Monarch Business School
Post-Doctoral Research Proposal

Corporate Social Responsibility For Tea Plantations In India:
A Gandhian Perspective

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ABSTRACT

In recent years, corporate social responsibility has been increasingly studied, discussed, and debated by academic scholars and business practitioners alike. Businesses exist not only to provide goods and services for profit making purpose, but also to make the world a better place. At no time has this become more pertinent than the present when the world has been ravaged by human excesses. There is a growing consensus among business leaders that their success depends not only in profit making but aligning the interests of both the shareholders and the stakeholders (EY, 2017). Businesses are under increasing pressure to not only provide better products, services, prospects, and profits, but also to do something meaningful for employees, workers, suppliers, customers, the environment, and society.

The purpose of the contemplated research is to examine how Gandhian principles can shape the business practices of tea corporations for greater impact on the lives and working conditions of tea plantation workers in India. Gandhian principles allow organizations to develop business processes that are based on mindful consumption, sustainable utilization of natural resources, sustainable livelihoods, and equitable distribution of wealth; thereby, directing business leaders to pursue a corporate social responsibility strategy of not only doing good, but also of being good (Diwan, 1982). Gandhian values have the potential to influence businesses to achieve profitability, sustainability, and inclusivity by considering the interactions between individuals, organizations, and the community.

Keywords: *corporate social responsibility, Gandhian principles, tea plantation workers, sustainability, inclusivity, individual, organization, and community.*

1.0 INTRODUCTION

The concept of corporate social responsibility ("CSR") has evolved in the 21st century to include sustainability and inclusivity for a broader set of stakeholders (Werther & Chandler, 2005; Porter & Kramer, 2011). There is a growing consensus among business leaders that their success depends not only in earning profit but also aligning the interests of both shareholders and stakeholders (EY, 2017). Elkington (2018) suggests a new radical approach to sustainability for businesses to do what is "best for the world".

1.1 Corporate Social Responsibility And Gandhian Principles

CSR has strongly influenced the functioning of business, government, and societal relationships in India (Shrivastava, 1995). However, CSR models in India are considered more reactive than proactive (Kumar, Murphy, & Balsari, 2001) and primarily driven by philanthropy (Gautam & Singh, 2010). Being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing 'more' into human capital, the environment and the relation with stakeholders (Kadambala & Chalmeti, 2016). Iyer (2008) argues that prevalent models of CSR, based on a contract between the corporation and the individual stakeholder simply do not fit in developing countries like India. Since contemporary literature on organizational practice has been formed based on populations in the West, many scholars and researchers have urged the development of contextually theory that builds and considers local subjectivities and material conditions (Wettstein & Waddock, 2005).

In this context, "Gandhian economics" (Kumarappa, 1951) that is oriented towards people may prove useful. Gandhian economics has been frequently discussed in mainstream CSR discourse (Kumar, 2004; Kumar, Murphy, & Balsari, 2001; Lala, 2007; Mehta, John, Kumar, Maitra, Puranik & Shrivastava, 2006). Gandhian concepts of *sarvodaya* (the welfare of all), *swadeshi* (self-sufficient or homegrown nature of the community), *ahimsa* (non-violence), not only towards fellow human beings but also towards the environment, can be applied to local communities and indigenous knowledge (Gandhi, 1908). These ideals which were espoused by Gandhi during the Indian freedom movement may serve as a useful framework for the integration of shareholder and stakeholder interests by considering the interactions between individuals, organizations, and the community.

1.2 The Tea Industry In India

India is the second largest producer of tea in the world with a production of 1.27 million tonnes per year, the second largest consumer of tea with a consumption of 1.05 million tonnes per year and the fourth largest exporter of tea in the world (FAO, 2018). Assam, in the north-east of India, is the largest tea producing state of India and the largest tea producing region of the world producing approximately 51% of India's tea, and nearly 11% of the world's tea (OXFAM, 2019). The tea industry of Assam employs a total of around 600,000 workers and more than 650,000 people are dependents of the tea plantation workers (Baruah, 2011). The tea industry in Assam is structured by private tea plantations where the working system established by the British colonials still persists with a high degree of inequality and hardly any

qualitative change in the working and the living condition of the millions of workers employed. Although government legislation makes it mandatory for the tea plantation management to provide workers with various economic and social welfare benefits, several studies illustrate that workers have been subjected to exploitative work patterns, control mechanisms, low wage payments, deplorable housing and living conditions, inadequate supply of clean drinking water, poor levels of welfare benefits and a lack of collective bargaining (Bhowmick,1981; Bhowmick, Xaxa, & Kalam,1996; Xaxa,1985; Guha, 2012). The tea plantation workers do not have access to clean drinking water, adequate quality healthcare nor a decent education for their children. The workers who do not have land rights and thus not only suffer on account of land eviction but also face difficulty in searching for alternative sources of employment. The workers systematically denied their rights to a living wage are unable to meet their basic living costs and fall well 'below the poverty line' (Banerji & Wiloughby, 2019).

