

# SAMPLE 1

# Undergraduate Dissertation

## Mark Scheme

BUS040X631Y	BUSINESS DISSERTATION	MARK	Excellent 70% +	Good 60-69%	Satisfactory 50-	Weak 40-49%	Very poor - 39%
Student Name and number ( ) Title of dissertation <b>Corporate Social Responsibility (CSR) and food wastage</b>							
<b>INTRODUCTION &amp; OBJECTIVES (10%)</b> *is the topic clearly stated and defined with a clear purpose? *are the aims and objectives (or research questions) clear, relevant and coherent? *if a hypothesis is identified, is it a proper testable hypothesis? *are the aims and objectives achievable?	COMMENTS  Generally reasonably clear, but, could have been more explicitly expressed.	63		X			
<b>LITERATURE REVIEW (20%)</b> *has a comprehensive range of relevant literature been used? *are the sources up to date and of sufficient academic weight? *does the dissertation give evidence of a critical attitude towards source material? *have the sources been acknowledged and referenced properly? Is the bibliography complete and in the Harvard style?	COMMENTS  Generally, reasonably extensive, but, focussed on research issue. Some minor citation errors.	67		X			
<b>METHODOLOGY (15%)</b> *is there a clear rationale for methodology? *have the advantages and disadvantages of the chosen methods been discussed? *is the research methodology described fully? Could it be replicated? *are relevant research instruments eg blank and completed questionnaires *are the sampling methods described in detail i.e. *who are the respondents, how many and how selected? *are data analysis methods discussed egg content analysis, descriptive statistics, correlation, tests of significance	COMMENTS  Generally, an appropriate methodology and set of methods used, but, the rationale for their use could be clearer.	62		X			
<b>RESULTS, ANALYSIS AND DISCUSSION (25%)</b>  *is the analysis appropriate to the data collected? *FOR QUESTIONNAIRES *how clearly presented are the data? Are details of the statistical analyses provided? Does the chosen statistical analysis make the most of the data?	COMMENTS  The analysis conducted is appropriate, but, could have gone into more detail in respect of the survey data in particular, e.g. correlation of variables and linking back to one of the specific RQs. Some good initiative used in	66		X			

<p><b>*FOR DEPTH INTERVIEWS</b></p> <p>*are the interview transcripts included in the appendices? Is there evidence that the data have been systematically analysed? Is there a summary of key points?</p> <p>*are the key themes and issues discussed</p> <p>*are links drawn with both the research objectives and the literature review</p>	the interview data collection (e.g. serendipity) where the sample included members of staff and the University's chief executive, which elicited an organisational overview of the research issue as well as at the department level.						
<p><b>CONCLUSIONS AND RECOMMENDATIONS (10%)</b></p> <p>*do the conclusions follow on from the findings?</p> <p>*are the conclusions well grounded in the evidence?</p> <p>*are the recommendations plausible given the research findings?</p>	<p>COMMENTS*</p> <p>An interesting and informative set of conclusions and recommendations which could have done more to link back to theory.</p>	68		X			
<p><b>OVERALL STRUCTURE AND PRESENTATION (10%)</b></p> <p>*is the overall style and presentation in accordance with that specified in the Module Handbook e.g. word count, spacing, section headings, Harvard style of references, font size</p> <p>*is the abstract a concise summary of the main aims, methodology, findings and conclusions?</p> <p>*does the dissertation read as an academic piece of work?</p>	<p>COMMENTS*</p> <p>Generally, an excellent structure and presentation although the interview text segments/quotes could have been more prominent.</p>	70	X				
<p><b>VIVA (10%)</b></p> <p>Did the student authenticate and substantiate the submitted work?</p> <p>Was the student on top of the material presented?</p>	<p>COMMENTS*</p> <p>Generally, a very well organised set of power point slides presented to support the answers to the questions posed during the conversation. Very confident.</p>	75	X				

**1<sup>st</sup> MARKERS MARK:**  
(Robert Manderson)

68

**2<sup>nd</sup> MARKERS MARK:**  
(Peter Hill)

67

**FINAL MARK:**  
(Agreed)

68



**University of  
Roehampton  
Business School**  
**London**

**BUSINESS DISSERTATION**

**Corporate Social  
Responsibility (CSR) and  
Food Wastage**

**By**

**Student: .**

**Submitted in partial fulfilment of the requirements for the degree of  
Bachelor of Business Management and Accounting, University of  
Roehampton**

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*A e.*

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*This dissertation is dedicated to my parents, Rasa and Arunas.*

## Abstract

*"We are all responsible for reducing food waste"*

Senior manager at the University of Roehampton (2014)

In early days, Mahatma Gandhi warned people that carrying on with the same current system and with absence of morality, or simply without ethics of businesses, one day will destroy all of us. Thus, CSR and its concept in line with the food wastage issues are examined and critically evaluated in this paper.

The real values of society members are often misunderstood and lead to ~~the~~ social and economic inequalities. There are wealthy members of society in several parts of the world, but at the same time there are starving and malnourished people in the developing countries. It is questionable whether these problems are caused by the capitalist system and its fundamental aim of profit and wealth maximization driven by greed or maybe on the other hand, these issues are born from the lack of education, adopted consumerism culture and disregards of the possible consequences of destroying the ability of our future generations to enjoy life of plenty as we enjoy now. These aspects are what really matters and thus a triangular of business, society and government is examined as it is the main aims of the research.

A mixed methods research design is used with the advantages of achieving qualitative and quantitative results in order to represent the comprehensive piece of work. Findings combined with the literature review revealed that it is a shared responsibility of consumers, businesses and governments to reduce food wastage issues. The participants proved that CSR is important to every business and even that the purpose of the business is to increase the wealth of the shareholders, it was discovered that businesses has to look at a wider context and operate in a way that does the least harm to the society and other live organisms on this planet.

