Muhammad Saleem Khan (790314-T179)
Muhammad Naveed (830402-5797)

Management Role in CSR Practices:
A Case of Telenor Pakistan

Business Administration
Master’s Thesis
15 ECTS

Term: Spring 2011
Supervisor: Dan Nordin
ABSTRACT

Corporate social responsibility strategy is an important issue for the contemporary debate on corporations in society when considering social and environmental impacts. Corporate Social Responsibility (CSR) has become more essential for every company across the world during last few decades. Therefore we see that the company image and reputation is completely dependent on the practical implementation of social responsibility strategies. This paper presents a theoretical review exhibits the relationship of Telenor management and their CSR practices in Pakistan. In this paper, we examined that Pakistan is a developing country where most of the local companies are unaware about the concept of CSR which has been now introduced by multinational companies and NGOs. The basic purpose of this study is that how businesses practice CSR and how they develop their strategies which positively affect the performance of an organization as well as the society. The key focus of this study is to examine company’s perceptions about corporate social responsibility. A qualitative method was used to discuss the case study of Telenor Pakistan in this research. Data has been gathered from different scientific articles and research books for theoretical framework of CSR and strategic management whereas empirical data was gathered from company annual reports available on company website. Although Telenor Pakistan is very new and at initial stages in introducing the concept of CSR but the company objectives and strategies are very clear towards the welfare of environment and society. Participation in emergency response programs in flood and earthquake affected areas; community support programs and environmental awareness are company’s major efforts and achievements which portray its positive image in the society.
AKNOWLEDGMENT

First of all, we would like to thank Almighty ALLAH who gave us strength and courage to finalize our paper. After that, we would like to thank our families and friends for encouraging and supporting us in this regard. We would also appreciate those who help us during our work specially our study program fellows and senior students in the university.

Last but not least, we would like to express our sincere gratitude to our supervisor, Dan Nordin, for his support and guidance throughout our thesis writing.

______________________  _________________
Muhammad Saleem Khan  Muhammad Naveed
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADSL</td>
<td>Asymmetric Digital Subscriber Line</td>
</tr>
<tr>
<td>AJK</td>
<td>Azad Jammu and Kashmir</td>
</tr>
<tr>
<td>BTS</td>
<td>Base Transceiver Station</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief executive officer</td>
</tr>
<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
</tr>
<tr>
<td>DWA</td>
<td>Disabled Welfare Association</td>
</tr>
<tr>
<td>GPRS</td>
<td>General Packet Radio Services</td>
</tr>
<tr>
<td>GSM</td>
<td>Global System for Mobile communication</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>IHDF</td>
<td>Initiator Human Development Foundation</td>
</tr>
<tr>
<td>M2M</td>
<td>Machine-to-machine</td>
</tr>
<tr>
<td>NCMC</td>
<td>National Crises Management Cell</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non-Governmental Organizations</td>
</tr>
<tr>
<td>NMT</td>
<td>Nordic Mobile Telephone</td>
</tr>
<tr>
<td>NTCSP</td>
<td>National Training Center for Special Persons</td>
</tr>
<tr>
<td>PCO</td>
<td>Public Call Office</td>
</tr>
<tr>
<td>PRCS</td>
<td>Pakistan Red Crescent Society</td>
</tr>
<tr>
<td>STEP</td>
<td>Special Talent Exchange Program</td>
</tr>
<tr>
<td>TDP</td>
<td>Telenor Development Process</td>
</tr>
<tr>
<td>UMTS</td>
<td>Universal Mobile Telecommunications Services</td>
</tr>
<tr>
<td>WBCSD</td>
<td>World Business Council for Sustainable Development</td>
</tr>
</tbody>
</table>
LIST OF FIGURES

Figure 1: Pyramid of Corporate Social Responsibility _______________ 19
Figure 2: Telenor Organizational Structure ___________________________26
TABLE OF CONTENTS

CHAPTER ONE: INTRODUCTION

1.1 Introduction __________________________________________________ 9
1.2 Company selection ____________________________________________10
1.3 Purpose and scope _____________________________________________10
1.4 Research question _____________________________________________ 11
1.5 Structure of thesis _____________________________________________11

CHAPTER TWO: RESEARCH METHODOLOGY

2.1 Introduction __________________________________________________ 12
2.2 Research strategy______________________________________________ 12
2.3 Case study research ____________________________________________ 12
2.4 Research approach ____________________________________________ 14
2.5 Data collection _______________________________________________ 14
2.6 Limitations __________________________________________________ 15
2.7 Reliability and validity _________________________________________ 16

CHAPTER THREE: THEORETICAL FRAMEWORK

3.1 Corporate social responsibility _________________________________ 17
   3.1.1 Concept of corporate social responsibility _____________________ 17
   3.1.2 Carroll’s Pyramid of CSR __________________________________ 19
   3.1.3 CSR and society: Ethical theories ____________________________ 20
3.2 Management and CSR __________________________________________ 21

CHAPTER FOUR: EMPIRICAL BACKGROUND

4.1 Background of Telenor__________________________________________24
4.2 International operation of Telenor _________________________________26
4.3 Management role of Telenor Pakistan towards CSR___________________ 27
   4.3.1 Objectives and strategy ______________________________________27
   4.3.2 Response to challenges______________________________________ 28
   4.3.3 Trust building relationships__________________________________ 29
4.4 Corporate social responsibility and Telenor Pakistan___________________29
   4.4.1 Emergency response programs________________________________ 29
      4.4.1.1 Flood relief ____________________________________________30
      4.4.1.2 Mahrabpur train accident ______________________________31
      4.4.1.3 Response to earthquake affected area ____________________ 32
      4.4.1.4 Attaabad (Hunza) landslide disaster______________________33
CHAPTER FIVE: ANALYSIS, DISCUSSION, AND CONCLUSION

5.1 Analysis and discussion ........................................... 38
5.2 Conclusion .......................................................... 41

References ........................................................................ 42
CHAPTER ONE: INTRODUCTION

1.1 Introduction

Corporate Social Responsibility (CSR) has become an essential debate for every company throughout the world during the last few decades. In today’s global market, every group of stakeholders have a lot of knowledge about CSR and due to this reason these groups of stakeholders continually compel companies to take the subject matter of CSR very seriously. For value creation in the global market, companies must give importance to Corporate Social Responsibility (CSR) not only for shareholders but also for different groups of stakeholders (customers, employees, NGOs, etc). On the other hand, many companies consider CSR nothing more than a reporting and advertising slogan. Porter and Kramer (2006) wrote in their papers that many companies are very significant in practicing CSR activities due to their unique practical approach towards the concept. CSR is a source of opportunity and modernization due to which companies have many advantages in the global market. Nowadays many companies publish corporate social responsibility reports with their annual reports that reveal CSR is the most important issue for the company strategically. Inclusion of corporate social responsibility report in company strategy shows CSR an important part of management. These companies try their best to manage CSR productively, putting into practice a strategy that supports CSR and develop a strong management control system that reduces the gaps between the CSR and business in order to achieve the goals and objectives of a company and support sustainable development in the global market. Many researchers debated that the latest financial crisis in 2008 were the result of unawareness about CSR and after these crisis businesses were demanded by the stakeholders group to perform in a more responsible way. Stakeholders also demand that management of a corporation must give more attention towards CSR in their decision making. The concept of social investment has also been recognized largely due to corporate social responsibility in the global world.

