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Organizational CSR integration in everyday responsibilities of Project Managers

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Abstract

The primary rationale of this dissertation strives to diagnose whether organizational CSR should be integrated in everyday responsibilities of project managers within all business divisions and if so to what extent would its integration lead to CSR-business enhancement? The methodology embraces an inductive approach.

The research design adopts a mixed methodology that uses Grounded theory strategy and different sampling methods for its research. The research philosophies adopted include a combination of pragmatism, subjectivism and interpretivism towards modern third generation CSR integration strategies. These approaches are carried out in the form of a qualitative questionnaire covering all relevant aspects of the research participants (project managers) of different MNC’s, SMEs and privately owned businesses being interviewed and researched. The interviews are carried out to compare and contrast different project managers’ responses belonging to different types of organizations. The quantitative method includes carrying out an anonymous survey for the randomly sampled project managers that cover different aspects of PM’s involvement in organizational CSR.

The findings will apply a mixed combination of a questionnaire and an online anonymous survey to draw comparison and conflicting theories on project managers’ reactions on working with CSR based functions within their daily internal operations. The discussions involved contextualizing these findings with the literature review.

Most existing research shows the prevailing relationship with external stakeholders and CSR but the current research study will aim to contribute to existing research knowledge by adding value about the analysis of whether CSR should be dealt with by project managers within their daily responsibilities and their reactions to this ‘proactive conception’. It proposes an integration model between project managers and organizational CSR because not many research studies have been carried out to examine their relationships.

This case study will show the project manager’s perspective of what it means to have CSR integrated within their team as opposed to it just being a separate CSR entity within the organization itself. It will amplify their opinions and ideologies of how they aspire to spread CSR within their organization. It will bring to light the inception and evolution of CSR, adoption of organizational stakeholder theory, inducing proactive strategies of CSR integration within day to day internal business operations.
The originality of this dissertation will therefore be covered by the following main research elements:

- **Awareness of Organizational CSR:** To what extent are Project Managers aware of it and willing to get involved with its operations?
- **Showing the progress of business integration from the initial first generation to the present third generation CSR phase and its gradual ongoing transition towards achieving complete integration and envisioning future fourth generation millennial CSR goals.**
- **Focus on the extent of third Generation Organizational CSR being achieved through business division integration:** Should it be to the extent of being integrated within the everyday schedule of responsibilities of a Project Manager as opposed to a separate CSR division within the organization.
- **Perceptions of project managers regarding CSR integration within their everyday internal operations.**
Introduction

Contemporary business trends have shown that an increasing number of organizations through the services of their management are striving to build a strong corporate culture based on core values of enhancing business while recognizing duties owed to society. This is achieved by incorporating CSR within business culture. The question that needs to be addressed is to what extent is CSR being incorporated?

Lord Holme and Richard Watts identified Corporate Social Responsibility (CSR) as “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce as well as the community” (Lord Home, Richard Watts, 2000). CSR is a constantly expanding phenomenon. It is one that encounters more and more organizations getting involved in socially responsible endeavours. The background of the dissertation topic is portrayed in the first theme of the literature review - 'The Genesis of CSR'.

The prime motivation behind this thesis topic is that there is not a lot of research on project managers’ interaction with CSR integration and how they choose to be ethically accountable to society. This includes the quest to observe project managers perceptions of their organizations environmental and social responsibility known as the perceived CSR scale (Ante Glavas, Ken Kelley, 2014).

CSR relates to the duty a company may owe to respect the environment, to a community it operates in, to the customers it serves and to the people it employs. The main objectives of this thesis is to reflect on what the CSR initiatives are and how project managers respond to embedding such ethical responsibilities into their already existing set of tasks in their daily internal operations and to ascertain whether CSR-business functionality would be enhanced if project managers implemented CSR related tasks in their day to day projects. Most importantly, whether or not it should be integrated into daily responsibilities of project managers. This thesis will not deal with any one specific CSR activity but rather the CSR body as a whole and how it came to being within a business organization.

CSR incorporation is crucial for the progressive growth and success of a healthy organization. However CSR related tasks cannot be carried out successfully without the skills of project managers being able to strategically integrate them in their work schedules. Often dedicated project managers and CSR personnel struggle to have their voice heard for a good cause. Sometimes they simply lack the required authority for contributing towards a good cause. CSR should allow Project Managers and their
employees to justify their everyday work and find better purpose and meaning to it by giving back to the society (Dekas, Rosso, Wrzesniewski, 2010). The definition of ethically responsible managers was quoted by author Roome as “responsible leaders” and “people of the highest integrity and deep understanding of difficult concepts such as sustainable development, committed to building enduring organizations in association with others, leaders who have a deep sense of purpose and are true to their core values” (Roome and Bergin, 2006. Alessia et al, 2009).

The executive director of the leading European business network, CSR Europe for Corporate Social Responsibility stated that businesses have developed exponentially for organizational CSR since its inception in 1995 (Stefan Crets, Nov 3, 2011). The greatest challenge faced by organizations in recent times has been to try to integrate CSR related practices into the company’s mission strategy instead of just maintaining it as a separate entity. Although this has been achieved through the 2nd generation phase of CSR, efforts have been repeatedly made to move and integrate CSR into every business division as opposed to the regular CSR departments that it is restricted to but haven’t been entirely effective due to the lack of strategic incorporation (Rogers, 2013). Thus, it is important to analyse the link between project managers and corporate social responsibility and whether the CSR initiatives would be enhanced and better executed if Project Managers would incorporate them into their day to day activities. That is what this dissertation will endeavour to do.

Now, corporate leaders who are incorporating CSR in their business practices are not only being appreciated by their employees and stakeholders for betterment of the society and organization but are being recognized by CSR based organizations such as Chambers Ireland for their CSR related efforts and best social practices. In recent years, organizations that have embedded CSR into their business such as Marks and Spencer, KPMG and Abbott Ireland have been rewarded for their positive contributions to society through Corporate Social Responsibility Awards (Chambers Ireland, 2015).

It goes beyond saying that the attempts to expand CSR and the knowledge of its inception and goals are enormous. There are a great deal of findings and research that just stress on CSR’s integration into the company’s strategy without actually having to implement it into individual business practices. One great example is the Irish Government’s National Plan on CSR 2014-2016, with the motto, “Good for Business, Good for the Community”. The plan states that Ireland, as a nation wants “to encourage and broaden CSR and make Ireland a CSR exemplar and leader in the field. We recognise the value of sustainable business practices in boosting employment, fostering social cohesion and protecting the environment” (Ireland’s National Plan on CSR, 2014-2016).
The goal to achieve organizational CSR is to inspire the chain of command from the senior management to the employees to be socially aware and contribute positively to the society. This would in turn work towards building a sustainable lifestyle venture for the future. Different countries deal with the adoption of CSR multi-culturally. It is the developing countries that have the highest necessity for CSR integration and hence where some of the best innovations come from (Visser, 2012). Large corporations in the developed world like Tesco, Microsoft, Barclays, Adobe, Nike have put their own CSR strategy in place (Smith, 2013). However, the real issue for them should be to try further break down CSR involvement into every department irrespective of their other duties.

CSR-driven organizations such as H&M and Philips are in business fields wherein it wouldn’t be the first choice for endorsing CSR related activities yet these companies are ethically responsible due to the well-defined CSR architecture incorporated in their company strategies (Newell, 2012). Despite all these great CSR schemes and initiatives, it is essential to question whether PM’s take CSR seriously and if so to what extent do they take it.

Some open-minded entrepreneurs and companyees now understand that engagement in CSR related tasks results in adding and eventually strengthening corporate value. CSR implementation strategies have taken a back seat due to lack of effective communication (Jim O’ Connor and Kelly, 2014). There is no doubt that good communication helps with raising awareness about organizational CSR and eventually building trust amongst employees and fellow stakeholders.

**Research question**

This section will focus on the main thesis research question and any related sub-questions that will be covered along with it.

The main research question that the research would be based on is addressed as follows:

- Should CSR be integrated in everyday responsibilities of Project Managers instead of as a separate entity?

Addressing this main research question and drawing a conclusion on project manager’s reactions to this embedded Corporate Social Responsibility change within their daily responsibilities will be the main priority of this thesis.

The extensive research objectives will include and cover the following sub questions:

- What are organizations motives behind adopting CSR?
• What are the initiatives towards CSR enrolment and integration within an organization?
• How aware are project managers of the concept of organizational Corporate Social Responsibility?
• Induce different integration theories that will benefit 3rd Generation CSR phase in project managers' daily operations.
• Do PM’s consider CSR as an important entity and if so to what extent do they carry it out?
• How would Project Managers react to integrating CSR related tasks in their daily responsibilities?

The result of unethically run organizations and their interests to make amends by introducing CSR values (O’Riordan and Fairbrass, 2014) is one of the reasons this topic is very pertinent to organizations and project managers that inspire to keep their organization or a project on the right track. The moral obligations that some project managers have towards their organization as a whole will be discussed and considered. This dissertation will develop, expand and evaluate many of the current embedded theories and evaluations of CSR integration in the modern business world and will portray how they relate to project managers daily functionality and can enhance various aspects of a contemporary commercial or non-commercial project. So what needs to be approached is to determine how project managers work together with organizational CSR and their reactions to welcoming it through integration it in their day to day business. Therefore this thesis aims to evaluate different integration theories and test whether Corporate Social Responsibility (CSR) related tasks should be integrated within the daily operations of project managers.
Literature Review

This literature review will deal with different aspects of organizational CSR in management including what Corporate Social Responsibility initiatives are, the responsibilities of project managers and the integration of CSR initiatives into business objectives and divisions. This will be resourceful research in order to determine the interaction level between project managers and their CSR duties along with discussing what different organization’s project managers reactions would be to include CSR tasks in their day to day activities and how it would further improve the CSR operations and thus benefit the corporation’s reputational value as a whole.

The literature review will deal with the following themes:

Theme 1: *Genesis of CSR*
Theme 2: *Motivation behind organizational CSR*
Theme 3: *CSR transition phases from first to third Generation*
Theme 4: *Reactions to third generation organizational CSR*
Theme 5: *Responsibilities of project managers in relation to CSR*
Theme 6: *Integration of CSR in daily internal operations of project managers*

The first three themes discuss the genesis of CSR by bringing light to what the concept of CSR represents, the motivations behind its incorporation and its evolution from first generation CSR to the 3rd Generation. The remaining three themes discusses the reactions of organizations to third generation CSR, project manager’s responses towards integrating CSR related activities and finally the different induced theories required for accomplishing integration of CSR in daily operations of project managers.

**Literature theme 1: Genesis of CSR**

In a recent paper, Author Feruza Madrakhimova provides a detailed introduction to CSR and how it is categorized (Madrakhimova, 2013). She discusses many of the contemporary motives behind CSR, particularly in relation to larger MNCs. This provides the reader with a clear understanding of CSR and how it has progressed from an obscure corporate issue to one that is at the forefront of many new and emerging ideas.
Corporate Social Responsibility can essentially be divided into two types:

1. Embedded CSR
2. Peripheral CSR

Embedded CSR has a direct impact on an organization’s employees as it deals with the implementation of CSR within the business’s core strategies and related operations. Ante Glavasa and Ken Kelley have proposed that the emphasis and importance of embedded CSR dealt with the integration of CSR through its practices and operations as a means of dedication and responsibility in business. This type of CSR would ideally represent integration of CSR at different management levels of the organization by catering to sustainable business practices. They believed that embedded CSR would also cater to the requirements of stakeholders at a more personal level (Glavas and Kelley, 2014).

On the other hand, different commentators have pointed out that peripheral CSR deals with more philanthropic based responsibilities that are not integrated into the firm’s mission plan (Herman Aguinis and Ante Glavas, 2013). This research will primarily aim to analyse the effects of embedded CSR over peripheral CSR on the behaviour of a project manager and their responses to welcoming the change within their daily operations.

Corporate Social Responsibility Pyramid:

![Corporate Social Responsibility Pyramid](image)

Source: Crane, Matten, and Spence (2008)

This pyramid formation represents the 4-fold foundation that constitutes the very basis of Corporate Social Responsibility. This structure demonstrates the different fields that an organization should be socially responsible in. The philanthropic responsibilities involve two kinds of ways in which Organizational CSR can be carried out. These being cause branding and venture philanthropy. Venture
philanthropy involves willingness to volunteer outside of the organization’s efforts (Sara Mellinger et al, 2004). Author Carroll characterized ethical responsibilities as the obligations a company puts on itself because it believes it the right thing to do. They can include such things as encouraging sustainable development, paying fair wages and only dealing with other responsible companies. While legal responsibilities will include adhering to employment legislation, paying appropriate taxation, following environmental protection regulations and implementing health and safety standards. Finally, economic responsibilities provide the cornerstone of any corporation. Without a return on investment, organizations won't survive too long and more jobs will be lost, making this the organization's prime focus before having to focus on being a good corporate citizen (Archie B. Carroll et al, 2010).

