

# Corporate Social Responsibility, Corporate Governance and Business Ethics in Tourism Management

A Business Strategy for Sustainable  
Organizational Performance

Edited by

**Erum Shaikh**  
**Kuldeep Singh**



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# **Corporate Social Responsibility, Corporate Governance and Business Ethics in Tourism Management: A Business Strategy for Sustainable Organizational Performance**

EDITED BY

**ERUM SHAIKH**

*Shaheed Benazir Bhutto University, Sanghar Campus, Pakistan*

AND

**KULDEEP SINGH**

*Amity University, Haryana, India*



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INVESTOR IN PEOPLE

*We devote this project and all of our efforts to our loving parents,  
and caring family who truly supported us to complete this book.  
Their support and encouragement have consistently pushed us forward in the:*  
**PATH TOWARDS SUCCESS**

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## About the Editors

**Erum Shaikh** has a Ph.D. from the Institute of Business Administration, University of Sindh, Jamshoro, Pakistan. She is an Assistant Professor and Head of Department at the Department of Business Administration, Shaheed Benazir Bhutto University, Sanghar Campus. Her research interests are corporate social responsibility, finance, entrepreneurship, sustainability, corporate governance, management and entrepreneurial finance. She has authored more than 30 publications (research papers, conference papers and book chapters) in the abovementioned areas. She has edited two books and is the editor of five research journals. She has wide experience in teaching and administration and has served more than 10 years in academics. She has organized and participated in several research conferences and workshops as a keynote speaker, session Chair, and guest speaker. She is a good teacher, researcher, speaker, and trainer.

**Kuldeep Singh** currently serves as Assistant Professor in Amity School of Hospitality, Amity University, Haryana, India. He completed his Ph.D. in Tourism from Maharishi Dayanand University (Rohtak) in India in the year 2020. He is also a UGC (Net-JRF qualified). He has also served the tourism industry for a couple of years and more than three years in academics. He has so far published more than 30 research articles in both international and national referred journals as well as in edited books in the field of tourism. Currently, he is serving as an editor of book series in various reputed publications (Emerald, IIP series). He is passionate about the academic areas of service quality management, rural tourism, ecotourism, and sustainable tourism. He also won aspiring researchers welcome award from the Indian Hospitality Congress. His credentials may be verified on various research platforms like Google Scholar, SSRN, LinkedIn, Academia, and Research Gate (<https://orcid.org/0000-0002-7999-1585>).

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## About the Contributors

**Qasim Ali Nisar** is a distinguished Casual Lecturer at the School of Business & Law, RMIT University, Australia, where he contributes his expertise to shaping the minds of future business leaders. With over a decade of teaching and research experience, he is a seasoned academic who has made significant contributions to the field of business and management. In addition to his role at RMIT University, he serves as a Casual Academic at Central Queensland University, Australia, further expanding his impact in the academic community. He is also affiliated with Taylors University Malaysia as an Adjunct Senior Lecturer, demonstrating his global reach and influence in academia. His dedication to excellence is reflected in his extensive publication record, with over 100 publications in impact-factor journals. His research covers a wide range of topics within the realm of business and management, showcasing his interdisciplinary approach and his commitment to advancing knowledge.

**Anchal** is a third-year student pursuing B.B.A L.L.B. at Chanakya National Law University, Patna, India. Her research paper written on Reserve Bank of India's Central Bank Digital Currency (CBDC), elucidating its implications and regulatory challenges, appeared in the *DSNLU Journal*. 'Domain of Intellectual Property Rights (IPR) in the Digital Era', highlighting the challenges posed by rapid digitalization, appeared in *E-Jairipa*. 'Impact of Increasing Hate Against Muslims in India' appeared in *Brillopedia* journal. 'Military Coups and its consequences: How it can be resolved?' appeared in *Juscorpus*. 'Politics Over Secularism' appeared in *Manupatra*. 'Russian Currency Getting Stronger Even During War like Situations' appeared *Manupatra*. Case commentary written on *Analyzing passive euthanasia* appeared *Lawogs & D. K. Basu vs State of West Bengal* appeared *Lawogs*.

**Ulfat Andrabi** is pursuing a Ph.D. from Lovely Professional University in Punjab, India, and holds an MBA from Baba Ghulam Shah Badshah University in Jammu and Kashmir. Passionate about HRD issues, her research focusses on innovative approaches to employee motivation and performance enhancement in the corporate sector.

**Aaliya Ashraf** is a Research Scholar at Mittal School of Business, Lovely Professional University. Her research domain is Human Resource Management. She studied at Lovely Professional University from where she did her Bachelors in Commerce. Further, she was awarded with M.B.A. (HR & IB) degree from the same university. She is a gold medalist of her batch in her bachelor's degree.

She has published three papers so far in UGC care journals. Furthermore, she has participated and presented papers in about seven national and international conferences. She has experience of working as a Teaching Fellow at Lovely Professional University. Her areas of interest include human resource management, organizational behaviour, performance management system, international business, and cross-cultural management.

**Bandna** is currently pursuing Ph.D. at the School of Management and Commerce at Lovely Professional University, India. Her research interest is in corporate social responsibility, sustainability, and organizational performance.

**Priyanka Chhibber** is the COD Coordinator in Human Resource Management of Lovely Professional University in Punjab, India. As a researcher, her focus areas include intellectual capital, value creation, HRD climate, leadership, mentoring, skill gaps, life skills, organizational commitment, and creativity and innovation.

**Hafizullah Dar** is working as an Assistant Professor in the Tourism and Airline domain at the School of Hotel Management and Tourism, Lovely Professional University, Punjab, India. He has obtained a Ph.D. degree in Tourism Management. His research interest covers tourism services, technology in tourism, tourist behaviour, and destination management and planning. He has authored and co-authored various publications in different reputed journals (<https://orcid.org/0000-0003-2388-9474>).

**Mudasir Ahmad Dar** is currently working as an Assistant Professor at Mittal School of Business, Department of Economics. He has more than three years of experience, with a Doctorate in Economics. His courses consistently reached maximum capacity because of the student's appreciation of his teaching approach. He endeavours to present the information in an engaging and captivating manner to facilitate students' comprehension of the material and sustain their interests.

**Bidhu Kanti Das** is an Associate Professor at Department of Management, Mizoram University, Aizawl. He completed his Ph.D. studies in Corporate Social Responsibility at Tripura University. He recently led the ICSSR Sponsored Major Projects. He has published 32 papers in various journals and serves as a life member for NIPM & NEMA. His teaching disciplines include general management, international business, and CSR and corporate governance, and his interests include CSR and corporate governance (<https://orcid.org/0000-0002-7968-9693>).

**Shikha Dhakad** is a Research Scholar at Jiwaji University, with a focus on tourism management. Her research focusses on destination management and stakeholder involvement in particular as sustainable tourism strategies. By combining thorough academic research with real-world application, She seeks to close the gap between theory and practice and advance sustainable tourism. She is committed to promoting eco-friendly travel and has made noteworthy advances in the fields of academics (Orcid: 0000-0002-2438-063X).