1.3 The Tea Corporations

The tea plantations in Assam supply some of the largest tea companies in the world including Unilever, Tata Global Beverages and Twinings. However, there is a highly unequal distribution of value along the tea supply chain. It appears that these giant corporattions extract the maximum value at the top of the tea supply chain while the tea plantation workers at the bottom receive a little (Wiloughby & Gore, 2018). For instance, for every kilogram of packaged Assam tea that is sold, tea brands earn a significant portion of sales revenue, of up to 95% in some cases, while a marginal proportion of less than 5% remains on tea estates with which to pay workers (Banerji

& Wiloughby, 2019). Therefore, for a typically sized pack of branded black tea sold in India and priced at $1.06 for 200g, tea brands would retain some $0.61 while workers would collectively receive $0.08 per pack (OXFAM, 2019). However, a living wage could be feasible for the tea plantation workers of Assam (Banerji & Wiloughby, 2019). The tea plantation workers currently receive the equivalent of $0.04 (€0.03) per 100g of bagged black tea sold to consumers but would require the equivalent of $0.10 (€0.09) to receive a living wage. Since the tea companies earn large profits from th tea plantations of Assam they have the opportunity to bridge this inequality gap by paying a more equitable price for the tea. Further, a major stakeholders, they also have a responsibility to address the systemic challenges facing the tea industry and assist in alleviating the human suffering of the millions of workers who depend on tea cultivation for their livelihood.

2.0 THE MAIN RESEARCH QUESTION

With the aforementioned discourse in mind, the following main research question has been developed:

The Main Research Question:

"What are the characteristics of a new conceptual model or framework that better describes the relationship between Gandhian principles and corporate social responsibility of tea corporations in India?"

3.0 THE RESEARCH RELEVANCE

It is important to investigate how tea corporations may contribute to sustainable socio-economic growth so that Indian business and society can develop. With this in mind, the contemplated research focuses on the following objectives:

1. To gain a deeper understanding of the nexus within the academic literature with respect to: corporate social responsibility, ethics, power, corporate governance, sustainability, development, ethical leadership, empowerment, and exploitation;

2. To investigate the mechanisms of how Gandhian principles may impact corporate social responsibility;

3. To investigate the relationship between tea corporations and tea plantation workers, and;

4. To develop a new conceptual model or framework that better describes the relationship between Gandhian principles and corporate social responsibility practices of tea corporations in India.

The relevance of the contemplated research is that it addresses a current global issue. Continued research on this phenomenon may contribute to the development of profitable and sustainable corporate social responsibility practices for businesses as well as the community at large including governments, civil society, and the environment. It is widely believed that corporate social responsibility involving stakeholder development may lead to improved shareholder value (Hillman & Keim, 2001). Therefore, the research findings may be significant in revealing pertinent

knowledge regarding sustainable corporate social responsibility practices as they relate to the underlying economic profititability of the firms. This in itself is an important concern.

4.0 CONTRIBUTION TO EXISTING KNOWLEDGE

It is believed that the scope of this research has not been adequately covered elsewhere which provides opportunity to contribute original knowledge to the domains of corporate social responsibility, ethical leadership, and empowerment. In recent years, there has been a considerable number of studies dealing with corporate social responsibility practices involving stakeholders (Murmura & Bravi, 2020; Moon & Parc, 2019; Hasan, Kobeissi, Liu, & Wang, 2018; Jha & Aggrawal, 2018; Hasan, Kobeissi, Liu, & Wang, 2018; Jain, Aguilera, & Jamali, 2017; Barić, 2017; García-Madariaga & Rodríguez-Rivera, 2017; Husted & Filho, 2017; Baranova & Meadows, 2017; Księżak, 2016; Taghian, D'Souza, & Polonsky, 2015). However, consideration of workers and how they are impacted by exploitative business practices has not been thoroughly examined within the scholarship. Gandhian principles may enable the development of a new conceptual model applicable for tea plantation workers through sustainable corporate social responsibility practices of tea corporations. Additionally, the contemplated research may contribute to ethical leadership by developing a model for an adequate framework meant to aid managers in successfully leading corporate social responsibility initiatives in corporations.

5.0 THE RESEARCH METHODOLOGY

Figure 5.0 shows the aim of the contemplated research as responding to the main research question by way of a triangulation of research data, being: 1. literature review of existing seminal academic authors (desk research); 2. content analysis of existing corporate data (desk research), and; 3. interviews with primary stakeholders in industry (field research). The contemplated research will employ a qualitative methodological approach to data collection which is often the most useful approach for exploring knowledge, attitudes, beliefs, behaviors, and communication needs and preferences (Moustakas, 1994).