Below is the representation of the dimensions that constitute Organizational CSR:

![Diagram of Organizational CSR dimensions](image)

Source: 3-dimensional CSR Architecture, 3 CSR Model, Meehan & Richards (2006)

This diagram represents the combination of the 3 C’s of business that contribute to successful CSR being integrated and implemented within an organization’s work culture. The mutual integration of these CSR elements in the right balance will lead to improved business plans and more shareholder value. Engagement of employees along with their managers in the workplace is crucial for better team performance and motivation towards achieving CSR and sustainability goals. This is supported by author Hemingway who believes that CSR-employee interaction is construed as a social contract as opposed to usually when it is seen as more of an economic contract (Hemingway, 2005).

Authors Katsoulakos, Koutsodimou, Matraga and Williams (2004) outline how the concept of CSR came into existence but from an alternative perspective than Madrakhimova. This may be explained by the fact that the latter’s research came much later. However, both agree that the inception and evolution of CSR can be seen dated back to the early 1990’s.
The pictorial representation below displays the respective CSR timeline phases:


**Phase 1: First Generation CSR: Commencement phase {1960-1990}**

This phase was coined as the traditional 1st generation of CSR. It marked the evolution and foundation of CSR. It was known as the ‘Corporate Social Stewardship’ as the involved workers were acknowledged as social stewards (William C. Frederick, 2008). In this phase, top management voluntarily contributed donations to good causes as a means of corporate social responsibility.

**Phase 2: Second Generation CSR: Growth and expansion of CSR {1990-2000}**

This phase marked the initiation of CSR strategies within Non-government organizations and other public organizations. It is known as the ‘Corporate Social Responsiveness’ (William C. Frederick, 2008). This phase was considered as the second generation of CSR.

**Phase 3: Third Generation: CSR mainstreaming into business {2000 onwards}**

This phase can be as the third generation CSR. It marked the dawn of a new era for CSR mainstreaming into business corporations. It is known as the ‘Corporate ethics’ phase (William C. Frederick, 2008).

**Phase 4: Fourth Generation CSR: Organizational integration of CSR {21st Century}**

This phase will be considered as the fourth generation of CSR which is still rising but slowly becoming popular among businesses. This ongoing phase depicts the slow but steady integration of CSR values and activities into business. It is also known as ‘Corporate Citizenship’ phase. (William C. Frederick, 2008)
gradual integration first started by assigning and dedicating small individual teams to enabling CSR activities were carried out by the respective organizations involved. These teams are now referred to as the ‘CSR department’. Thus organizations have started employing personnel solely for the purpose of managing and coordinating CSR related task. Other advances included hiring for various sustainability positions. (Katsoulakos et al, 2004)

The diagram below portrays different CSR milestones:
Diverse organizational initiatives towards CSR have developed over time. Recent initiatives include introducing what is known as the ‘Citizenship Concept’, which has been adopted by more and more corporations with the sole purpose to encourage business workers and management contributions to improving the standard of living. The establishment of the concept of corporate citizenship has greatly benefited the growth of CSR in terms of it being innovatively integrated into modern day business practices. After analysing the qualitative research interviews conducted for the purpose of this research, it is evident that project managers have adopted Corporate Citizenship as the one of the latest innovations to amplify CSR values for multinational companies, such as Barclays Capital.

Organizations like CSR Europe and Chambers Ireland are dedicated to the sole purpose of recognizing all the organizations that actively take part in CSR and awarding them based on their CSR achievements respectively. Another ethically inclined institute is the – ‘the Ethisphere’, which sets the standards of ethical and responsible business practices that power CSR. Whereas, CSRQuest Framework is an initiative to create awareness in organizations about CSR related issues and provide guidance for efficient CSR implementation (CSRQuest, 2004). Further examples of these contemporary CSR initiatives include those taken by the Governments, such as Ireland’s National CSR plan (Ireland’s National Plan on CSR, 2014-2016).

The present CSR trend is therefore to make more and more organizations socially responsible and aware of ethical business practices. This would in turn improve the quality of living for generations to come and hence make a difference in saving the world, one community at a time.

**Literature Theme 2: Motivations behind Organizational CSR**

Authors Enquist, Skalen and Johnson answer some of the questions relating to what motivates organisations into adopting and embracing CSR (Enquist and Skalen, 2006). They contextually dealt with the issue from the outlook of a stakeholder. According to them, stakeholders such as shareowners are usually hesitant when it comes to selecting the right company to invest in. Such shareholders always prefer to choose and invest in companies that specifically endorse CSR. Author Hohnen considers stakeholders as comprising of consumers, communities, governments, non-government organizations
and employees which are the primary stakeholders (Paul Hohnen, (2007), Kaler, (2009)). Thus, being adequately rewarded for their active CSR participation and compliance can prove to be an effective method for motivating organizations to adopt and integrate CSR related tasks within their businesses (Björklund, Ramírez and D'Avanzo, 2010).

Other motivations behind its adoption include helping to build the reputation of the organization, stakeholder loyalty, organizational stability and improving employee health and morale. Effective engagement in workplace resulting in drastically improved performance. Retention of employees would be another benefit of organizations endorsing CSR in their core corporate strategy. Gives rise to new technologies in markets and improves market value. And most importantly ensuring responsible ‘Corporate Citizenship’ behaviour (Paul Hohnen, 2007), The global compact, (2009), Sustainable Procurement Management, (2010), Harvard Business Review Analytic Review Report, (2013))

Other commentators note that CSR can help build stronger relationships with third party vendors that many potential employees will prefer working for ethically responsible companies and that consumers usually consider buying the respective products or using the services of an ethically approved company over one that isn’t ethically certified (Paul Hohnen, 2007)

These observations can be resonated below by the reactions of consumer stakeholders to CSR incorporated in business development in the global consumer survey:
This global survey was conducted on May 2013 to portray the general attitudes of consumers towards CSR in business. This survey shows the different perceptions of consumers and how they think an organization should run its business and what kind of products of organizations they would invest in.

CSR Adoption deals with two different theories that an organization may embrace to promote CSR and its positive effects on society. The first being the stakeholder theory and the other being the neo-institutional theory (Enquist and Skalen, 2006). These two theories seek to influence the moral upbringing of society from a business management point of view by using organizational resources.

Adopting CSR implies having to primarily identify the possible risks that could occur in the environment by the manufacturing and respective supply chains followed by taking cautionary measures and embracing innovative methods to make its value best suited for the surroundings (CSR Issues, Adopting CSR yourself). Generations of business management by organizations have struggled with gaining the trust of their different stakeholders and the best way for it to be earned is through the adoption of its CSR values.
In contrast to the above mentioned papers, authors D’Avanzo and Thuong discuss how organizations are willing to integrate CSR in project management within their daily business business practices and they examine the issue within the confines of the oil and gas industry. Considering this and the responses from a general online survey conducted, PM reactions for the main part tend to be positive. This is however just as long as it’s feasible or fits their teams strategy (D’Avanzo and Thoung, 2010).

The stages of CSR implementation can be seen from its basic to its morphing stage (Mirvis & Googins, 2006). Regarding the changes from 1st generation corporate social responsibility towards 3rd Generation (act of entrepreneurship), the transformation of CSR by business arose through the concept of corporate innovation. In the past, CSR has been seen taken on as more of a strategic approach. This is an approach that needs to be integrated with a more ‘proactive leadership’ approach in order to accomplish complete 3rd generation CSR and envision 4th Generation CSR millennial goals of complete integration.

CSR is categorized into two main drivers – the ‘public policy’ driver and the other which will be discussed further is the ‘Business’ driver. While the government driver deals with public authorities taking an interest in CSR in business functions, the business driver is a more proactive, self-initiated approach by the responsible businesses (Paul Hohnen, 2007). The business driver led to the introduction of Corporate Social Innovation to the organization’s third generation CSR advancement.

Source: Mirvis, Googins and Kiser, Corporate Social Innovation Drivers, 2012
This flowchart demonstrates the relationship between Corporate Social Innovation, Corporate Social Responsibility and business.

With the increasing standards of expectations on companies, it has become important for organizations to cater for CSR. Therefore, the introduction of corporate social innovation (CSI) has brought about new partnership opportunities for employee engagement. The fundamental decision to relinquish pursuing corporate financial gain by using the organizations’ capital to enhance the society is a term similar to the functionality of CSR known as Corporate Social Entrepreneur (CSE). According to Leipziger and Kiser, a social entrepreneur is one who adopts business objectives that create, innovate and sustain societal value (Kiser, Leipziger, Shubert, 2012). CSE is one who depicts organizational initiatives with its main objective being to improve environmental and social welfare while the auxiliary function is gaining monetary profit (Hemmingway, 2005).

**Literature Theme 3: CSR transition phases from first to third Generation**

Carroll and Shabana have investigated the impact of CSR on business integration and how this can be felt through the art of strategic CSR-business alignment (Carrol and Shabana, 2010). This below graph shows what the benefits are to a business engaging in CSR:

![Graph showing CSR transition phases from first to third Generation](image)

Source: Strategic CSR-Business growth rate graph, (Zadek & Raynard, 2001)

Horizontal Axis: Business progression  
Vertical Axis: CSR initiatives
The representation of this CSR-Business progression graph is characterized by the three generations of CSR.

1st Generation CSR:

The first coordinate where the CSR and business development are inversely related represents the 1st Generation CSR. The contribution to CSR by top management of firms is at their own will, thus yielding no substantial gain in business. The 1st Generation advance towards CSR goals dates back to the 1990’s, which portrays that CSR followed regular code of ethics policies and any kind of philanthropic contribution from top level management, not necessarily including or affecting the entire business, just adding value to it. This consists of answering to the government based stakeholders such as NGO’s. This strategy was a CSR approach based to protect the organization’s reputation from any negative publicity by publically portraying instances such as fundraiser charity events or generous contributions to society (Rodrigo, 2012). More organizations were focused on different CSR initiatives and programs instead of an actual built in social corporate strategy in place (Rangan, Chase et al, April 2012).

2nd Generation CSR:

The second coordinate represents the second generation of CSR wherein more stress was placed on business which affected the implementation of CSR initiatives by Project Managers. The second generation is focused more on integrating CSR into the company’s mission strategy. This generation was aimed towards incorporating CSR related tasks into the corporation’s mission plan as a part of its strategic long term goals. The efforts that organizations take are to align their business objectives with socio-economic and sustainability goals to achieve the CSR purpose and therefore be integrally linked with its strategy (Gazzola and Colombo, 2014).

Author Carlisle believed that, as time progressed, integrating CSR more intricately within the organization’s mission strategy would be an emerging design as opposed to it being time restrictive and cost bound (Carlisle and Faulkner, 2004).

This suggests that without being forced by external factors, more and more organizations Chief Executive Officers and Chief Operating Officers were eager to make their corporations socially responsible by making CSR goals a part of their mission statement. For instance, Marks and Spencer was well known for taking their own initiatives to incorporate CSR goals into their company’s mission statement (Grayson, 2011).

**3rd Generation CSR:**

The third coordinate represents the third generation CSR which portrays that an increase in CSR development brought about an equally increased business progression. This yields maximum gain from both entities and would be the most ideal situation if it could be carried out tactfully by respective managers of organizations. This third generation CSR should bring about a new era wherein increasing the rate of CSR in proportion to the business should bring about maximized results for both the business as well as CSR value. Corporate Social Innovation is seen as a third generation trend. The right balance of integration of the CSR-Business entities will lead to achieving CSR goals and overall successful business integration.
Thus we see three generations of progressive integration, where in the first generation showed general mainstreaming of CSR into business. This was followed by the second generation integration of CSR into the very core strategy and mission blueprint of the organizations. Finally we see the latest progression in cutting edge CSR technology with efforts being made to integrate it within various divisions headed by their project managers, irrespective of them not being related to PR, HR or other CSR related workforces. It can be induced that this comparison of CSR-Business growth is directly related to CSR-Project Managers involvement, where the positive increase of CSR activities directly depends on the active participation and effective involvement of the respective managers towards the CSR cause. This CSR business case differs for different organizations based on factors such as location, sustainable delivery, size of the company (Paul Hohnen, 2007).

A business plan requires adopting the basic triple bottom line CSR approach in order to maximize business development. By implementing the combination of the people, plan and profit concept, an organization can strive to achieve its millennial CSR goals. A notable example of a corporation whose main priorities revolved around its consumers, communities and employees was Johnson and Johnson who performed equally as well as other profit-oriented competitors (Social Responsibility Archives, Johnson and Johnson, 2015).

Will and Hielscher examine how corporations are implementing the Social Responsibility Investment to not only benefit the society but get good returns on their business (Will and Heilscher, 2014). But Paul Honen has questioned the implementation of CSR as either a value-enhancer or a cost consumer (Paul Honen et al., 2007). While most economists argue that CSR takes away from the main purpose of business by depleting its business value authors Husted and Allen believe that the right utilization and incorporation of CSR will enhance its value and that of its business as a whole (Husted and Allen, 2007). Authors O’Riordan and Fairbrass contribute to develop CSR strategies and practices that assist business leaders to make a transition from ‘traditional’ to a more ‘innovative’ approach (Linda O’Riordan & Jenny Fairbrass, 2014).

