

GHANA INSTITUTE OF JOURNALISM

SCHOOL OF GRADUATE STUDIES AND RESEARCH

FACULTY OF PUBLIC RELATIONS, MARKETING AND ADVERTISING

**ROLES OF CIVIL SOCIETY ORGANISATION IN MODERN DAY CORPORATE
SOCIAL RESPONSIBILITY IMPLEMENTATION IN GHANA**

SUBMITTED BY

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MAPR19111

**A LONG ESSAY SUBMITTED TO THE GHANA INSTITUTE OF
JOURNALISM IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF A MASTER OF ARTS DEGREE IN PUBLIC RELATIONS**

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OCTOBER, 2020.

STUDENT'S DECLARATION

I do hereby declare that the work presented is the result of my own effort, original research and findings and that no part of it has been presented for another degree or diploma in this University or elsewhere. All references to other people's work have been duly acknowledged. I am therefore to be held responsible for any error that might be detected in this project work.

(Candidate's signature)

DATE

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02 OCTOBER, 2020

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SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this long essay was supervised in accordance with the guidelines for the supervision of long essays as laid down by the Ghana Institute of Journalism.

(Supervisor's signature)

DATE

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....., **OCTOBER, 2020**

DR. IKE TANDOH

DEDICATION

I dedicate this work to my dear husband, Apostle Evans Kojo Adams for his encouragement and support, and all my children.

ACKNOWLEDGEMENTS

I wish to express my sincere gratitude to my supervisor, Dr. Ike Tandoh, for his guidance and advice from the initial stages of the work to its completion.

I appreciate his patience and direction during the writing of this long essay.

I would also like to thank my husband, Apostle Evans Kojo Adams, for his support and encouragement during my studies.

I also acknowledge my course mates and close friends particularly Osafo Wiredu for their great support throughout the postgraduate studies.

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CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF STUDY AND CONTEXT

In many developing countries, the definition of CSR is historically alien and remains so even today in some countries. Organizations by their very nature have obligations entrusted to them by statute, shareholders and society at large, Amponsah-Tawiah and Dartey-Baah (2016) argue that under the term Corporate Social Responsibility (CSR) they would have to perform these obligations faithfully to ensure their continued presence in academic and business literature. Many times, donations are made in the name of CSR en passant without knowing what it entails. In the developing world, CSR has not been part of the corporate agenda of many businesses therefore some organizations make donations either because they see their rivals doing it or because an official wants to show off inside the organization (Amponsah-Tawiah and Dartey-Baah, 2016).

Lee (2008) reports that the concept of CSR has changed in definition and practice and that the view of CSR has been restricted to philanthropy and then shifted to the emphasis on relationships between business and society, particularly with regard to the contribution that a company or company has made to solving social problems. Ismail (2009) notes that the current CSR is a philosophy where business entities take responsibility for the effect of their operations on consumers, vendors, staff, shareholders, societies and other stakeholders as well as their climate, taking the interest of society into account. This responsibility in the view of Ismail (2009) indicates that companies have to comply with regulations and take steps on a voluntary basis to promote the well-being of their workers and their families, as well as the local community and society as a whole.

In society, Civil Society Organisations (CSOs) play useful and powerful positions, which include complementing or constituting essential checks on government activities (Frimpong, 2017). In the recent past, Frimpong (2017) states that the size, reach and capability that Thang (2013) attributes to globalization, preference for democratic governance, development in telecommunications and economic integration have increased in civil society activities. Again, Frimpong (2017) states that there are divergent views about what CSOs are which could emanate from the different forms taken by CSOs, as well as the many activities they conduct. Heinrich & Fioramonti (2007) argue that they could not be described in the CIVICUS report due to the complexity and fluid nature of civil society in Ghana.

This notwithstanding, in recent times, there are various perceptions about the life, actions and actions of CSOs across Ghana. In political, economic, and social discourse, mention of CSOs is sometimes made. Mercer & Green (2013) states that good governance; formidable economic policies as well as related social intervention initiatives have been correlated with CSOs. Nonetheless, a lot of concerns have been raised about their presence and operations (Mercer & Green, 2013).