Mintzberg (1983) wrote that corporate social responsibility has become very important for a company as well as for a society. The company’s strategic decisions engage both the social and economic consequences, which are closely connected to each other. According to Porter and Kramer (2006), the corporations...
and society are interdependent, because the company’s conduct has direct influence on the society where their business exists. The company’s activities lead the community either towards positive changes or negative consequences. Decision makers and executives of a company should keep in mind communal expectations during decision making process; it must have attractive alternatives to the community where the business exists. The strategies should have some positive impacts for the society.

According to the Ethos Institute (2007), corporate social responsibility is a form of management, which is defined by the ethical association and transparency of the firm with all groups of stakeholders with whom the company, firm or business has the relationship as well as with the establishment of goals and objectives of the company, that are well-matched with the sustainable development of society, protecting environment and also cultural resources for the future generations, with regard to diversity and promoting the decline of social problems.

1.2 Company Selection
The company selected for the study on the basis of its activities and business operations, is one of the multinational companies “Telenor”. Telenor is a Norway's leading telecom, IT and media company. The company is following the corporate social responsibility code of conduct and also contributes in charity activities in the local community. As one of the progressive companies in the Nordic region, Telenor claim that they provide to its 7,500 employees the most comfortable and intellectual work environment. The study is focusing only the region of Pakistan that the CSR practices of Telenor within Pakistan.

1.3 Purpose and Scope
This study inspects the concept of Corporate Social Responsibility (CSR) in combination with investigating how businesses focus CSR in their business practices and how they are proficient within the social structure of corporate responsibility. The basic purpose of this study is that how businesses implement their strategies in practicing CSR which positively affect the performance of an organization as well as the society. The key focus of this study is to assess company’s perceptions about corporate social responsibility.
For assessing the managerial behavior practically the study will be helpful because in the paper, only the corporate social responsibility is assessed on management perspective, which realizes for how extent CSR is important for management and for business itself.

1.4 Research Question

How does management of Telenor Pakistan play a significant role in CSR practices?

1.5 Structure of Thesis

Chapter 1 introduces the thesis and presents the research background from which the purpose and scope for the study are drawn. It ends with the structure for the whole thesis.

Chapter 2 describes the research methodology applied in this thesis both theoretically and practically.

Chapter 3 provides the theoretical framework where key concepts like corporate social responsibility, management, and strategic management have been discussed to provide an understanding for the case.

Chapter 4 presents the empirical study of the business case of Telenor Pakistan in the area of the concepts discussed in the theoretical framework.

Chapter 5 deals with analysis and discussion. The empirical data has been analyzed and discussed with the theoretical framework. An understanding about the topic has been developed to extract conclusion which is discussed at the end of this chapter.
CHAPTER TWO: RESEARCH METHODOLOGY

2.1 Introduction
This chapter describes the research methodology used in this research study both theoretically and practically. Empirical study is totally based on document information acquired from company website and reports through qualitative research strategy. This study has been selected to explore the situation in real terms which does not rely on numbers, figures and mathematical calculations because the concept is very new and unclear in the environment where the study has been conducted. A case study approach has been used because of its suitability for Telenor Pakistan to view its operations deeply. Given the nature of the research, the research design is an exploratory study and data collected was only secondary. A deductive approach has been used in the analysis. Validity and reliability of the research is provided at the end of this chapter.

2.2 Research Strategy
According to Taylor (1976), the objective of using qualitative research methodology is to grab required meaning from the texts and words and in some cases revealing the hidden meaning in the precise meaning (Taylor, 1976).

A qualitative research strategy has been used in this research study and for data gathering we used company annual reports. We have chosen this strategy to find out the required information and for author’s understanding about the situation which provides help in knowledge gathering for the research. Regardless of the nature of words and texts used in qualitative method, their interpretation keeps the qualitative research studies together.

2.3 Case Study Research
Case study is “an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between the phenomenon and the context are not very much clear, and in which different sources of evidence are brought into play” (Yin, 1984). Case study is suitable method for conducting “exploratory, descriptive and / or explanatory” researches (Yin, 2003).
Yin (1984), further, describes that case study is an approach in which researcher can study any natural event through available information. Role of case study approach becomes more important when education (Gulsecen & Kubat, 2006), sociology (Grassel & Schirmer, 2006) and community related problems (Johnson, 2006), come to surface. According to Stake (1995), case study is useful to understand the complication of each and individual case.

Saunders et al. (2000) explained three kinds of case study i.e. exploratory, descriptive and explanatory case studies.

*Exploratory* studies are essential way of finding out what is the occurrence, to seek new insights, to ask questions and to judge the phenomena in a new light. It is a mostly useful approach if you wish to illuminate your understanding of a problem. The main and most important advantage of exploratory research is that it is flexible and adaptable to change (Saunders et al., 2000).

*Descriptive* research aims to represent a perfect sketch of persons, events or situations. It might be an extension of a piece of the exploratory research. It is essential to have a clear picture of the event on which you wish to collect data earlier to their collection (Saunders et al., 2000).

*Explanatory* studies institute fundamental interaction between variables. The importance here is on studying a situation or a problem in order to make clear the relationships between variables (Saunders et al., 2000).

In this research study our intention is to explore the concept of corporate social responsibility in corporations from the management point of view. Exploring the concept portrays the characteristics of Saunders et al. exploratory study which authenticate the study to be exploratory and qualitative. The case study method allows in exploring the concept by using implied information since the understanding of CSR is not clear to the corporations and their management that calls for rigorous awareness programs. This exploratory study has revealed this need by using the case study of Telenor Pakistan.
2.4 Research Approach

There are mainly two ways to approach research questions i.e. Deductive and Inductive (Saunders et al., 2009).

