of corporate or hierarchical society as 'the way things are carried out in the business'. Schein (1990) refers to the example of fundamental presumptions that associations utilization to adapt to outside adjustment and interior combination issues, in which 'imparted discernments, examples of convictions, images, rituals and customs, and myths... develop about whether and capacity as the magic that binds the association' (Zamanou and Glaser 1994, p. 475). The current society of an association unmistakably constitutes a skeleton which gives direction on issues, for example, how work accomplishes, the path in which individuals think and the guidelines for associations. It likewise decides the setting inside which associations capture and convey exercises and methodology (Ghobadian and O'regan 2006) and significantly influence the association's potential CSR advancement (Berger et al. 2007). From a

stakeholder-arranged viewpoint, we expect that the qualities, disposition and examples of practices inside an association, which in a broad sense describe the route in which it incorporates stakeholders' cases, speak to the degree to which the hierarchical society can help the improvement of an association's CSR strategies and activities. Specifically, we contend that what Jones et al. (2007, p. 142) call a stakeholder society, which they characterize as 'the convictions, values, and practices that have developed for comprehending stakeholder-related issues and overall overseeing associations with stakeholders', constitutes a predominant measurement of a CSR supportive authoritative society. Corporate postures towards social responsiveness In accordance with their stakeholder society and the managerial introductions that get from it, associations can embrace different methodologies to manage every stakeholder bunch (Wartick and Cochran 1985; Wilson 1975).

In this sense, Carroll (1979) proposes a social responsiveness continuum which runs from do nothing to do many reactions to portray the degree to which directors respond to the social desires of their surroundings. A corporate method for social responsiveness may be touchy, preventive, accommodative or proactive (Wilson 1975). A response methodology characteristics safety or resistance, including either battling against a stakeholder's advantage or totally withdrawing and disregarding the stakeholder (Jawahar and McLaughlin 2001).

Associations with a protective system deliver stakeholders' desires 'to escape being constrained into it by the outside powers' (Joyner and Payne 2002, p. 300, for example, lawful, administrative or social weights. Interestingly, convenience is a more dynamic mode:

Organizations address social issues that exist, assume liability for dangerous practices and act emphatically to correct them. The associations that receive a deliberate methodology to taking care of social issues act before they may be compelled to do so by outside strengths. At last,

proactivity includes 'doing an incredible arrangement to address a stakeholder's issues, including expecting and effectively particular concern or heading an industry exertion' (Jawahar and McLaughlin 2001, p. 400). A proactive association moves to counteract potential issues usefully and resolve inert issues or ensure against unscrupulous conduct. Clarkson (1995) connections the methodologies of social responsiveness and the obligations of the association with the idea of carriage, or the level of obligation and association exhibits in dealing with its stakeholders' worries and connections. Postures relate to the association's character in its communications, so as opposed to describing the way of the reaction, carriage identifies with how the reaction is made (Basu and Palazzo 2008; Wood 1991). The responsive carriage of an association hence advances as it faces new difficulties (Mirvis 2000). As indicated by Clarkson (1995), a sensitive carriage shows a refusal of CSR, while a preventive carriage is connected with conceding obligation yet battling against it. With a settlement stance, the association acknowledges obligation, and with a proactive stance, it receives a carriage from which the association can foresee its obligation.

1.6.2 Consolidative model of CSR development

The rationale behind our consolidative model stems from the supposition that an association's CSR advancement state reflects certain qualities of its social, moral, vital and authoritative peculiarities. We contend that CSR responsibilities are determined by specific, ethically based stakeholder societies, in light of the fact that the hierarchical practices (and, by expansion, authoritative schedules) that portray a stakeholder society reflect 'altogether learned behavioural reactions to issues that the association has experienced as its parts have cooperated to oversee complex stakeholder connections' (Jones et al. 2007, p. 143). In this sense,

coordinating the idea of stakeholder societies with the stage models of CSR improvement serves to make interfaces crosswise over good, social and hierarchical components which check an association at diverse stages. That is, our consolidative model incorporates existing viewpoints of stage models that expand on good improvement, authoritative development and learning hypotheses. Besides, it plainly underlines the connection between the CSR advancement stages and Clarkson's (1995) conceptualization of corporate postures towards social responsiveness. Our consolidative model subsequently unequivocally recognizes the vital nature of the CSR improvement wonder.