FIGURE 5.0
Methodological Triangulation

Source: Monarch Business School Switzerland
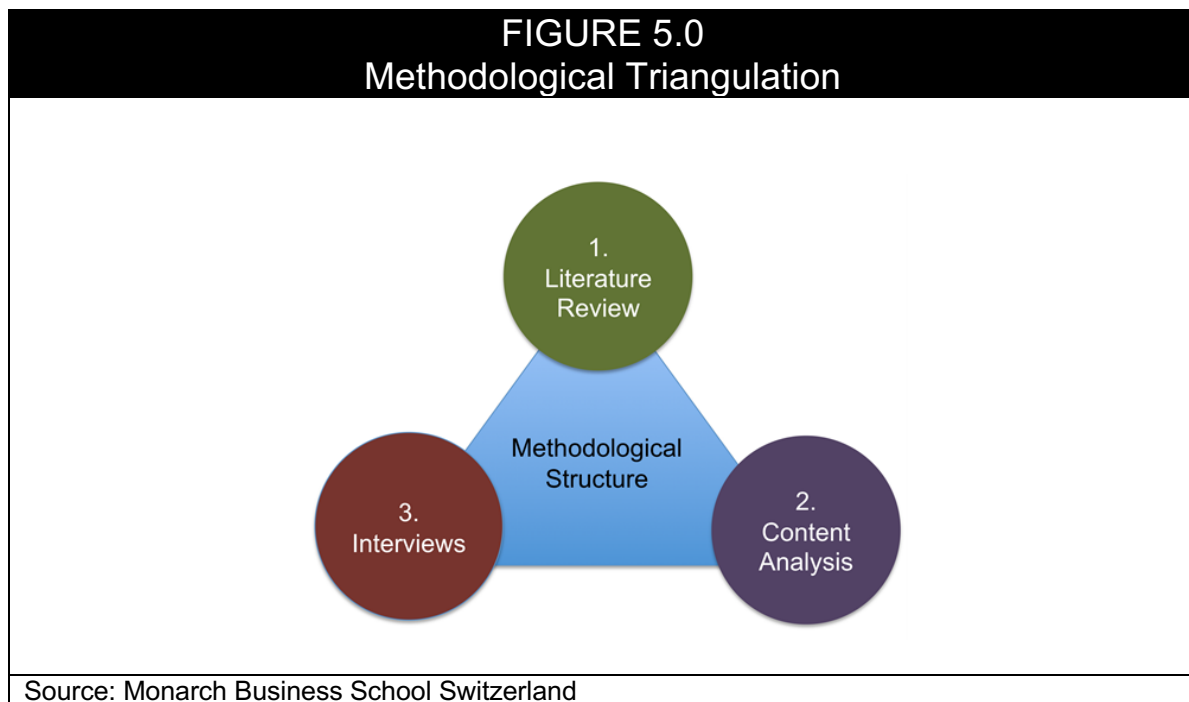
5.1 Stakeholder Schema & Participants

The participant groups of the contemplated research will be identified using the Level-of-Analysis approach and Stakeholder Schema as indicated in Figure 5.1. Due

to time and budget constraints, the interviews will be limited to individual participants identified within the Meso and Micro level and considered to be knowledgeable within their particular field. Participants at the micro level will be tea plantation workers. The field research component consists of semi-structured interviews and is obtained in two parts.

TABLE 5.1 Level of Analysis & Stakeholder Schema				
Level	Type	Group 1	Group 2	Stakeholders
MACRO	Societal	-	-	Government Agencies
MESO	Organizational /Institutional	-	-	Business Leaders, Program Managers, Corporate Executives, Supervisors of Tea Plantation Workers, Representatives of Tea Plantation Workers Trade Unions
MICRO	Individual	25	15	Tea Plantation Workers
Total Respondents→		25	15	
Source: Monarch Business School Switzerland				

5.2 Phenomenological Research

The qualitative research process will be based upon a phenomenological study of the lived experience of supervisors of tea plantation workers and representatives of tea plantation workers unions. This approach will serve to establish a universal meaning of the experience and achieve a more profound understanding of the phenomenon. It is imperative to delineate the nature of the phenomenon since the aim of the research is to bridge the gap in knowledge. Based on (Moustakas, 1994), a phenomenological research methodology was identified as the best means for this type of research.

5.3 Research Process Flow

Figure 5.3 illustrates the steps within the Monarch Standardized Research Process Flow. The steps that will be followed within the contemplated research are:

Step 1: Preliminary Literature Review. The research begins with a survey and review of the works of the seminal authors within the academic scholarship domains identified in Section 6.0 which include: Corporate Social Responsibility, Ethics and Power.
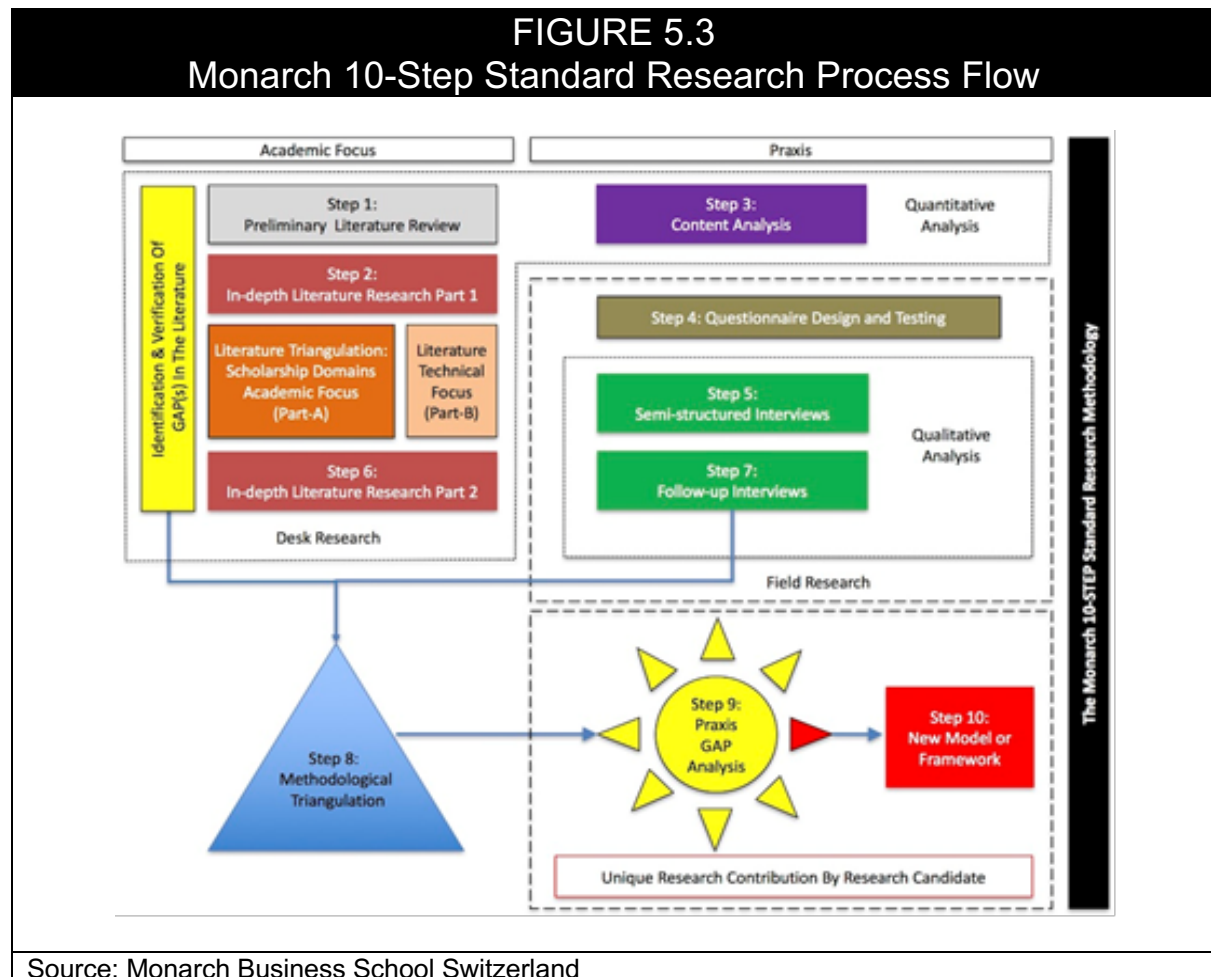
FIGURE 5.3
Monarch 10-Step Standard Research Process Flow

Source: Monarch Business School Switzerland

The preliminary literature review provides a framework to the contemplated research, identifies key concepts and theories, and develops a better understanding of the nexus of the academic scholarship domains.

Step 2: In-Depth Literature Review – Part 1. An in-depth review and critique of the works of the seminal academic authors and quasi-academic works within the three aforementioned academic scholarship domains will be completed to provide a solid academic foundation to the contemplated research. The "Gap in the Literature" will be presented and clearly identified in relation to the Main Research Question.

Step 3: Content Analysis. An analysis based on data obtained from annual reports, white papers, supporting commercial documents and other commercial data sources will be examined as well as information found in professional journals, published manuscripts and documents.

Step 4: Questionnaire Design & Testing. The development of the interview questionnaire will be informed by the review of the academic literature and technical documents. The interview questionnaire will be tested with several volunteers in advance of the interviews to perfect the document from a flow and timing standpoint and ensure that questions are clear, concise and have a direct bearing on the focus of the contemplated research.

Step 5: Semi-Structured Interview Process. All interview participants are expected to be knowledgeable with respect to the contemplated research. A total of 25 face-to-

face interviews will be conducted with participants representing a sample from the selected stakeholder groups (see Section 5.1). Interviews are expected to be 30 minutes in length and will be recorded electronically or manually.