Deductive approach consists of general theory to clarify a particular situation in detail. This approach is applied in a situation when the researcher is not expert in a particular area or when the area is not fully developed (Gratton & Jones, 2010 p. 36). In this approach only words are processed therefore numbers or formulas cannot be used to evaluate the situation (Taylor, 1976). Long et al. (2000) suggest that deductive approach is an appropriate approach if there is already a recognized theory and a researcher would like to analyze the relevancy of that theory in a different situation. According to Bryman & Bell (2007), deductive process can be drawn as:

Theory → Observation/findings

In this research we used deductive approach as the theory has already been established about CSR and management which we have applied in a different environment i.e. Telenor Pakistan. The reason of applying this approach is to find relationship between theory and practice.

2.5 Data collection

Data collection mainly depends on the research method employed for a study (Cooper & Emory 1995), for instance, qualitative research in this thesis. The qualitative data used in this research study comprised secondary data.

In case study research, documents are the most important source through which necessary information may gather (Yin, 2003).

According to Ticehurst and Veal (2000), secondary data is very important and helpful in research activities. It is beneficial for the researchers to have already available sources of data because through secondary data they may determine more aspects of interrelated research and their methodologies. Furthermore, they explain two methods of secondary data gathering i.e. manual and online. Manual methods involve in collecting data from reports, directories, guides, indexes, etc.
while online methods contain data which is collected from the internet. They also discuss that secondary data can be gathered from two sources i.e. internal and external. Internal data is obtained from the organization whereas external data is collected from different sources outside the organization.

According to Davis (1999), annual reports, financial reports, financial releases, press release, newsletters, and different publications released by the organizations are the main sources of internal data whereas external data can be obtained from the sources published by government, universities, equity research reports, trade association newsletters, etc.

We used Telenor Pakistan annual reports available on company website to collect secondary information for empirical study. The theoretical framework for this research thesis was written with the help of articles, relevant journals and publications available in the university databases like Emerald, Business source premier, Science direct and Sage premier, while the research methodology was written with the help of business research method text books.

2.6 Limitations

The study may not portray deep insight to the research due to cost and distance. The information available related to Corporate Social Responsibility in the paper may somehow be not defined well and in reliable arrangement because sometime it is not easy to organize information which are obtained from different sources. Furthermore, the study has faced complexity at some stages because sometimes the information available on company website does not provide a clear picture of the company therefore direct information from the company management may provide a true image of the situation which need more time to cover the required aspects within given semester time which is another limitation in our research. Being an outsider it is challenging to have easy access to relevant data from the selected company. We use document studies though our topic demands conducting interviews from management persons but we could not bring them in conversation after many attempts.
2.7 Reliability and Validity

Enquist et al. (2008) in article “Corporate Social Responsibility for Charity or for Service Business?” applied case study approach which is qualitative research method to study corporate social responsibility concept and practices. In the meantime Johnson (2007) in his article “Stakeholder Dialogue for Sustainable Service” applied a qualitative research approach in order to investigate the problem of Sustainable Development and CSR into value dimensions.

We are sure that our research study results are reliable and valid because we gathered a wide range of information of Telenor Pakistan from annual reports and websites and did not rely on the company internal information in order to investigate about Telenor Pakistan and its CSR practices.
CHAPTER THREE: THEORETICAL FRAMEWORK

3.1 Corporate Social Responsibility

Corporate social responsibility is an old idea which has grown exponentially since 1950s when it was emerged first time (Carroll, 1999). CSR remains a promising and indefinable for academics and became a challenging issue for business managers and their stakeholders. Although there are various definitions of CSR defined by many scholars but no proper definition exists which is applicable globally. This is because CSR is a growing concept which has been exercised in different situations for many years to explain an extensive range of corporate activities (Gutierrez & Jones, 2005). In other words, the concept of CSR has steered to the materialization of a variety of business practices which are more leaned towards stakeholder and society (Fairbrass, 2005).

3.1.1 Concept of Corporate Social Responsibility

Corporate social responsibility has turned out as one of the most important concerns for everyone in business world. Many issues and questions regarding CSR have taken a great attention in both managerial and academic discussion. To clarify these issues a number of definitions has been projected in order to understand the real sense of CSR that how a business can be carried out in an ethical and responsible manner (Cramer, 2004). Bowen (1953) is known as ‘the father’ of social responsibility defined CSR as: “The obligations of businessmen to pursue those policies, to make those decisions or to follow those directions that are agreed in term of values and goals by our society”.

The World Business Council for Sustainable Development (WBCSD, 2011) defined CSR as:

“The Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large”.

Furthermore, CSR is defined in the Green Paper report prepared by the European Commission in 2001, promoting a European Framework for Corporate Social
Responsibility. According to this report, CSR is defined as a concept through which companies include social and environmental aspects in their business activities and in their dealing with their stakeholders on a charitable basis’ because they know the direction of responsible behavior towards sustainable business success (Commission Green Paper, 2001).

In the words of Hill (2006), CSR is a set of practices that constitute a part of good management or business activities based on transparency and disclosure. Many organizations realize that in reality they were already involved in practicing CSR but in the absence of a formal system generally these activities were not exposed.

In the evolution of the corporate social performance mode Wartick and Cochran (1985) focused on three challenges to the concept of corporate social responsibility i.e. economic responsibility, public responsibility, and social responsiveness. In their research they concluded that the corporate social performance model is just a preliminary example to understand the concept of corporate social responsibility. They further concluded that the model is very important for business and society study.

Definitions of the term CSR may rely on one’s own observations of responsibility which in response exhibits the position of the organization in society (Maignan, 2002). Attention towards CSR has not been entirely choice of corporations. Many companies responded to it only after public response to problems they had not previously realized were part of their responsibilities (Porter & Kramer, 2006).

Different definitions of CSR actually describe its several aspects and mechanism and explain how it is applied in a practical scenario. It is recommended that corporations will carry out their business operations in a more responsible manner away from profit earning and legal reasons (McGuire 1963, Davis 1960, Carroll 1979). Most of the companies usually realize the influence of their activities and functions on society just after realizing recognizing CSR related issues and problems (Davis, 1967).

There are different meanings of CSR in different contexts (Panwar et al., 2006). It is very important to take context into account when CSR related issues are
recognized and estimated (Vidal & Kozak, 2008). CSR practices can be different from country to country. It should be analyzed from a regional perspective too. Additionally, it is recommended that CSR is positively associated to company size. Companies with higher level of sales are likely to show better CSR performance (Vidal, 2008).