The need for CSR to be integrated with other elements is required to be carried out by organizations for successful business integration as follows:
This shows the mutual relationship between the various constituents of CSR in an organization. The main goal of stakeholder management strategy aims to effectively maximize shareholder value (Enquist, Skalen and Johnson, 2006). Social auditing is another aspect of corporate responsibility which acts as a vital part of stakeholder management for influencing organizations to be socially responsible, aware and improve their performance ethically. It is essential to create corporate value as a means to benefit both the society as well as business itself. Unless all these components of Organizational CSR are managed interdependently will the impact of CSR continue to remain as just an exterior entity.

**Literature theme 4: Reactions to 3rd Generation Organizational CSR**

Slack, Corlett & Morris have evaluated the different attitudes employees and their project leaders have towards involvement in CSR related tasks. There are various motives behind why any organisation may adopt CSR but one of the primary emerging reasons is that it provides managers and their employees with a more expansive, ethical way to engage in their work and the people they deal with. This article provides an insightful analysis behind the views and opinions of workers who engage in CSR (Slack, Corlett and Morris, 2015).

Below is a survey carried out by the author Slack to portray employee sentiments with respect to CSR in business:
Source: Employee CSR Attitudes and Engagement Survey by Slack, Corlett and Morris (2015)

This survey shows the awareness, attitudes, engagement and reactions towards business integration of employees with respect to CSR. It is essential to analyse the reactions and conflicts between CSR and business objectives. The clear lack of knowledge of Organizational CSR by employees reveals that it is not something that is communicated well to employees and their managers. Employees believe that the CSR concept is really just ‘good corporate citizenship’ and not intimate enough to take joint team initiatives and would rather get involved in its activities on their own agenda. They think that CSR has to be a philanthropic act and can’t just be enforced on them because then it wouldn’t be genuine enough.

Certain employees consider CSR an integral part of building business reputation as well as improving employee morale. While some employees believe aligning CSR with the business mission improves overall business, others have argued that it cannot be completely integrated within business as it is not business driven. The issue lies when day-to-day operational business is given more priority over CSR activities. This is when CSR operations are neglected the most when in fact it should be considered as a

<table>
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<tr>
<th>Core Themes</th>
<th>Knowledge Area</th>
<th>Comments on CSR in Business</th>
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| Employee attitudes to and engagement with CSR | Knowledge of company CSR | This map (strands) that you’ve drawn of CSR, I don’t think anyone knows about yet alone cares about…..didn’t even connect that this was CSR activity…...but it makes prefect sense (F)  
Never heard of it in my life (B)  
Certain stuff I have never heard of (C)  
I wasn’t aware of it (H) |
| Attitudes to CSR | Internal communication | Can’t say I’m hugely passionate (A)  
In a nutshell, it’s to be a good corporate citizen (I)  
CSR is not personal enough—that is why it doesn’t interest me (B)  
I get personally involved that way to give something back to try and make a difference (I) |
| Impediments to CSR engagement | CSR culture | We haven’t got the best communication (C)  
There’s no coordination in order to make it effective….the structure of the business doesn’t lend itself to clear communication (D) |
| Integration of CSR in Business | Strategic alignment of CSR to business objectives | It’s just engrained in the culture of the business (I)  
It’s (CSR) got to be genuine and authentic, you can’t just spin it….you know we operate in communities and it is incumbent on us to be part of that community as much as possible, to engage with them (I) |
| Conflict between CSR and business priorities | | I would say if we aligned our CSR strategy more closely with our business strategy we might be in a better position to grow business (D)  
CSR is a big part of that, is a big part of building our reputation (E)  
It doesn’t drive the business or become integrated (A)  
CSR should be one of our top priorities. Sometimes it isn’t, and sometimes it just slide….that sort of operational level of the business tends to prioritize, understandably so I guess, day-to-day business ahead of CSR a lot of the time…that’s when CSR does have to take a back seat, and it probably shouldn’t (E)  
But at the end of the day we’re still here to make money for our shareholders and that’s absolutely key, we need to deliver shareholder return (H) |
vital priority. But employees with conflicting opinions believe that they shouldn’t detract from the main purpose of business which is yielding profit (R.E Slack et al, 2015). This theory, has been argued by Husted and Allen who believe that the right incorporation of CSR as a positive approach and the extent of its implementation could benefit and improve overall financial performance (Husted and Allen, 2007). This survey analysis of employee reactions portrayed by the author gives their different opinions on CSR. From these reactions, notions on the level of CSR integration in the workplace of managers and their employees can be induced.

A strategic bridge between personal business development and CSR was quoted by one of the research candidates who stated – “CSR should be built into peoples’ personal development plans, I think it should go that formal because it is something that needs to be, if it is going to be embedded and have a support strategy then it has to be something that’s lived” (R.E Slack et al, 2015). This strategy can be critically related to the proposition of incorporating CSR into the development plan of a project manager. What’s remaining to evaluate is its real-time feasibility of incorporation and reactions by project managers to its integration. Therefore a similar research study is conducted by the thesis researcher with respect to Project Managers reactions to integrating CSR in their daily responsibilities which is demonstrated in the research findings and discussions sections.

This need to observe project managers and their employee attitudes towards CSR will further facilitate the main thesis research question. Jeremy Moon specified that the right perceptions and ethically responsible actions of Project Managers and their stakeholders when dealing with CSR will sculpt the way an organization is influenced (Moon & Matten, 2008). Which means that a positive response to incorporating CSR related tasks by a corporation’s respective Project Manager would indirectly alter the way the organizations consider and see CSR and therefore be guided in the right direction (Glavas & Kelley, 2014).

This research will outline that Corporate Social Responsibility is in fact an essential business valued strategy which has been featured in almost every operation from research and development to risk management of a corporation (Meggan Dissly, 2001). It also examines change management and how modern day businesses must not only satisfy their employees and stakeholders but also cater to societal and environmental concerns. These factors are necessary to maintain reliable relationships between the companies and their stakeholders. It will continue to deal with the motivation and daily implications of CSR initiatives in corporations as well as discussing the demands for CSR and its adherent costs. This
research will add value to the further implementation of CSR strategies in businesses and the effects it has on stakeholders along with determining the success of the overall project.

**Literature theme 5: Responsibilities of Project Managers in relation to CSR**

Authors Allen and Del Alleyne analyse the characteristics of a Project Manager to determine the factors that contribute to the success of an organization by taking into consideration fields like the scope, cost, schedule and risk (Allen and Del Alleyne, 2014). Project managers are usually capable of swaying their organizations toward socially responsible conduct and hence would be open to the need for resorting to incorporating corporate social responsibilities along with their existing tasks.

The following are some of the factors that lead to effective CSR integration by its organization’s project managers (Alessia et al, (2009), The influence of Shareholders of CSR, (2010):

- Trying to align their team’s business strategy and responsibilities with that of CSR.
- Charismatic leadership, dedication, decision-making, commitment and deliverance.
- Embracing Innovative business integrity practices.
- Operational improvements, development and CSR awareness.
- Structural changes with respect to CSR.
- Mandatory CSR legislation
- Effective stakeholder and Risk management.
The figure below represents the Process of CSR integration into strategic Project management:

Idea derived from Source: Fátima Guadamillas-Gómez et al, 2010

The above figure demonstrates the three phases that lead to maximized CSR integration.

Various integration theories have been induced by the thesis researcher based on prevailing research and current business trends. The adoption of these models would work towards completely achieving 3rd Generation Organizational CSR as follows:

1. Mainstreaming CSR into the business culture (1st Generation trends)
2. Embedding CSR into core vision and mission strategy (2nd Generation trends)
3. Should be incorporated within the daily operational business practices of all the organization’s divisions from supply chain and procurement to marketing and finance, irrespective of its relevance to CSR (3rd generation trending)
4. Integrating within Project Managerial decision making, leadership development, workshops and training.
5. Corporations should engage in sustainability partnerships with non-profit organizations.
6. Embedding different levels of CSR in the business management operations based on the performance and efficiency of the project managers.
7. Regular reporting to CSR review boards to discuss the progress of integration, depth of implementation and difficulties faced in the incorporation of CSR by the team’s project managers.
8. Ensure that ‘Corporate Citizenship’ is a core part of the organization’s and project manager’s vision and schedule.

9. Aligning CSR targets within daily business operations to cater to the compliance of Risk Management factors.

10. Integrating CSR as a part of recruitment policies by encouraging more recruiting of employees for CSR based jobs and improving the ethical reputation of the corporation.

11. Distinguish the organization from others by being ethically recognized by stakeholders such as consumers and shareholders and considering their feedback.

12. Consistent engagement of Project managers with employees and external stakeholders to contribute to CSR related team efforts.

13. Support and guidance of organization’s top management towards the project manager’s involvement in the integration of any CSR based tasks.

14. Promoting more CSR based campaigns and conferences.

15. Improving the general awareness of CSR integration by utilizing the assistance of various CSR knowledge bodies and CSR excellence forums for providing essential data.


D’Amato, Florence and Henderson note that the quality of relationship between an organization and its internal and external stakeholders is absolutely vital for achieving the aspired CSR objectives. Leading on from that, this literature research discusses the desirable leadership traits of Project Managers and how their methods would enhance CSR activities along with their organization’s project success. It showcases how Project Managers are in charge of supervising the day to day activities of the project (Pandya, 2014). It also draws attention to the adaptability of Project Managers to certain circumstances in order to contribute to the further development of the organization. The evaluation of these existing responsibilities of Project Managers along with their interest to get involved with social activities will be shown to be useful and beneficial to corporations as they encourage Project Managers to strive to achieve their business objectives.

Author Alessia believes that ‘charismatic’ leadership plays a huge factor in the overall performance of an organization. Other attributes of leadership include teamwork, reliability, accountability and integrity among others. (Alessia et al, 2009). This will answer what project managers benefit from integrating CSR
within their daily schedules and how they can fully maximise the attributes mentioned. The following are just a number of benefits that PMs can derive from CSR integration:

- The philanthropic satisfaction achieved by Project managers by inculcating CSR values within their daily team operations.
- Gives a competitive advantage over other experienced business leaders.
- Improves team’s productivity and performance efficiency, encourages teams to work together by building team spirits.
- Provides a gateway for more innovative opportunities.
- Saving and reducing costs for the projects undertaken by resorting to ethical and environmental products and services.

Sources: (Paul Hohnen, 2007), (Alessia et al, 2009).

Project Managers undoubtedly face various challenges in integrating CSR. A Project Manager is usually the one who prepares the detailed project plan, defines the scope and coordinates and manages the decision making, costs, risk as well as progress of day to day projects. They are therefore responsible to follow through on the project’s progress from the Project’s initiation phase to it execution and finally its closure phase. ('Project Management', 2000). This literature research is valuable as it gives us a basic understanding as to what duties a Project Manager is already in charge of and how the implementation of CSR activities based on the existing tasks could lead to either the success of the corporation or result in further delaying the execution of the projects.

One of the primary concerns will always be an organization’s budget constraints to support carrying out CSR operations which will indirectly affect the project manager’s ability to follow through on targets. Other concerns may include time constraints, lack of support from senior authority, lack of effective coordination with the business structure, non-consistent daily schedules, lack of effective coordination with the business structure and lack of flexibility to work around them. Need to cater to contingency risks and inability to find a link between CSR and their routine operations to drive the business contribute to further concerns. These factors could inhibit CSR integration if not resolved properly (Slack, Corlett and Morris, 2015).
Theme 6: **Integration of CSR in daily internal operations of project managers**

Tharp has highlighted how a project manager plays a crucial role in the execution of CSR tasks in their everyday business strategies. She discusses how the organizations and societies they work in are so interlinked with each other wherein the organizations need healthy environments to provide productive workforces while societies in return require organizations to provide employment to their people (Tharp, 2008). This paper will deal with how Project Managers could contribute more to the CSR policies due to their extensive knowledge of social and ethical concerns. This literature research deals with the relationship between CSR and the integration of its activities in the business strategies of Project Managers and their corporations. This could be useful in determining how Project Managers assess the risks related to CSR and how those ethical tasks could influence their prevailing projects.

All project leaders need to approach their projects in an ethical manner. They ideally need to go about planning their CSR incorporation strategies from its project initiation to its execution phase. The below Project CSR Integration framework will show project managers responsibilities with respect to CSR integration from the project initiation phase to the project execution phase.

A project manager would ideally need to deal with these responsibilities in order to achieve effective CSR integration. After which the process should repeat itself. Following these project tasks, project managers will have to cater to the following responsibilities to carry out their projects ethically (Maserang, 2002):

- Build respective work breakdown structures (WBS).
- Link project objectives with CSR to cater to CSR as well as business needs.
- Cater to internal and external stakeholder requirements.
- Enhance team efforts to yield maximum performance efficiency.
- Develop efficient monitoring and control system that caters to sustainable standards.
- Cater to contingency and planned risks.
- Maintain, evaluate and prioritize time constraints, costs and tasks respectively.

Only if these responsibilities are feasible, will a project manager be able to successfully integrate CSR within their daily operations.