At a social and good level, we fight that the CSR formative way travels through three primary stages: a CSR social hesitance stage, when CSR gets disregarded or considered just regarding obligations; a CSR social handle stage, amid which associations get to be acquainted with CSR standards; and a CSR social implant stage, when the hierarchical society completely grasps ethically based CSR standards that impact its authoritative results. Table 4 condenses the key gimmicks of the social stages in our proposed model. The three wide CSR social stages further incorporate unique advancement stages, which are described by different vital and authoritative peculiarities. The CSR hesitance stage includes just the (1) releasing stage; the CSR social handle stage incorporates (2) a securing toward oneself stage, (3) an agreeability looking for stage, and (4) a capacity looking for stage; and the CSR social implant stage comprises of (5) a minding stage, (6) a strategizing stage, and (7) a changing stage. Table 5 condenses our enunciation of the improvement arranges over the three CSR social stages, and in addition key peculiarities of each one stage regarding the specific parts of the CSR advancement process. We group these gimmicks into distinctive measurements which progressively impact each other in the choice making methodology for CSR activity advancement: learning and attitudinal

measurements, key measurements and strategic and operational measurements. From a hypothetical point of view, our consolidative model of CSR improvement gives a vigorous premise to an exact affirmation of the real relevance of stage models of CSR advancement. Besides, we call for applied and observational exploration, utilizing an element point of view, which examines how associations advance along progressive CSR stages. Our consolidative model offers new points of view for the investigation of associations' CSR advancement forms by recognizing key improvement stages and hearty social stages and in addition by underlining the criticalness of hierarchical connection and qualities in these courses of action.

In accordance with Maon et al. (2008), we propose CSR advancement examination ought to evaluate social change drivers and techniques that show up particularly important to the unique levels of CSR improvement. Associations in right on time and later stages presumably show different good, social, key and hierarchical qualities, which recommends the requirement for a period and phase dependent thought of progress drivers and techniques over the CSR improvement process. Contemplates that highlight discriminating achievement elements and related change systems ought to in this manner embrace a create mental viewpoint that reflects the normal arranged nature of the CSR improvement of an association. From a managerial viewpoint, our model portrays the multi-dimensional, social nature of the CSR improvement prepares as opposed to just CSR strategies and practices. That is, our model expands on the standard that associations can exploit their current qualities and abilities to develop regarding CSR; it highlights some useful beginning stages and in this way smoothes the path for further CSR advancements. Notwithstanding, researchers in administration and association fields additionally exhibit that the deliberate administration of authoritative society can be a perplexing, diligent process that at times succeeds, with the exception of at a shallow level (e.g.

Ogbonna and Wilkinson 2003). Moreover, the likelihood and attractive quality of managerial control over the qualities, convictions and suspicions of authoritative parts stay challenged (Legge 1994; Nord 1985), in that current social values and convictions about what is good and bad have a tendency to oppose deliberate change (Crane and Matten 2004). All things considered, unfavourable, developing social examples may be disturbed and great examples supported (Weeks 2007). As needs be, we don't battle that CSR improvement requires intentional administration and control by the hierarchical society, but instead that the key test for associations that need to implant CSR inside their method and society involves a capacity to produce room to encourage a more fitting authoritative setting for the dispersal of CSR mindfulness and to influence CSR-related open doors at first, then amplify positive externalities later.

1.7 Preliminary Literature Review

Corporate Social Responsibility is very beneficial for the success of businesses these days. Organizations have to understand their roles and work for the betterment of the society. When making CSR decisions and designing strategies there is no easy answer on to the part of what to do and how to do it. Corporate Executives have acknowledged the importance of CSR and are working on it. However, at the same time facing challenges about how to anticipate which unmet social issues and social needs will affect their firms as well as how to develop win-win strategies (Maon et.al, 2009, p. 71-89). There have been many researches done on the practices of corporate social responsibility and its effect on firm's performance. However, it is found that firms which are good in CSR have gained competitive advantage in the marketplace.