3.1.2 Carroll’s Pyramid of CSR

Carroll (1991) illustrates four components of CSR in Pyramid of Corporate Social Responsibility, Figure 1.

![Pyramid of CSR (Carroll, 1991)](image)

According to Carroll (1991), the social responsibility of an organization can be divided into four components. These four components are economic, legal, ethical, and unrestricted responsibilities (philanthropic). In this pyramid he explained that Economic responsibility is the primary responsibility of business that’s why it has been considered as a foundation and put at the start of this pyramid. Since economic is the fundamental component in society therefore a business is liable to supply goods or services and generate profit to produce wealth whereas some rules and policies are devised to manage these business activities within a certain limits. For this purpose some Legal responsibilities of business are formulated to fulfill these rules and regulations.

Carroll further described that although there are few ethical norms which are followed at economic and legal responsibility stages, even then there are some additional ethical measures which are not incorporated in law but society look forward for them. Though it is not easy to evaluate what is ethical and what is not
but still Ethical responsibilities have been viewed very important. It is fair enough to say that society expects from the business to be more ethical responsible rather than legal. Philanthropic/discretionary responsibilities are more ambiguous than ethical responsibilities therefore society has put these responsibilities on the choice of business whether to analyze and not. The social function of business is voluntary to perform these responsibilities. It is not forceful by law to plan and carry out these responsibilities because these responsibilities are far away from the sense of ethical. It totally depends on the business to be engaged in this responsibility and make a contribution to society (Carroll, 1991).

3.1.3 CSR and Society: Ethical Theories

Ethical theories focus on the ethical standards that could help in making a good business-society relationship. According to ethical theories, the companies must find out “the right thing to do” to build a better society (Garriga & Mele, 2004).

Sustainable development has turned out to be very popular in recent decades. It is developed at a worldwide level rather than corporate level, but corporate contributions are necessary to reach it. The concept of sustainable development initially covered the environmental element only which is later expanded and incorporated the social dimension (WBCSD, 2000). Elkington (1997) suggests that to achieve sustainable development, the conventional “bottom line”, which is based only on profit dimension, should be expanded to “a triple bottom line”, which is “people, planet and profit”. In simple words, this triple bottom line comprises social, environmental and economic dimensions of sustainability. Van Marrewijk and Werre (2003) recommend that the process of achieving sustainability must be different among corporations. They should follow their goals and strategies in reaching sustainability.

Another group of ethical theories is the common good approach (Mahon & McGowan, 1991). According to this approach, being a part of the society, business should contribute to the common good. This contribution can be in different ways i.e. generating wealth, providing job opportunities and making an effort to protect human rights. Additionally, it can help out in improving social
well-being and developing a good society. Briefly, business must always be a constructive contributor towards society well-being (Fort, 1999).

3.2 Management and CSR

The developing concept of CSR realized corporations towards its practical implementation. Corporations can gain a competitive advantage due to CSR practices and this may raise their image in global market. Most of the corporations are currently more concerned about social responsibility because everyone is familiar globally to this phenomenon (Halme et al., 2009).

There is a drift toward endorsing corporate changes with intense strategic implications that must be linked with business strategies in the company in order to be effective and successful (Coutinho & Macedo-Soares, 2002). According to Porter & Kramer (2006) and Koyoko & Moon (2004), businesses have engaged themselves in corporate social responsibility activities due to increase pressure of the stakeholders. They further discuss that if companies fail to integrate corporate social responsibility activities in their business strategy and practices then they may fail to achieve their desired objectives.

Moreover, the World Business Council for Sustainable Development (WBCSD, 2011) state organizations should include CSR into their business strategies which can be advantageous for business itself as well as for society. According to the Council, organizations are responsible for the welfare of community and various stakeholders including owners, employees, customers, suppliers etc. Business can meet their goals of creating both corporate and social values after including CSR into their core business process and stakeholder management. For this reason business corporations want to incorporate CSR into their long-term business strategies which can be beneficial for both the business and the society.

In a corporation strategic management is a decision-making measure that helps in formulating objectives, plans and policies to attain corporate goals. These strategies describe what kind of business is being run by corporations. In addition, these strategies portray the economic and non-economic nature of corporations’
activities and contributions, and the association between shareholders, employees, customers and the community (Andrews, 1987).

According to Andrews (1987), a corporation may involve in a plenty of different businesses. Corporate strategy and a business strategy are different to each other because the former is related to the corporation whereas the later one is connected to a company or business unit that actually build up the corporation. Andrews further describe that corporate strategy is more complex than just making business profit because decision-maker decisions can manipulate a large number of stakeholders who are involved directly or indirectly in the company operations.

Social responsibility has become very important for every business where management play a vital role in achieving corporate objectives. In large corporations the effect of both economic as well as social aspects are focused in strategic decisions in order to achieve corporate overall objectives because both are associated very closely to each other (Mintzberg, 1983).

According to Porter and Kramer (2006), corporation and society are highly dependent on each other because communities are influenced directly by the management of company and its activities which can lead to either good or bad results depending on the strategies and policies made by the company about CSR and their practical implementation. Management must take into consideration community expectations while making strategies and taking any decision. Management should consider the positive and negative consequences of their decisions, not only for the goodwill of business itself, but also for the sake of stakeholders and community in general. Accordingly, the Ethos Institute (2007) has assumed the definition of CSR and management strategy as “Corporate social responsibility is a form of management that is defined by the ethical relationship and transparency of the company with all the stakeholders with whom it has a relationship as well as with the establishment of corporate goals that are compatible with the sustainable development of society, preserving environmental and cultural resources for future generations, respecting diversity and promoting the reduction of social problems”. 
Pearce and Doh (2005) describe that social responsibility is now a global concept in business world and top management has given it a unique importance therefore they have integrated it as a fundamental component in managerial duties and responsibilities, which is provoked by personal values and charity. They further discuss that social responsibility has turned into a strong and permanent component of management actions in a corporation. They further discuss that CSR programs and projects, if managed in a proper way, can generate substantial benefits in terms of company reputation and profit as well as the motivation and devotion of employees. CSR can also be helpful and can play an important role in making strong association between corporation, its management and community.

Husted and Allen (2001) describe that in a company management is responsible to plan CSR strategies which can be beneficial and produce competitive advantages if these strategies would exercise properly, indicating that there is a positive relationship between social responsibility practices and competitive advantages.

Burke & Logsdon (1996) and Husted (2003) state that a company can integrate those projects to its core business which are important, unique and social oriented. They further discuss that business managers face two phases in the way of CSR strategy i.e. centrality and specificity. Centrality is high at the time when CSR practices are attached to corporate mission and specificity is high when CSR practices face difficulties which are hard to handle. While centrality is low when practices related to CSR are far away from company’s core activities and specificity is low when these activities are practiced without any complexity.