Ariales and Mundy have shown how, in most large scale companies, the implementation, design and controlling of CSR initiatives is seen to most Project Managers as more of a ‘responsive’ approach rather than a ‘proactive approach’ which indicates a sense of compulsion from most leaders rather than just fulfilling a moral obligation towards the society (Ariales and Mundy, 2014). Many organizations are more concerned about endorsing the visibility of their CSR initiatives to their peripheral stakeholders. Although more and more companies have CSR embedded as a separate dedicated department, most Project Managers are still hesitant to incorporate CSR strategies as a part of their business strategies. It brings to light how some leaders think of CSR as more of a monitoring constraint as it poses more costs and risks to the team and organization. Thus this study further enhances our research in order to draw a conclusion as to how organizations and their Project Managers would react to incorporating CSR initiatives in their day to day activities.

Following on from what Ariales and Mundy have outlined, Majeed portrays how it is almost a basic necessity for every organization to set and achieve their social responsibility goals, not just for their external stakeholders but as a civic duty as a citizen of the society (Majeed, 2012). This paper will establish a relationship between these entities - the leaders of the organization, the Project Managers and the Corporate Social Responsibility as another entity, which ideally would be more enhanced if the Project Managers obliged to instil them in their day to day tasks.
Some of the CSR goals that a Project Manager would need to achieve would be to take into consideration the right kind of location to be chosen to carry out the project as well as selecting the right process and saving resources so that the environment is unharmed. Other responsibilities involve carrying out only legalized projects and most importantly giving back to the society by taking part in community service and holding various charity events for orphans, elderly and ill people. While this proves to be a more effective method to fulfil and enhance CSR, it is not always accepted and incorporated by all Project Managers as they consider it as a time consuming entity and would much rather prefer it as a separate CSR department.

The above literature review concludes that Corporate Social responsibility is an entity applicable to all types of organizations from gigantic multinationals to small-scale privately owned family businesses. Critical evaluation of various academic papers, articles and books suggests a mutual relationship between three main variables - the Corporate Social Responsibility initiatives, the responsibilities of Project Managers and the integration of CSR in daily operations of project managers. This research will further assist in drawing a conclusion as to how the implementation of CSR would benefit not only the society but also the corporation’s project manager in achieving their business goals.
Methodology

This section deals with the different types of methodologies adopted to carry out the research for this dissertation. The main research method that is used is the mixed research method which involves the combination of qualitative and quantitative research paradigms (Steven D. Levitt, Chapter 2). The adoption of this method of research brings a broader perspective to the main question through the collection of several approaches and forms of data. It therefore enhances the quality of the overall research by producing a mixture of contrasting strengths and non-repetitive weaknesses (Johnson & Turner, 2007).

The Primary research will therefore be carried out through a combined integration of qualitative and quantitative approach. A qualitative approach allows more interaction between the direct study subject (project manager) in this scenario and the research participant (myself). The qualitative research method conducted here is based on real-time opinions, experience and responsiveness of project managers towards the implementation of CSR.

The different kinds of mixed research methods are dealt with below:

Research Design

This type of research consists of different kinds of design methodologies involved in carrying out the thesis. It deals with the various techniques and procedures by which data is collected and analysed respectively (Easterby-Smith et al, 2008).

These designs are further divided into different sub-types as follows:

1) Research Approach

This study has taken on an inductive approach to its research as it shows the combination of three variables coming together to induce a new research angle. An inductive approach is more of a flexible approach as it permits constant changes to the research as the research progresses with time. This need for subjecting the inductive methodology to change is required to better grasp the situation. The course of study keeps morphing as it is dependent on the real-time responses of different project managers, observation of online survey results and their reactions to the change in policy, i.e the CSR initiatives being incorporated in their set of already existing tasks. So this suggests that different project
managers could have different opinions of the same approach. This will lead to inducing an overall conclusion theory from the separate variables of the research.

This approach is also to be perceived as a ‘case study’ approach that deals with the collection of quantitative and qualitative data including interviews, survey observations, questionnaires and requires a strong analysis and understanding of the relevant knowledge areas around organizational CSR, project managers’ responsibilities and involvement level of CSR in daily operations.

2) Research Philosophy

There are two ways of going about planning research philosophy, either by epistemology or ontology (Saunders et al, 2009).

This dissertation will encompass research in many different fields ranging from current factors affecting CSR to the responsiveness and new innovate approaches being considered by project managers, with the aim of bringing them all together into a coherent and conclusive analysis. Bringing these areas together is pertinent because they are considerable issues that need to be addressed by present-day project managers. Business leaders and their team members exist externally to their environment and this may provide them with a wider view of an issue.

This research takes a subjective approach as the research conditionally changes with further interactions with the relevant research subjects (project managers). This implies that it is essential to understand and interpret the project manager’s perspective and responses based on the situation (Brid Lane, Research Methods). This subjective element is introduced to attribute to the discussions and provide recommendations based on the conclusions drawn. To avoid filling the thesis with an unnecessary amount of theories, a small number of theories are selected and considered in detail.

Although some parts of the research also take on an objective approach as problems that arise through bias may be removed and situations will be seen for what they actually are rather than what they would wish it to be. There is no scope for blurred vision if a project is to be analyzed and completed effectively. This approach can be seen by carrying out the online survey to give exact findings through quantitative analysis.
The combination of these adopted approaches strives to achieve a pragmatic approach, seeking to assess and analyze situations and writings in a matter of fact way. This pragmatism approach adopted essentially deals with identifying when to intervene or influence the research and when total objectivity of the situation is needed (Brid Lane, Philosophies Research, 2012).

Author Saunders quoted “interpretivism is an epistemology that advocates that it is necessary for the researcher to understand differences between humans in our role as social actors” (Saunders, Lewis and Thornhill, 2012). This quote can be related to the ever-morphing social behavior of project managers that is required to be taken into consideration. It is therefore essential to integrate a hint of interpretivism into the research. This interpretive approach enables the assessment of how similar businesses with similar objectives are interpreted by different project leaders differently and recognizes and alleviates any bias that may be witnessed in various respondents’ interpretations.

3) Research Strategy

This research strives to use a combination of ‘ground theory strategy’ and ‘survey strategy’ to formulate an overall ‘case-study’ research strategy. The ‘ground theory’ strategy serves as a qualitative approach method while the ‘survey’ strategy pursues a quantitative approach.

The ground theory strategy being a qualitative driven procedure is concerned with direct encounters with selected people subjects (interviewee) through personal interviews and regular observations among other methods. The ground theory strategy deals with building a theory from substantial field research. It is therefore seen as a new research that emerges from the findings collected. Documenting, critical thinking and analysing the findings are a crucial part of this research strategy. This approach is therefore context dependent. This involves creating a relevant questionnaire for selected project managers or team leaders of the organization expected to be interviewed (Saunders et al., 2012).

This research includes interviewing Project Managers of different organization to learn about their project responsibilities and their integration, incorporation and running of the CSR framework in the respective organization, to induce whether they prefer CSR as a separate department or whether they would prefer to use it along with their day to day project targets.

The understanding of this research methodology suggests that it takes on a global perspective rather than it just being a defined collection of data. Other strategic research approaches would be carried out
through online anonymous surveys which include quantitatively analyzing the responses of the selected respondents.

4) Sampling Methods

The mixed research methodology deals with the different kinds of sampling methods that are embraced. Sampling is a beneficial process to select a specific set of relevant data from universal data (Saunders et al., 2009). The right kind of respondent selection sampling is necessary to carry out the research productively and effectively.

A combination of probability and non-probability sampling choices are used below.

Respondent Selection Process:

This research would make use of the following different kinds of sampling techniques:

- Random Sampling is a probability sampling method which ensures that everyone in the researcher’s target audience have an equal chance of contributing to research sample that have been selected at random. For instance, in this research, random array of project managers have been selected at random via linkedin to answer the online survey.

- Quota/Criteria Sampling is another sampling method wherein all samples are selected based on specific research criteria. The specific criteria in this case will cover the organizations’ project managers and the links with their CSR counterparts. This method of sampling is vital to ensure that the opinions of relevant project managers collected are unbiased in order to make unprejudiced decisions and derive appropriate conclusions from them.

- Snowball Sampling is a non-probability sampling approach that is used as a chain sampling methodology. It recognizes instances where in people with common interests share their information, in order to further compliment the collection of data, like a snowballing phenomenon. It suggests that people who know relevant people with mutual interests could refer those candidates for that particular research. Although this could sometimes be biased research, it will considerably benefit the overall research. For instance, in this research, using previous work experience as a means to interview clients will be beneficial.
The survey adopted the quota sampling approach for its respondents while the questionnaire adopted a combination of snow-balling and criteria sampling method in order to obtain the most effective results and justifications for them.

**Data Collection Instruments**

Data collection techniques consist of researching primary and secondary data options. This research resorts to personalized interviews, internet mediated questionnaires and an online survey as a form of primary data collection (Saunders et al, 2009, pp. 391).

Secondary data collection included research of several research papers and books from the Dublin Business School digital library database. This collection of data was complimented with current journal articles and online related forums that would argue and benefit recent findings by adding value to the existing research.

As part of the research process for this thesis, data will be collected in various ways and from numerous different sources. First and foremost, a wide range of articles, journals and books on the subjects have been collected, some of which have been used in the critical analysis of the literature review. It is imperative to research and reference a broad range of relevant scholars and critics that further complement the research. Although these are secondary sources, they provide statistics and opinions with which comparisons and contrasts are made.

A crucial primary source of data collection that was carried out was the individual face-to-face interviews of a small number of project managers. The aim of this is to obtain some vital first-hand knowledge surrounding the actual workings and implementation of CSR activities in both commercial and non-commercial activities. As well as carrying out these interviews, I wish to observe members of a team or an organization in the exercise in their functions that have some relevance to CSR issues and its integration.

Other methods of collecting data that are considered during the research process include an online anonymous survey questionnaire with very straight forward open-ended questions through criteria sampling. Conducting focus groups is not a viable option as it would be much more unlikely owing to time and resource constraints of the research participant.
**Data Analysis**

The data analysis of this dissertation deals with analyzing quantitative and qualitative findings. While quantitative research deals with statistical graphs, qualitative research deals with categorization of relevant data similarities and conflicts. These methods are integrated as they do not provide the best results in isolation (Saunders et al., 2012).

Analysis of data in this research is justified using the following techniques:

- **Recursive abstraction**: This analysis method is one which doesn’t require any form of quantitative software coding to draw a summary of the research. It mainly deals with forming summaries out of the research variables, in this case being the responses of project managers.
- **Critical Thinking**: This form of analysis suggests critical thinking and evaluation to carry out the research. It is a crucial part of the literature review and discussions.
- **Interpretive techniques**: This deals with basic observation of the sampled sources and interpretation of their findings and opinions. This technique is used for supporting the discussions and conclusions.

The joint analyses of quantitative and qualitative data once collected will draw conclusions to the main research question.

**Limitations of Methodology**

A common crucial limitation between carrying out primary as well as secondary research is the limiting time factor. For instance, organizing respective interviews and compiling the information as well as collecting the appropriate raw or statistical data relevant to the thesis question are seen as a major time-consumers. Often, setting open-ended questionnaires may end up being avoided or unanswered all together by some corporation’s busy staff. So I have kept the questionnaires as straight forward as possible to ensure ease to the study subjects who have answered them.

Project managers of different organizations may have contrasting opinions about the implementation of CSR and how it could either positively affect or completely disrupt their daily work schedules which would make it more difficult to draw a unified conclusion. Another critical limitation is that the CSR being an entity that keeps morphing, the observational readings at the time of the research could have
varied again by the time the readings are documented. It must also be noted that some project managers did have difficulties with expressing all their opinions while being interviewed. Furthermore, the omitting of certain related research questions from the online survey by respective project managers was another limitation faced.

It is crucial as a researcher to be aware of the various limitations applicable to the methodology involved when collecting the data and the constraints that cannot be overlooked when dealing with the respective research subjects before the actual commencement of any of the research methods.

Prevalent CSR issues are continually changing and during the course of the research, it may be difficult to keep pace with such alterations in the business world and updating the writing process with such current trends. In the case of quantitative analysis, statistical data varies in different reports and so it could be quite difficult to ascertain which one represents the most accurate reflection. In relation to interviews as a qualitative research method, it must be noted that they were rather time consuming to conduct as well as compile once the primary and secondary information gathered had been analyzed.

Some interviewees may have also provided biased information to ensure that they do not look bad. This might result in the credibility of the research being affected. Another problem with the interviewing process was that may some interviewees may have been unforthcoming with their responses, specifically those of a personal nature. It was hard to get certain interviews with particular project managers due to various restrictions and time constraints. A lack of permissions and consent at higher authority levels in certain multinational corporations among other organizations was a big limitation in gaining access to interview certain higher level project managers.

The findings and results obtained through questionnaires and observations may be too narrow or even possibly too broad, depending on the activities witnessed or questions answered to provide any real or worthwhile data that could have a significant contribution to the thesis. Concerning the questionnaires, it would be hard to analyse the findings if they were not all returned, completed or most importantly understood.

Regarding the documentation of the secondary research, there may be a large amount of information available on one topic but a considerably less amount on another topic which means it may be extremely time-consuming to wade through all the materials to actually find information that is useful or relevant.
Research Ethics

As researching for a dissertation is a very long and detailed process, it is imperative to ensure that all of it is carried out and completed in an ethically responsible manner. To ensure that the research is carried out responsibly, all the information gathered from the various sources are distinctly referenced with their exact dates. It is also essential to respect the ownership rights of those authors who have written about others, contradicted and compiled information on the topics that were previously covered.