The field of corporate social responsibility has seen a tremendous growth in the last decade. Many companies are now engaged in integrating CSR into all aspects of their operations and business. Their experience shows that CSR has brought positive impacts on their businesses and towards the economic performance. CSR brings business benefits for the company and improves the performance of business both in qualitative and quantitative terms.

The world's top banana produces, U.S. based Chiquita, is recognized as a leader in Corporate Social Responsibility. They are in this position because of its institutionalized CSR structure of management, environmental standards and rigorous labour, industry leading labour agreements, committed participation in international certification program and candid sustainability. There is a Vice President level Corporate Responsibility Officer at Chiquita along with the steering committee of managers who control all the CSR functions and meet monthly to coordinate and integrate corporate responsibility efforts. All business units of Chiquita are held responsible for the company's CSR performance. Chiquita follows proper environmental standards that call for curtailing the use of toxic chemical, conserving soil and water, controlling pollution and protecting health and safety of workers. For their top environmental standards and CSR initiatives they received first Sustainable Standard Setter Green Globe Award. They support cleaner environment and use recycled materials for the betterment of the people and the planet. The company practices environmental friendly approaches and promotes sustainability through their works.

In contemporary society, businesses have seen an increasing emphasis on the importance of CSR activities due to mounting pressure from employees, consumers, and other stakeholders. The first perspective is that CSR has a negative impact on financial performance. This perspective emerges from Friedman's (1970) economic minimalist view of CSR which argues

that CSR places additional costs to organizations through activities that do not enhance shareholder value. A study by Moon (2006), supports this perspective and found that organizations who participated in positive CSR (i.e., areas of strength) saw no impact on financial performance, while organizations that participated in negative CSR (i.e., areas of concern and/or controversial business issues) saw a negative impact on their financial performance. The second perspective is that CSR has a neutral impact on financial performance based on the assumption that many variables relate to both CSR and financial performance so much so that it is unreasonable to expect a direct relationship between CSR and financial performance (Zoller 2006, 663). According to the research conducted by Chen and Wang (2011), the concept of CSR was introduced by Shelton in 1924. Chen and Wang conducted research in order to identify the relationship between CSR and the corporate financial performance, by using the stakeholder theory. It was observed through this research that in the view of CSR there are eight types of stakeholders: employees, customers, government, managers, suppliers, retailers, creditors, and the community in which the firm is operating (Chen, et.al 2011). It was also observed that CSR is the sum of economic, legal, ethical and discretionary responsibilities. The research identified that firms' social responsibility activity can have a positive impact on their current and future financial performance. This means that by carrying out socially responsible activities firms can actually increase their financial performance (Chen, et.al 2011).

Another research, which was conducted by Gallego-Álvarez, Prado-Lorenzo, Rodríguez-Domínguez, and García-Sánchez (2010) was based on identifying whether CSR activities can create value in terms of marketing strategies or not. According to this research, corporate social responsibilities performed by a firm can become a competitive advantage for that firm (Gallego-Álvarez, et.al 2010). CSR can be strategically implemented when the resources used are

inimitable, idiosyncratic and valuable. Furthermore, it was analysed that companies can use triple bottom line model (economical, social and environmental) for capturing the whole set of values, processes and issues that should be addressed by the company in order to reduce any harm/damage caused by its practices and to create value economically, socially and environmentally (Gallego-Álvarez, et.al 2010).