Drucker (1955) state that no one other than management of each and every business can make a decision about the objectives that should be followed in practices related to public responsibility. Management must develop code of corporate governance that is associated to social responsibility.
CHAPTER FOUR: EMPIRICAL STUDY

4.1 Background of Telenor

Telenor is a Norwegian company which is working throughout world in the field of telecommunication services. The history of Telenor is 150 years old and started its business with telegraphy and then due its development in the field it has been turned into a global shareholding company by providing advance telecommunication technology and services around the globe. From 1855 to 1920, it was a starting phase in the history of Norwegian telecommunication. Three new modes of communications were introduced during this period which is the telegraph in 1850, the telephone in year of 1880 and wireless telegraphy and radiotelegraphy in the end of 1920 which confirms that Telenor is a pioneer company in mobile communication. In 1966 mobile telephony services was set up in Norway as a manual, but being a pioneer in the automatic Nordic Mobile Telephone (NMT) system, which was launched in 1981. After development in mobile technology services, Global System for Mobile communication (GSM) was introduced in 1993 (GSM System, 2009). Norwegian Telecom became a public corporation in 1994 while the company was privatized partially and registered with the stock exchange in 2000. Furthermore in 2004, Telenor also established the third generation mobile network, Universal Mobile Telecommunications Services (UMTS), for commercial and business use (Telenor Pakistan, 2011a).

The core business of the Telenor Group is telecommunication that provides: data, voice, content and other communication services mainly in three regional entities, which are Nordic countries (Norway, Denmark, Sweden, and Finland), Central Europe (Hungary, Montenegro, Russia, Serbia, and Ukraine) and Eastern Asia (Pakistan, Bangladesh, India, Malaysia, and Thailand). Discovering new technologies and exploring new markets are the challenging tasks for which the company makes long term investments. Telenor services are divided into four categories i.e. voice, data, content, and other services (Telenor Core Business, 2009):
**Voice:**
Telenor provides the fixed-line phone to mobile or IP telephony throughout Asia and Europe. This service is further divided into two sub-services, one is fixed voice communication services which are provided in three Nordic countries and the other is mobile voice which is supplied in twelve countries of Asia and Europe (Telenor Core Business, 2009).

**Data:**
Internet and broadband is being offered in this service. Fiber-optic communications and Asymmetric Digital Subscriber Line (ADSL) are provided in the form of fixed-line data services by Telenor. Besides these services, Telenor also provide mobile data services which are GPRS (General Packet Radio Services), UMTS, and mobile broadband in twelve countries of Asia and Europe. The Third Generation (3G); UMTS 3G-based mobile broadband services were introduced in seven of operation countries in 2008 (Telenor Core Business, 2009).

**Content:**
Mobile content and TV services are being offered in this service by Telenor. They provide TV services in four Nordic markets through cable, digital worldly and satellite networks. The satellites are broadcasting about 200 TV channels these days across the Nordic Region, Eastern and Central Europe. Mobile content services i.e. music, sports, ring tones, mobile TV, and movies are also offered by Telenor in other markets (Telenor Core Business, 2009).

**Other Services:**
Telenor provides a wide range of telecom related services to different countries around the globe. The company is doing considerable good activities in joint venture and subsidiaries business operations in Nordic countries. The company takes 100% investment for a few subsidiaries. Some other subsidiaries are playing an important role to improve and support the core business of Telenor for instance Net-centric services same as IT security to customers and businesses. The company also offers machine-to-machine (M2M) services to corporate and business sector in different markets. Maritime communications, IT consulting, and aircraft communications services are also offered by Telenor (Telenor Core Business, 2009).
4.2 International Operations of Telenor

Telenor management is divided into three regions that are; Asian, Nordic, Central and Eastern Europe. To manage the subsidiaries countries in a good way each region has its own headquarter. Sigve Brekke is the Executive Vice President and responsible to control the subsidiaries countries in Asia i.e. Malaysia, Pakistan, India, Thailand and Bangladesh. On the other hand Telenor designates management team as well as chief executive officer (CEO) to operate company activities in these countries under Sigve Brekke control (Telenor Annual Report, 2009).

Telenor organizational structure is shown in Figure 2 as under (Telenor Annual Report, 2009):

Figure 2: Telenor Organizational Structure (Telenor Annual Report, 2009)
Telenor exercises ethical values and guidelines to motivate managers and employees in order to be loyal and committed towards business. Telenor is very persistence in the Telenor Development Process (TDP) which is further divided into several course of action across the world. Employees are supported through TDP in order to give the personal feedback and guidance. This process motivates both managers and employees for a better performance and accomplishments so that transformation could be continued in Telenor. This development process with the help of code of business conduct and business core values develop and enhance Telenor management knowledge, understanding and capabilities. Furthermore, Telenor also builds the foundation in a standardized way to develop knowledge as well as manage talents in the organization through development of the increased mobility and practical workplace (Telenor Annual Report, 2009).

3.3 Management Role of Telenor Pakistan towards CSR

4.3.1 Objectives and Strategy:

Telenor Pakistan believes that good corporate governance is the most important tool for achieving organizational goals, strategic goals and objectives, also helpful for value creation and supporting as well as maintaining a strong culture for corporation. Furthermore they consider that good corporate governance is more essential for trustworthiness and for access to assets (Telenor Pakistan, 2011).

Telenor Pakistan claims that their corporate governance contains sincerity and transparency towards stakeholders either they are primary (owners, board of director, group management, employees, suppliers etc.) or secondary (public authorities, society, nongovernmental organizations etc.). Telenor argue that they have a sound platform for corporate governance because of clear rules and procedures which help for the future development, responsible and healthy corporate culture (Telenor Pakistan, 2011).

Telenor Pakistan management is responsible for ensuring that corporation’s rules, actions and structure for internal regulation is efficiently secure, value creation for all corporate stakeholders and all the actions, authority and responsibilities are visibly get started and equally understood (Telenor Pakistan, 2011).
Telenor Pakistan claims that being a multinational corporation in the global market we are devoted towards the implementation of corporate responsibility and make it a fundamental part of Telenor business development (Telenor Pakistan, 2011).

**Objectives**

Telenor Pakistan stress on three primary objectives for corporate responsibility (Telenor Pakistan, 2011):

- Telenor Pakistan customers shall be in no doubt that the company’s actions, operations and activities are ethically responsible.
- Employees of Telenor shall be proud that the method company handles social responsibility is the best approach.
- All the stakeholders expect high standards of social loyalty from the company.