Step 6: In-Depth Literature Review – Part 2. To add more specificity and currency to the research analysis, a second in-depth literature review will be completed. The Part 2 literature review will also be informed by the interview responses from Step 5.

Step 7: Follow-Up Interviews. To achieve a more specific view informed by the first interviews and the second literature review, a sub-set of 15 respondents representing a sample from each of the selected stakeholder groups, selected from the first-round interview sample will participate in follow-up interviews. The timing and interview protocols will be similar to those listed in Step 5.

Steps 8 and 9: Triangulation of the Data and Gap Analysis. A triangulation of the research data informed by the literature review, content analysis and interview responses will be completed. This will assist in determining whether the existing academic knowledge is congruent with the practical application in the field. The result of this analysis should determine whether a Praxis Gap exists between the academic (theoretical) and the practical (applied) domains.

Step 10: Development of New Conceptual Model or Framework. Building on the Gap Analysis completed in Step 9, an analysis of the existing models and frameworks within the academic domain will be considered. This analysis will

evaluate whether the frameworks or models sufficiently address the requirement for practical application within the industry or whether they should be improved or modified.

5.4 The Data Analysis

The qualitative research data will be analyzed using MAXQDA software. Questionnaires will be pre-tested to ensure the accuracy and relevance of the questions. Interviews will be face-to-face and are expected to be thirty (30) minutes in length. Interviews will be tape recorded unless objected to by the participant, in which case manual notes will be taken.The objective is to gain an in-depth understanding of the working and living conditions of tea plantation workers to facilitate the understanding and formulation of a sustainable and inclusive CSR framework for tea corporations. Interviews will be conducted in English when possible and in Assamese for which English translations will be made available.

5.5 Ethical Considerations

Informed consent and the voluntary nature of participation will be a prerequisite for the research. Anonymity of participants and confidentiality of responses will be maintained in the research. No vulnerable population will be included in the study, i.e.: minors, non-literate individuals, or individuals with a disability.

6.0 LITERATURE REVIEW

The theoretical framework will be organized based on an integrative literature review approach. The selection of this distinctive form of research will aid in generating new knowledge on sustainable and inclusive corporate social responsibility practices. It appears that there has not been significant research undertaken on corporate social responsibility practices influenced by Gandhian principles that may be both sustainable and inclusive for businesses. Generating new knowledge and conceptualizing a new framework to describe the phenomenon is imperative, especially since the phenomenon appears to have been overlooked in terms of significance. The literature review will be guided by a mixed methods approach of synthesizing thematical and historical literature in theories of corporate social responsibility, ethics, and power to elicit fundamental elements of an operationally functional model of corporate social responsibility that is both sustainable and inclusive. The nature of the research highlights critical factors that may impact a corporate social responsibility model based on operationally functional business practices which are sustainable and inclusive. The literature review will investigate the following three research domains:

1. Theories of Corporate Social Responsibility;
2. Theories on Ethics;
3. Theories on Power.

FIGURE 6.0
Literature Review Integration

Source: UGSM-Monarch Business School Switzerland
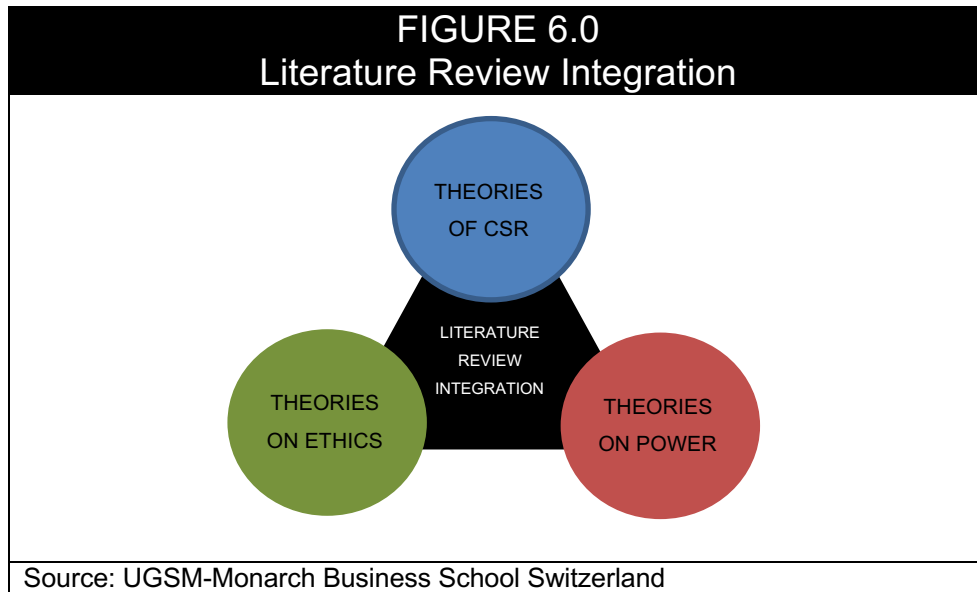
An analysis of the intersection of the three domains of knowledge, the nexus of the research, is believed to be of critical importance to the better understanding of sustainable and inclusive corporate social responsibility practices. The above-mentioned domains present a reinforcing relationship and it is believed that the interaction of the research theories may uncover new knowledge pertaining to an operationally functional model of sustainable and inclusive corporate social responsibility.