A participant consent form was sent out to each of the research candidates being interviewed to let them know what the research interview was about and that their information provided would strictly be used for academic purposes only and therefore not be misused. The informed and written consent of the individuals interviewed and observed were obtained before the research was carried out. The failure to make the research participants aware of the purpose or nature of the research adopted would've resulted in unethical research being carried out (Saunders et. al, 2012).

The ethical privacy of the project managers that were interviewed have been maintained. Private, harmful or sensitive data that was collected as part of the research was not disclosed in any shape or form as the confidentiality of all participants who provide information has been respected. None of the information collected by the respondents have been tampered with. All research was completed independently to ensure avoidance of any conflict of interest that could have possibly arose. Therefore a set of ethical codes and guidelines provided by the researchers’ academic institute were followed ensuring all the activities conducted to carry out the research were carried out in permissible and lawful manner.

Above all, it should be the utmost priority to aim to incorporate social responsibility in my day to day activities similar to the research study of the project managers’ integration of corporate social responsibilities in their daily operations and hence contribute responsibly to society.

Research Time Horizon

A research time horizon is essential to determine the type of timeframe suitable for capturing the data. The determining of a time horizon is dependent on the type of research question that needs to be studied.
Cross-sectional Time Horizon

The research uses the cross-sectional time horizon which shows a ‘snapshot’ perspective of the research study. The cross-sectional time horizon is depicted as its research is based on a time-constrained project which is the case with most academic projects (Saunder et al., 2009). These timeframes depicted are independent of the actual research methodology itself but will demonstrate the time period and procedural tasks taken to carry it out.

Findings and Discussions

This section consists of an integrated discussion of the findings of qualitative and quantitative data analysis that portrays the insights on CSR integration from the perspective and mind of a Project Manager and to what extent they would go to make a difference in society. The following online survey and interview questionnaire were carried out with the purpose of addressing the research themes, answering the objective questions, discussing the findings and ultimately drawing conclusions and recommendations to the main question while reflecting on them.

The survey that has been carried out below takes on a quantitative approach as it statistically represents the project managers’ responses and compares them with each other for better understanding.

The online anonymous survey comprised of a set of 10 questions which were answered by project managers of different types of organizations such as multinational corporations, small medium enterprises and privately owned businesses through email or via inmails on linkedIn that were selected by the various sampling methods and invited to participate in the survey. 11 responses were collected in all with the following findings:
Online Survey Questionnaire:

The quantitative survey carried out is divided into two main themes to cover the research objectives leading to the main research question.

Theme 1: PM availability schedule with respect to CSR tasks

What is the average number of tasks that you would need to delegate or deal with in a day?

<table>
<thead>
<tr>
<th>Answer Choice</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between 1-5</td>
<td>27.27%</td>
</tr>
<tr>
<td>6-10</td>
<td>18.18%</td>
</tr>
<tr>
<td>Above 10</td>
<td>54.55%</td>
</tr>
<tr>
<td>Total</td>
<td>11</td>
</tr>
</tbody>
</table>

Appendix 3: Survey Question 1

This statistical representation of the graph of the first survey question shown above depicts the average number of tasks delegated or dealt with by project managers that were selected through the random sampling probability technique.

It clearly suggests that 6 project managers out of the 11 random picked research candidates came back saying that the average number of tasks accomplished in a day were over 10 tasks, with a 54.55% response while another 3 project managers claimed that they dealt with an average number of tasks ranging from 1-5 tasks with a 27.27%. The remaining 2 minority responded that the number of tasks carried out were between the range of 6 to 10 tasks a day with a response of 18.18%.
This survey question was intended to determine the average availability schedule of a project manager. The trend shows that project managers on an average have to deal with more than 10 activities in a day. This could imply that as much as project managers might want to take part in CSR related activities within their daily schedule, they might not have sufficient time to make room for integrating them as it significantly involves additional dedication of time to plan out where it could be utilized in their existing operations and to what extent.

**Appendix 3: Survey Question 2**

The survey findings on the above research question show that out of 11 respondents, 4 of them expressed they ‘very often’ take part in external CSR related activities, another 4 said they rarely take part while the remaining 3 claimed that they never take part in it. These findings portray different angles of interpretation.

The statistical graph depicts that equal number of project managers came under the category of either taking part in CSR based activities or rarely taking part in it with a response of 36.36% each. This implies that while some project managers are regularly taking part in CSR tasks within their organization’s CSR departments, an equal number of them do not actively take part in their organization’s CSR projects. This claim can be supported by Author Ante Glavas who believes that it is hard for managers and their
employees to assess and apply CSR when it is managed by a completely independent division such as public relations, environment risk or CSR department. This causes project managers and their employees to become more detached from the CSR cause (Ante Glavas et al, 2014). The indication of these findings point out that there is a higher chance of project managers taking part in CSR activities if they were integrated in their development plans as opposed to as a separate entity.

The 3 respondents that claimed to never take part in it with a response of 27.27% could either not have had the spare time to take part in CSR based activities due to more urgent related tasks to follow through or it could’ve been simply from the pure lack of interest. This outcome shows the necessity for interpretivism of the research participant’s view.

Appendix 3: Survey Question 3

The findings of the above research question demonstrate the overall reactions of project managers to the incorporation of CSR related activities in their daily scheduled operations. According to the survey results, out of 11 respondents, 8 project managers had a positive response which represents 72.73% of the total while the remaining 3 respondents had a neutral response of 27.27%. This illustrates that none of the project managers who took the survey had a negative response to the incorporation of CSR in their daily project schedule. This is a clear indication that in an ideal situation, there would be no
negative responses. However, this is not an ideal situation. As real-time scenarios prove that different project managers react to welcoming innovations to their projects uniquely.

The evidence of this survey question’s response can be substantiated by author Ante Glavis who claims that a positive response to incorporating CSR related activities by business leaders does positively affect the way projects are executed and the way they perceive CSR in their team and organization as a whole (Ante Glavis et al, 2014).

This claim was backed by Jeremy Moon and Dirk Matten who believed that the ethically responsible actions of managers and their stakeholders complimented by their perceptions towards CSR related duties either positively or negatively influences the way the organization and teams are guided (Moon and Matten, 2008). This analysis of project manager’s reactions to CSR integration will be further discussed in the interview section of the qualitative research.

Appendix: Survey Question 4

The findings for the above survey question portray how seriously Project Managers consider being involved in CSR operations and to what level of involvement they would resort to. The survey results for the above question illustrates that out of 11 research candidates, 72.73% of project managers dedicate minimum or negligent time and maximum up to 25% of their schedule to CSR related efforts. Another
18.18% of project managers came under the 25 to 50 percentage category of being involved in CSR tasks. This category can be viewed as the average percentage of CSR being dedicated in the daily schedule of a project manager. The remaining 9.09% came under the ‘over 75%’ of CSR dedication in their business schedules. The case of a project manager dedicating over 75% of their project schedule to CSR based tasks usually occurs when the organization’s sole business purpose itself is related to social responsibilities. This observation will be further discussed in the interviews section of the research.

The reason that most project managers are dedicating so less or close to negligent portions of their time schedule to CSR related tasks is because they believe CSR goals don’t drive their project objectives in their organization’s business which is supported by author Slack in his CSR-employee engagement research experiment. Therefore this is usually the case when project managers believe the CSR tasks cannot be made to align with their regular daily business schedule.

**Appendix 3: Survey Question 5**

By comparing the results of the above survey analyses, it is clear that the majority percentage of project managers (90.91%) view the implementation of CSR activities as a long term investment for their organization while the remaining (9.09%) of them consider it as a short term expenditure.
The above analysis is contextualized in the literature review where in author Paul Honen questioned the implementation of CSR as one of two views, either a long term value-enhancer or short term cost expenditure. The findings indicate that most project managers similar to the author’s Matthias Georg Will and Stefan Hielscher believe that the implementation of Social Responsibility Investment (SRI) will not only benefit their community, own project team and its daily operations but also factor into the financial stability of their organization’s business (Matthias Georg Will, Stefan Hielscher, 2014). Even though the implementation of CSR programs would cost momentary expenses, it would lead to reduced operational costs in the long term which will enhance project functionality by using more sustainable products and sources.

Although this is argued by most economists such as Milton Friedman who dispute that CSR detracts the main purpose of business by depleting its business value. This is how project managers that perceive the implementation of CSR as an immediate expenditure think. However the majority view of project managers are in unison with authors Husted and Allen who believe that the right implementation and application of CSR will enhance its value and that of its business in the long run (Husted and Allen, 2007).

Appendix: Survey Question 6
The above analysis of the survey question shows that 10 out of 11 candidates answered. Out of the 10 respondents, 90% of them considered incorporating of CSR related tasks in their daily routine as time well utilized while the remaining 10% labelled its incorporation in their team’s schedule as time inefficiently spent.

This analysis indicates that there are project leaders who argue that dedicating a portion of their time to CSR related activities is both cost as well as time consuming while some others would see involving themselves in CSR related tasks as time efficiently spent.

The similarity in response to this question can be compared to the results of the previous analysis in which the opinions of the project managers on implementing CSR in their daily schedules and how they view its implementation is seen to bring out almost equal percentage of responses of (90.00:90.01)% where in the time utilized for CSR endeavours is observed as being directly proportional to CSR goals as a long term investment. While the latter (10.00:9.01)% shows that dedicating sufficient time to CSR related tasks would result in it being considered a short term expenditure of the organization’s business and projects endorsed for the cause. This implies that project managers do have similar views and opinions on current CSR related tasks being incorporated in their daily schedule.

Appendix: Survey Question 9
The analysis of this question signifies that 81.82% of the total who responded believed that implementing CSR related activities does lead to building team spirits within the functioning of their team. The remaining 18.18% of project managers were neutral to the perception of CSR integration within their team efforts. Although it is to be noted that none of them believed that its implementation would diminish team spirits. This analysis can be backed by author Jayne and Dipboye who expressed that enhancing team diversity as a means of CSR implementation would increase overall organizational performance (Jayne, Dipboye, 2004). This view was supported by an interview candidate who stated that *it helped to improve team spirit and motivate employees*. Thus it is recognized that the organization’s employee engagement and active team spirit is directly proportional to the effective participation of their project managers involved.

**Interview Questionnaire:**

The questions used for the interviews conducted for the qualitative research were designed to achieve clarity to the research objectives and meet the expectations of answering the main research question. Eight interviews were conducted for the purpose of observing and reflecting project manager’s responses and reactions to CSR integration in their daily operations.

The respective candidates that were interviewed are each associated with one of the following organizations:

- Kerry Group
- Green International Financial Services Centre
- IBM
- Barclays
- Facebook
- Bank of Ireland
- AstraZeneca
- Real Nation

This section will be divided into 4 main themes for ease of understanding:

Theme 1: Organizational CSR Awareness
Theme 2: CSR initiatives in corporate mission strategy
Theme 3: Project managers on importance of CSR
Theme 4: Organizational CSR factors
Theme 5: Project manager’s perception of CSR integration

Each question integrates an assortment of responses from the different project managers interviewed that will be analysed and discussed. For each question asked, the following responses were collected and compared. The results that were analysed brought about the following observations:

Theme 1: Organizational CSR Awareness

1. How aware are you of the concept of organizational Corporate Social Responsibility (CSR)?
2. What is your attitude towards CSR?
3. Would you consider your organization as a MNC, SME or privately owned business?

The analysis of the first theme indicates the different levels of CSR awareness that are experienced by project managers in business. Out of the 8 interviews conducted, 5 confirmed that they are part of multinational companies while the remaining confirmed to either being part of a privately owned business, SME or non-profit public private partnership organization.

While most Project Managers care about making a difference in society, they have to take into consideration the feasibility of endorsing it and if so to what extent. The findings suggests that most of the Multinationals are more actively involved in CSR related duties as they have the required funding, resources, numbers and knowledge to take part in them. These factors are bare essential for project managers to embed CSR in their daily project functioning.

It is clear from examining the responses that most of the respondents belonging to MNCs are more aware of its functionality and have it incorporated in their business culture as a way of ‘Corporate citizenship’ as opposed to small medium enterprises or privately owned businesses. This can be supported by respondent 2 who quoted “I am quite aware of this concept in big organizations. It is part of the 'citizenship' value at Barclays where groups get involved in a way that goes beyond the interests of the firm. Another similar response was expressed by respondent 4 who said that he was very aware of organizational CSR and its functionality and primarily acknowledged that it is a part of every major company’s portfolio. This indicates that the bigger the organization, the more knowledge and awareness it has on organizational CSR functionality.
It is essential to contemplate the view of CSR from the perspective of a privately owned business being someone that might not be able to afford to bring CSR into their business. This is observed with the response of Respondent 5 who claimed that being a part of a privately owned business, “I have a basic understanding of CSR and I know that it is something that more and more employees are looking for when applying to certain companies and consumers often base where they shop based on the companies CSR strategy”. This implies that in spite of not being well aware of its operations, the interview participant noted that it should in fact be an important part of a company’s CSR mission strategy.