**Strategy**

Telenor Pakistan management depends on the following strategies they formulated (Telenor Pakistan, 2011):

- Telenor Pakistan is committed to its corporate responsibility in all activities they practice in order to make CSR the most integral part of the corporation culture.
- Telenor Pakistan role in society where they operate is clear, to help and support the local people as well as the community.

**4.3.2 Response to Challenges:**

The aim of Telenor Pakistan is to identify and respond the challenges faced in the society, with the help of its technology and skills to find the best way of solutions. They believe that they have the important contributions to face key issues of society like poverty, combating climate change and safe use of ICT (Telenor Pakistan, 2011).
4.3.3 Trust Building Relationships:

Telenor Pakistan believes in building strong and trusty relations with stakeholders and willingly helps them at the time of challenges they face, that all the stakeholders shall be confident on the responsible approach of Telenor operations. The company also prefers investor’s expectations of social and environmental commitment (Telenor Pakistan, 2011).

Telenor believes that organization strategies should serve to demonstrate that company operations and business success in challenging market cannot be achieved without cooperation of ethical principles and worldwide standards. Telenor Pakistan claims that our Corporate Governance Code has been implemented by the board of directors which is an important as well as essential influencing instrument for business operations (Telenor Pakistan, 2011).

4.4 Corporate Social Responsibility and Telenor Pakistan

Telenor Pakistan is a very responsible and respectful company for the authorities and people in different communities with the objective of contributing to economic and social development in the local market. This is the strength of Telenor dedication towards corporate responsibility. Telenor Pakistan takes significantly the ethical, social and environmental impact of their products and services. Those societies and communities, where Telenor Pakistan is doing their business activities, are well aware and assured that the company has a clear vision and mission to contribute in social and economic development. Management and employees of Telenor Pakistan feel proud because the company is very curious for society welfare and the way they exhibit corporate responsibility. Telenor has taken it seriously the impact of products and services on environment and society (Telenor Pakistan, 2011).

4.4.1 Emergency Response Programs

Telenor Pakistan has started an Emergency Response Program so that immediate and effective actions could be taken in those areas of Pakistan where disasters or emergencies may occur. Regional volunteer teams have been prepared and trained
in order to provide help and in time involvement without any cost whenever is needed. These volunteer teams consist of Telenor Pakistan employees. All natural disasters i.e. floods, earthquakes, air, rail, road accidents etc. are those emergencies to which these teams provide aid. Main responsibilities and activities of these volunteer teams are to move into affected regions, to be supportive for emergency teams at the spot, formulation of an alternate way of communication, supplying energetic food items and medicine, and donations of blood if required (Telenor Pakistan, 2011).

4.4.1.1 Flood Relief:

- Telenor Pakistan and its franchisee staff arranged a medical and rescue camp when Charsada and Mardan was struck by heavy rains and floods. The first medical camp at Utmanzai, Charsada started its operations by providing preliminary medical aid, free of cost medicine and food items to flood victims. Telenor Pakistan’s mobile vans were very active to provide all these items in the area. A second medical camp was established for this purpose near Baghdada Bridge in Mardan. Medical assistance was given to more than 2500 people in these areas. On the other hand, food items i.e. flour, sugar, mineral water etc. were provided to around 1800 affected families. Telenor Pakistan has also performed this kind of activities in Baluchistan in 2007 and the company is very happy and satisfied with its contribution in the lives of the victims (Telenor Pakistan, 2011).

- Telenor Pakistan donated goods and food stuff including rice, flour, sugar, mineral water and ghee among 700 displaced and affected families in Regi and Hassan Garhi villages near Peshawar in the province of Khyber Pakhtunkhwa when these areas were struck by flood and heavy rains in 2008. The company also provided tents in these villages where 95% of the mud-built houses were destroyed and people were living in open shelters arranged by the local landlords (Telenor Pakistan, 2011).

- The recent floods of 2010 across Pakistan resulted in a huge destruction due to which more than 1600 people died and affected over 14 million.
Telenor Pakistan signed a Memorandum of Understanding with Pakistan Red Crescent Society (PRCS) keeping in view the loss by these floods. They assured with funding of PKR 100 million and telecommunication services for floods relief and rehabilitating the affected people. Telenor Pakistan decided PRCS as a partner because of their continuous contributions in all affected areas and flawless repute in saving and rebuilding lives. The company placed donation boxes at their sales and services centers and these collected funds were used to assist the relief efforts and rehabilitation programs by PRCS. Telenor Pakistan employees showed their interest as always by contributing as volunteer with their money, time and energy in all affected provinces of Pakistan. Employees of the company already started their work voluntarily with PRCS by helping them in estimation and distribution in the affected areas. Telenor Pakistan also used other channels to get funds for the flood affected people. The company collected these funds through on-air special flood relief shows with the objective of raising maximum donations for the affected people. The company provided not only crisis communication assistance to National Crisis Management Cell, Edhi, media and relief organizations, but also they contributed PKR 65 million to the International Red Cross and President’s Earthquake Relief Fund after 2005 earthquake. Telenor Pakistan has a record of being the front runner and the company has always provided their contributions whenever relief efforts are required. Telenor Pakistan was the first telecom operator to be there in affected areas same as in October 2008 earthquake in Balochistan. The company donated telecommunication facilities and one month food items to 160 families (Telenor Pakistan, 2011).

4.4.1.2 Mahrabpur Train Accident:

Telenor Pakistan made a contribution of vans for affected people in train accident at Mehrabpur and offered a facility of free calls to those affected people, their relatives and rescue workers. The company took fast action to this incident. Telenor Pakistan local franchisee at Mehrabpur were the first who reached at the
accident place with their team and helped affected people under the supervision of Rangers, Army and other volunteer organization. More than 270 people were injured and about 40 were died in the accident. Telenor Pakistan CR (Corporate Responsibility) unit responded in a quick way in order to provide monitory support for relief operations. The company was able in providing help to the affected people in a very quick span of time only due to prompt response of CR unit. A relief operation stall was placed by the company and facility of free calls was started for the affected, their families, Army and other volunteer relief workers at the accident place and at Mehrabpur Civil Hospital. Mobile and franchise van of the company were assigned the task of carrying the affected from accident place to hospitals. Telenor Pakistan also distributed different food items i.e. water, tea, biscuits, milk, and breakfast etc. at the accident place and hospitals for the injured and the relief workforce. Telenor Pakistan was the only telecommunication company that made contributions in the rescue and relief efforts which were appreciated by media, Army, Rangers, local people, and rescue workers (Telenor Pakistan, 2011).