**Dev Dutt** is currently working as PGTIP at Jawahar Navodaya Vidyalaya, Sarol, Chamba, Himachal Pradesh. He has done his bachelor degree and master degree in Computer Application. He has knowledge of many computer programming languages like JavaScript. Python. Go. Java. Kotlin. PHP.C.

**Faheem Gul Gilal** is an Associate Professor, Department of Business Administration, Sukkur IBA University. He holds esteemed positions of Director ORIC and Editor-in-Chief of the Sukkur *IBA Journal of Management and Business*. He has M.S. and was awarded a Ph.D. with distinction from the School of Economics and Management, University of Science and Technology Beijing in P.R China. His research interests primarily revolve around consumers' motivation and emotion, with a special emphasis on brand passion, product design techniques, brand experiences, consumer behaviour change strategies, CSR brand-fit, cross-cultural gender-specific consumer behaviour differences, and self-determination theory. He has an extensive publication record, published over 60 research papers in SSCI, ABDC, and SCOPUS-listed journals. Throughout his academic journey, he excelled and earned numerous prestigious academic awards, including China's most esteemed National Award and the Highly Commended Award for his outstanding dissertation in the field of Marketing and Brand Management.

**Dikshit Gupta** is a seasoned professional with an expansive expertise spanning multiple domains, including ICT in tourism, tourism administration, travel agency operations, strategic management, and tourism marketing. His academic journey is marked by exceptional accomplishments, holding a Post-Doctorate, a Ph.D., and dual master's degrees in M.T.A. (Masters of Tourism Administration) and M.B.A. (Master of Business Administration), along with UGC-NET qualification. Currently serving as an Associate Professor at Lovely Professional University, he boasts a distinguished 14-year career in academia. He has held key roles as an Associate Professor at Maharaja Agrasen University and as Deputy Head of Department at ITFT College, Chandigarh. Along with this, he has a strong publication and research paper presentation record (<https://orcid.org/0000-0002-2558-9849>).

**Aastha Jain** is an Assistant Professor in the Department of Management Studies, Vaish College of Engineering, Rohtak, since 2021 (affiliated to Maharshi Dayanand University Rohtak, Haryana). She has B.Com. (Hons.), M.Com., Ph.D. degrees and is UGC-NET qualified. She got her Ph.D. degree in Commerce from Maharishi Dayanand University. She has published many research papers in various national and international (UGC/peer reviewed) journals. She has also presented many research papers at various sponsored conferences and seminars. Her main research interests include investment behaviour, entrepreneurship, marketing and human resource, etc. (<https://orcid.org/0000-0003-1081-9135>).

**Junaid Khalil** is a dynamic scholar in the Department of Management Science at COMSATS University Islamabad, Lahore Campus, with a wealth of experience spanning over five years in the field of human resource management (HRM). His expertise lies at the intersection of HRM, automation, and information

technology (IT), making him a valuable asset in today's rapidly evolving workplace landscape. With a background in IT, he brings a unique perspective to his work in HRM. His understanding of technology has enabled him to spearhead initiatives aimed at streamlining processes and enhancing efficiency in people management. Throughout his career, he has been deeply involved in harnessing the power of automation to optimize HR practices. From talent acquisition and performance management to employee engagement and training, he has leveraged cutting-edge technologies to drive organizational success.

**Imamuddin Khoso** has a Ph.D. in Management from Tohoku University, Japan. He is a Professor and Director Institute of Business Administration, University of Sindh, Jamshoro, Pakistan. He has authored over 65 publications (research papers, conference papers, and book chapters). He remains the resource person and keynote speaker at national and international conferences. He has wide experience in teaching and administration and has served more than 25 years in academics. He won the gold medal for the best researcher award in 2018. He is a good teacher, researcher, speaker, and trainer.

**Ruchika Kulshrestha**, Ph.D., is working as an Assistant Professor at the Institute of Business Management at GLA University Mathura, India. Her research interest pertains to heritage tourism, destination management, tourism marketing, and tourist behaviour. She has published her research work in reputed international Scopus-indexed journals and also presented papers at various international conferences. Her articles are published in the *Economic Times*, *Travel Daily News*, and other magazines. She had the opportunity to be a session chair at IIM Kashipur and DSMS Durgapur, among others. She has received various awards for her contribution to tourism education. She is actively involved in faculty development programmes and student value-added courses.

**Rajinder Kumar** is working as a Coordinator & Assistant Professor at the Department of Travel and Tourism Management, University of Ladakh. He has been teaching for nine years at the undergraduate and postgraduate levels. His area of research interests are tourism education, urban environment, CSR, workation, geotourism, and destination performance analysis. He has published papers in ABDC and Scopus-indexed journals (<https://orcid.org/0000-0003-0466-1140>).

**Sanjeev Kumar** is a Professor cum HOD, the School of Hotel Management and Tourism, Lovely Professional University, Punjab, India. He holds a bachelor's degree in Hotel Management from Osmania University. He earned his master's degree in Tourism Management from Madurai Kamaraj University and his Doctorate from Amity University, Rajasthan. He has worked as a teacher for the past 18 years. While in Kuwait, he worked as an Assistant Dining Manager for Gulf Catering Company and other hotels. He has 20 research articles and has presented more than 12 papers at national and international conferences. He supervises six Ph.D. research scholars and has directed many M.B.A. and M.Sc. research projects in hospitality and tourism. He has taken part in several faculty development

programmes and workshops. He also travelled throughout the country to attend international and national conferences (<https://orcid.org/0000-0002-7375-7341>).

**Shweta Mathur** is currently employed at the Alpha College of Business and Technology, situated in Canada, UK, and boasts an extensive background spanning approximately two decades in both academic and industry realms. She is an alumnus of IHM Lucknow, and prior to her tenure in Canada, she contributed her expertise to several distinguished institutions including DIHM in Lajpat Nagar, Delhi, IHM Dehradun, IHM Lucknow, as well as The Grand Hotel in New Delhi, among others. Holding accreditation as a Certified Hospitality Educator from the American Hotel and Lodging Institute, she has consistently demonstrated proficiency in academic and related capacities, underscored by her adept interpersonal abilities and meticulous attention to detail.

**Priyakrushna Mohanty** is an Assistant Professor at the Department of Business Administration (Tourism), Christ University, Bengaluru, India. He was a former UGC Senior Research Fellow at the Department of Tourism Studies, Pondicherry University, India, from where he received his Ph.D. in Tourism Studies. He is also an awardee of the prestigious Travel Corporation (India) Gold Medal for his outstanding performance in master's degree in Tourism Studies from Pondicherry University, India. He served the Indian Railway Catering and Tourism Corporation Ltd. for two years. He has published more than 30 papers in both international and national journals and edited books. He has presented more than 25 papers at both international and national conferences to his name. Several national and international institutes have invited him as a guest speaker. He is the editor for five book projects with prestigious publishers like Routledge, Emerald, Springer Nature, and CABI.

**Tanjila Afroz Mou** is a Lecturer at Bangladesh's Daffodil Institute of IT. She has been working in the teaching area for five years. She is a highly experienced professional in education and research, currently serving as a lecturer at the Daffodil Institute of IT. Her research interests cover many topics, demonstrating her keen intellect and understanding of business interconnections. Her scholarly pursuits contribute valuable insights to the academic community and the industries she serves. She maintains an active presence in the academic and research communities, with a commitment to advancing knowledge (<https://orcid.org/0009-0003-5924-6726>).