This is where the innovative CSR dedicated organization known as the CSR Quest was introduced. It is a forum that provides educational information and CSR based guidance and direction to organizations to effectively carry out their CSR based tasks productively and ethically. It is a very useful tool for providing CSR based knowledge platforms for all kinds of small, medium and large organizations that are increasingly gaining an interest in CSR activation.

Another respondent 8 stated that he was not very well acquainted with CSR operations as it wasn’t a core part of his line of work and therefore didn’t have to manage them directly. The respondent further quoted “Although my company has had to deal with CSR related project goals, I have not managed them directly. This statement indicates that the need for CSR integration by a project manager has not been considered or completely implemented by most project managers. This is why there is need for critically analysing this as the focus of the main research question for the dissertation.

These responses of project managers can be compared with R.E Slack’s employee-CSR research survey as it facilitates the present research findings with respect to project managers and will draw conclusions on reactions of employees closely related on their mutual CSR subject.

One respondent 1 quoted “I am aware of it within my role as in the food manufacturing industry there are a number of auditing bodies that visit site to ensure the company is at set standards to ensure welfare of the end consumer and environment, although its concept is not one that has been widely communicated to all its employees neither has there been any ‘branding’ of the work done for organizational CSR activities” The proof of the latter statement is reinforced by authors Jim O’ Connor and Kelly in collaboration with Slack’s research experiment, by expressing that the lack of good communication of CSR is the reason why employees and their managers are barely aware of
It is important to view the different perceptions of project managers. Based on the interview responses, there are two main attitudes observed by project managers with respect to organizational CSR. The majority of project managers are observed to have an attitude of openly endorsing CSR while there are others who are completely neutral attitude towards it. The neutral attitude can be compared to the neutral response results shown in the survey analysis. Another keen observation to note is that project managers are gratified when the company they work for is ‘socially responsible’.

Suitable instances of attitudes where project managers are in favour of CSR integration in business are seen in the responses of interview candidates below:

Respondent 1 believes that **CSR should be a critical part of all employees mind set and driven from senior management**. This statement is backed by author Mark Cumming who believes that all business leaders and their employees should encourage more engagement of CSR in their operations (Mark Cumming, 2009). This view was resonated by another project manager’s opinion who also believes that it ‘is an integral part of the modern business model’. It increases a brands presence in current markets, wins new consciences customers and opens up new markets that were previously unavailable to them. The modern business model mentioned in this case comment is associated with 3rd Generation CSR.

Other pro CSR views by project managers include the respondent 2 quote “**I’m pro this behaviour and feel more big corporations should make this part of their internal operations** or stress on the need to do social good”.

According to Slack, the engagement and behavioural attitude of employees with respect to CSR is based on three different perspectives. One being the employees that are fully engaged in CSR activities, the other being the employees being detached from CSR involvement while the third being employees that would prefer to engage with CSR related tasks on a personal level rather than a professional or organizational one (R.E Slack et al, 2015).

Therefore by critically analysing the above theme’s findings, the relationship between awareness and attitudes towards CSR is discussed. The PM’s awareness of CSR determines their involvement and attitude towards its cause. This subject is further discussed and supported in the following themes.
Theme 2: CSR Initiatives in corporate mission strategy

1. *Would your organization prefer to dedicate a portion of their income for CSR to be carried out by an NGO or chose specific CSR categories to work with directly?*

2. *What classification of CSR operations does your organization aim to pursue?*

3. *What kind of CSR activities would you prefer to deal with besides your daily responsibilities?*

When asked if their organization would rather prefer to dedicate a portion of their income for CSR to be carried out by an NGO or chose specific categories to work with directly, the majority of the responses were that their organizations and themselves would rather pick a CSR category to work with directly instead of just giving the work to NGO’s to do themselves.

A unique response to the question stated *CSR is dictated by customer and government requirements and is sourced accordingly and not chosen by the business*. This indicates that some organizations cannot choose their own activities as it is regulated and controlled by stakeholder needs.

One instance observed for contributing to CSR organizations through donations is where the organization has a ‘citizenship budget’ typically allocated for contributing to the welfare of society.

From the perspective of the respondent belonging to a privately owned business, the response was *“Unfortunately we do not have a CSR strategy in place. If we did, I would hope to choose a specific one ourselves”*. It is critical to note that in spite of the lack of a CSR strategy in place for the organization, the respondent would still prefer to choose a CSR category to work with directly if they had one.

Collective research has shown that most organizations whether small, medium or large prefer to take part in CSR related activities as their own self initiative. This indicates that majority of project managers are willing to get involved in the CSR operations themselves by dedicating their own time to CSR progression.

Another question discussed in the interview dealt with the classification of CSR that the organization aims to pursue. Different responses to that question were received covering everything from health, sponsorship, education, food safety, low emissions, and environment

Other categories involved job development and creation in companies outside their own by outsourcing work to developing countries to improve employability, provide aid and shelter to the needy and charity
work to rebuild impoverished areas. These categories can be better illustrated by the survey carried out below:

Appendix 3: Survey Question 8

This survey analysis illustrates the different categories of activities that managers prefer to get themselves involved in. It indicates that different project managers are interested in dealing with different fields of social responsibilities. Other comments left by respondents included interest in taking part in various other kinds of CSR activities including employment/job creation, sustainability of food, water and energy.

It was then pertinent to understand the different CSR activities that PM’s would prefer to incorporate beside their daily responsibilities. Some of these activities included creation of value in social circles, helping educating underprivileged kids, dealing with areas of human capital, giving people the opportunity to be educated and get a job as a means of bringing people up with them and skill development. Volunteering is another important aspect observed. Author Ante Glavas sees this as an act of philanthropy and is not something that can be integrated within internal business operations (Herman Aguinis, Ante Glavas, 2013).

An important insight that indicates a good example of CSR integration is seen with this response “I'd prefer to deal with helping with youth employ-ability through mentor-ship programmes.” Now this
gesture is a very useful CSR duty that can be integrated internally within daily operations of a project manager.

Response by the PM respondent of the privately owned business stated “Since we do not have a CSR plan in place, I would like to do research into how we could implement one in a meaningful way.” This response essentially shows the interest level of the project manager in wanting to research implementing new innovative ways for CSR integration of different categories.

**Theme 3: Project managers on Importance of CSR**

1. Would you consider CSR as an important entity in business? If so, to what extent?
2. Do you consider the implementation of CSR activities as a profitable benefit to your organization or a moral obligation to society?
3. Do you think the incorporation of CSR is directly proportional to the overall success of the organization?

A very important aspect to consider is the importance of CSR in business. Comparing the interview responses illustrated that all the project managers were in mutual agreement about their views on the significance of CSR in business. However it is the extent of it that varied. While all respondents considered it to be an important business entity, their levels of its acceptance are considered uniquely.

Their significance can be seen from the responses of the interviewees. One respondent noted that “It sets the standard the business works towards. These are fundamental to define the minimum standards required.” Similar sentiments were echoed by another respondent who declared that “CSR must be a part of business tactical priorities. Development must be shared not restricted within the hands of a few individuals.” It is evident from this statement that decentralization of CSR is imperative in any organization.

Its significance is beneficial to worker morale, brand building, company longevity and sustainability, winning new customers and opening new markets. The feasibility includes CSR integration to a nominal extent or to the extent that it makes sense with project timelines.

This question of considering the implementation of CSR activities as a profitable benefit or a moral obligation was designed with the intention of focussing on the project manager’s rationale of embracing CSR values.
The idea of CSR, by definition indicates a certain moral obligation, which a company ends up catering to. While majority of the interviewed candidates considered CSR as morality, some others believed it to be a mixture of both morale and business. However one respondent pointed out that he didn’t see it as a moral obligation, because it isn’t something that “needs” to be done. When a business chooses to implement a certain CSR plan, they do it out of both a desire to help society and to hopefully draw further interest to the company, leading to a larger profit thereby helping the business grow and engage in bigger CSR activities in the future.

Some respondents also believe that some CSR initiatives either monetarily or reputation-wise could not be implemented as they are an unaffordable loss to the organization. Author Crook supported the notion that while the business section strives to find the right balance between CSR values and profit making, the quest for profit was observed as a means of ethical progress (Crook, 2005). 3rd generation CSR shows that the morality of profit making is embraced by project managers as doing business with an ethical approach, as long as it adheres to business logic. This was justified by author Cumming. Although a different view of a business respondent that supported Crook’s claim was that the main focus should be its integration as a business benefit as there is no room for CSR in business. This view preaches that a business does not need to adopt moral approaches as it is only for philosophers (Mark Cumming, 2009, pp 9). This is another instance that shows contrasting opinions between different project managers.

A very important question to address is the view of the incorporation of CSR as directly being proportional to the overall success of the organization? The outlook of respondents who believe that CSR contributes to overall success had relevant views about its incorporation. Such views included “ethics and shared prosperity are at the core of what sustainable businesses must aim to be, not merely profit building.” Another aspect involves incorporation of CSR programmes which are not only beneficial to society but also help to promote and strengthen overall business (ISME Research, Corporate Social Responsibilities). This is supported by the response “The better you support your programme stakeholders, the more successful you would be as a Project Manager in your organization”.

These opinions are contrasted by others who responded “While I consider it important and believe that more business should implement a CSR plan, I do not think that having one is a necessity to run a successful business.” Other respondents expressed their difficult to directly evaluate it as the impact of CSR on the bottom line varies in different organizational sectors. For instance, it might have a larger,
positive impact on MNC’s it could have less of an impact on smaller niche areas such as SME’s or privately owned businesses.

The remaining candidates believe that even though it is not directly related, it does play a vital part in its overall success. Authors Padgett embraced this view in his research (Robert C. Padgett et al, 2011).

Relevant responses included “I think that it does help to an extent, but I don't think that it is directly proportional to overall success.” This claim was backed by instances of successful organizations that didn’t have a CSR system in place.

These findings show that CSR is in fact not directly proportional to the company’s overall success as it differs based on the kind of organizations in place. Different organizations deal with welcoming CSR plans variably. While bigger corporations can welcome CSR into their mission plans, smaller or private owned businesses cannot afford to as they are less financially stable. The results of the survey analysis for further justification are seen below:

Appendix 3: Survey Question 10

The analysis of the above question outlines that the majority 81.82% believe that the incorporation of CSR is directly responsible to the performance and overall all success of the organization. While performance and overall success are two separate factors, they are mutually linked to each other. This
implies that one cannot be achieved without the other. Another 9.09% believed that it does not contribute to the performance or overall success of the organization. The remaining 9.09% of interviewees are neutral in their outlook of CSR incorporation as a success factor.

A Harvard business review survey showed that 71% of the respondents firmly believed that employee engagement within the workplace was another prime factor that contributed to the overall success of an organization. (Harvard Business Review Analytic Services Report, 2013) While this is true, effective positive employee engagement is brought about by their project manager’s active involvement towards the cause, i.e in this case, CSR initiatives and integration within their team operations. Another essential factor is the resilient ‘leadership’ quality of the project managers involved. According to authors Petrini and Pozzebon, the ‘Leadership’ trait is a vital factor to contribute to the overall success of an organization (Petrini, Pozzebon, 2010).

**Theme 4: Organizational CSR factors**

1. **What factors would you say influence the growth of CSR in the short term?**
2. **What kind of factors would inhibit achieving CSR related tasks in the short term and eventually long term goals?**

This theme deals exclusively with the influential and inhibition factors of CSR in business. The most crucial influential factor would be the awareness of CSR which was introduced in the first theme. Its day to day importance must be stressed within team’s specific roles, not just for the company as a whole. The concern raised by the respondent who is associated with a private business was that she didn’t know enough about it to know its influential or inhibiting factors. This can be rectified by effective communication and involvement of all workers which would see immediate improvements and is supported by Slack’s research on CSR awareness (Slack et al, 2015). Another very important factor to stress on is the ‘approval and involvement of senior management’ namely CEOs/MDs who have to be fully committed to the CSR policy or there is a chance it will not be implemented well or have staying power. This would include a clear management vision and the budget to back such ventures.

According to the respondents, general issues that could affect CSR expansion include a negative attitude, shift in priorities and lack of interest demonstrated by author Alessia, (2009). A very crucial
aspect is the lack of mainstreaming of CSR initiatives wherein insufficient emphasis is laid by the corporation on such activities. This was what brought the revolution of the 3rd generation CSR.

Slack portrays the lack of identifying the importance of CSR as an inhibitor (Slack et al., 2015). This support has to come from senior management and involve if not all employees then nominated representatives from all roles and level from MD to factory floor worker. Lack of resources or budget is another potential reason for CSR inhibition. This varies between organizations based on its per capita value. Regulatory and highly time rigid projects are also big inhibitors of CSR. Other limitations on CSR integration include legal barriers, economic immobility and corruption in the name of CSR.

Further analysis shows the necessity for contextualizing problems raising awareness through targeted campaigns and addressing them through innovation platforms. Instances of these can be seen through educating staff about the need for CSR, framing issues in the context of social problems, so that more attention can be drawn towards the most pressing social challenges and answers may be crowdsourced from corporate employees. This results in an empathy connection between the problem and the individual making it a more personal affair. It is therefore essential to find the relevancy between a CSR initiative and the larger mission of the organization.