4.4.1.3 Response to Earthquake Affected Area:

• The destructive earthquake struck Pakistan in October, 2005 which left more than 100000 people injured and around 75000 dead. Infrastructure was damaged massively specifically in the area of Khyber Pakhtunkhwa and Azad Jammu and Kashmir (AJK). Telenor Group and its other subsidiaries provided assistance in different ways. Relief operations and the “President’s Relief Fund for Earthquake Victims 2005” were supported with the donation of PKR 65 million which were carried out by the Norwegian Red Cross. The company enlarged its network and started its operations on emergency basis in the areas of Balakot, Manshera, Abbottabad and many other affected areas to assist the relief activities. Being a mobile telecommunication services company, Telenor employees set up free mobile PCOs at the Margalla Towers emergency site and at the Pakistan Institute of Medical Sciences (PIMS) in Islamabad, Ayub Medical Hospital Abbottabad, and Government Hospital Manshera, and provided free calls facility to the injured, their family members, and
emergency and rescue staff. The company also provided free telecommunication services to the Edhi Foundation and the Ministry of Interior’s National Crises Management Cell (NCMC) for emergency communication. Telenor employees also worked as volunteer and supplied medicines personally to Ayub Medical Hospital Abbotabad, delivered food, blankets, and other supplies to Ghari Habib Ullah, Balakot, and other connected areas. International members of Telenor from Norway, Malaysia, Bangladesh and Ukraine also contributed through salary deductions and direct donations in shape of relief goods and foodstuff worth PKR 330 million (Telenor Pakistan, 2011).

- Telenor Pakistan took initiative by starting a wide-range relief package for the victims of 29th October 2008 earthquake in Balochistan. This disaster ended with approximately 200 hundred casualties, injured thousands of people and various remain uncounted. Thousands of homes were completely demolished leaving at least 15000 people homeless in extremely cold weather. The company set up an Emergency Relief Fund used to provide blankets, food, drinking water and other necessary goods. Telenor Pakistan employees also generously donated money from their salaries for the affected people of Balochistan. The company started a channel for customers to donate earthquake victims. Telenor Pakistan also provided TeleDoctor service free of cost for Telenor prepaid customers, calling from the affected areas for medical advice (Telenor Pakistan, 2011).

4.4.1.4 Attaabad (Hunza) Landslide Disaster:

A series of landslides struck the area of Attaabad located in Gilgit-Baltistan in January 2010, causing loss of many lives and Hunza River blockage due to which this area and around 500000 people were under continuous risk. A high lake was formed due to the land sliding which blocked water rising at dangerous height. Around 20000 residents were already displaced by lake waters, some villages were entirely under water, whereas some downstream areas were under the threat
of flood waves. Telenor Pakistan donated the cheque of PKR 2 million to the Federal Minister for Information and Broadcasting and Governor of Gilgit Baltistan to share the burden of Government’s efforts in order to provide aid to those affected in the disaster. Telenor Pakistan with the partnership of Radio Pakistan set up an FM-93 radio station at Blatit Fort Hunza Karim Abad to provide emergency communications to the community of Hunza valley and neighboring areas. Mobile handsets, prepaid voice and data connections, airtime and EDGE sticks were included in this assistance and support for live reporting (Telenor Pakistan, 2011).

4.4.2 Community Support Programs

4.4.2.1 Tangi Village School:
A high school building was destroyed by the earthquake at Tangi village in Ziarat district and it was Telenor Pakistan decided to donate a building for this purpose. The company with the partnership of Alcatel Lucent provided all furniture and classroom stuff i.e. whiteboards, chairs, tables, heaters etc. The donated building was equipped and started successfully in a very short time due to Telenor Pakistan and partners efforts (Telenor Pakistan, 2011).

4.4.2.2 Khuddar Pakistan:
Telenor Pakistan is one of the companies who started giving importance to the people with disabilities by addressing the challenges they face and Khuddar Pakistan is the company’s one of the corporate responsibility programs in this purpose. Telenor Pakistan is the only company presently in the country with a disability advisory panel and a formal disability advisor. The company tries to change people attitude through this program in order to give awareness about disable persons and to help in promoting technologies due to which they have opportunity to participate actively in community. The company is very much focused towards diversity and provides working opportunities to disable persons in their workforce. Technology training laboratories are also funded by the company for these persons at National Training Center for Special Persons
(NTCSP), Special Talent Exchange Program (STEP) and National Institute of Special Education (Telenor Pakistan, 2011).

4.4.2.3 DUA:
Telenor Pakistan started another community support program with the name of DUA on 23rd June, 2006 with SOS Children’s Villages of Pakistan cooperation. The main objective of DUA is to assist a number of earthquake orphans, providing communication services for children to talk to their relatives, and offering free connections to SOS emergency workforce, and gathering funds with the collaboration of SOS for the innocent victims of 2005 earthquake. The Telenor Volunteer Zakat Program was initiated before Ramadan in September, 2006 and the company all employees were given the choice of Zakat contribution for SOS earthquake orphans. Payroll department supervised Zakat collection and they had responsibility for deducting the amount donated for the Zakat fund from monthly salary of each employee. The DUA Zakat program is completely voluntary which gives an opportunity to Telenor employees giving Zakat for orphans’ rehabilitation under the supervision of SOS Children’s Villages of Pakistan (Telenor Pakistan, 2011).

4.4.2.4 Apna PCO:
Telenor Pakistan launched a new “Apna PCO” to connect the unconnected people. This project has been established with the cooperation of the Development Fund of the GSM Association (GSMA), the global trade association for mobile phone operators. Providing access to the most disadvantaged and isolated rural community in the country is the basic purpose of this project (Telenor Pakistan, 2011).

4.4.2.5 Meri Helpline:
Telenor Pakistan’s Corporate Responsibility unit started an emergency phone service named “Meri Helpline” in Karachi, the most populated city of Pakistan. This is a joint project which has been launched with the collaboration of “Initiator Human Development Foundation (IHDF)”, an NGO providing care for children living in Karachi streets. The main objective of this helpline is to facilitate street
children and provide help when they are injured, sick, mistreated, or in danger. This service is available for both children with families and also for homeless children. Parents may also get assistance in search of missing child (Telenor Pakistan, 2011).