*More of introduction than abstract.*

# 1. Introduction

Corporate Social Responsibility (CSR) and its definition <sup>assertion</sup> in line with the food wastage issues are continuously examined throughout this paper. The business case, stakeholder-accountability and the impact on environmental and social aspects of stakeholders are the main areas in the literature review. The relationships among businesses and society should result in 'win-win' relationships. However, there are a variety of conflicts due to the different interests of each party. The culture of waste is accepted in rich developed countries and the values of westerns have changed dramatically in the past decade.

Businesses are wasting on a mass scale and thus stakeholders require that businesses would behave in the sustainable way and would be accountable to the members of society. The concept of CSR is costly and not only large corporations but start-ups too have a financial constrain for engaging with the activities of CSR. However, there are advantages for being a sustainable business. The ethical reputation perceived by stakeholders attracts more customers and thus it leads to a higher turnover and over time, the initial investment is recovered. It is significant to mention that there are shortages of the availability of food in developing countries, but westerns have the ability and affordability to be wasting. Therefore, morality is one of the aspects that contribute to the triangular of consumers, businesses and governments. <sup>evidence</sup>

The objectives of this paper is to question what are the perceptions of participants about the CSR and whether participants support profit maximisation approach given by Friedman (1970) or whether there is a different understanding about the CSR and its definition. Of significance, it is also necessary to address the main issue of this paper of food wastage and the responsibility for reducing this issue. It is questionable who is responsible and whether it is businesses, consumers, governments or maybe all of them. The information and the main findings are obtained by using a mixed method research design. Thus, there is the combination of qualitative and quantitative research methods assuming that the qualitative research will be supported by the quantitative results obtained and hence will deliver better findings than only one research method used. The participants are employees and students at the University of Roehampton. Thus, CSR and food wastage issues are topics worth examining, possibly leading to a deeper social, linguistic, economic and political issues suggested by the educated members of society.



## 2. Literature review

Corporate Social Responsibility (CSR) appears to have a significant increase of interest in recent years. There is still a lot of confusion around this term and its actual meaning but there are already a multiple conversations proposed about it (Dahlsrud, 2008). A number of individuals have a positive approach about CSR and defines it stating that ethical behaviour, contribution to economic development in line with improvements of quality of life of workforce and their families, local community and society as a whole are the continuing commitments of businesses (WBCSD, 2003; Little, 2008; Douma et al, 2013). However, there are different approaches as well. *italicise*

Milton Friedman (1970) proposes that "there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits" (Brown et al, 2006; Vogel, 2005; Kurucz et al, 2008). Numerous socially responsible stakeholders and numerous businesses are concerned about food wastage problem as it leads to the environmental and social issues. Even that there is the increasing necessity of customer satisfaction, company reputation and many other factors has led to more publicly produced CSR reports by corporations, there is the necessity for the fundamental change of the 'potential responsibility' and the culture of consumerism. *page 7 vol*

Despite the multiple conversations in the field of CSR, literature review purposes a critical approach to the responsibility for food wastage of businesses and consumers. The real issues of food waste are examined in line with the consequences arising from the development of the consumerism culture and extensive waste of food. This literature review focuses on CSR and the business-stakeholder relationships by presenting business case, stakeholder accountability approaches and the relationships between them.

### Business case

The advocates of the business case have the tendency to deny and even hide business-society conflicts due to the different interests from one another. These different interests contribute to the contradictory business-society relationships about the perception on CSR (Brown et al, 2006). The underlying assumption is that the main objective of management and the corporation as a whole is to enhance the wealth of the shareholders and the overall health of the business (Friedman, 1970; Millon, 1993) which correspondingly leads to a huge bonuses *one or many?*

for management rather than enhances stakeholder value. Food waste is a significantly increasing problem thus the activities of corporations are important in order to find the ways to reduce food losses.

The business-society relationships should result in 'win-win' relationships, because business and society depend on each other (Capon, 2009). Many corporate decisions towards sustainability are affected by pressure from a variety of stakeholders (Mohr, 2001). And at the same time in order to have a 'licence to operate' businesses depend on its stakeholders as they are interdependent (Porter, 2006). However, since 1932 the corporate laws aimed to develop legal structures that allows shareholder wealth maximization, therefore corporate law permits to disregard "claims of various non-shareholder constituencies" (Millon, 1993). In addition, corporations are developed with the separation of ownership and control which is the source of the stakeholder-accountability problem (Brown et al, 2006). Thus, it has an impact on the decisions made by corporates whether mutually beneficial to both parties or not.

There are growing numbers of companies and CSR is becoming increasingly important for companies competing on their ethical reputation. Thus, the sustainable reporting can be seen as an advantage to businesses (Truist, 2013). By taking an active role in promoting company's corporate social responsibility in the eyes of stakeholders and competitors, the business-society relationships can be improved. From CSR activities and its reporting there are the identified benefits for businesses: the ability to attract long-term capital, minimize risks and advance management systems in line with many other benefits including the improved transparency to stakeholders (WBCSD, 2003). Hence, there is the ability to achieve many benefits by being corporately socially responsible business.

Corporate social responsibility leads to the higher returns and a higher financial position in the industry. Little (2011) indicates that by enhancing CSR many opportunities can be created to enter new markets, encourage innovation and maintain long-term profitability in line with the improved overall performance which also increases shareholder wealth (Brown et al, 2006). The strategy of marketing differentiation is designed to work through a strong branding of the products, thus advertising sustainable products attracts sustainable customers and increases sales in line with enhancing ethical business reputation (Kurucz et al. 2008). As the most significant intangible asset is business reputation, the negative stakeholders'



perception on the company's reputation could lead to the business failure (Little, 2011). Therefore, businesses are influenced by financial incentives to act towards CSR.