According to the third research, conducted by Misani (2010), the CSR-based theory can help in achieving above average outcomes only if the competitors are unable to imitate or copy the practices and strategies. Nevertheless, not many firms have been observed in developing differentiating CSR strategies, instead they adopt these practices just to surpass their competitors (Misani, 2010). There are some industries, such as the chemical industry and steel industry, where there is a lot of pressure on stakeholders and social issues are deeply rooted in their chain of value creation. The reason for CSR convergence for these industries include: 1) herd behaviour, which is stimulated by ambiguities and uncertainties that surround the issues and the right way in which a firm should operate; 2) institutional isomorphism, stating that a firm faces constraints due to institutional environment limiting the choices for an organisation (Misani, 2010). This also states that firms can only survive if their actions are legitimate; and 3) Strategic cooperation caused when the stakeholders are not able to identify the firms' actual social performances and where a single offender can easily harm the reputation of the firm. The activity towards execution of CSR techniques could have diverse foundations focused around the attributes of Trompenaars model. The more various levelled the organization is, the more power separation it uncovers and consequently representatives fundamentally take after requests as opposed to venturing forward with their thoughts and ideas. Strict dutifulness in these societies is profoundly esteemed 0. Thus, the "top-down" methodology proposes that directors should be the

initiators in charge of the entire procedure from planting the CSR importance into representatives' heads up to starting the latest technique. Their occupation is, most importantly, to furnish representatives with a clear understanding of financial, lawful, moral and magnanimous obligations which are socially determined parts of CSR. Thus, the directors need to concoct the thoughts of how to satisfy vital goals, for example, acknowledgment of imperative social enthusiasm through gathering capital, making occupations, merchandise and administrations, procuring and overseeing individuals, offering products and administrations to the clients, building business relations, blending social and own profits by evading negative social phenomena and also counteract them. Then again the activity towards usage of a CSR system could take the type of base up one and start with the consistent representatives. Hofstede expresses that such hierarchical societies are frequently described by low-strata and comprise of exceptionally instructed individuals. These societies, truth be told, energize and advance people with their thoughts, recommendations and ideas. As an issue less influential parts of the organization are all welcome to submit their activities identified with the system of Corporate Social Responsibility.

1.8 Methodology

1.8.1 Research Design

To carry out the primary research, the researcher will formulate structured interview questions which will be administered to the 10 selected executives from the selected organization in Oman. Structured interview method is selected because it greatly facilitates the unification of criteria and the assessment of the candidate, but does not allow the interviewer to delve into the most interesting questions. It is advisable for companies that need to fill many jobs and cannot

spend too much time in the selection process. After the data is collected, thematic analysis will be carried out based on coding.

1.8.2 Data Collection Method

Face to face interviews will be conducted at the schools. Interviews are considered an important tool to use in order to depict the story behind the interviewees' experiences. Interviewing is a way of collecting data as well as gaining knowledge from individuals. Interviews are considered as a major way for involving participants. Ten questions will be presented to each respondent, and each interview will be 90 minutes long. In addition, the interviewees are provided with the chance to discuss their perceptions and interpretations in regards to the respective situation. Open ended questions will be used in this research with the express purpose of probing and gathering deeper insight from the interviewees (David & Sutton, 2004). In this interview approach the questions posed to the interviewees can be changed according to the direction of the interview. It provides the chance to learn a great deal more. Potential participants will be invited to participate through e-mail correspondence; subsequently they will be called in order to discuss the details of the study and ascertain their willingness to take part in the study.

1.8.3 Instrument of Data Collection

The research instrument which will be used by the researcher is an open ended interview questionnaire. Individual interviews will be administered. As this study was based on both primary and secondary data the researcher will collect both data separately. The secondary data will be gathered through past publications and articles regarding the topic of the study. Various

past publications and magazines will be thoroughly examined. Researcher will visit numerous libraries for the purpose of obtaining the data which is valuable from the textbooks and journals. Internet will play a crucial role for obtaining relevant literature and data. Internet will help the researcher to get hold of the various newspaper articles and journals. Data for the section of results will be obtained from analysis of the material that has been found online. The criteria literature for research that is relevant to the topic and the year of publication. Both the public and private libraries include online libraries that are visited by the researcher for gathering the data. All these databases enable access to numerous libraries with greater information and current knowledge related to the research topic.