1.1 STATEMENT OF RESEARCH PROBLEM

Civil society, which initially focused on how multinational corporations could contribute to solving pressing social and environmental issues by working on a voluntary basis through collaborations with other stakeholders, has increasingly considered the idea of CSR in Ghana (Sarpong, 2017). Concerns were articulated in sectors such as mining that visibly had a negative effect on rural communities with their externalities. Confronted with pollution and waste, soil degradation, deforestation and devastation in mining areas, in particular, many Ghanaians began to challenge the prevailing beliefs that in the cause of industrialization and

economic development, nature was to be ruthlessly manipulated and regulated. These issues contributed to tremendous public disparagement and also provided the catalyst for businesses to become aware of the rising expectations of stakeholders on how their social, environmental and economic impacts could be handled.

Since then, Sarpong (2010) asserts that civil society's considerable impact has forced companies to rethink a number of corporate concerns. Clearly, it is within this line of thought that many businesses are now increasingly incorporating social justice issues into corporate policy commitments, often increasing existing environmental policies, among other issues. This has also occurred in part because, in recent years, new instruments and models have also been established at international level to handle the social and environmental performance of multinational corporations.

As a result, the need for CSR activities in their operations is now recognised by several ordinary companies. They see it as a duty to disburse unfortunate individuals within the communities where they operate and even to the nation's under-resourced and inefficient state institutions. As the multi-faceted problems of Ghana seem to make it almost impossible for many small-scale enterprises, many of which are engaged in the retail and production of primary commodities, to undertake significant social actions in the country's growth, such activities have largely been spearheaded by large companies. The main problem that this research aims to answer is to find out the role that CSOs play in the implementation of CSR in the present day.

1.2 RESEARCH OBJECTIVES

As the main objective of the study is to explore the roles of CSOs in the modern implementation of CSR in Ghana, the researcher tried to explore these particular goals:

1. To determine whether CSOs can affect organizational CSR
2. To ascertain the relevance of CSR
3. To find out how CSOs can influence organizations to embark on CSR activities

1.3 RESEARCH QUESTIONS

This segment presents a research questions set by the researcher to try to achieve the research's goals. These questions are:

1. Can CSOs affect organizational CSR?
2. What is the relevance of CSR?
3. How can CSOs influence organizations to embark on CSR activities?

1.4 SIGNIFICANCE OF THE STUDY

The main aim of this study is to become a significant source of knowledge about the awareness of the role of CSOs in the implementation of CSR. This paper envisages being a critical material in this regard to help clarify the synergy between the principles of CSOs and CSR. In particular, this paper anticipates being a valid source of knowledge as it relates to and situates the study in the Ghana context. This will thus serve as a scholarly reference point throughout the Western African and, by extension, across Africa.

CHAPTER TWO

LITERATURE REVIEW

2.0 CSR IN GHANA

The socialist orientation of Ghana's first president, Dr Kwame Nkrumah, gave the impression that State Owned Enterprises (SOEs) were maybe rightly or wrongly able to solve societal problems. In a way, this restricted the ethical responsibilities of corporate organizations to the payment of taxes. In recent years, however, there has been a strong request for organizations to implement social services, as the government alone does not cope with societal issues. The introduction of the definition in the country has been influenced by this. In Ghana, Amponsah-Tawiah and Dartey-Baah (2016) espouses the view that CSR operations were spearheaded by large-scale multinational businesses. The multi-faceted problems of low per capita income, weak currency, flight of capital, low productivity , low savings, etc. in the country make it almost impossible for indigenous companies, most of which are engaged in retail and primary commodity production, to take social action. In the social development of the nation, large-scale manufacturing, telecommunications and mining companies such as MTN, Valco, Goldfields, and AngloGold were instrumental. However, just as it is internationally, for obvious reasons, Amponsah-Tawiah and Dartey-Baah (2016) argues that extractive industries whose activities have a direct effect on the environment and local communities are still in the news, either violating or seriously fulfilling some of the tenets of the CSR agenda.