**Kamarun Muhsina** is a highly experienced professional in education and research, currently serving as a Lecturer at the Daffodil Institute of IT. She is also pursuing an M.Phil. in Tourism and Hospitality Management at the University of Dhaka, focussing on tourism and hospitality management. Her research interests cover many topics, demonstrating her keen intellect and understanding of business interconnections. Her scholarly pursuits contribute valuable insights to the academic community and industries she serves. She maintains an active presence

in the academic and research community, with her commitment to advancing knowledge (<https://orcid.org/0009-0004-0991-2716>).

**Muhammad Mukarram** is a dedicated Lecturer at the Chaudhary Abdul Rehman Business School, situated within the esteemed Faculty of Business & Management Sciences at Superior University, Lahore, Pakistan. With over a decade of teaching and research experience, he is not only a proficient educator but also a skilled manager, currently serving as the Manager of Capacity Building at the same university. His journey in academia began with a passion for knowledge and a desire to inspire others. Over the years, he has honed his teaching skills, earning a reputation for his engaging lectures and innovative teaching methods. His commitment to academic excellence has left a lasting impact on his students, who are inspired by his dedication and enthusiasm for learning. In this capacity, he has demonstrated exceptional leadership and management skills, overseeing various initiatives aimed at enhancing the skills and capabilities of both students and faculty members.

**Sheikh Najam-mu-Sahar** is a Research Scholar, pursuing Ph.D. in Management, from Mittal School of Business, Lovely Professional University, Punjab, India. Her area of research is medical tourism and healthcare management. She has presented her research work at a couple of national and international conferences (<https://orcid.org/0009-0003-9830-1329>).

**Sreeraman Nandhi** transitioned to academia in 2019 after 22 years in pharmaceutical sales and marketing with MNCs and domestic companies. His expertise includes design thinking workshops, sales management, case study writing and teaching, brand management, integrated marketing communication, supply chain management, and training and development. A fitness enthusiast and passionate road cyclist, he believes in shaping one's destiny through passion, preparation, practice, persistence, and good mentors, while maintaining self-empathy. He advocates for optimism, confident that tomorrow holds new opportunities.

**Kumari Neelam** is currently pursuing her Ph.D. in Finance from the Department of Commerce, Mahatma Gandhi Kashi Vidyapith, Varanasi, Uttar Pradesh. She has published a number of research papers in ABDC and peer-reviewed journals. Her research interests include corporate finance, financial markets, and investment strategies. Additionally, she has presented her work at various national and international conferences, receiving commendations for her contributions to the field.

**Neha Parveen** is a Freelance Researcher. She has completed her M.Tech. from the Indian Institute of Technology (ISM), Dhanbad, and B.Tech. in Computer Science & Engineering. Her research interests are in the areas: Big data, news media, political marketing, and election campaign. She has published various research articles in ESCI, ABDC, and Scopus-indexed journals. Her last research publication was *Big Data, Artificial Intelligence and Machine Learning: A Paradigm Shift in Election Campaigns* (Wiley Online Library). Her research papers have

appeared in the *International Journal of Economics and Business Research* and in many more.

**Syed Rizwan Qadri** is a Research Scholar at Lovely Professional University India pursuing her Ph.D. in Economics, with a good academic record. Her research focusses on the sustainability and efficiency of manufacturing industries.

**Shiv Raj** is a Ph.D. scholar in Department of Tourism and Travel Management, Central University of Himachal Pradesh. He has successfully written and published twelve research papers and one patent in respective field. He has authored three text books on tourism and research ethics. He has done two postgraduate diplomas after Postgraduation in the areas of tourism, tribal study, and environmental sustainability. He has six years of academic experience.

**Aamir Rashid**, an Assistant Professor of Supply Chain Management (SCM) at York College, The City University of New York (CUNY), blends academic excellence with industry expertise. With a career spanning teaching, research, and leadership, he shapes future management professionals and contributes significantly to SCM. His tenure at Iqra University in Pakistan highlighted his leadership and mentorship skills. He is a prolific researcher, actively participating in international conferences and publishing in prestigious journals. His 19 years of industrial experience enrich his academic pursuits, ensuring practical relevance. He actively organizes international conferences, serves on editorial boards, and reviews for multiple journals, underscoring his commitment to high research standards and knowledge exchange in SCM.

**Iffat Sabir** is Deputy Dean of the College of Business at Al Ain University, UAE. She is a Senior Certified Professional and a Human Resource Management Associate Professor. She received her Ph.D. in Management from the University of Hull, UK. Her research interests include emotions in organizational life, organizational culture, workforce psychology, strategic human resource management, and systems studies. She has authored/co-authored several papers in peer-reviewed journals and conferences. She has taught courses in organizational behaviour, communication, and management to graduate and postgraduate students at the Sultanate of Oman and Pakistan higher educational institutions. She has also offered professional training and lectures to several private/public institution personnel including Flight Lieutenants and Commodores, Technical Education Heads, and Corporate employees on communication skills, personality development, teamwork, institutional management, and other organizational behaviour-related areas.

**Md Safiullah** is an Assistant Professor at Chanakya National Law University, Patna, India. He has completed his Ph.D. in Management, thesis titled *Efficacy of Political Advertising – A Study of Indian Elections* from the Indian Institute of Technology, Dhanbad, and M.B.A. with a specialization in marketing from Birla Institute of Technology Mesra. He qualified UGC-NET in June and December 2012. His research interests are in the areas: big data, social media (Twitter &

Facebook), news media, political marketing, and election campaigns. He has published various research articles in ESCI, ABDC, and Scopus-indexed journals. His recent research publication is *Big Data, Artificial Intelligence and Machine Learning: A Paradigm Shift in Election Campaigns* (Wiley Online Library). He has presented many research papers in international and national conferences. He is also a reviewer of the *Asia Pacific Management Review* and *Spanish Journal of Marketing & Journal of Marketing Communications*.

**Nancy Sahni** is an Associate Professor and the HOD (Accounting and Business Law domain) at the Mittal School of Business, Lovely Professional University. Her research domain is behavioural finance. She did her graduation and postgraduation from Punjab University Chandigarh and got a Doctorate degree from IKGPTU. She has more than 15 years of teaching experience. She has taught various subjects in the areas of finance, banking, insurance, accounting, and law. She has one patent and thirteen publications to her credit. She has also written four book chapters.

**Ali Sajjad** is an esteemed Assistant Professor at the Chaudhary Abdul Rehman Business School, within the Faculty of Business & Management Sciences at Superior University, located in Lahore, Pakistan. With a robust academic background and a wealth of experience, he is recognized as a leader in the field of business and management studies. His academic journey took him to Universiti Utara Malaysia, where he pursued and successfully completed his Ph.D. His doctoral research focussed on cutting-edge topics within the realm of business, demonstrating his commitment to advancing knowledge and understanding in his field. With over a decade of teaching and research experience, he brings a depth of expertise to his role as an educator. He is known for his engaging teaching style, which combines theoretical knowledge with practical insights drawn from his research and industry experience.