1.8.4 Sampling

As per Creswell (2013), population refers to the entire group of people and events under the study and the sampling frame is the list of all the elements in the total population. It is the sampling frame from which the sample of the study is selected. In this study, the population will be ten executives from the selected organization in Oman. These participants will be initially contacted through the administration. Meetings will be scheduled once the participants agree to participate in the study. Random sampling will be used in this study. Judgement example is a sort of non-random specimen that is focused around the assessment of a master. Results acquired from a judgement example are liable to some level of inclination, because of the populace not being indistinguishable. The edge is an arrangement of every last one of the units, things, individuals, and so on, that characterize the populace to be considered. The researcher selects individuals through their professional judgement.

1.8.5 Data Analysis

The qualitative data or information in this research would be analyzed with the help of content analysis technique and thematic analysis technique. Using a qualitative research method the researcher will acquire the non-quantified data that can be appropriately interpreted using the content analysis technique only. Scanlan (2001) noted that using the content analysis approach one can first thoroughly understand the participant's responses and after fully understanding the researcher interprets the responses of the participants. Similarly, the collected secondary data will also be analyzed by the researcher using content analysis method. Analysis of collected data enables the researcher to enhance the understanding of the research topic. Classifying the data can help the researcher reach important conclusions and uncover the results that led to such conclusions. Another option to ensure validity when seeking data is to use a pre-designed measurement such as an existing instrument previously tested and found valid. Ensuring validity can be difficult and should be taken seriously and carefully show the impact of the collected data on business. Utilizing such methods adds certainty that the data collected is valid and useful for the planning and decision making processes. In qualitative research, quality plays a central role throughout all steps of the research process. This is from the inception of the questions to the data collection to the findings. Therefore, quality is an integral and explicit part of all qualitative inquiries. It is believed that the very concept of reliability is not appropriate to qualitative research because reliability necessitates the assumption that the world does not change and qualitative research is based on the premise that the world is constantly changing. It has also been suggested that the very concept of replication is problematic.

1.8.6 Ethical Considerations

The researcher needs to be aware of all the ethical issues which are linked with the research study being conducted. The researcher has the responsibility to use the research methods carefully to ensure that ethical considerations are not ignored. The study will be carried out carefully to ensure that there are no unethical issues. First of all, the informed consent of the participants will be taken so that they are aware of the research aim and objectives. This will help in keeping the participants informed about the aim of the study. Secondly, confidentiality of the participants' data will be provided through anonymity and protection of their personal information. The dignity and privacy of the research participants will be ensured. The protection of the data will be the researcher's responsibility so that no misuse of data can take place. The data of the participants will be used only for the purpose of the study. Thirdly, the research methods and procedures will be carried out after consultation with seniors and colleagues. Thus it will help in carrying out the research study according to the rules and regulations as well as the ethical considerations.

1.8.7 Possible Limitations

There will be some major limitations of the research which need to be highlighted. First of all, there will be time and budget constraints in conducting the study so the researcher could not select mixed research design and opted for quantitative research design. The sample size of the study is limited because the researcher could not survey more participants within the time frame and budget set for the study. Thirdly, the data which will be collected may not reflect the true opinion of the total population. Lastly, the scope of the study could not be expanded and the

study was limited to the exploration of the comparison of e-learning strategies in the UK and KSA.

1.9 Route Map of the Research

The purpose of this specific part of the research is to outline each chapter of the thesis to serve as a route map for the readers.

Chapter 1- Introduction: This chapter of the study introduces the topic of the study and provides a background for the study in order to discuss the area of research. Moreover, the research aim and objectives of the study and its significant research questions are also highlighted in this chapter. The research problem identified by the researcher, purpose of the research, scope of the research, significance of the research, route map of the research and a short summary is provided in this particular chapter.

Chapter 2- Literature Review: This chapter of the study provides previously conducted similar studies and researches of various researchers. The purpose of this chapter is to study and analyze previously conducted similar studies and researches and enhances the understanding to acquire better outcomes for the study. However, the researcher will collect previously conducted similar studies and researches from various authentic and reliable databases. Internet basically has been used as the main source of searching throughout the study.