4.4.2.6 Naya Qadam:

Telenor Pakistan started its Naya Qadam on 3rd December, 2007 with the cooperation of Disabled Welfare Association (DWA) which is also amongst the leading welfare organizations for disabled in Pakistan. The purpose of this project is to give power to persons with physical disabilities by making them partners in business. Therefore, the company loan out special kind of manufactured motorcycle-cum-shops to those physically disabled persons. The shops-on-wheels are manufactured in order to facilitate these disabled people and can display and sell their sale products on the move without any trouble. The main objectives of this project are to pay special attention towards the potential of our physically challenged society, and to give an opportunity to these capable and brilliant persons so that they can take part in the successful telecom business and take care of their families by sharing financial burden (Telenor Pakistan, 2011).

4.4.2.7 Blood Donation:

Telenor Pakistan started the very first mobile blood donor service in Pakistan with the collaboration of Pakistan Red Crescent Society (PRCS). Under this service donors with Telenor Pakistan’s mobile connections are able to get register themselves in blood donor database through SMS and at Telenor Pakistan’s Corporate Responsibility website. The main objective of this service is to assist blood donation process in order to collect and donate blood in an efficient and convenient way. The registered donors are able to make a request to blood bank for blood donation through SMS in a target area. This service is very beneficial for blood banks which provide blood to those people who need it on urgent basis during emergencies. The service software for donors’ database is given to blood banks absolutely free (Telenor Pakistan, 2011).
4.4.3 Environmental Awareness

Telenor Pakistan strives to put positive impact on the environment and society. They install Base Transceiver Station (BTS) as outdoor towers which are consumed comparatively low power. These towers have a capability to bear the severity of environment therefore less maintenance cost is required. The company has elegant on-site equipment and using high quality Gensets (generator systems) which are less harmful for the environment. These generators are covered in a way that results in considerably low level of smoke emission and noise pollution. Telenor Pakistan is also using high quality cables which are making less interference in civil work in congested areas and consume less power on company sites. Telenor Pakistan is exercising another environment friendly practice by sharing their infrastructure with other mobile operators instead of installing separate towers for each operation. In this practice, the company towers carry antennas from multiple mobile operators which reduce the substantial capital expense for other operators in resource utilization, help faster growth and expansion into remote areas, and minimize the environmental costs on having several towers at same locality (Telenor Pakistan, 2011).

4.4.4 Corporate Volunteerism

Telenor Pakistan considers that corporate volunteerism plays an important role in building business relationships with the society. Therefore the company encourages their employees and demands to volunteer their time to support by participating in local community organization and causes. Telenor Pakistan has promoted the idea of regional volunteer teams through their employees working in company to all emergency response programs and local community projects (Telenor Pakistan, 2011).
CHAPTER FIVE: ANALYSIS, DISCUSSION AND CONCLUSION

5.1 Analysis and Discussion

According to Andrews (1987), strategic management has the responsibility to govern corporate activities. They decide and formulate strategies, plans and policies to achieve organizational goals. These strategies and plans explain the economic and non-economic nature of company business and relationships between employees, shareholders, customers, and community.

By analyzing theoretical and empirical study, we found that Telenor Pakistan believes in good corporate governance as an important tool for attaining corporate and strategic goals. We further analyzed that corporate governance is very important for trustworthiness and helpful for supporting as well as keeping a strong culture for corporation. Telenor Pakistan management is responsible and ensuring that the company is engaging in business activities according to the defined rules and standards. The company management also ensures value creation for all corporate stakeholders, authority and responsibilities distributed within organization.

Mintzberg (1983) explains the importance of social responsibility and management for every corporation. He discusses that after the emergence of corporate social responsibility it has become management responsibility making strategies and policies in order to implement CSR in a more practical way. In large corporations economic and social consequences are associated to each other therefore management considers both at the same time in their decision making.

By considering the above discussed theory, we analyzed that Telenor Pakistan is doing business towards both economic as well as social purpose. The company has been engaged in the business of different products and services throughout the country and makes huge revenue but on the other hand the company management formulates different policies and strategies towards the betterment of society. For this purpose, Telenor Pakistan has proposed corporate volunteerism initiative which plays an important role in making business relationship with the
community. The company management motivates their employees to serve their
time voluntarily in local community organizations and causes.

Sethi (1975) states that corporations must be managed according to society
expectations keeping in view the social standards and values. He further described
that social responsibilities are very essential to be considered because people
demand practical and observable activities from corporations.

Telenor Pakistan activities and operations for society and environment support the
above mentioned theory of social responsibilities. The company has clear vision
and mission to contribute in social as well as in economic development. Telenor
Pakistan efforts for environment and community demonstrate that the company is
operating according to the standards and meet public expectations. Management
and employees of Telenor Pakistan are satisfied with the company’s products and
services positive impact on environment and society.

The concept of corporate social responsibility is closely associated to the
fundamental values of firm. Therefore the strategy of a firm toward CSR should
be reflected from the company’s vision statement and management must have to
discuss it in detail at mission statement of the firm. In this way, company’s goal
and objectives should be strongly coupled the concept of CSR and everyone
connected to company’s operations must participate in CSR activities. Management involvement in CSR practices encourages company stakeholders and
helps in developing trust on company operations.

We found that Telenor Pakistan is very new in introducing the concept of CSR in
a developing country like Pakistan but the company strategies and objectives
show their efforts and interests for the society and environment. Telenor Pakistan
contributions in emergency response programs towards floods and earthquake
affected areas, community support programs and environmental awareness are
company’s major achievements for the society which create its goodwill in the
mind of customers and develop confidence of community where Telenor operate.
Finally, the study discussion related to corporate social responsibility and management strategies towards CSR present that socially responsible firms in telecommunication must be familiar with the need to address people’s misperceptions about health hazards services. The company and the community must base its decisions on healthy and worldwide acknowledged systematic research.
5.2 Conclusion

The study contributed in terms of understanding that business can develop image through their social and environmental activities if they are in accordance with the environment in which the business is being done. The case of Telenor Pakistan provide an insight that being a multinational company how telecommunication business exhibits social responsibility and contributing in community welfare where the concept is absolutely new for the local companies. The company efforts in the form of CSR activities motivate the local businesses to be socially responsible.

After analyses and discussion about the CSR practices and management role of Telenor Pakistan, we conclude that the activities of Telenor Pakistan are charity based. Effective strategies about corporate responsibility towards society expectations have increased company image in the global market. It is further concluded that management involvement in CSR practices encourages company stakeholders and helps in developing trust on company operations.

From our discussion about management strategies towards CSR in this paper, we also conclude that socially responsible firms in telecommunication must be aware with the need to address people's misperceptions about health hazards services. The company must base its decisions on healthy and worldwide acknowledged systematic research.
REFERENCES