6.1 Theories Of Corporate Social Responsibility

The concept of corporate social responsibility is dynamic and ever-growing with a proliferation of theories, approaches and terminologies. As with many other phenomena, corporate social responsibility has evolved with the evolution of society itself. However, it was only in the early 1950's and 1960's that the definition of those responsibilities were addressed by academic research (Lee, 2008). The seminal work of Bowen (1953) provided one of the first definitions of the social

responsibilities of corporations as "the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society." Carroll (1979) first proposed the definition of corporate social responsibility to encompass the economic, legal, and ethical obligations of businesses towards society. Later, Carroll (1991) presented the "Pyramid of Corporate Social Responsibility" wherein the economic, legal, ethical, and philanthropic responsibilities of the organization were delineated to balance the obligations to both shareholders and stakeholders. Elkington (2018) propounded the concept of "The Triple Bottom Line" as a sustainability framework that balances the company's social, environmental, and economic impact. Porter & Kramer (2011) propagated the concept of 'shared value' whereby corporations can generate economic value while also producing value for society by rethinking products and markets, redefining productivity in the value chain and enabling local cluster development. A critical review of these theories will aid in developing a conceptual model of corporate social responsibility that may be more useful for all stakeholders. The works of the following seminal authors will be assessed: Howard R.Bowen, Keith Davis, Archie Carroll, Donna Wood, Thomas Jones, Lee Burke and Jeanne Logsdon, Marcel Van Marrewijk, John Elkington, William Werther, David Chandler, Peter Heslin, Jenna Ochoa, Michael Porter, Mark Kramer, Robert Freeman, Milton Friedman, Wayne Visser and William Frederick.

6.1.1 Theories On Sustainability

The concept of sustainability is multi-dimensional, and its multiple dimensions have revealed diverse discourses which have evolved over time. The most often quoted definition comes from the UN World Commission on Environment and Development: "sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Giovannoni & Fabietti (2013) have identified three main discourses that have shaped and characterised the evolving debate on sustainability: environmental, social and business. The discourse on sustainability is pertinent to the understanding of a model of corporate social responsibility that would consider both shareholders and stakeholders. It is argued that sustainability cannot be achieved through isolated initiatives but through integrated efforts between organizations, individuals, societies, and states (Gray, 2010). Such an integrated approach can enable organizations to implement sustainability beyond mere rhetoric (Giovannoni & Fabietti, 2013). The works of the following seminal authors will be assessed: Hans Carl von Carlowitz, Fritjof Capra, Herman Daly, Murray Bookchin, Arne Naess, Chris Laszlo and Nadya Zhexembayeva, Howard Bowen, Rob Gray, Charles Kidd, Joy Tivy, Greg O'Hare and Michael Berry.

6.1.2 Theories On Development

Theories of development includes a cluster of ideas and concepts that explain how to best achieve desirable change in the society in which we live (Sen, 2005). A discourse on development theories is pertinent to the understanding of how

corporate social responsibility frameworks can be conceived to include multi-stakeholder groups in developing countries. The literature on the evolution of development theories identifies three parallel dialogues that view development as national (domestic well-being), global (cross-border interdependencies), or international (poverty conditions in poorer countries) (Currie-Alder, 2016). These three traditions of international, national and global development encompass the attributes of interdisciplinary inquiry employing multidisciplinary frameworks and models at multiple scales and ranging from theoretical work to empirical and policy-oriented research (Loxley, 2004). Modernization theory, structuralism, dependency theory, basic needs theory, and neo classical theory will be discussed. The discourse will also include modern-day perspectives such as post-development theory, sustainable development, and human development theory. The work of seminal authors who have made significant contributions to the field will be covered in this research and include: Émile Durkheim, Seymour Martin Lipset, David Apter, David McClelland, Talcott Parsons, Marshall Plan, Walt W. Rostow, Paul Rosenstein-Rodan, Ragnar Nurkse, Kurt Mandelbaum Raul Prebisch, Celso Furtado, Dudley Seers, Immanuel Wallerstein, Frances Stewart, Adam Smith, David Ricardo, John Maynard Keynes, Wolfgang Sachs, Arturo Escobar, Simon Kuznets, Amartya Sen and Mahbub ul Haq.