Business success depends on the stakeholder-business relationships, because companies can achieve customer satisfaction by convincing 'ethical consumers' to purchase ethical products at the same time increasing their turnover (Little, 2011). Corporations that have goals beyond profits also have the ability to retain their customers as the majority of customers are eager to engage with the sustainable business and even dealing with politicians and government regulators becomes easier (Truist, 2013). In addition, businesses that act in the best interest of society, provide sustainable products and services, make a good impression of their contribution to the economic development and reduction in unemployment rates (Sloman, 2013). As a result, corporations have the ability to build the trust constituting the accountability to its stakeholders.

When financial value is created, companies are able to commit additional money to CSR activities (Kurucz et al, 2008). The problem is that most businesses perceive that CSR is an additional cost, affordable only when the business experiences profitable periods. Furthermore, for most businesses CSR will proceed only if there will be the additional wealth for the members of the corporations (Brown et al, 2006), because there is shareholder primacy above all of the stakeholders. According to Vogel (2005), "there is a place in the market economy for responsible firms. But there is also a large place for their less responsible competitors" (Boddy, 2011, p.148). Therefore, not all businesses are responsible and accountable to its stakeholders, because there is still plenty of space to prosper, leaving behind the activities of CSR.

Profit maximisation and costs minimisation are often the main aims of corporate members, consequently awarding management with huge bonuses (Weetman, 2010). The agency theory problems and the difference of interests allows and even encourages managers to act as 'bad apples' and influence others to do the same bad things for achieving higher commissions (Tirole, 2010). In addition, managers have a better knowledge and information advantages as there are information asymmetry problems (Sloman, 2012). Thus, managers are able to work without moral values if cash award will be achieved; bonuses are given if profit maximisation targets are achieved. These facts support Friedman's (1970) approach that generating profit is the main objective of corporations partly encouraged by the separation of ownership and control and adoption of bonuses culture.

Not all businesses are able to afford CSR activities. If any environmental or any other regulations would be mandatory, many businesses would be less competitive, because they would have increased costs (Stavins, 1994). CSR activities are necessary these days in order to avoid consumer boycotts, liability suits and increased labour costs (Kurucz et al. 2008, pp. 88). There should be the necessity to satisfy both: business and society to eliminate conflicts of interests, in fact "if you do the right things in the community, the community will do the right things for you" (Kurucz et al, 2008, pp.83). As a result, literature suggests that CSR activities and its reporting is advantageous to businesses, but it is expensive and resource intense so not always beneficial to stakeholders of the business.

## Stakeholder-accountability

Stakeholder accountability theorists desire to represent society as more democratic, open and transparent, while there are common interests between society-business relationships, however there are conflicts as well (Brown et al, 2006). Many stakeholders aspire to have the 'right' to be aware of the 'real' businesses activities, because the success of business depends on the ability to create stakeholder value and be accountable to them (Freeman, 2010). By participating directly or indirectly, multiple stakeholders affect business decisions even that this requires a suitable combination of authority, ability and determination (Blowfield, 2011). A variety of conversations of different stakeholder groups cannot be isolated in order to improve business-stakeholder relationships.

Through statistical research, it was discovered that annual food wastage across the globe reached 1.3 billion tons (Barilla, 2012). Many stakeholders, especially environmentalists, believe that recycling by business could reduce food wastage, consequently reducing environmental issues (Mi-Hyung, 2010). A company perceived doing something to protect the environment increases positive image of stakeholders about the business (Little, 2011). Hence, businesses that act towards CSR enhance the trust of society and are able to achieve mutually beneficial stakeholder-business relationships (Pivato et al, 2008). However, even the most passionate environmentalists are unable to eliminate pollution, because of the increasing advancement in technology that people are dependent on (Boudreaux, 2012). Food wastage problem is partly caused by the dependency on certain products encouraged by companies and their advertising campaigns.

The increased wastage in developed countries constitutes the problem of unevenly distributed resources. National Statistics (2011) show that pubs and restaurants waste more than any other hospitality sector in developed countries such as the UK and the USA. Large multinational food businesses whether it is a farmer, producer, supermarket chain or any other institution providing food should be accountable to society by reducing food wastage (Stuart, 2012). The availability of food would be increased in developing countries if wasted food could be redistributed to the families in poorer countries where high food poverty exists (Hodges, 2011). However, according to Robin (2008), constant consumption is encouraged by companies in Western countries, because consumers adopted consumerism culture where it is never enough therefore people became consumers but not citizens.

There is no chance that business will survive without people, because corporate members alone are unable to validate the 'licence to operate' as this licence has to be approved not only by management and shareholders, but by all stakeholders as well (Little, 2011). According to Freeman (2010), "shareholders and financiers, customers, suppliers, employees, communities can together create something that no one of them can create alone", thus businesses need stakeholders. For example, CSR of business can be challenged by employees in terms of refusing to work for unsustainable company as talented and diverse workforce' can be attracted easier by responsible companies (Little, 2011). Businesses treating their stakeholders fairly will benefit from increased productivity (Brown et al., 2006). Therefore, CSR can be beneficial to both businesses and stakeholders.

The problem of waste culture, particularly in the Western countries could be reduced by improving business-stakeholder relationships. Covey (2004) indicates that the achievement of the 'win-win' relationships could be achieved only if a spirit of morality, mutual benefit and fairness is promised by all parties concerned. Smith (1759) supports that every business transaction is a 'moral challenge' and there is the ability to examine whether both parties are fair to each other or not. Under the capitalism system, there are many business transactions that can be manipulated to the benefit of business (Bennett, 2010). Finally, Capon (2009) states that one group of stakeholders should not benefit at the expense of another group of stakeholders.

The failure to prove to stakeholders that the company is corporate social responsible will have a negative impact on company reputation and raise the dissatisfaction of many stakeholders (Kurucz et al., 2008). This would increase the conflicts between the business-

stakeholder relationships partly due to the different interests. Mahatma Gandhi indicates that “Commerce (Business) Without Morality (Ethics))” one day will destroy us. The ignorance of morale and allowance for economic systems to operate without morale creates “an amoral, if not immoral, society and business” (Smith, 1759). Even that there is no such ability to please everyone (Dhar, 2007). Businesses and stakeholders together should find the compromise and the solution to reduce or even eliminate food wastage issues in order to achieve the mutually beneficial relationships.