2.1 STAKEHOLDER THEORY

In his book *Stakeholders of the Organizational Mind*, Mitroff (1983) first proposed the concept of the Stakeholder Theory. Freeman (1983) also wrote a Stakeholder Theory paper shortly thereafter. Instead, Freeman attributed the Stakeholder Theory to the Stanford Research Institute discussions. Freeman went on to write his own book, *A Stakeholder Approach: Strategic Management*. There are several books and papers on the subject, however, and most cite Edward Freeman as the theory's father (Blackburn, 2019).

The Stakeholder Theory is a theory of organizational management and business ethics that accounts for multiple constituencies impacted by business entities like employees, suppliers, local communities, creditors, and others (Lin, 2018). It addresses morals and values in managing an organization, such as those related to corporate social responsibility, market economy, and social contract theory.

Not only in the fields of business ethics, has the Stakeholder Principle succeeded in being popular. It is used in corporate social responsibility approaches as one of the mechanisms. ISO 26000 and the Global Transparency Project, for example, require examination of stakeholders (Ann, 2010). According to Philips (2003), the stakeholder view of strategy combines a resource-based view and a market-based view, and introduces a socio-political dimension. A popular form of stakeholder theory aims to identify a company's particular stakeholders (the normative theory of stakeholder identification) and then analyze the circumstances under which these parties are regarded as stakeholders by managers.

Argandoña (1998) argues that, from an ethical point of view, the Stakeholder Theory of the social obligation of business is the more desirable of the two, at least if we consider ethics in a broad sense. And yet it lacks a strong conceptual, sociological and economic basis that a number of schools of thought would be appropriate.

In the late 20th and early 21st centuries, stakeholder theory saw a rising uptake in higher education (Westerheijden, 2014). In the context of higher education, one influential definition describes a stakeholder as someone with a legitimate interest in education who therefore acquires a right to interfere (Bjørkquist, 2011). Higher education research first started in 1975 to identify students as stakeholders. Employers may include external stakeholders. In Europe, the emergence of stakeholder regimes has resulted from the change from a government-run bureaucracy to a new system of higher education in which the role of the government includes more oversight than direct control (Mansell, 2013).

Blattberg (2004) criticized the theory of stakeholders for believing that the interests of different stakeholders can be undermined or balanced against each other at best. He goes on to argue that as the key mode of dialogue to deal with disputes between stakeholder interests, this is a result of its focus on negotiation. Instead, Blattberg (2004) suggests dialogue and this leads him to defend what he terms a 'patriotic' corporate idea as an alternative to that associated with the theory of stakeholders. The theory of stakeholders contradicts the values on which a capitalist economy is based by applying the political notion of a 'social contract' to the business (Mansell, 2013).

2.2 EMPIRICAL REVIEW

Several researchers have done work on PR and brand positioning however this paper will look at some which are in line with the work. This paper reviewed Hlatshwayo (2015), Makasi, Govender and Munyoro (2014) and Tandoh and Aovare's (2020) study.

Hlatshwayo (2015) examined how brand positioning could be implemented as a marketing framework in growing and sustaining business-to-consumer (B2C) SMEs. Small to Medium Enterprises (SMEs) have a vital role in both developing and developed economies

(Hlatshwayo, 2015). The study entailed conducting a literature review on current marketing practices in the quest for recommending a brand positioning strategy relevant to B2C SMEs.

Hlatshwayo (2015) collected data through face-to-face interviews with 15 SME B2C owners who represented 15 SME sectors.

Following the interrogation of the data, Hlatshwayo (2015) confirmed that SMEs indeed lack marketing skills. Hlatshwayo (2015) further found out that SME marketing practices and tools were not well structured and that marketing guidance was required. Following these findings, Hlatshwayo (2015) recommended that in order to develop and sustain B2C SMEs, positioning elements in the form of positioning by corporate identity, target user positioning, features and attribute positioning and competitive positioning were an essential SME brand positioning framework that could be employed for the sector (Hlatshwayo, 2015).