Theme 5: Project managers perception of CSR integration

1. Do you have a social mission plan for your team? If so, in what ways can they be fulfilled?
2. Do you think CSR should be integrated with day to day business of an organization?
3. Would you recommend integration of CSR to Project Managers of other organizations?
4. Where do you see CSR integration standing in your organization in 10 years?
5. What would you try to incorporate or change with respect to CSR?

While some authors argue that having a CSR plan is considered as an integral part of their corporate identity in their business strategy, others consider its incorporation as a defence mechanism to keep away from pressing CSR activists. This conflicting rationale indicates more of a moral argument (Werther & Chandler, 2006, Alessia et al, 2009).

Most project managers don’t already have a social mission plan as it is usually incorporated in their companies’ mission plan. Their responses indicate that project managers don’t feel the necessity to have
their own social mission plan incorporated as they believe its values being embedded into the mission plan of the organization will serve the purpose. This implies that most corporations still inculcate 2nd generation CSR values and haven’t yet taken on initiatives to create their own team social mission plan. Also Project Manager’s believe that the integration of CSR does not directly depend on the companies’ performance because some organizations are successful even without a social mission plan in place.

The project managers who do have a social plan in place are keen to create social impact for development through capacity building, training, education, catalysing innovation hubs, and creating actions plans for scaling such initiatives. Another way to implement a social plan is by ensuring the customers/businesses that are supported have all their needs taken care of ethically.

The discussion of the research findings leads to the main question about project managers’ perception about CSR integration within their daily business operations. These findings show that few project managers consider the integration of CSR on their own as a challenge and would rather have it carried out through a CSR driven department, i.e as a separate entity. This view can be expressed in the response “Would not deal with CSR individually as it shouldn’t be a sole persons’ responsibility to check and ensure everything is in place.” There should be a team that monitors performance and then delivers a monthly review to the board members to highlight performance and areas of improvement.

Another respondent offered an alternative where in instead of integrating CSR into everyday business operations, special initiatives can be taken to make sure its needs are attended to at least once every month. That way CSR needs are still met without affecting business operations. This is a feasible option that could also be considered by project managers.

Although the overall responses to this question portray that most the project managers interviewed have almost similar opinions. The results of the analysis highlight that it is clear that the majority of project manager participants will be for the integration of CSR within their daily internal operations as long as it caters to legislative requirements, has a clear purpose that meets their project objectives and does not act as a distraction to the larger mission plan. This is observed by responses such as “Yes I believe it should be integrated. In general people feel happier to come into work if they feel they are having a positive impact on the lives of others.” This will in fact raise moral which leads to more enthusiastic workers, less sick days and boosting team spirits.
The response for the private business PM quoted “If a business has a CSR plan, I believe its integration in internal business should be working towards achieving its goal.” This shows the interest level of the project manager in spite of not having a CSR plan in place.

Authors Collier and Esteban expressed their thoughts that the effective deliverance of CSR is dependent on the corporate leaders and their employee’s positive responsiveness to CSR (Collier and Esteban, 2007). This justifies that the successful integration of CSR depends on the active involvement of project leaders and their acceptance of its importance in business operations.

The author Archie B. Carroll in his research would argue this view through the opinion of economist Milton Friedman that the only sole responsibility of a business should be to utilize its resources to maximize its profitability. Friedman also believed that the CSR issues are not supposed to be project leader’s primary concerns and therefore would not support that level of integration (A.B. Carroll and K.M. Shabana, 2010).

Author R.E Slack portrays the lack of personal-level of CSR engagement by project managers and their employees which implies a critical need for its integration in their everyday business (R.E Slack et al, 2015). However authors McShane and Cunningham believed that not all managers and internal stakeholders would have the same positive reactions to CSR integration in daily business even though they were considered as the primary ambassadors of Organizational CSR (McShane and Cunningham, 2012).

The general perception observed when asked about CSR recommendation externally is that project managers would definitely recommend its integration to those relevant of other organizations as they consider it hugely beneficial to the success of any organization.

This comment can be supported by response “I think it is very important to support businesses with a strong CSR strategy and believe that it is something that more businesses should try to implement, therefore would highly recommend it”. An even more interesting view to observe is when the respondent’s organization doesn’t have a CSR plan in place. The respective respondent declared, “I would recommend it to my own Managers, as we do not have a CSR system in place. I think that it is always a good idea to give back to the community.” This statement shows the interest and need for the PM to suggest the idea to her own senior management first instead of the latter which is a great way to look at it.
However one specific respondent insisted that he couldn’t decide on behalf of other project managers how it would suit or affect them as it is dependent on the role and company in question. Therefore being a valid point to consider. Further analysis of its recommendation views can be seen below:

Appendix: Survey Question 7

The above analysis shows that out of 11 respondents, 54.55% of them reverted that they would recommend CSR integration to the project managers of other firms who haven't already implemented its manoeuvres. The remaining 45.45% of the participants however decided to stay neutral as they stated in comments that they were either unsure of the impact it might have on other organizations' businesses or its concept was irrelevant to them. This analysis implies that project managers are neither for its recommendation to other organizations’ project leads or against it, hence being neutral in their opinions. It is also very interesting to note that no one voted that they wouldn’t recommend its integration at any cost. This observation infers that project managers are open to the idea of CSR integration.

A question that everyone wants to know is where do they see the integration of CSR in the near future? Several different opinions about this were rendered by the research participants. One respondent
expected its progress in the coming years as being defined more clearly and managed more effectively as it can and will help a business in lean manufacturing. Another respondent complimented the view by predicting that CSR’s ‘corporate citizenship’ would be better integrated in 10 years period. This view is very evident from the millennials who have already started standing for organizations that are 'green and good'. Its integration is therefore seen as something that will not only become well known and practiced but become a core tactical part of business at its forefront if not its main goal.

Very contrasting views of what project managers would try to incorporate or do differently with respect to CSR are dealt with.

Regarding incorporation, one respondent mentioned the interest in taking on ‘youth mentor-ship’ as a way of CSR being integrated in his daily business operations. Other aspects include increased communication, conducting social hackathons to innovate for public good/social welfare and regular workshops with all level of employee and management within the business to ensure a clear corporate message consistent throughout the business. Other contributions mentioned involve more emphasis on bottom up innovation, social co-creation and intelligent issue-framing/media attention. An important view included setting ‘team specific volunteering days’. Author Mellinger would however see this view as a venture philanthropic cause as opposed to branding of the cause via CSR integration (Sara Mellinger et al, 2004). Therefore portraying the different perceptions and views of project managers with respect to the changes they would make to CSR.

**Conclusion**

The above discussions have shown that most organizations that are MNC’s can afford to integrate CSR within their business but as much as privately owned businesses would want to endorse it in their organizations, they simply don’t have the required resources to carry them out. Before, any small or medium enterprises can even consider CSR initiatives they are first and foremost concerned with breaking even or making a marginal profit. In today’s tough economic climate, survival is the cardinal goal for most small to medium enterprises. Thus, we must distinguish between companies that have the adequate resources to implement CSR and those that don’t when considering whether project managers should integrate CSR in to their daily routines.
Many economists and business leaders have argued that the primary purpose of a business is to yield profit and engaging in CSR related operations and integrating it within its business practices defeats that very purpose. This is a very strong and realistic argument for 99% of companies but there are a small number of extraordinarily large corporations throughout the globe who have exceptional turnovers and most of whom accrue massive profits. It must be pointed out that most of these corporations do engage in CSR but whether they do to a generally acceptable level is a different matter. It could be argued that they could be doing more in an increasingly unequal society as these corporations continue to expand while wages and living standards for many continue to decline. Could integration of CSR initiatives in to the daily activities of project managers in large MNC’s be feasible or realistic?

It is clear that it could be both feasible and realistic, certainly to a satisfactory level. CSR activities should be delegated to almost all senior members of staff in any organization. Understandably, CSR should not be a major responsibility for any project manager but they should certainly be aware of it and dedicate a minute proportion of their time to it and even this could lead to positive results both within and outside the workplace. The need to make CSR part of their internal operations was expressed by most project managers in the interviews conducted for this thesis. However, the real dilemma when referring to CSR is whether it should be treated as a philanthropic act or used to achieve business objectives sustainably and enhance profitability.

Most project managers do engage in activities already that could be classed as CSR such as fulfilling their obligations under employment legislation, adhering to health and safety requirements, updating all relevant legal documentation and ensuring consumers or clients are well catered for. Nevertheless, in the 21st century, these are just basic duties that any company or manager should be engaged in and are usually compelled to do so by legislation. However, many small and medium enterprises, despite their lack of capital, engage in very worthwhile CSR causes that go beyond the remit of basic legislative duties such as supporting local community projects, sponsoring amateur sporting causes, protecting the environment by planting trees or cleaning rivers and providing equipment to schools. If larger corporations want to engage in CSR initiatives that are more interactive and socially beneficial than following health and safety requirements and paying taxes, project managers are in the best position to create and engage in CSR activities. One new CSR activity a year would not be overly onerous on any project manager.

There is no doubt that CSR is best if it is engaged in voluntarily but this also allows organisations a lot of leeway when it comes to being socially responsible which may not be afforded if some form of CSR was
made compulsory by governments of states in which they operate. Recently, India has become the first
country in the world to make it compulsory for companies, who have a certain level of income to spend
or give at least 2% of their income on a CSR initiative. Whether this becomes successful is debatable and
one will have to wait and see. However, if a developing nation like India is capable of introducing a
measure like this, it raises the question as to why something similar hasn’t been attempted in the
developed world. This would be wonderful in an idealistic world but the reality is, as we have already
seen, that large corporations have the resources available to insure they can avoid a number of
obligations such as paying the required levels of taxation. Governments in the UK and the US have
attacked and criticised companies such as Apple, Starbucks and Amazon for neglecting their duties as
corporate citizens already.

In Ireland, there has been more of a focus on CSR by the government since the recent recession as it
emerged that a number of players, particularly in the financial and construction sectors were not acting
in ethically responsible manner before the crisis. The EU Commission published “A renewed EU strategy
2011-14 for Corporate Social Responsibility” in 2011, which included a call for all EU Member States to
develop or update National Plans to promote Corporate Social Responsibility. The Irish Government has
now developed a National Plan on CSR (2014-2016) with the aim of increasing the number of companies
that engage in CSR schemes (Ireland’s National Plan on Corporate Social Responsibility 2014-2016). CSR
should be a priority for all governments to help promote business in their respective countries. Even if it
can’t be the number one priority it should be taken more seriously when dealing with day to day
business practices.

Organizations do spend billions of dollars every year on CSR because it’s something that they know will
bring a positive outcome irrespective of other criteria. The fact is – ‘CSR in business integration matters’
(Rogers, 2013). CSR should not be frowned upon as an unnecessary waste, the fact is that modern
consumers are becoming much more aware of the practices associated with different companies and
many will react positively and be more likely to deal with companies when they have an image in their
heads of a company that does more than just turn a profit.

However, a lack of influencing stakeholder behaviour and absence of good communication are some of
the main reasons why CSR has been unsuccessful in being entirely integrated within business. Any
attempt at 3rd generation integration therefore poses a major conflict between business and CSR value.
While 1st and 2nd Generation CSR has been implemented integrally to a great extent, efforts are still
being made to see the 3rd Generation of CSR carried out by different levels of management within a business model.

An important deduction that can be drawn here is that the level of CSR integration that can be achieved by an organization is significantly dependent on its financial stability and how vast the organization is in terms of its employee stakeholders. This suggests that more revenue associated with an organization and more number of employees within the respective organization, the more chances of CSR being integrally embedded within project manager’s daily operations. (Aldama, Amar and Trostianki, 2009). Following on, the executive director of UN Global Compact according to his understanding of organizational CSR quoted, “A well-governed company takes a longer-term view that integrates environmental and social responsibilities in analysing risks, discovering opportunities and allocating capital in the best interests of shareowners. There can be no better way to restore public confidence in both businesses and markets and build a prosperous future” (Kell, 2009).

While the overall discussions support that CSR should be integrated by PM’s, at this stage, total integration will not be feasible, which is why some parts should be integrated in particular, while other parts of CSR should remain separate from the responsibilities of a project manager. Those parts that are very complex and detailed should be carried out by the CSR department itself. Finally, some may feel that CSR is a left wing agenda and is not sustainable in a democratic, capitalist society but that is an unfair assessment as CSR should be viewed more as a basic duty of a company to act in a socially responsible manner, just as all citizens are expected to in a civil society. Responsible business is the best kind of business. Project managers tend to be on the frontline of business so it is imperative that they act in a socially acceptable manner when carrying out their duties.
Recommendations

There are a huge amount of options available for any government, organization or project manager that wants to promote, integrate or engage in CSR. Therefore, recommendations for future CSR integration shall be provided for each of these three separately.