## Critical theory and the impact of food waste issues on environmental and social aspects of society

Once the business case and the stakeholder-accountability approaches were examined, the quality of CSR reports and the ‘real’ activities of businesses should be evaluated as well. The reports about the sustainability and the activities of businesses are often criticized as there are the consequences derived from unsustainability on the environment and social aspects of stakeholders (Brown et al, 2006). Therefore, there is the pressure to change the current situation in terms of legislation, because more unified rules should be introduced to restrict the ability of hierarchy to manipulate in their CSR reports (Morgan, 1988). As the gaps in the business-stakeholder communication processes lead to the contradictory relationships.

The quality of CSR reports is criticized, because there are problems of justification, fairness and the ‘real’ activities of businesses (Idowu, 2004). The research conducted in the hospitality sector reveals that out of 150 studied reports of hotels only 61 promised to act responsible towards the protection of the environment. Furthermore, recycling and food waste reductions were the most frequently used terms with no specific numbers (Grosbois, 2012). Therefore, companies represent very subjective goals and ‘construct subjective reality’ to its stakeholders (Morgan, 1988). Even that these reports are published to the public, the content is very positive and promising to undertake efforts only in the future.

Even that there are gaps in provided reports of food retailers (Hillier, 2014), other resources are available to access the information and find those gaps by achieving a “real dialogue” between conflicting business-stakeholder interests (Pedersen, 2006). Media is one of the resources where the ‘real’ business activities and the impact on environment and social aspects of stakeholders are revealed (Levy, 2007). Comparing only retailers in the UK and in the US, the research by Garbois (2012) shows that UK retailers are wasting approximately

500,000 tonnes of food annually and mainly to landfill, whereas Barilla (2012) reveals that in the US, a total of 30 per cent of the food in the US retail stores meant to be for consumption is wasted. Thus, even that businesses draw a very positive picture about themselves, media often reveals what is the real picture and the real activities of the business.

The problem of food waste cannot be assigned to one person or one corporation, because there is the combination of many businesses and consumers wasting food (Innovaro, 2013). However, there is the limited availability of natural resources around the globe, because human population is growing in line with the growing problem of food wastage (Vark, 2013). People believe that food thrown directly in the bins and not edible anymore is food waste (Stuart, 2012). However, the majority of food thrown away is perfectly fit for human consumption as day-fresh products are lost on an enormous scale every day through food's lifecycle in the farms, factories, supply chains, supermarkets, groceries and consumers' homes. Steel (2009) indicates that it is insufficient distribution and use of global resources, especially because there is already the billion hungry people around the world.

There are the cosmetic standards set by businesses and whether it is vegetables, salads or fruits it is often all being disregarded, because of being "cosmetically imperfect", wrong shape or size even that it is perfectly fit for human consumption (Stuart, 2012). Businesses are already punished for many experiments conducted with people, animals and natural products as a live organisms are being injected, sprayed and affected by a various chemicals in order to increase business profitability (Klein, 2009). However, there are still many corporations that act irresponsibly, because the wealth is transferred from those who suffered from the experiments to rich corporates. Corporations work as a cancer (SG, 2014), they kill the live organisms (natural resources) in order to survive themselves.

Society became brainwashed and dependent on large corporations and supermarkets (Klein, 2009). There is the necessity to change the whole food system as during the last thirty years hunger in developing countries and obesity in developed countries has increased substantially (Gustafson, 2010). A majority of day-fresh food goes to the landfill and often there is more food lost than consumed (Innovaro, 2013; see Figure1). As more people move to cities, nature suffers due to the need to feed the growing population; consequently the value of food has changed. Steel (2009) indicates that prior industrialization there were the ability to socialize with food (to smell it, taste it) whereas now consumers just check the label at the back and they do not cook anymore, they buy already made meals instead. Society assumes

being very sophisticated due to their hard work and long-hours inventions to fulfil their needs (SG, 2014). However, many of these inventions impacted on the environmental destruction and increased damages to the planet.

Even that there is no such thing as waste-free planet, because some food waste will unavoidably arise, but there are more sophisticated ways of using food surpluses and the best thing to do is to feed pigs in order “to turn food waste back into food” and this process would contribute to massive savings of resources and would reduce food waste (Stuart, 2012). Companies will consider “the costs of developing any ethical policy against the advantages of implementing it and the disadvantages of not implementing it” (Capon, 2009). However, Browne (2007) suggests that in the reality, food wastage is shared responsibility, managers can contribute a lot for reducing this problem, but consumers should contribute as well (Boddy, 2011). Therefore, people all together have the power to minimize waste and bring the change in the action.

To conclude, there are multiple conversations proposed about CSR. The advocates of the business case have the tendency to deny and even hide business-society conflicts due to the different interests from one another and these different interests contribute to the contradictory business-stakeholder relationships. There is the impact on the decisions made by corporates, because they depend on each other whether these decisions are mutually beneficial or not to both: businesses and stakeholders. Overall, CSR activities and its reporting is advantageous to corporations, but it is expensive and resource intense.

Many stakeholders aspire to have the right to be aware of the real businesses activities, because the success of business depends on the ability to create stakeholder value and be accountable to them. By participating directly or indirectly, multiple stakeholders affect business decisions even that this requires a suitable combination of authority, ability and determination. A variety of conversations of different stakeholder groups cannot be isolated in order to improve business-stakeholder relationships. Failure to prove to stakeholders that the company is corporate social responsible will have a negative impact on company's reputation and raise the dissatisfaction of many stakeholders.