Chapter 3- Methodology: This chapter of the study highlights the methodology that has been selected by the researcher to acquire the required data that meets the research requirement. Selection of appropriate research methodology is the most critical part of the study. This chapter of the study will further outline the selected research philosophy, research approach, research

strategy, time horizon, data collection method, data analysis technique, selected sampling method, participants of the study and other significant ethical considerations.

Chapter 4- Analysis and Discussion: This chapter of the study interprets the findings of the study acquired by the researcher.

Chapter 5- Conclusion and Recommendations: This chapter of the study concludes and summarizes everything done by the researcher in this particular study.

REFERENCES

- A., Matten, D., Moon, J. and Siegel, D.S. (eds), *The Oxford Handbook of Corporate Social Responsibility*. Oxford: Oxford University Press, pp. 19–46.
- Basargekar, P. (2008). Economic Empowerment Through Microfinance: An Assessment of CSR Activity run by Forbes Marshall Ltd. *International Journal of Business Insights & Transformation*, 2(1), pp. n.d. Data Retrieved from <http://web.b.ebscohost.com/abstract?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=09745874&AN=39877684&h=%2fk8Kv0r1TwlARZNAKTdU23J9eWx1nqyUIm2JXUgx9ARC3QOErBSIXNhMBBUwDA3l98Ml18t%2ftYzs0nBSHf6wGw%3d%3d&crl=c> on March 5, 2014.
- Boddy, C. R., Ladyshevsky, R. K., & Galvin, P. (2010). The influence of corporate psychopaths on corporate social responsibility and organizational commitment to employees. *Journal of Business Ethics*, 97(1), pp. 1-19. Data Retrieved from <http://link.springer.com/article/10.1007/s10551-010-0492-3> on March 5, 2014.
- Carroll, A.B. (1979). A three-dimensional conceptual model of corporate performance. *Academy of Management Review*, 4, pp. 497–505.
- Carroll, A.B. (1993). *Business and Society: Ethics and Stakeholder Management*, 2nd edn. Cincinnati, OH: South-Western Publishing.
- Carroll, A.B. (2004). Managing ethically with global stakeholders: a present and future challenge. *Academy of Management Executive*, 18, pp. 114–120.
- Carroll, A.B. (2008). A history of corporate social responsibility: concepts and practices. In Crane, A., McWilliams,

- Clarkson, M.B. (1995). A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of Management Review*, 20, pp. 92–117.
- Cooke, R.A. and Rousseau, D.M. (1988). Behavioral norms and expectations: a quantitative approach to the measurement of organizational culture. *Group & Organization Studies*, 13, pp. 245–273.
- Das, S.C. (2009), “Status and direction of corporate social responsibility in Indian perspective: an exploratory study”, *Social Responsibility Journal*, Vol. 5 No. 1, pp. 34-47.
- De Schutter, O. (2008), “Corporate social responsibility European style”, *European Law Journal*, Vol. 14 No. 2, pp. 203-236.
- Donaldson, T. and Preston, L.E. (1995), “The stakeholder theory of the corporation: concepts, evidence, and implications”, *Academy of Management Review*, Vol. 20 No. 1, pp. 65-91.
- EnviroNics International (1999), “The millennium poll on corporate social responsibility”, available at: www.ipsos-mori.com (accessed 6 June 2007).
- Eweje, G. (2006), “The role of MNEs in community development initiatives in developing countries: corporate social responsibility at work in Nigeria and South Africa”, *Business and Society*, Vol. 45 No. 2, pp. 93-129.
- Freeman, R.E. (1984), *Strategic Management: A Stakeholder Approach*, Pitman/Ballinger, Boston, MA.
- Friedman, M. and Friedman, M. (1962), *Capitalism and Freedom*, University of Chicago Press, Chicago, IL.
- Globescan (2001), “Corporate social monitor 2001: global public opinion on the changing role of companies”, available at: www.globescan.com (accessed 6 June 2007).