**Savita Sharma** brings over two decades of extensive experience to her present role as Chairperson and Skill Associate Professor and Director, IQAC at the Department of Tourism and Hospitality, Shri Vishwakarma Skill University, Palwal (India's First Government Skill University). With a notable career, she has held key positions at renowned institutions such as GD Goenka University, Gurgaon; Amity University, Noida; Sushant University, Gurgaon; Ansal Institute of Technology, Gurgaon; IHM Mumbai, and CT Institute, Jalandhar. She is recognized as a 'Certified Hospitality Educator' by the American Hotel & Lodging Educational Institute. Her achievements include receiving awards such as the 'Indian Youth Icon Award 2024' by the International Council for Education, Research, and Training, 'Best Research Paper Awards', and the 'Best Groomed Trainee Award by Hyatt Regency, New Delhi'. Notably, she was also honoured with the Silver Award in the category of Hospitality Educator of the Year 2021 during the Indian Hospitality Excellence Awards organized by the Hospitality Group, Dubai. Her academic contributions extend to over 50 research papers presented and published in both national and international conferences and reputed journals. Her commitment to excellence is underscored by her continuous pursuit of knowledge and her impactful contributions to the field of hospitality and tourism education.

**Suman Sharma** is currently working as a Professor in Department of Tourism & Travel Management, Central University of Himachal Pradesh. He has more than 20-year academic experience. He has spent time in the industry for a decade. He is the author of many text books. He has published two patents on their study.

**Mushtaq Ahmad Shah** is a Finance Expert with a Ph.D. in Infrastructure Finance. He teaches banking, finance, and economics at Lovely Professional University in India. He has over eight years of experience teaching and researching at various institutions. He's written articles in academic journals and presented his work at conferences on green banking, partnerships between public and private sectors, and behavioural finance.

**Muhammad Haseeb Shakil** is a dedicated scholar in the field of Management Science, currently affiliated with the Department of Management Science at COMSATS University Islamabad, Lahore Campus. With a passion for both teaching and research, he has made significant contributions to academia over the past five years. His academic journey began with a strong foundation in Management Science, which he pursued with diligence and enthusiasm. After completing his higher education, he embarked on a career in academia, where he found his true calling. His commitment to excellence in teaching has earned him recognition as a Visiting Lecturer at the Faculty of Engineering & Technology, Superior University Lahore. With over 10 publications in impact factor journals, he has demonstrated a keen insight into the complexities of management and a dedication to advancing the field through rigorous research.

**MB Srinivasan** is an Assistant Professor at CHRIST (Deemed to be University) in Bangalore. Previously, he was a Professor and Head of the Department of Business Administration at VMRF, Chennai, and Programme Leader (M.B.A.) at Olympia College, Malaysia. He holds degrees from the University of Madras and a Ph.D. from Bharathiar University. He began his career in the software industry and transitioned to academia, with teaching positions at Veltech University and VMRF. He has over 15 years of teaching and 8 years of industry experience. His research interests include digital marketing, consumer behaviour, and sustainability.

**Sidharth Srivastava** has acquired nearly 17 years of experience in both industry and academia. His dedication to learning and research distinguishes his academic journey, with a robust background in the hospitality industry. He has made significant contributions to renowned organizations such as Four Seasons Hotel Mumbai, Air India, Lovely Professional University, Ansal University, BCIMCT IP University, and Galgotias University, with around 20 national and international research papers. His impact extends beyond conferences and seminars. He has publications in SCOPUS-indexed journals. Moreover, his publications are in A-star, B and C category journals (ABDC listed), and UGC listed journals. He is not just an author; he is a visionary whose impact transcends the written word. His dynamic engagement with industry and academia, coupled with a commitment to innovation, makes him a pioneering figure in the event management landscape.

**Pravin Chandra Singh** is currently working as an Assistant Professor at MSMSR, Mats University, Chhattisgarh. Prior to Mats University, he was associated with Raffles University, Rajasthan. He has done his Doctorate from IM-BHU in Management and published several research papers in journals and publishers of repute like IIM-S, Elsevier, Emerald, IGI-Global, and PBRI. His research interests include advertising, corporate social responsibility, and consumer behaviour. His credentials may be verified on various research platforms like Google Scholar, LinkedIn, Academia, and Research Gate (<https://orcid.org/0000-0002-6002-0703>).

**Preeti Singh** is an Associate Professor, Department of Mass Communication, School of Media, Film and Entertainment, Sharda University, Greater Noida, Uttar Pradesh, India. Dr. Preeti has over 15 years of valuable academic and teaching experience in Media Education. Before assuming the role of Associate Professor at Sharda University, she held positions at GD Goenka University and Amity University, contributing significantly as an Associate Professor and Senior Assistant Professor, respectively. She has also served at esteemed institutions like Guru Gobind Singh Indraprastha University, Maharshi Dayanand University, and Kurukshetra University in various teaching roles. A University of Delhi graduate, she holds an M.Phil. and Ph.D. in Journalism and Mass Communication, receiving the University Research Scholarship. Leveraging her rich industry experience, she has worked as a casual compere with All India Radio and contributed to Community Radio-Radio Amity 107.8 FM at Amity University, Noida.

**Premendra Kumar Singh** is at present an Assistant Professor at the Center for Distance and Online Education, Sharda University. He is Research Fellow at INTI International University, Malaysia. With over eight years of experience in industry and academia, he is an Engineering and Management graduate from Mizoram University and was awarded his Doctorate from Mizoram University. He has attended and presented papers in over 15 national and international seminars/conferences, and he has published research papers in various national and international peer-reviewed journals of international repute including SCOPUS Q1 journal. He has edited one book and has also contributed book chapters in three edited books. He takes a special interest in corporate social responsibility and marketing for research (<https://orcid.org/0000-0002-6627-4560>).

**Sujay Vikram Singh** is a Senior Research Fellow who completed his Doctorate at Banaras Hindu University. He graduated and postgraduated from IHM Lucknow. His research interests include hospitality, CRM, service marketing, service quality, and systematic literature reviews. He has published papers in various handbooks and journals. His recent journal publications include the *International Journal of Market Research* (Sage Publishing) [ABDC-A, Scopus] and the *Journal of Global Information Management* (IGI Publishing) [Scopus, ABDC-A]. He has also been a reviewer for tourism and management journals and has presented and published papers at various national and international conferences and seminars. He has received best paper awards at several conferences, including those held at IHM Bhopal, Subharati University, and Delhi University (<https://orcid.org/0000-0002-7113-2698>).

**Muhammad Faisal Sultan** is an academician, researcher, editor, trainer, and green entrepreneur who has been an active part of the higher education sector of Pakistan for the past 13 years. Currently, he is ranked as Assistant Professor in the Department of Business Administration of Khadim Ali Shah Bukhari Institute of Technology. He has more than 100 scholarly publications to his credentials. Therefore, he is perceived as a well-known name in the academic and research circles.