CSR reports and the activities of businesses are often criticized as there are the consequences of food wasted on the environment and social aspects of stakeholders. The quality of CSR reports is criticized, because there are problems of justification, fairness and the ‘real’ activities of businesses. Companies represent very subjective goals and ‘construct subjective



reality' to stakeholders but in reality media reveals that there is a number of different businesses wasting food whether it is good for human consumption or not. Supermarkets accept products from suppliers as long as these products meet the cosmetic requirements of the perfect sizes and shapes. It is insufficient use of global resources, especially because there is already the billion hungry people in the world. Finally, it was discovered that not only businesses are responsible for food wastage, but every single member of society as well.

### 3. Research objectives and hypothesis

The aim of this study is to make a contribution to the field by focusing on 1) the particular issues about the profit maximisation being the only purpose of many businesses and 2) the responsibility for reducing food wastage issues around the globe. The expectations are to update the existing information in the literature by obtaining new findings and addressing more specific issues. Brown (2006) states these more specific issues might involve social, political, economic and linguistic considerations, because many stakeholders recognize the dominance of the corporate power. Thus, educated employees from the University of Roehampton (RU) are interviewed and students are questioned in order to address the main research problems.

The culture of waste is accepted in rich developed countries and the lifestyle of westerns has changed dramatically in the past decades. Society members live in the 'consumerism environment' as the constant consumption is encouraged by the companies and their advertising campaigns. The approach has developed that people instead of citizens became consumers (Robin, 2008). Therefore, it is necessary to explore the problems about the CSR and food wastage issues from the diversified perspectives of RU members among senior manager, lecturers and students.

The expectations are to expand on the literature review by finding differences and similarities in the approaches of educated RU members. The purpose of this paper is to answer the main research question of what knowledge and understanding does participants from RU hold in relation to CSR and food wastage issues. The main questions are inquired from participants about the concept of CSR in order to find out whether participants support Friedman's (1970) approach or whether they have a different understanding about the CSR. The role of businesses, consumers and governments will be studied in order to examine who is responsible for reducing food wastage issues.

To supplement the main research questions, the awareness about the sustainable businesses and its sustainable activities are also questioned in line with the question of whether participants believe that there is the place in the market economy for responsible firms and also there is the place for their less responsible competitors. Consequently, the personal food consumption habits are questioned in order to find out whether participants themselves waste any food or whether they purchase more food than they actually need. The assumption is that

the results obtained from educated people might be beneficial, because the collection of many different conversations might possibly suggest the new ways of reducing or even eliminating the gaps between the society-business conflicts. Finally, it is expected that participants might suggest the ways for reducing the issues of food wastage.

## 4. Methodology and data collection

This particular study requires participants with the knowledge about the CSR and food wastage issues. Therefore, a mixed methods research design is the best and most appropriate method for this research of inquiry with regard to the knowledge-based area (Creswell, 2012). The data is collected and analysed separately by qualitative and quantitative research and methods in a single study (Angell, 2011) in order to address the main questions of this paper and obtain a more complete understanding of the main research problems.

Semi-structured interviews (see appendix 1.1) are conducted for the purposes of obtaining qualitative and opinion-based answers (Bryman, 2003) from senior manager and four lecturers from the Business School at RU during February and March 2014. Those, who expressed a willingness to participate, were interviewed: one-to-one and face-to-face sessions were held at the agreed time and location mutually accepted by the participants and interviewer. The participants were provided with the explanation of the study and had the ability to share their knowledge, opinions, individual interpretations and the certain vision of the world about the topic thus expressing their ontological view (Corazzon, 2013). The ability to talk widely was given, but ensuring anonymity of participants and ensuring that focus were on the main research questions. All participants agreed to be recorded, thus the main findings from recorded interviews are represented in this paper.

A participant agreement forms were distributed and thus signed off by all participants. Study relies on the open views of participants by asking broad and general questions, but also observing body language. The aims are to acquire linguistic, trustworthy, credible and reliable answers, possibly even discovering new ideas. The subjectivity and biased manner are involved as words, but not numerical data are analysed in the first part of this paper (Fischler, no date). Therefore, the constructivism approach is applied as multiple realities, biased and inductive answers will be obtained (Creswell, 2012). Bryman (2003) states that the ability to obtain quality (but not the quantity) answers through the perceptions, beliefs,

values and multiple assumptions of participants in line with the possible conflicts of interests are the advantages and benefits of qualitative research.

The supplementary quantitative method is used to enhance the results obtained from the qualitative research (Oakshott, 2009). A number of questionnaires (see appendix 1.2) were distributed to a third year business pathway students (aged from 20 to 29) at RU during February and March 2014 for the purposes of obtaining a number-based data. A total of 70 useful responses were collected out of 218 third year registered students on the business pathway programmes (Barbanneau, 2014). The responses were obtained by entering in the class and introducing students with research objectives and the absence of anonymity and confidentiality issues.

The design of questionnaires allows acquiring a multiple responses whether students strongly agree, agree, have no opinion, disagree or strongly disagree. In addition, there are questions to measure frequency of similarities and differences of students' choices. Thus, the questions vary in nature, because some questions present students with a range of options in which they are able to tick responses that best suits their choice and opinion, while some questions provide students with the ability to write a comment.

The results obtained are generalising but the method of purposive sampling is used. As the aim is to select people with specific knowledge in order to illuminate the phenomena being studied (Webster, 2012), rather than representing the drawn sample from the population. It is expected to acquire unbiased and objective results in order to find frequencies and summarize the data collected (Angell, 2011). Therefore, the post-positivism approach is applied as deductive, singular and objective reality answers are expected to be obtained (Creswell, 2012) from the students at RU.

## 5. Qualitative Findings

A multiple conversations were obtained once the information from interviews was conducted and analysed. As it was mentioned above, all respondents are employees at RU thus they satisfy the specific requirement for this study to have the understanding about the concept of CSR and the issues of food wastage. The interview questions were not provided in advance therefore no one had an opportunity to prepare and update their knowledge.