GolinHarris (2005), “The state of corporate citizenship 2005 – doing well by doing good 2005: the trajectory of corporate citizenship in American business”, available at:

www.volunteermatch.org.

Gössling, T., & Vocht, C. (2007). Social role conceptions and CSR policy success. *Journal of Business Ethics*, 74(4), pp. 363-372. Data Retrieved from

<http://link.springer.com/article/10.1007/s10551-007-9512-3#page-1> on March 5, 2014.

Imbun, B.Y. (2007), “Cannot manage without the ‘significant other’: mining, corporate social responsibility and local communities in Papua New Guinea”, *Journal of Business Ethics*, Vol. 73, pp. 177-192.

Knox, S., Maklan, S. and French, P. (2005), “Corporate social responsibility: exploring stakeholder relationships and programme reporting across leading FTSE companies”, *Journal of Business Ethics*, Vol. 61, available at: www.curtin.edu.au (accessed 23 June 2007).

Koladkiewicz, I. (2009), “Corporate social responsibility in Poland: the responsible business forum 2002-2007 report perspective”, *Social Responsibility Journal*, Vol. 5 No. 1, pp. 34-47.

Lindgreen, A., & Swaen, V. (2010). Corporate social responsibility. *International Journal of Management Reviews*, 12(1), pp. 1-7. Data Retrieved from <http://onlinelibrary.wiley.com/doi/10.1111/j.1468-2370.2009.00277.x/abstract?deniedAccessCustomisedMessage=&userIsAuthenticated=false> on March 5, 2014.

Malhotra, N.K., Hall, J., Shaw, M. and Crisp, M. (1996), *Marketing Research: An Applied Orientation*, Prentice Hall Australia, Sydney.

- Maon, F., Lindgreen, A., & Swaen, V. (2009). Designing and implementing corporate social responsibility: an integrative framework grounded in theory and practice. *Journal of Business Ethics*, 87(1), pp. 71-89. Data Retrieved from <http://link.springer.com/article/10.1007/s10551-008-9804-2> on March 5, 2014.
- McDougall, F. R., White, P. R., Franke, M., & Hindle, P. (2008). *Integrated solid waste management: a life cycle inventory*. John Wiley & Sons. pp. n.d. Data Retrieved from <http://books.google.co.uk/books?hl=en&lr=&id=McqhYQSOwAC&oi=fnd&pg=PR5&dq=csr+and+forbes&ots=ZyI8dPNJrO&sig=acgvHi76OTDVjv6FCIECSTsFvJQ#v=onepage&q=csr%20and%20forbes&f=false> on March 5, 2014.
- McWilliams, A., Siegel, D. S., & Wright, P. M. (2006). Corporate social responsibility: Strategic implications*. *Journal of management studies*, 43(1), pp. 1-18. Data Retrieved from <http://onlinelibrary.wiley.com/doi/10.1111/j.1467-6486.2006.00580.x/full> on March 5, 2014.
- McWilliams, A., Siegel, D.S. and Wright, P.M. (2006), “Corporate social responsibility: strategic implications”, *Journal of Management Studies*, Vol. 43 No. 1, pp. 1-18.
- Ministry of Information, Sultanate of Oman (2004), “Oman 2003-2004: economic development”, available at: www.omanet.om (accessed 22 August 2007).
- Minnee, F. (2007), *Corporate Social Responsibility (CSR)/Corporate Citizenship (CC) in 2007 Oman Survey Report*.
- Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. *Harvard business review*, 84(12), pp. 78-92. Data Retrieved from

<http://efnorthamerica.com/documents/events/ccc2008/Mark-Kramer-Keynote/Strategy-Society.PDF> on March 5, 2014.

Wan-Jan, W. S. (2006). Defining corporate social responsibility. *Journal of Public Affairs*, 6(3-4), pp. 176-184. Data Retrieved from onlinelibrary.wiley.com/doi/10.1002/pa.227/full on March 5, 2014.