1. **Governments**
   - As noted earlier, India has recently become the first nation in the world to make it compulsory for companies, who have a certain level of income to spend or give at least 2% of their income on a CSR initiative. So it clearly an option for a government or legislature in any given nation to make it compulsory for certain organizations to contribute to CSR. Certainly, a 1% or 2% levy on companies to contribute to a worthwhile and valuable cause wouldn’t be too harsh or unfair.
   - Governments could offer tax breaks or other incentives to companies who engage in CSR. Plus any government contracts, which are usually worth a lot of money, should only be offered to companies who participate in CSR activities.
   - As seen in Ireland, with Chambers Ireland and the Corporate Social Responsibility Awards, it possible for governmental or independent organizations to reward companies for their contribution to CSR and the publicity they receive from this will be seen by the public and portray a more positive image for corporation to its customers.
   - A government or its agencies should provide more corporate responsibility workshops and seminars to make more organizations and people socially aware and let them know the many benefits that can be accrued to all stakeholders from the implementation of CSR.

2. **Organizations**
   - Any company, usually depending on its size, may have a separate department responsible for its CSR programmes or schemes, they may also delegate CSR responsibilities and duties to senior members. Alternatively, they could employ both together and delegate responsibilities all the way down to junior members of staff, which could lead them to being empowered to act more responsibly in all aspects of their work.
Irrespective of being small, medium or large organizations, when training their employees or members should teach them about CSR and how best they can integrate it into their daily routines. Employees can be thought to be consciously aware of CSR while carrying out their routine functions.

Corporations should ensure the use of sustainable resources by project managers to reduce project costs.

Encouraging project managers to determine apt and feasible sustainability tools and techniques to integrate and incorporate CSR into their business management process is also possible.

3. **Project Managers**

- Project managers should align their business objectives with CSR tasks to achieve successful 3rd Generation integration of CSR and therefore be integrally linked with its operations (Gazzola and Colombo, 2014).

- By demonstrating effective leadership, project managers can set an example for other employees to become participants in CSR activities. Even a small contribution by a whole workforce can have a hugely positive influence.

- Share innovative CSR initiatives and combine best practices with other project managers on CSR integration in daily business operations.

These recommendations are just a few that are relevant to most of what has been discussed throughout this paper, that being should CSR be integrated with the everyday functions of project managers. These are suggestions which would be mostly quite straightforward to implement and could have significant benefits. However, with any recommendation, there are always other factors that may be considered before anything could realistically be implemented. The three different participants in CSR discussed above would all approach CSR from different angles but through each, the benefits of CSR should trickle down to the lowest and least fortunate only to be recycled so that everyone involved benefits.

It must be understood that incorporating CSR related operations within the internal teams and leadership of project managers is not an easy task and it requires the utmost dedication and commitment of the respective project manager towards the social causes. The best way to go about this is for project managers to make an extra effort to align their daily responsibilities in unison with that of
CSR related concerns. This way CSR as well as business entities of organizations are benefited (Polonsky and Jevons, 2009). Finally, it clear that a successful CSR strategy can be integrated within a corporate DNA by encouraging more and more project managers to display effective leadership skills towards sustainable business implementation (Jayne and Dipboye, 2004).

**Reflection**

This dissertation and my overall masters experience has taught me a few important concepts and observations to reflect on. The different learning theories that have been embraced during the course of this dissertation are based on the Honey, Mumford and Kolb reflection learning model. The philosophies that were adopted for this dissertation included taking on a reflective, theorists and pragmatic approach. The instances of why these approaches were the best suited are reflected below:

Source: Honey & Mumford and Kolb learning cycle, Learning Styles, 2013
Reflection on the dissertation:

My take on this research is therefore similar to that of the research philosophies implemented in this dissertation in the sense that I used a pragmatic approach as a means of testing new innovative theories about CSR integration within the internal operations of project managers that haven’t completely been adopted yet. I also resorted to interpreting the opinions and conflicts of my research subjects (project managers) based on the situation as a research reflector would do with respect to assessing different generalization concepts. These observations and testing of different theories led to drawing respective conclusions and recommendations on the main thesis research question. While its concept might not be completely feasible to implement right away, it is something that is hoped to be achieved in the near future.

The real question that needs to be asked is why this particular dissertation topic was chosen. This dissertation research question was inspired by my need to explore more about what organizations feel about welcoming CSR based initiatives into their internal departments’ daily operations and how Project Managers would react to the idea of such a change.

Most importantly, conducting the interviews for my qualitative research enabled me to get first-hand experience with interviewing my research subjects (project managers) face-to-face which is a very essential people management skills development approach and would be useful for future endeavours.

Reflection on MBA – Project Management programme

The reason why I chose this particular MBA program is because learning how to run a project and the art of Project Management has always been a growing interest for me. And hence realized this would be the best platform to achieve that goal. This masters’ programme presented me a platform where critical thinking was encouraged and enhanced along with real-time project management situations being simulated and dealt with. Lectures offered were more often open discussions and debates rather than just entirely being theoretical. The project case studies dealt with encouraged teamwork which enhanced further people interaction.

Taking part in different presentations has improved my overall presentation skills which will prove to be beneficial for future employment. It has therefore played a vital part in developing and improving my people management skills which will be necessary for a future potential project managerial role. Most
importantly having participated in different case studies has brought about different outlooks and perceptions on business situations.

**Self-assessment:**

In order to prioritize the dissertation tasks, I (researcher) created a time plan to schedule my day-day responsibilities in order to complete it within the allotted time period. This included setting a target of what I hoped to achieve within the research and then ticking it off once it had been accomplished.

The dissertation phase has been an important self-learning phase. Its journey has definitely been a challenging one. It taught me the importance of writing skills through the documentation process as well as the right method of referencing via Harvard style referencing. It has essentially also taught me the value of time management. It has also taught me to be more aware of what is going on in the world and what I can do to make a difference by being a part of the solution instead of the problem. It has given me the courage to manage more practical situations. The real concern that I faced is having got so engrossed in my research of all the information available, I had to remind myself of getting back to focusing on the main research question by getting side tracked by drifting from the main point of the research.

**Own-learning**

The most critical aspect learnt is that different Project Managers have different opinions about their ideas of CSR integration within their everyday work and business in general similar to how different project managers would resort to different methods and solutions to solve the same problem. While some of the research participants are completely pro CSR integration, some others believe it should be carried out as long as it is feasible and meets project requirement deadlines, within reasonable expectations. These factors may include accounting for budget and time constraints.

The real truth remains that organizations have not achieved successful CSR integration within their businesses yet as most corporations still consider CSR as just an act of philanthropy and goodwill instead of making it a part of their moral duty and basic necessity. The very notion of philanthropy of CSR within a business suggests that there is always a hidden or ulterior motive behind the need to show altruism by the organization. This implies that CSR needs to be handled seriously and empathetically by the
organization’s top management and fellow project managers in order for the community to reap its efforts. This would in turn inspire the middle management and fellow employees to contribute their bit.

In my opinion, I believe that if this level of CSR integration within a business model were completely achieved, would make it a bigger, much more exponential impact on society as opposed to its activities being incorporated as a separate CSR department. Unfortunately, real time CSR integration within PM responsibilities hasn’t allowed complete integration of operations.

**Research Time plan**

The research of the dissertation was carried out over a period of 3 months from June to August. The major issue that was encountered was the efforts that needed to be taken to schedule the right time for interviews with the respective project managers of organizations as it was expected that they would be on strict deadlines.

The following is a cross-sectional snapshot of the research time plan:
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Appendix 1: ETHICS CONSENT FORM

Dear Participant,

My name is Varsha Ann Jacob. I am an MBA student currently pursuing my masters at Dublin Business School. I am doing a primary research as a part of my dissertation which aims to determine whether Corporate Social Responsibilities goals could be enhanced if organizations integrate CSR related tasks into everyday responsibilities of Project Managers?

The survey and interview would take about 1 minute and 5 minutes respectively. You may decide to stop being a part of the research study at any time without any explanation required from you. You have the right to ask that any data you have supplied to that point may be withdrawn. You have the right to omit or refuse to answer or respond to any question that is asked of you. You have the right to have your questions about the procedures answered. Please feel free to ask me any questions before the study begins.

I am so thankful and grateful to you for taking the time to answer this survey questionnaire.

For further enquires contact me at: varshaannjacob@outlook.com

Alternatively you can contact me at: 10172124@mydbs.ie

The data I collect does not contain any personal information about you except certain demographic factors. Your information will remain confidential and only be used for academic purposes. My supervisor Paul Taaffe and I would be glad to answer any of your questions about this study at any time if required. You may also contact my supervisor at paul.taaffe@dbs.ie

DBS phone number: (01) 417 7500.
Appendix 2: INFORMED CONSENT FORM

Dublin Business School
excellence through learning

PROJECT TITLE: *Organizational CSR integration in everyday responsibilities of Project Managers*

PROJECT SUMMARY:

The main purpose of this dissertation seeks to examine whether organizational CSR should be integrated in the everyday responsibilities of Project Managers within all business divisions as opposed to it being a separate CSR entity.

By signing below, you are agreeing that: (1) you have read and understood the Participant Information Sheet, (2) questions about your participation in this study have been answered satisfactorily, (3) you are aware of the potential risks (if any), and (4) you are taking part in this research study voluntarily (without coercion).

_________________________________  ____________________________________
Participant’s signature  Participant’s Name (Printed)

_________________________________  ____________________________________
Student Name (Printed)  Student Name signature

_________________________________
Date
Appendix 3: Survey Questionnaire

1. What is the average number of tasks that you would need to delegate or deal with in a day?
   a. Between 1-5
   b. 6-10
   c. Above 10

2. How regularly do you take part in the CSR related tasks as a separate entity in your organization?
   a. Very often
   b. Rarely
   c. Never

3. How would your reaction to CSR related tasks being incorporated in your everyday schedule be?
   a. Positive
   b. Negative
   c. Neutral
   Other (specify):

4. What percentage of your existing schedule is dedicated to CSR related tasks?
   a. 0-25 %
   b. 25-50%
   c. 50-75%
   d. Over 75%

5. Would you view the implementation of CSR activities as a long term investment or short term expenditure?
   a. Long term investment
   b. Short term expenditure
   Other (specify):

6. Would you consider incorporating CSR related tasks into your daily routine team schedule as one of the following :
   a. Time well utilized
   b. Time inefficiently spent
   Other (specify):
7. Would you recommend integration of CSR to PM’s of other organizations?
   a. Yes
   b. No
   c. Neutral
      Other (specify):

8. Which category of CSR activities would you prefer to work with?
   a. Health
   b. Childcare
   c. Volunteering
   d. Sponsorship
   e. Environment
   f. Charity
      Other (specify):

9. Do/Would you think implementing and performing CSR related activities would ensure building stronger team spirit/efforts within your team?
   a. Yes
   b. No
   c. Neutral
      Other (specify):

10. Do you think the incorporation of CSR is directly proportional to the overall success of the organization?
    a. Yes
    b. No
    c. Neutral
       Other (specify):
Appendix 4: Interview Questionnaire

1. How aware are you of the concept of organizational CSR?
2. What is your attitude towards CSR?
3. Would you consider your organization as a MNC, SME or privately owned business?
4. Would your organization prefer to dedicate a portion of their income for CSR to be carried out by an NGO or chose specific CSR categories to work with directly?
5. What categories of CSR activities does your organization aim to pursue?
6. Do you have a social mission plan for your team? If so, in what ways can they be fulfilled?
7. Would you consider CSR as an important entity in business? If so, to what extent?
8. Do you think CSR should be integrated with day to day business of an organization?
9. What kind of CSR activities would you prefer to deal with besides your daily responsibilities?
10. Do you consider the implementation of CSR activities as a profitable benefit to the organization or a moral obligation to society?
11. Do you think the incorporation of CSR is directly proportional to the overall success of the organization?
12. What factors would you say influence the growth of CSR in the short term?
13. What kind of factors would inhibit achieving CSR related tasks in the short term and eventually long term goals?
14. Would you recommend integration of CSR to Project Managers of other organizations?
15. Where do you see CSR integration standing in your organization in 10 years?
16. What would you try to incorporate or change (do differently) with respect to CSR?
Appendix 5: **Supervisor Dissertation Meetings**

Name of Student: Varsha Ann Jacob  
Student No.: 10172124

Name of Supervisor: Paul Taaffe  
Total number of meetings: 3

Date of Meeting: 13/08/15  
Location of Meeting: 2nd Floor Castle House, DBS

==================================================================

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress:

Overall Summary/Conclusion of Meetings:

I had a total of 3 meetings with my supervisor to discuss the progress of the dissertation and any doubts I needed to clarify.

Meeting my supervisor was very useful in terms of knowing how to go about the dissertation. I was advised to start my research by researching latest articles for the literature review.

This was followed by advice and suggestions on how to carry out the qualitative research by conducting face to face and online interviews. He also stressed on the importance of focusing on discussions of my quantitative and qualitative research findings.

I also kept my supervisor up to date about the progress status of my dissertation including the results of findings collected from the online survey conducted through random sampling of research participants via linkedIn.

My supervisor was supportive throughout my dissertation and helped with all my queries. Overall my supervisor meetings proved to be very useful for the purpose of assisting and completing my dissertation process.
Appendix 6: *Originality Declaration*

I, Varsha Ann Jacob, declare that this research is my original work and that it has never been presented to any institution or university for the award of Degree or Diploma. In addition, I have referenced correctly all literature and sources used in this work and this work is fully compliant with the Dublin Business School’s academic honesty policy.

Signed: Varsha Ann Jacob

Date: 21st August