

Template for Submission of Abstracts

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Title: Critical Review of a Multinational Corporation's Corporate Social Responsibility Practice – A Case Study.

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Abstract

Amidst growing global challenges facing multinational corporations (MNCs) in the process of designing, implementing, and evaluating corporate social responsibility (CSR) effectively, the study critically reviewed the extent to which the existing CSR design, implementation, and evaluation model of a subsidiary of an MNC operating in the Niger Delta region of Nigeria, is addressing these challenges. The study, grounded in review of the MNC's CSR model based on Aravossis et al.'s CSR integrated framework, explored the extent to which it has enabled the corporation to meet the needs of its diverse stakeholder groups.

In exploring the corporation's CSR model, I adopted the constructivist realism position that encompasses quantitative and qualitative research methodologies as they both apply similar logic when analysing phenomena. They are also deconstructive in probing natural unfolding episodes in the social world since both methodologies deal with data. These positions enabled me to interpret the flow of events taking place amongst the corporation's stakeholder groups by focussing attention on their actions, utterances, and behaviours.

Findings from the study suggest that the corporation's CSR design, implementation and evaluation framework is not fit for purpose as it is ineffective in addressing the needs of its diverse stakeholder groups. In addition, decisions on CSR issues were taken by management of the corporation with little consultation and engagement of all stakeholder groups. The existing CSR process created negative relationships and lack of trust between the corporation's management and local communities' residents.

Based on these outcomes, the study made the following contributions: a provision of CSR framework that managers of MNCs could adopt to design, implement, and evaluate CSR programmes; and a process that facilitates interactions and enhances positive relationships between MNCs and stakeholder groups in the design, implementation, and evaluation of CSR projects.

Keywords: Corporate Social Responsibility, Isomorphic, Subsidiary, Monolithic, Stakeholder, Multinational Corporation, Neo-institutional theory, Tri-sector partnership.