The main findings are discussed below under the headings derived from the interview questions. Furthermore, Table 1.8 represents the main quotes used in this section. Please note that the anonymity issues are absent as the names of employees at RU are changed. ✓

Name	Position at RU	The main quotes used in the text
Peter	Senior manager	the amount of food wastage in the UK is shocking ... supermarkets are pretty evil
Richard	Senior lecturer	In fact, government has a moral responsibility to its population and I guess, to the wider world ... We have an international responsibility to trying to be as economical as possible, efficient and how we consume food, because it is very distasteful, you can say immoral
George	Visiting lecturer	We are too strict on our sell by dates ... If we want to reduce our food waste we should reduce a bit the silliness on our dating of products
Simon	Lecturer	you buy a bag of apples that do not get touched ... but people are starving [in developing countries], even people who are short of food in this country
Justin	Visiting lecturer	It is your generation to blame ... How my parents felt about food was to focus very much there being no waste

**Table 1.8**

*\*Recordings of the interviews are available on request, if there is the need to prove the credibility of quotes used in this paper*

### **The approach of Friedman (1970) and the definition of Corporate Social Responsibility**

Almost all respondents clarified that there are more objectives of the business than only the wealth maximization for shareholders. Senior manager (Peter), states that for the organization like the university 'it is critical' to have the CSR approach:

We are in an era now where people expect companies to behave in a more responsible way, not just greed driven by profit by making money (Peter).

The argument is that profit is not the only motivating factor in the organisation and the expectations of stakeholders have changed. Peter clarified that the university not only receives the public money, but also operates as a business and so receives fees from its customers (students). Of significance, once senior manager joined the university, students demanded for an environmental officer who would address and solve the issues contributing to the environmental destruction. Hence, stakeholders play significant part by its requirements to have ethical values. In addition, the importance and the approach to CSR at the university was transformed over time by using a number of resources differently, because it is necessary to be accountable to the stakeholders of the business (Peter). According to lecturers, Richard and Justin, simply using resources more effectively, efficiently and economically.

There was the mutual agreement from all respondents that sustainable business activities can be beneficial to the organisation, but it is costly. Thus, George and Richard justified that start-ups might experience financial constraints if they wanted to engage with the sustainable activities. Even that sustainability is costly, Richard argues that CSR can be seen as not necessary contributing to the bottom line or profitability. The reasons are that if businesses are ethical, there are other advantages too. It was suggested that not immediately, but over time the investment and the costs of engaging with socially responsible activities will be recovered. In addition, the market becomes socially aware and sustainable type of market also being competitive as companies compete on their ethical reputation (Simon). Thus, a number of 'reliable' and 'repeat customers' are attracted by socially responsible organisations (Justin). Overall, from the business case, CSR is beneficial but requires the initial investment.

The quote of profit maximisation given by Friedman is repeatedly used by a variety of different people, but Friedman "has been quoted out of the context" and he has a point which is correct (George). It was clarified that the purpose of the business is to maximize profits, but taking in to account a wider context. These arguments also derived from Justin's interview that in fact,



managers and employees are responsible for trying to maximize the value for the owners of the business. But, again organisations have to address and look at a broader range of objectives so that profit is not the only objective of the business (Simon). Even that "there is nothing inherently problematic" with Friedman's approach (Justin). Simon argued that the role of the business is to think about the ways that does the least harm to the environment and the social aspects of stakeholders.

### **The responsibility for food waste reduction. The role of consumers, businesses and governments**

The responsibilities for reducing food waste was assigned by the majority of interviewees to all: consumers, businesses and governments leading to the conclusion that it is a shared responsibility. It was suggested that the amount of food wasted in the UK is 'shocking' and this issue is becoming even bigger (Peter). The statement was supported by Simon that there are tons of food being thrown away not only in the UK, but all over the world as well.

The necessity for reducing food waste is phenomenal and the members of the society are to blame in the first place for the food wastage issues. According to George, 'people became inherently lazy' and also there is the tendency to keep moving from one satisfied need to the next one as Maslow's hierarchy of needs suggests. Richard also certainly believes that consumers, "You and I", is the normal place to begin with. It was proposed that even if it is a relative age of plenty, one simple way is to buy appropriate quantities. These improvements would be advantageous, because throwing food away is not ethical, not efficient and not economical. In other words, throwing food away is not just a 'wasteful act' but it is also a 'financially foolish act' (Justin). George admitted that we can 'afford' to throw food away these days and it appears that the cause of the problem is today's generation:

It is your generation to blame ... How my parents felt about food was to focus very much there being no waste (Justin)

The major drivers of demand are consumers, but on the other hand, all participants agreed that businesses also have a big responsibility for reducing food wastage issues. There is the change in the way of buying and consuming food and everything is packaged now. Thus, these changes are brought by very 'powerful' and 'pretty evil' supermarkets (Peter). In addition, Simon and Peter indicated that there are supermarkets driving farmers out of the business and forcing them to do things in a way which is maybe not in the best interests of the animals and not in the best interests of people eating the food.

On the other hand, there are many businesses that have decided to stop doing the “2 for 1” offers thus helping consumers to avoid buying unneeded products (Simon). The advantage is that nowadays there is the tendency to co-operate:

Players [businesses] want to work in harmony with both customers and suppliers (Justin)

Perhaps the main issue for businesses is the uncertainty about the future. It is very hard to predict the demand for products and especially perishable products are to be wasted if demand is not met (Simon). There is also the tendency to over-supply food and the difficulty to decide on the ‘right’ pricing but it is contributing to the environmental destruction (Richard). In addition, even that supermarkets have to comply with laws, George states that ‘sell by date’ system is too strict in the UK and the ‘silliness’ on dating of products should be minimized in order to reduce food wastage issues. But still businesses are responsible for planning their operations more carefully in terms of not over-supplying edible food, especially perishable products (Richard). As Simon suggests, there is the need to realize that if less food is wasted, the higher turnover can be enjoyed in a way of reducing costs.