6.2 Theories On Ethics

Ethics is commonly understood to refer to the values and principles that guide behaviors towards others (Bannister, 2018). However, ethics has multiple interpretations in society today. Much of the literature on ethics uses the terms

'ethics' and 'morals' interchangeably (Runes, 1942; Taylor,1975; Barry, 1979; DeGeorge, 1982; Beauchamp & Bowie, 1983; Vitell & Hunt, 1990). Tsalikis & Fritzsche (1989) find this usage acceptable but consider the terms ethics and ethical to refer to the study of moral conduct or to the code one follows. The discourse on ethics will review the three basic types of moral theories: 1. theories of justice which focus on the distributional effects of actions or policies first formulated in the fifth century B.C. by Plato and Aristotle, 2. theories of rights which emphasize the entitlements of individuals propounded in the seventeenth century by Hobbes, Locke, and Kant, and 3. utilitarian theory which evaluates behavior in terms of its social consequences established in the eighteenth century by Bentham, Mill, and Sidgwick. The review of ethics will further the understanding of the ethical boundaries of businesses and help develop a normative framework in which they may operate. Theories in business ethics should include a discourse on virtue ethics, Kantian deontological ethics, Rawl's justice theory and the "market failures approach". The discourse on ethics should also consider ethical issues that arise from the firms' engagement with three important groups: consumers, employees and society. Seminal authors to be included in this section are: Plato, Aristotle, St. Augustine, St.Thomas, Thomas Hobbes, John Locke, Immanuel Kant, John Rawls, Jeremy Bentham, John Stuart Mill, Henry Sidgwick, Richard Brandt, Jordan Sobel, Ronald Dworkin, Robert Nozick and Norman Bowie.

6.2.1 Theories On Ethical Leadership

The discourse on ethical leadership is pertinent to the understanding of how corporate social responsibility initiatives are managed and led by organizational leaders. The ethics and morality of leadership has long been a subject of discussion in normative studies in philosophy (Ciulla, 1998). However, descriptive studies of ethical leadership have begun to emerge only in recent times (Brown & Trevino, 2006). Social learning theory (Bandura, 1977) and social exchange theory (Blau, 1964) which are applied by research scholars to understand ethical leadership will be considered. Transformational leadership, which enunciates ethical role modeling (Avolio, 1999), authentic leadership which emphasizes principled decision-making (Brown & Trevino, 2006), and spiritual leadership which accentuates leader integrity and ethical treatment of others (Reave, 2005) will also be discussed to provide a holistic understanding of the effectiveness of ethical leadership. These theories will aid the understanding of how ethics influences the leadership of socially and ethically responsible organizations. The works of the following seminal authors will be reviewed: Joan Ciulla, Linda Treviño, Michael Brown, Al Gini, Laura Hartman, David A. Harrison, Leonie Heres, Deanne Harthog, Annebel De Hoogh, Bertrand de Jouvenal and Monty Wart.

6.2.2 Theories On Corporate Governance

Corporate Governance is a critical issue in the management of organizations in the complex global environment. The contribution of good governance has significant

consequences for economies and societies. The force of capitalism has led to the emergence of corporations becoming so powerful that they are able to influence and impact governments (Alhaji & Yusoff, 2012). However, with greater deterritorialization as a result of globalization it becomes imperative that organizations are held accountable (Crane & Matten, 2015). The dominant theories in corporate governance to be addressed are agency theory, stewardship theory, stakeholder theory, resource dependency theory, political theory, legitimacy theory and social contract theory. These theories will enhance the understanding of how good governance improves accountability towards shareholders and stakeholders thereby making them more ethically and socially responsible. Seminal authors to be included in this section are: Howard Bowen, Robert Freeman, Milton Friedman, William Evan, Eugene Fama, Adolf Berle and Gardiner Means, Henry Hansmann, Reinier Kraakman, Michael Jensen and William Meckling.

6.3 Theories On Power

The theorization of the concept of power provides key insights regarding the different dimensions of power. The literature on power presents two fundamentally divergent views on power; one of power as 'domination', predominantly represented as 'power over', and the other of power as 'empowerment' generally theorized as 'power to' (Haugaard, 2011). Established exponents of the former include: Weber, 1948; Dahl, 1957; Bachrach & Baratz, 1962; Lukes, 1974; Mann, 1986; Hayward, 1998. Noted proponents of the latter include: Arendt, 1958; Parsons, 1963; Barnes, 1988; Searle, 1995. Distinguished authors like Giddens, 1984; Clegg, 1989; Haugaard, 1997; Allen, 1999; Morriss, 2002 have endeavoured to integrate these viewpoints. Allen

(2001) argues that Foucault presents a middle view about the ubiquitous role that power plays in the constitution of subjectivity and agency. These theories will facilitate an understanding of the background of systemic exploitation of workers in tea plantations and enable development of practices that may empower them. The discourse on power will include a review of the aforementioned expounders of this theory: Max Weber, Michel Foucault, Bertrand de Jouvenel, John French, Bertram Raven, Keith Dowding, Stewart Clegg, John Galbraith, Gene Sharp, Bjorn Kraus, Thomas Hobbes and Friedrich Nietzsche.