The purpose of Makasi, Govender and Munyoro's (2014) paper was to investigate the role of Corporate Social Responsibility (CSR) in corporate brand positioning in the printing and packaging industry in Zimbabwe. The research was conducted reviewing various streams of literature and interviews with 10 representatives from 5 companies and 10 customers also participated in this research which employed the use of a semi-structured questionnaire. Two representatives from each of the ten competing companies were selected while customer representatives were selected using the companies' customer records as the sampling frame.

Makasi et al. (2014) espouse the view that these were selected based on the ratio of their revenue contribution which stood at a ratio of 1:2 in favour of industrial customers. All qualitative responses were grouped into themes for coding purposes. Makasi et al.'s (2014) data gathered were coded and captured to form panel data for further analysis using the Statistical Package for Social Sciences (SPSS) version 19. Results of the research indicated that 15 out of the sampled respondents of 20 confirmed that indeed CSR directed towards

employees through the provision of health care services and education and other activities as highlighted help to improve corporate image and position (Makasi et al., 2014).

Makasi et al. (2014) concluded that communities are intertwined with companies and their perceptions matter in corporate brand positioning. Using the results of the T-Tests, it was concluded that CSR programs directed towards the environment play an important role in positioning corporate brands. Future research can refine CSR input by recognizing these differences and theorizing about employees' reactions (Makasi et al., 2014).

Tandoh and Aovare's (2020) study was a comparative one that evaluated the relationship between Corporate Social Responsibility and Profitability in the fuel and gas sectors in Ghana. The paper employed the use of descriptive survey design and quantitative methods to find a relationship between innovations in strategic stakeholder engagement with corporate profitability or bottom-line, with the mediating role of strategic stakeholder engagement leading to a firm's bottom-line.

The study analysed strategic stakeholder engagement and bottom-line of selected fuel and gas companies in the Kumasi Metropolitan, Asokore Mampong, Oforikrom, and Ejisu Municipalities in the Ashanti Region of Ghana. Tandoh and Aovare (2020) used a five point closed-ended Likert Scale self-administrable structured questionnaire and researcher guide to aid participants answer relevant questions. This was in an attempt to confirm that the innovations in strategic stakeholder engagement fueled increases in corporate bottom-line of selected companies.

Tandoh and Aovare (2020) found a statistically significant agreement among stakeholders that their companies engage in CSR actions to support their employees, customers, government, organizations, society, and the environment. The findings, in general, showed the positive effects of employee perceptions of CSR in all the sampled organizations as well as variable indicators except for society. This Tandoh and Aovare (2020) posit suggest that

the critical role of CSR concerning customers' perception influence an organization's image. This also indicated that a positive image by employees about CSR impact on an organization's image and organizational growth and survival (Tandoh and Aovare, 2020).

2.3 CHAPTER SUMMARY

Theories that served as a guiding principle to put this study in a proper theoretical context were discussed in this chapter. Various studies that have been performed that are applicable to this analysis have also been reviewed. The next chapter research methodology of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

The methodology of analysis refers to the manner in which data is gathered during a study (Hennink and Hutter, 2020). This section focuses on the methods and nature of the analysis that was used in the report. It addresses the rationale of the research methodology used, which is motivated by the aims of the report. The research goals are outlined, accompanied by the design of the research.

3.1 RESEARCH DESIGN

In order to achieve the set target and targets, Burns, Bush and Sinha (2010) describe a research design as a comprehensive description of the procedures followed in a research effort. It relates to established research methods that have been followed in data collection and analysis. Saunders, Lewis and Thornhill (2012) propose that either quantitative or qualitative in nature can be the research method and this differentiates both data collection and data analysis procedures. The approach of quantitative analysis is an attempt to isolate particular elements and also uses numbers and numerical correlations to quantify and analyze the casual relationships between variables within a value-free context (Denzin, 2012). One of the key merits of the quantitative analysis approach is that the effect is simple to calculate and objective evidence will clearly illustrate the findings. The researcher is also capable of economically gathering and supplying data (Denzin, 2012). To this, the study will adopt the quantitative research approach.