Governments are one more element that fits in to the equation (Justin) and thus the pressure should be put on the supermarkets in order to control their activities (Peter). This argument is also supported by Simon, who believes that there is no place for government to say “it is nothing to do with us”, because governments are responsible for helping to solve food wastage issues. Morality was brought up while considering the role of the government (Justin). Thus, governments have moral obligations and thus should provide education and raise the awareness not only of the society members, but of corporates too in order to reduce wastage issues:

In fact, government has a moral responsibility to its population and I guess, to the wider world ... We have an international responsibility to trying to be as economical as possible, efficient and how we consume food, because it is very distasteful, you can say immoral (Richard)

Even that it is clarified that supermarkets are ‘private enterprises’, but not government controlled, it was proved that governments still have a duty for helping to reduce food wastage issues by raising the awareness of corporates and society members. Therefore, the final comment to make is that consumers, businesses and governments are all together responsible for reducing food wastage issues.

## 6. Quantitative findings

The quantitative research method is used to supplement the information obtained from the qualitative research. The objectives are to examine whether employees at the University of Roehampton have the same or different approach from the students about the definition of CSR. Consequently, in line with the second research question of who is responsible for food wastage reduction. As it is only supplementary numerical research, only frequencies are provided instead of taking into account the scientific significance of the results. The IBM SPSS Statistics Viewer is used and the data is provided in the frequency tables, charts and also explained to the non-statistical readers in the form of the written text.

A total of 70 useful responses were obtained and the results in relation to gender are presented in the Table 1.1. There are 39 females and almost equally there are 31 male respondents. Therefore, there is no big difference between the gender responses. Of significance, the results about the age was lost with the underlying assumption that it is not ethical to request for this information and students were able to respond only to which age group do they belong to. Thus, 69 respondents belong to the age group from 18 to 29 and only 1 respondent belongs to the age group from 30 to 39 (see appendix 1.3).

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Female	39	55,7	55,7	55,7
Male	31	44,3	44,3	100,0
Total	70	100,0	100,0	

Table 1.1

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Even that the results were obtained only from the third year students, there is a collection of different pathways chosen as it is shown in the visual way below (see Figure 1.2).

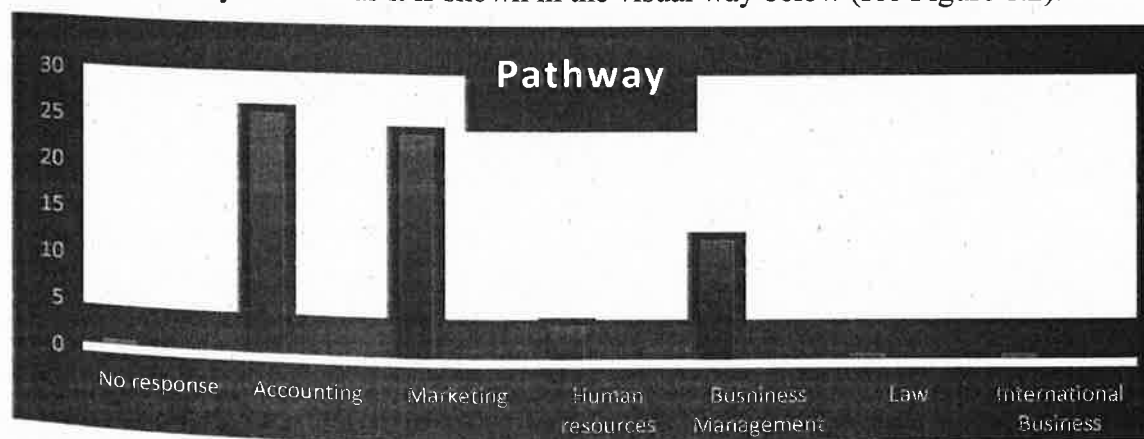


Figure 1.2 Pathway

In addition, the numerical data of the different pathways chosen by the students is represented in Table 1.3. A majority of students, who filled in the questionnaire, are from Accounting (26) and Marketing (24) pathways and there are 13 respondents from the Business Management pathway. However, one of the potentially concerning findings is that there is the relatively small number of responses from the Law and the International Business pathways in comparison to a majority of responses obtained from the Accounting and Marketing pathway students. It is even more concerning as there are no students found who have chosen the Economics pathway. Thus, there is the possibility that results are not scientifically correct to represent the credible and reliable information from the business school as a whole.

	Pathway			
	Frequency	Percent	Valid Percent	Cumulative Percent
No response	1	1,4	1,4	1,4
Accounting	26	37,1	37,1	38,6
Marketing	24	34,3	34,3	72,9
Human Resources	4	5,7	5,7	78,6
Business Management	13	18,6	18,6	97,1
Law	1	1,4	1,4	98,6
International Business	1	1,4	1,4	100,0
Total	70	100,0	100,0	

Table 1.3

The questionnaire was designed in a way that students would be able to tell their opinion by choosing how strongly do they agree or disagree with the two definitions provided in the literature review. It is necessary to find out whether students support Friedman's definition or do they have a different understanding about the concept of CSR. The results obtained are illustrated in the Table 1.4. The data collected from the questionnaires suggests that the majority of students agreed with Friedman and it adds up to a total of 60 per cent. Thus, the information provided in the Table 1.4 indicates that 42 students did not oppose to the profit maximisation argument. On the other hand, 23 students opposed (32.9 per cent), but it is the minority of students comparing with those who agreed. Even that there were participants with no opinion (7.1 per cent), it is clear from the Table 1.4 given below that there are more participants who support Friedman rather than oppose to his argument.

The findings from the quantitative research are interesting, because senior manager and almost all lecturers clarified that businesses should look at a wider context and have more objectives rather than only wealth maximisation for the owners of the business.