6.3.1 Theories On Empowerment

Empowerment is a process by which people gain control over their lives and democratic participation in the lives of their community (Rappaport, 1981) and a critical understanding of their environment in which they live (Zimmerman, Israel, Schulz, & Checkoway, 1992). Empowerment has emerged as a fundamental concept for understanding the development of individuals, organizations, and communities (Zimmerman M. , 2000). Theories of empowerment include both processes and outcomes, suggesting that actions, activities, or structures may be empowering, and that the outcome of such processes result in a level of being empowered (Swift & Levin, 1987; Zimmerman M. , 2000). The concept of empowerment may include topics such as: collaboration for goal-achievement, enterprise for resource access and a critical understanding of the sociopolitical environment. Theories of empowerment should include a discourse at both the organization and community level so as to gain an understanding of the various

ways that workers can be empowered to improve their working and living conditions. The following authors will be reviewed: Julian Rappaport, Robert Adams, Albert Lenz, Thomas Potterfield, Robert Webb, Marc Zimmerman, Beth Humphries, Kenneth Thomas, Betty Velthouse and Marshall McLuhan.

6.3.2 Theories On Exploitation

Exploitation of labor is the act of using power to systematically extract greater value from workers (Dowding, 2011). Wertheimer (1996) considers exploitation as a situation in which unfair advantage is taken of another person. Goodin (1985) considers exploitation as advantage-taking behaviour over a vulnerable person. Sample (2003) uses the criteria of degrading to qualify a situation of exploitation because this better reflects the moral wrongness of the exploitation. Consent, control (or coercion), and vulnerability are the critical concepts that require discussion and discourse to fully consider the impact of exploitation on labor. The discourse will also distinguish between bad labour conditions and labour exploitation. This nuanced understanding is critical to the formulation of a conceptual model for a socially responsible and inclusive organization which goes beyond compliance to invest in human capital. The review will discuss the classical and influential work of the major eminent thinkers in history that have shaped current thoughts on exploitation such as: Karl Marx and Adam Smith. The Liberal Theory and Neo-Classical Theories of exploitation will also be reviewed. The following seminal authors will be addressed: Michio Morishima, Guillaume Dumenil, Duncan K. Foley, John Roemer, Peter Flaschel, Noam Chomsky, Henry George and Herbert Spencer.

7.0 RESEARCH PLAN

The field research interview process is to be completed over a 2-month period from April 2021 to May 2021 for Step 5 and from August 2021 to September 2021 for Step 7, after which the data will be analyzed, and the manuscript will be completed. Each face to face interview will last a maximum of thirty (30) minutes at a location and time that is amenable to participants. Interviews will be conducted in tea plantations in the districts of Kamrup and Kokrajhar in Assam, India. Participants will be selected through cluster and snowball sampling.

8.0 RESEARCH TIMELINE

The contemplated research is expected to conclude over a 36-month period. Table 8.0 illustrates the duration of each task anticipated within the research process. Although every effort will be made to implement the steps within the research timeline, variation in the plan may be encountered due to variables beyond the control of the researcher. Variables that may have a significant effect on the research timeline which are beyond the control of the researcher are resource availability and accessibility and availability of participants. These variables could result in a modification of travel schedules and prolongation of the field research stages.

TABLE 8.0
Research Timeline

		Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PART A	Initial Literature Search	■	■										
	Main Literature Search - Part 1			■	■								
	Research Plan				■								
	Section 1 - Background				■	■							
	Section 2 – Supporting Literature					■							
	Content Analysis					■							
	Offical Submission of Chapters 1, 2, 3 and Slide Presentation To Obtain Authorization To Continue On To Field Research												
PART B	Interviews Part 1						■						
	Main Literature Search - Part 2						■	■	■				
	Interviews Part 2							■					
	Section 3 - Synthesis								■	■			
	Section 4 - Recommendations									■	■		
	Manuscript Perfecting &									■	■	■	
	Submission												■

Source: UGSM-Monarch Business School Switzerland

9.0 RESEARCH BUDGET

The research will be privately funded. No additional resources or funding will be

requested of UGSM-Monarch Business School Switzerland.

TABLE 9.0
Research Budget

	In Euros
Books and articles purchases	2,000
Digital recorder and software purchases	2,000
Travel and accommodation expenses	2,000
Conferences, workshops & webinars	2,500
Article publications	3,000
Manuscript publication	500
TOTAL	12,000

No funds will be received from any public body in carrying out the contemplated research. The total budget of the research as exhibited in Table 9.0 is approximately 12,000 Euros. The budget is presently fully-funded and research may begin immediately upon approval.

10.0 RESEARCH PROPOSAL APPROVAL

The contemplated research has been approved by the Administration and the Candidate may commence the research immediately. The Candidate is not to deviate from the proposed research plan unless expressly confirmed by both the Supervisor and the Administration in written form.

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Approved by The Administration on
03-July-2020 in Zug-Switzerland
By: Dr. Jeffrey Henderson, Ph.D.

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