**Raju Ganesh Sunder** is a Professor and the Director at the Center for Distance and Online Education, Sharda University, Greater Noida. He completed his Ph.D. studies in Management Studies under the Faculty of Commerce at the Rashtriya Sant Tukdoji Maharaj Nagpur University, Nagpur. He recently led the Government of Uttarakhand initiative to upskill executives of the government from the power sector. He has more than 30 published papers in various journals and serves as a Life Member for ISTD, NHRDN, and Executive Member for Uttarakhand Productivity Council. His teaching disciplines include human resource management and organizational behaviour, and his interests include human resource management, organizational behaviour, power management specifically transmission and distribution, and oil and gas management (<https://orcid.org/0000-0003-1515-1496>).

**Mohammad Badruddoza Talukder** is an Associate Professor at the College of Tourism and Hospitality Management, International University of Business Agriculture and Technology, Dhaka, Bangladesh. He completed his Ph.D. in Hotel Management at the School of Hotel Management and Tourism, Lovely Professional University, India. He holds a bachelor's and a master's degree in Hotel Management from India. He has been teaching various courses in the Department of Tourism and Hospitality at various universities in Bangladesh since 2009. His research areas include tourism management, hotel management, hospitality management, food and beverage management, and accommodation management, where he has published research papers in well-known journals in Bangladesh and abroad. He is one of the executive members of the Tourism Educators Association of Bangladesh. He has led training and counselling for various hospitality organizations in Bangladesh (<https://orcid.org/0000-0001-7788-2732>).

**Muhammad Nawaz Tunio** holds a Ph.D. in Entrepreneurship, Innovation, and Economic Development from Alpen Adria University, Klagenfurt, Austria. Currently, he is serving as an Assistant Professor at the Department of Business Administration, University of Sufism and Modern Sciences, Bhitshah, Pakistan. His research interests encompass a wide range of topics, including entrepreneurship, innovation, economic development, youth development, CSR, and qualitative methods. His scholarly contributions extend far beyond the confines of academia, with numerous research articles published in top-tier journals and prestigious book chapters with reputable publishers. His dedication to academic excellence is further evidenced by his teaching and administrative roles at various universities, where he has mentored students, organized international conferences, and contributed to the development of curricula in Business Administration and Management.

**Sanjna Vij** is an esteemed academic with over 24 years of experience in academia and administration. She is a Professor at Amity School of Liberal Arts and holds several key leadership roles, including Director of Amity Academic Staff College, Head of the Centre of Excellence for Innovation in Education, and Deputy Dean of Students Welfare at Amity University Haryana. She has significantly influenced education through diverse academic programmes and skill development initiatives. She has been instrumental in faculty development programmes, seminars, conferences, and training sessions for both faculty and students. Specializing in communication skills and behavioural sciences, she has authored numerous articles, book chapters, and three books. She is a distinguished leader in academia, actively shaping the future of education with innovation and a holistic approach to learning.

**Bhumi Vyas** works as an Assistant Professor at the Faculty of Management Studies, Marwadi University in Rajkot, Gujarat. Before her recent appointment, she worked as an Assistant Professor at the M.B.A., Faculty of Management Studies, Parul University, Vadodara, Gujarat. She has a total experience of 10 years in industry and teaching. She has completed her Ph.D. in Management Subject aligned to the tourism industry. She is a Gold Medalist in B.B.A. She has presented papers at national and international conferences including IIM – Sambalpur. She has published approximately nine papers in a reputed journal (<https://orcid.org/0000-0001-7242-2286>).

**Vijay H. Vyas** is at present working as Professor (Direct Recruitment), Department of Commerce & Management, KSKV Kachchh University, Bhuj. He specializes in accounting and finance. His area of interest includes taxation, operation research, and GST. He holds a Doctorate in Finance. He has 22 years of teaching and 5 years of industrial experience including with reputed corporate houses like GEB (PGVCL), GSFC, and Reliance Industries. He has published 48 research papers in international and national journals and also presented research papers and articles in 55 national and international conferences. He has also published three books and two academic projects are in his name. He has been visiting Reliance Industries Ltd., Jamnagar for executive training programmes since 2004. Six scholars have been awarded a doctorate under his supervision and five scholars are reading Ph.D. He believes human values to be topmost and perpetuation of them in personal and social life every day (<https://orcid.org/0000-0002-1003-2546>).

# Foreword

In recent years, the tourism industry has experienced exponential growth, becoming one of the world's largest and fastest-growing economic sectors. This growth brings with it a myriad of opportunities, but also significant challenges, particularly concerning sustainability, ethical practices, and social responsibility. As the global community becomes increasingly aware of the environmental and social impacts of tourism, the importance of integrating corporate social responsibility (CSR), corporate governance, and business ethics into the core strategies of tourism businesses cannot be overstated.

*Corporate Social Responsibility, Corporate Governance and Business Ethics in Tourism Management: A Business Strategy for Sustainable Organizational Performance* addresses these critical issues comprehensively and thoughtfully. The contributors to this volume bring together a wealth of knowledge and expertise from diverse geographical and academic backgrounds, providing a multifaceted perspective on the integration of CSR into tourism management.

The chapters in this book explore a wide range of topics, from the strategic importance of heritage conservation to the implementation of community-based tourism initiatives. Each chapter delves deeply into the practical and theoretical aspects of CSR, offering valuable insights and practical recommendations for businesses, policymakers, and scholars alike. The case studies included in the book serve as exemplary models of how CSR can be effectively implemented to achieve sustainable and ethical tourism practices.

One of the key strengths of this book is its emphasis on the interconnection between CSR and corporate governance. It highlights how robust governance frameworks are essential for the successful integration of CSR into corporate strategies, ensuring that businesses operate responsibly and sustainably. Furthermore, the book underscores the role of ethical business practices in building trust and loyalty among customers, employees, and other stakeholders.

The importance of community engagement is a recurring theme throughout this volume. Effective CSR in tourism requires a collaborative approach, involving local communities in decision-making processes and ensuring that tourism development benefits all stakeholders. By showcasing successful community-based tourism projects and providing strategic guidelines, this book serves as an invaluable resource for fostering inclusive and sustainable tourism development.

As the world faces unprecedented environmental and social challenges, the principles and practices outlined in this book are more relevant than ever. The future of tourism depends on our collective ability to balance economic growth

with social and environmental responsibility. This book provides a roadmap for achieving this balance, offering a vision for a tourism industry that is not only profitable but also sustainable and ethical.

I am confident that *Corporate Social Responsibility, Corporate Governance and Business Ethics in Tourism Management: A Business Strategy for Sustainable Organizational Performance* will be a seminal contribution to the field of tourism studies. It will inspire and guide current and future generations of tourism professionals, helping them to navigate the complexities of CSR and ethical management in their pursuit of sustainable organizational performance.

I commend the authors for their dedication to advancing knowledge in this critical area and for their commitment to promoting sustainable and ethical practices in the tourism industry. It is my hope that this book will serve as a catalyst for positive change, encouraging tourism businesses around the world to embrace CSR and strive for a more sustainable and equitable future.

Last but not least, I appreciate the efforts, commitment, and dedication of the editors of the book who touched the new perspectives of CSR, invited and selected the chapters with new and interesting topics which are great contributions to the field of CSR and tourism.