The is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits (Friedman, 1970)

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	10	14,3	14,3	14,3
Agree	32	45,7	45,7	60,0
No opinion	5	7,1	7,1	67,1
Disagree	20	28,6	28,6	95,7
Strongly disagree	3	4,3	4,3	100,0
Total	70	100,0	100,0	

Table 1.4

The results of how strongly students agree with the second definition of CSR given by WBCSD are provided in the Table 1.5. Data suggests that a total of 59 students (84.3 per cent) support the definition given by WBCSD as there are 49 students with responses of 'agree' (70 per cent) and 10 students with responses of 'strongly agree' (14.3). However, there are still 6 respondents who disagree (8.6 per cent) and 5 respondednts with no opinion. Of significance, while comparing findings obtained from the Tables 1.4 and Table 1.5, there are students who support Friedman's approach (42 students), but the definition given by WBCSD is chosen by even more students (59 responses). There is no responses of strongly disagree with the definition given by WBCSD. Thus, there is the difference in comparison with the students responses about the Freidman's definition as 3 students strongly disagreed.

CSR is the continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large (WBCSD, 2003)

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	10	14,3	14,3	14,3
Agree	49	70,0	70,0	84,3
No opinion	5	7,1	7,1	91,4
Disagree	6	8,6	8,6	100,0
Total	70	100,0	100,0	

Table 1.5

The summarised results for visual readers of whether students support Friedman's approach or whether the definition of CSR given by WBCSD is supported, are provided in the chart 1.6. It seems that the majority of students agree with both definitions, even that there are more students who support the definition given by WBCSD.

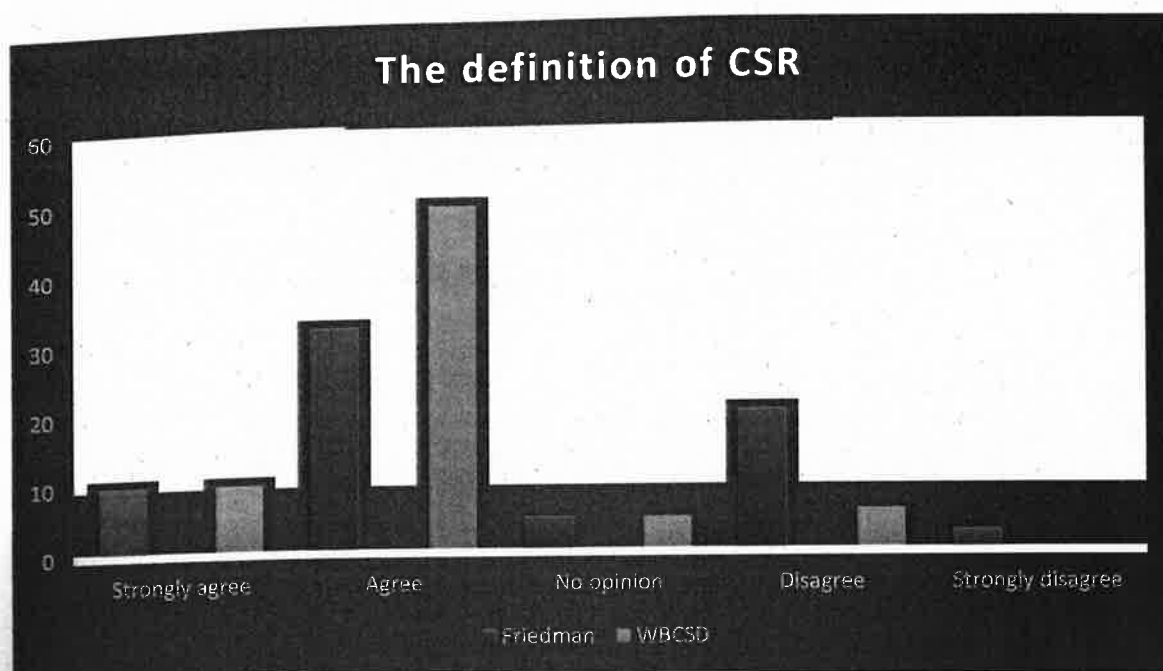


Figure 1.6 The definition of CSR

### The responsibility for food waste reduction. The role of consumers, businesses and governments

The responsibility for reducing food waste, whether by consumers, businesses, governments, all of them or any other answer given by the students are shown in the Figure 1.7. The numerical data is provided below in the Table 1.8 in order to support the visual and written information.



Figure 1.7 The responsibility for food wastage reduction



There are a number of key insights from the information obtained about the responsibility for reducing food wastage. First, a majority of students (42.9 per cent) believe that consumers, businesses and governments all together are responsible for reducing food waste issues. Similarly, there are 17 students with the opinion that there is nothing to do with the government (24.3 per cent), thus only businesses and consumers are responsible. However, there are 11 students assigning the responsibility to consumers alone, 7 students to businesses alone, but only 4 students believe that governments need to solve this problem. There was some space left if anyone wanted to give their own answer under the choice of 'Other'. Thus, one student made a comment that: "Sell by dates" are responsible for reducing food wastage issues. This information was also mentioned by George (lecturer at RU) in the interview as he believes that the system of 'sell by dates' is too strict in the UK. However, it will be discussed in more details in the next section.

Who is responsible for reducing food wastage?

	Frequency	Percent	Valid Percent	Cumulative Percent
Consumers	11	15,7	15,7	15,7
Businesses	7	10,0	10,0	25,7
Governments	4	5,7	5,7	31,4
Other	1	1,4	1,4	32,9
All of them	30	42,9	42,9	75,7
Businesses and consumers	17	24,3	24,3	100,0
Total	70	100,0	100,0	

Table 1.8

Finally, there is the collection of significant findings obtained, most importantly some results links bank to the literature review. The mixture of different opinions, knowledge and the views of the world were expected from senior manager and lecturers at RU, thus the subjective reality was represented. However, not only educated themselves but also providing the education to students, lecturers exceeded personal expectations of the author of this dissertation in terms of the richness of their knowledge. Students also proved that they have the understanding about the concept of CSR and the issues of food wastage. The differences and similarities are highlighted and critically evaluated in the next section as subjective and objective reality was represented by the participants of the research.

*so are these statistically significant?*