3.2 STUDY POPULATION

In general, a sample population is a well-defined group of people or artifacts with common features that are the main subject of a scientific investigation (Fraenkel and Wallen, 2011). However, because of the large population sizes, researchers do not evaluate every individual in the population because it is costly and time-consuming. Researchers are therefore using sampling methods to select population samples (Aina, 2004). Pokuase in the Ga West Municipal District would therefore be the population for the analysis. Due to its increasing population, which offers a significant cosmopolitan mix, this region was chosen.

3.3 SAMPLE AND SAMPLING TECHNIQUE

Burns and Grove (2010) claim that sampling is simply the collection of a portion or sub-set of the entire study population so that the entire population can be represented by the selected component. Therefore, a study sample is a subset of the population from which it was taken and it must be of a decent size in order to justify statistical analysis to draw population-related conclusions (Burns and Grove, 2010). Because of the large sample sizes, researchers are also unable to evaluate every individual in the population because it is too costly and time-consuming. Researchers are therefore using sampling methods to select population samples (Aina, 2004).

3.3.1 Sampling technique

Sampling happens when a part or sample of a broader community of prospective participants is tested by researchers and the findings are used to make claims that refer to this wider group or population (Salkind, 2010). The type of sampling technique used by a researcher will affect their ability to generalize the study population's sample results and the type of statistical tests you can apply to the data (Kumar, 2019). According to Salkind (2010), the

method of choosing a sample is an integral part of sound testing design. Frey (2018) indicates that two types of sampling design are non-probability sampling designs and probability sampling designs while performing a sample.

Given (2015) describes that in qualitative research, non-probability sampling is a standard technique where researchers use their decision to pick a sample while probability sampling provides the same likelihood of being chosen for each participant. In addition, Provided (2015) holds that simple random sampling is the most fundamental type of probability sampling. Frey (2018) also observes that it is frequently not possible and actually not feasible to include each member of a population in a sample. Thus, to represent the population, subsets of the population (samples) must be selected (Frey, 2018). If samples are correctly obtained, from relatively small samples, reliable claims can be made about a population, with a reasonably high degree of confidence. Therefore, Frey (2018) notes that simple random sampling is a probability technique for selecting a subset or sample from a larger population in such a way that each element is selected. The basic random sampling method will be used for this purpose in this analysis. This technique will be used to select five hundred (500) research respondents.

3.3.2 Data Collections Procedure

The research will use the use of both primary and secondary data as mentioned above, with the aim of the analysis in mind. Questionnaires will be used to obtain primary data from study participants, while secondary data will be gathered from books, journal papers, online / internet content, and other community relations and brand reputation publications in general. Using Microsoft Excel and the Statistical Package for Social Sciences (SPSS), the data obtained will then be analysed. Using frequency distribution tables, graphs and maps, the analyzed data will be displayed. Descriptions and further explanations will also be given in order to help the process of understanding.

3.3 ETHICAL CONSIDERATION

This section covers considerations regarding the appropriateness of the researcher's behavior towards the research participants. In this regard, participants/respondents will be extensively briefed on what the research is about, how it will affect them, the risks and benefits of participation and the fact that they have the right to decline to participate if they choose to do so. Also, another significant ethical issue that will be considered in this research process is the confidentiality of respondents. To secure the consent of the selected participants, the researcher will relay all important details of the study. In ensuring this, there will be no disclosing of names or personal information in the research. Only relevant details that will help in answering the research questions will be included.

3.4 CHAPTER SUMMARY

The research methodology this paper adopted was discussed in this chapter. A quantitative methodology was introduced in the paper. The next chapter addresses the study's conclusions and describes the report as well as, among other topics pointing out limitations of the study.

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