Prof. Imamuddin Khoso  
Director IBA,  
University of Sindh, Jamshoro, Pakistan

# Preface

In an era where the global landscape is continuously reshaped by environmental challenges, economic fluctuations, and evolving social expectations, the tourism industry stands at a pivotal juncture. The book, *Corporate Social Responsibility, Corporate Governance and Business Ethics in Tourism Management: A Business Strategy for Sustainable Organizational Performance*, addresses this crucial intersection, offering insights and strategies for fostering sustainability in tourism. Tourism, by its very nature, impacts diverse ecosystems, cultures, and economies. While it holds the potential to drive significant economic growth and cultural exchange, it also poses risks such as environmental degradation, cultural erosion, and social inequality. The balance between leveraging tourism for economic benefit and ensuring its sustainability is delicate and complex. This book aims to provide a comprehensive framework for understanding and implementing corporate social responsibility (CSR) within the tourism sector, emphasizing its role as a cornerstone for sustainable organizational performance.

The concept of CSR has evolved beyond philanthropy and compliance, becoming an integral part of strategic business management. In tourism, CSR encompasses a wide range of practices, from minimizing environmental footprints and preserving cultural heritage to promoting fair labour practices and engaging in community development. By integrating CSR into their core strategies, tourism businesses can enhance their resilience, reputation, and profitability while contributing to the well-being of the destinations they serve. This book is divided into several sections, each delving into different facets of CSR, corporate management, and business ethics as they pertain to tourism management. The first section lays the theoretical groundwork, exploring the evolution and principles of CSR and business ethics. Subsequent sections provide practical insights into the implementation of CSR strategies, case studies illustrating successful applications, and analyses of the challenges and opportunities faced by tourism enterprises.

A significant emphasis is placed on the role of corporate management in driving CSR initiatives. Effective leadership, transparent governance, and ethical decision-making are highlighted as critical elements for embedding sustainability into organizational culture. The discussion extends to how businesses can measure and report their CSR performance, ensuring accountability and continuous improvement.

Another focal point of this book is the symbiotic relationship between tourism businesses and the communities they operate within. Sustainable tourism is not just about environmental conservation but also about fostering social equity and

economic prosperity for local populations. Through responsible tourism practices, businesses can create shared value, benefiting both the enterprise and the community.

This preface serves as an invitation to scholars, practitioners, policymakers, and students to explore the intricate dynamics of CSR in tourism management. The insights presented in this book aim to inspire and guide tourism professionals in their journey towards sustainability, offering a roadmap for achieving long-term organizational success while making a positive impact on the world. As we navigate the complexities of the 21st century, it is imperative for the tourism industry to embrace sustainable practices. This book is a testament to the potential of CSR, corporate management, and business ethics to transform tourism into a force for good, fostering a sustainable future for generations to come.

# Acknowledgements

All our dreams can come true if we have the courage to pursue them. — *Walt Disney, Entrepreneur*

First and foremost, our heartfelt thanks to the almighty whose blessings motivated us for the successful completion of this book, especially focussed on Corporate Social Responsibility, Business and Tourism.

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No words are sufficient to express our debt of gratitude for our parents who are always blessing us to do something meaningful in this materialistic world. We express our gratitude towards our beloved family members.

Last but not least, we are also thankful to our friends and relatives, for their continuous heart touch in the final shaping of this book.

*Thanking you*

*Editors:  
Dr Erum Shaikh  
Dr Kuldeep Singh*

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# Introduction

The global tourism industry stands at a crossroad, faced with the dual imperative of driving economic growth while ensuring sustainability. The book, *Corporate Social Responsibility, Corporate Governance and Business Ethics in Tourism Management: A Business Strategy for Sustainable Organizational Performance*, is a timely exploration of how businesses within the tourism sector can achieve this balance. Through the integration of corporate social responsibility (CSR), ethical management practices, and robust corporate governance, tourism enterprises can chart a path towards sustainable success. The significance of the tourism industry cannot be overstated. It is a powerful engine of economic development, providing employment opportunities, fostering cultural exchange, and contributing significantly to gross domestic product in many countries. However, tourism also has profound impacts on the environment, local communities, and cultural heritage. The challenge is to harness the benefits of tourism while mitigating its adverse effects, ensuring that growth today does not compromise the ability of future generations to meet their own needs.

This book is premised on the belief that CSR and ethical management are not mere add-ons to business strategy but are essential components of sustainable organizational performance. CSR in tourism encompasses a broad spectrum of practices aimed at promoting environmental stewardship, social equity, and economic viability. These practices include reducing carbon footprints, preserving local cultures, ensuring fair labour conditions, and contributing to community development. By adopting CSR principles, tourism businesses can enhance their reputation, foster customer loyalty, and achieve long-term profitability. The structure of this book is designed to provide a comprehensive understanding of how CSR, corporate management, and business ethics intersect and how they can be effectively applied in tourism management. We begin with a theoretical overview, examining the evolution of CSR and its relevance to the tourism industry. This section also delves into the principles of business ethics, exploring how ethical considerations can and should inform corporate decisions and strategies.

Following the theoretical foundation, we present practical insights into implementing CSR initiatives. This section includes detailed case studies of tourism enterprises that have successfully integrated CSR into their operations. These case studies highlight best practices, innovative approaches, and the tangible benefits of sustainable business practices. Readers will gain valuable lessons on how to navigate the complexities of CSR implementation, from stakeholder engagement to measuring and reporting CSR performance. An essential aspect of this book is

its focus on corporate management. Effective leadership and governance are critical to driving CSR initiatives and embedding sustainability into organizational culture. We explore the roles and responsibilities of corporate leaders in fostering an ethical and socially responsible business environment. Topics such as strategic planning, corporate governance, and ethical leadership are discussed in depth, providing readers with practical tools and frameworks for effective management.

The relationship between tourism businesses and the communities they operate within is another central theme of this book. Sustainable tourism is not only about minimizing negative impacts but also about creating positive value for local populations. Through responsible tourism practices, businesses can contribute to the social and economic well-being of their host communities, fostering a symbiotic relationship that benefits all stakeholders. As we embark on this exploration of CSR, corporate governance, and business ethics in tourism management, we invite you to consider the profound impact that responsible and ethical practices can have. The journey towards sustainability is challenging, but it is also filled with opportunities for innovation, growth, and positive change. Together, we can build a more sustainable and equitable future for the tourism industry and the global community it serves. The book emphasizes the importance of balancing corporate goals with social and environmental responsibilities, thus offering a holistic approach to CSR in the tourism industry. Heritage conservation not only preserves the tangible and intangible assets of communities but also fosters cultural diversity and global citizenship. The book underscores the need for ethical business practices and highlights successful CSR strategies implemented by multinational corporations. By exploring these themes, the book aims to provide valuable guidance for integrating CSR into corporate strategies, ultimately contributing to the long-term sustainability of tourism management. These chapters will explain the CSR issues.

Chapter 1 addresses four primary objectives: evaluating current multinational heritage conservation initiatives, analysing motivations behind corporate involvement, assessing the challenges, and introducing a Framework for Heritage Conservation as a CSR Strategy (FHCCS). This research can be categorized as conceptual research. Thematic content analysis has been performed on the data retrieved from 47 papers which were screened and acquired from various academic search engines. The study revealed that multinational companies engage in heritage conservation initiatives as part of their CSR strategies, yielding benefits for both heritage sites and surrounding communities. Key motivations include enhancing corporate reputation, stakeholder relations, and long-term sustainability, with the FHCCS offering guidance for policymakers and practitioners.

Chapter 2 exclusively focusses on the Delhi NCR region of India and the CSR advertising campaigns of ITC hotels restricting the study's ability to generalize the findings to other contexts within the hotel industry. This study aims to exert an influence on the perceptions of consumers and societal attitudes towards the practices of CSR. It provides valuable insights into the wider implications that these practices have on sustainable business practices and the potential for social change and makes CSR communication more impactful to the targeted audience

which in turn creates a positive image of the advertised brand and how they are doing their CSR activities. The study shows that informativeness belief is the strongest predictor and creativity is the weakest predictor of consumer's attitude towards CSR advertising campaigns in hotel industry.

Chapter 3 aims to find out the factors affecting female entrepreneurship in the case of the CSR in entrepreneurship. In this study, semi-structured interviews are conducted to reach the final findings of the study. Findings entail different six factors that severely affect CSR activities in entrepreneurship in Pakistan. These six factors are the educational system and skills gap, cultural mindset and risk aversion, limited access to finance, regulatory and bureaucratic hurdles, political instability and security concerns, and inadequate infrastructure. Every factor has its intensity and influence on the entrepreneurial process.

Chapter 4 aims to investigate how hotel performance is affected by CSR initiatives. This study used a mixed approach utilizing both primary and secondary sources. Secondary research involved gathering pertinent data from various sources such as websites, books, and publications. Additionally, a structured questionnaire was administered to the guests of deluxe category hotels to gauge their perceptions regarding the influence of CSR practices on hotel performance. It is found that implementing the CSR practices contributes to fostering guests' loyalty and willingness, thereby indirectly enhancing hotel performance positively.

Chapter 5 addresses the complex interplay among the CSR, governance, and ethics in the context of tourism management in India. It shows us how businesses engage in sustainable practices that contribute to social economics tourism. This research takes a multi-face approach, theoretical framework, and practice case study to indicate the relationship based on CSR corporate governance and business ethics. The study shows that the real case study in Jaipur and Indore. Given the limitations of the case study research, such as potential bias and limited generalization, this study is necessary for future empirical investigation to validate and expand upon the findings presented here. The chapter discusses the societal significance of business practices. It promotes greater corporate engagement in addressing social, environmental, and economic challenges by showing the positive impact of CSR initiatives on local communities. Through case studies and empirical analysis, the chapter reveals how CSR initiatives can improve corporate governance, promote ethical business practices, and positively impact the local economy and environment. It also shows how important evidence-based decision-making matters.

Chapter 6 emphasizes to understand the development of Corporate Social Responsibility Law in India and sheds light on companies' brand building among Indian Muslims through CSR activities during Hujj and Umrah. The present study is exploratory and qualitative in nature and follows a case discussion approach to understand the degree at which companies engage in CSR activities during Hajj and Umrah and consider CSR as a business strategy in brand building. The data were collected mainly from secondary sources like newspapers, articles, news

reports, agencies" reports, etc. Companies participating in CSR initiatives create positive impacts on society creating long-term brand loyalty among customers and positioning companies in the customer good list. Customers share positive experiences and create a sense of attachment with the company and good feelings are spreaded through word of mouth and social media. The company received a free brand promotion on social media through customers a reliable source and the company communicated with customers thoughtfully. CSR programmes during Umrah and Hajj also provide an opportunity for global outreach. The findings of the present study can be used to understand the strategic use of CSR in corporate brand building in other countries also and in other festivals. The present study is interdisciplinary in nature and a combination of law and business management. The study on CSR has been conducted in many areas, but CSR activities during Hujj and Umrah a strategic decision to build brand image by Indian companies have not been studied yet. The present study will also help in developing theory and companies understand the importance of CSR activities during Huj and Umrah.

Chapter 7 is specifically written in association with the tourism industry to make readers understand the implication of place attachment with CSR activities. This chapter also has a role in theoretical optimization as it highlights possible two-way associations between firm performance and CSR. Data have been collected through published material to develop postulates and models authentically. After the compilation of data, it has been presumed that place attachment is one of the important elements in CSR activities of small-scale tourism businesses. However, the model can be reassessed in two-way association as a decline in the company's performance may also cause a decline in CSR activities and also in place attachment.

Chapter 8 aims to assess the CSR in tourism and hospitality offering a thorough understanding of CSR in a wider context of sustainability, financial performance (FP) and ethical considerations. A qualitative desk research approach was undertaken to conduct this study. A thorough review of contemporary research literature, including content analysis, was done for data gathering. Findings show that CSR is rising as a key trend in the worldwide tourism and hospitality business, with a significant impact on the industry's performance and development. The tourism and hospitality industry shows both positive and negative economic impacts on the environment and society. To offset these negative impacts, this industry is progressively embracing CSR initiatives. The findings also demonstrate an integration between CSR and sustainable tourism, highlighting the stability of socio-economic, environmental, and cultural growth while considering the interests of all stakeholders. The effect of CSR on the FP of the tourist and hospitality industry was also studied. The findings reveal that CSR has a favourable influence on the FP of hotels, but mixed outcomes are shown in restaurants, cruises, and airlines. Highlighting insights on tourism corporations incorporating strategic and ethical CSR ideals into their activities, this study concludes with practical implications.

Chapter 9 investigates the relation between CSR and the FP of Tata firms, which is the major objective of this study. Numerous studies have been undertaken to

investigate the influence of CSR on the FP of businesses, resulting in varying findings. The fundamental purpose of this research is to provide an investigation utilizing accounting metrics including ROE, EPS, ROA, NP, and MB ratio, PE ratio, and MR as potential indications for market-based evaluations. It is possible that erroneous analysis or insignificantly controlled variables played a role in the wide range of results, but the most likely explanation is simply that different studies used different methods. By focussing specifically on Tata Group companies that are publicly traded on the BSE100, this research endeavours to investigate the correlation between CSR and FP within the Indian context. The findings of the study depict that FP is positively impacted by the amount spent on CSR by the companies. Companies that invest more in CSR undoubtedly have higher profitability, ROA, ROE, EPS, MB ratio, and MR\_Daily as the values are significant at 1%, 5%, and 10%, respectively.

Chapter 10 investigates the impact of digital disruption on tourism education in the 21st century. Research problem: Digital disruption is causing a major upheaval in the tourism education sector, which is affecting how teachers instruct and how students learn. The purpose of this study is to investigate ways in which educators can adjust to these changes and to comprehend the impact of digital disruption on tourism education. A mixed-methods strategy integrating quantitative and qualitative methods was employed. An online survey and in-depth interviews with 100 participants – students, professionals in the industry, and educators – were used to gather data. For qualitative data, thematic analysis was employed, whereas descriptive statistics were used for quantitative data. Participants generally perceived a moderate to high level of disruption, suggesting that there is a significant level of digital disruption in tourism education. The study emphasizes how critical it is to incorporate new technologies into curricula, stress the value of sustainable development, enhance intercultural competency, and promote cooperation between academic institutions and the travel and tourism sector.

Chapter 11 examines how satisfied tourists are with Kachchh Rann Utsav and whether they plan to revisit. The researcher used tourists who have visited Kachchh Rann Utsav previously as a sample based on the cluster sampling method. The sample size for this research was 478. The present study has considered the 7As of tourism: attraction, accessibility, amenities, accommodation, activities, awareness, and ancillary service to measure the underlying satisfaction. The researcher used multinomial logistic regression to predict the travellers' intention to revisit. Surprisingly, the researcher observed that the other six A's of tourism have been found not to affect tourists' revisit intention, although accommodation does. Thus, the researcher thinks that a shift in the quality of lodging services offered to visitors during Kachchh Rann Utsav will have a big influence on the extent and direction of their desire to return to Kachchh Rann Utsav.

Chapter 12 tries to provide a thorough explanation of the growth of community-based tourism in Bangladesh, encompassing its historical background, challenges faced, and potential strategies for future advancement. They employed a

descriptive analysis based on the literature review of the development and expansion of community-based tourism in Bangladesh. This study takes a look at the development of Community-based tourism (CBT) throughout history, as well as the innovative contributions made by non-governmental organizations (NGOs) and local groups in CBT initiatives, government policies, international recognition, challenges encountered (such as environmental and economic concerns), and potential strategies for future expansion. The results highlight the significant growth of community-based tourism in Bangladesh, which has been facilitated by historical progress, strategic initiatives for expansion, and government support. This chapter emphasizes addressing environmental and economic challenges, preserving and educating about cultural heritage, and empowering local communities. The document suggests various methods for future growth, including developing policies, involvement of the private sector, execution of marketing strategies, and empowerment of the community through training and enhancing their abilities. The study provides insightful information regarding the distinctive characteristics of community-based tourism in Bangladesh, drawing attention to the country's long-standing tradition of extended hospitality and cultural heritage. Moreover, the study analyses the difficulties and opportunities that CBT efforts encounter in the region and the proposition of individualized solutions for sustainable growth.

Chapter 13 aims to give comprehensive strategies for developing sustainable tourism destinations by incorporating case studies, conceptual frameworks, and existing research. By addressing the lack of holistic approaches in sustainable tourism practices, this study seeks to provide insightful information that can guide stakeholders, policymakers, and destination managers in effective decision-making and planning. A comprehensive literature review has been conducted for analysing peer-reviewed journal papers, case studies, and conceptual frameworks relevant to sustainable tourism benchmarking. Peer-reviewed journal papers, case studies, and conceptual frameworks pertaining to sustainable tourism benchmarking have all been examined through a thorough assessment of the literature. In this study, numerous information on sustainable tourism and benchmarking strategies allows for a meticulous understanding of benchmarking and its relevancy to sustainable tourist destination development. The study distinguishes essential strategies for benchmarking sustainable tourist destinations, which include stakeholder engagement, integration of the triple bottom line framework, choosing appropriate indicators, promotion of certification and standards, and encouraging collaborations among destinations. The case studies highlight, the significance of having a long-term commitment, governance, and stakeholder involvement while implementing sustainable tourism policies. This study presents a combination of existing literature and frameworks to evolve comprehensive strategies for benchmarking sustainable tourist destinations. By incorporating perceptions from various sources, this study gives valuable direction for practitioners and researchers seeking to advance sustainable tourism practices.

Chapter 14 examines the elements and main influences that drive the shift to a net-zero economy, with a particular focus on the relationship between net-zero,

CSR, and the creation of sustainable value. This research employs a secondary data analysis methodology of a systematic review of scholarly research articles, reports, and online resources. Sources such as SAGE and EBSCO are scrutinized, alongside focussed inquiries for qualitative data in academic databases like Emerald and Scopus. The findings reveal that a variety of factors, including climate change awareness, governmental policy and regulation, corporate sustainability initiatives, technological advancements, investor pressure, economic possibilities, and environmental and social movements, all contribute to the shift to a net-zero economy in an interconnected way. This chapter examines the factors that contribute to the shift to a net-zero economy, the critical factors for successful adoption, and the relationship between CSR and the net-zero economy, all of which provide valuable insights for businesses, policymakers, and stakeholders as they navigate the complexities of achieving a sustainable future.

Chapter 15 analyses the CSR. It explores the need of striking a balance between CSR efforts and business goals. The significance of CSR in the tourism industry will also be examined. Lastly, a thorough discussion of how CSR may be used as a tactical move to guarantee sustainability and market competitiveness will round off the chapter. This chapter benefits from the wide range of secondary data sources that are cited as well as the inclusion of important industry reports and assessments. Incorporating CSR into the tourism industry is not just a moral duty but also a critical strategic move towards attaining sustainability and maximizing corporate effectiveness. In light of the ever-changing global landscape that is marked by social inequality, environmental concerns, and issues related to cultural preservation, CSR is playing an increasingly important role in determining the direction that tourism enterprises will take in the future. This chapter's paradigm provides a novel and methodical way to look at CSR as a strategic tool for achieving sustainability in the tourism sector.

Chapter 16 aims to review and brief the role of strategic corporate social responsibility (SCSR) in the tourism industry, targeting its impact on the performance and sustainability of the tourism industry. The chapter seeks to provide insights into how SCSR can lead to a positive transformation and competitive advantage. The chapter incorporates a brief literature review to examine current trends, hurdles, and benchmarking in the implementation of SCSR in the tourism industry. Comparative analysis and recent literature are used to extract valuable results and implications for effective tourism management. The current chapter has limited potential biases in the selection of literature and the evolving nature of CSR in the tourism sector. Future research is required to check the developments in tourism and CSR. The chapter sheds light on the complex association between the performance of CSR and business in the tourism industry, highlighting the importance of governance qualities and new initiatives for achieving financial sustainability. The chapter adds valuable insights to the existing literature by shedding light on the most recent literature on SCSR in the tourism industry and provides inputs for setups looking for sustainability.

Chapter 17 examines the role of CSR in tourism operations, focussing on its influence on FP, social well-being, and environmental sustainability. The study aims to fill gaps in the literature by investigating the relationship between CSR dimensions and FP in tourism organizations, as well as the social and environmental impacts of integrating CSR principles into tourism operations. The study employs a comprehensive literature review to explore the historical background of CSR, its conceptual framework, and its application in the tourism industry. It examines the various dimensions of CSR and their potential effects on FP, social well-being, and environmental sustainability in tourism operations. The findings suggest that CSR initiatives in tourism operations can lead to improved FP through factors such as increased sales, cost savings, and enhanced market value. Furthermore, CSR practices contribute to social well-being by creating job opportunities, supporting local communities, and preserving cultural heritage. Additionally, CSR activities promote environmental sustainability by reducing resource consumption, conserving biodiversity, and mitigating the negative impacts of tourism on ecosystems. This study contributes to the literature by providing insights into the relationship between CSR and FP in tourism organizations, as well as the social and environmental impacts of CSR integration in the tourism industry. The findings highlight the importance of incorporating CSR principles into tourism operations to promote sustainable development and responsible tourism practices.