

**ELEMENT 010 RESEARCH PROPOSAL:
CROSS-CULTURAL MANAGEMENT CHALLENGES FACED BY
THE INTERNATIONAL BUSINESS OF WPP PLC**

Table of Contents

1. Introduction.....	4
Background of the research.....	4
Problem statement.....	4
Research aim.....	5
Research objectives.....	5
Research questions.....	5
Significance of research.....	5
2. Literature Review.....	5
Understanding cross-cultural management.....	5
Assessing the challenges arising from cross-cultural management in international businesses.....	6
Impact of Hofstede Cultural Dimensions theory.....	8
Potential solutions for elimination challenges for cross-cultural management.....	9
3. Research Design and Methodology.....	9
Type of investigation.....	10
Data collection method.....	10
Sampling method.....	11
Accessibility issues.....	12
Ethical issues.....	12
Data analysis plan.....	12
Research limitations.....	12
4. Timetable, Limitations, Conclusion.....	13
Timetable.....	13
Expected outcome.....	14
References.....	15
Appendix.....	18
Appendix 1: Timetable.....	18

aZillion Words

1. Introduction

Background of the research

Cross-cultural management can be defined as the administration of individuals or groups from different cultural backgrounds within an organisation. For such a management to work in a harmonious manner, the need for being cooperative and having empathy are necessary. Adequate efforts of cross-cultural management can help in reducing the gap among people belonging from different cultural backgrounds. As per Romani *et al.* (2018), its impact can be identified in the development of a positive work culture without any scope of discrimination through which employee motivation and productivity can be achieved. Cross-cultural management can be mostly observed in international businesses since they are spread across a wide area catering to a diverse workforce.

There are certain issues which hinder cross-cultural management such as communication, work style, motivational factors and lack of information and awareness among others (Onyusheva and Changjongpradit, 2018). These challenges can pose a problem for successful work functioning. In order to identify these specific problems and its impact, this study focuses on the international business organisation of WPP plc. The organisation of WPP plc is a British multinational company engaged in communications advertising, technology, public relations as well as commerce holding company (Wpp.com, 2021). The organisation is headquartered in London, United Kingdom and offers its services to more than hundred countries. Therefore, by evaluating the cross-cultural management challenges faced in the organisation, suitable alternatives or recommendations can be established for feasible work functioning.

Problem statement

An organisation comprising cross-cultural management can execute a wide variety of tasks in a lucrative manner. According to Stahl *et al.* (2017), this is because people working together from different cultural backgrounds are able to incorporate a variety of knowledge resulting in quality work. Cultural competency results in strengthening organisational teams and aids in implementing innovative ideas for solving problems. However, such managements are often faced with a multitude of challenges. Onyusheva and Changjongpradit (2018) observed that these issues are different in communication style, approach to working, decision-making, and managing conflict among others. Therefore, this study focuses on evaluating these issues in terms of the organisation of WPP plc so that respective solutions for eliminating these challenges can be established.

Research aim

The aim of this research is to identify the challenges faced in cross-cultural management in the international business of WPP plc through which suitable recommendations can be established.

Research objectives

- To understanding the concept of cross-cultural management
- To determine the challenges faced in cross-cultural management
- To evaluate the impact of issues faced in WPP plc in cross-cultural management
- To develop suitable recommendations for eliminating the challenges of cross-cultural management in WPP plc

Research questions

1. What is understood by cross-cultural management?
2. What are the challenges caused by cross-cultural management in international businesses?
3. How does cross-cultural management issues impact the functioning of WPP plc?
4. What recommendations can be established for eliminating the challenges of cross-cultural management in WPP plc?

Significance of research

The main focus of this study is to identify and analyse the issues faced in cross-cultural management. This will aid in understanding the impact of these issues in international business functioning by adhering to the organisation of WPP plc. Therein lies the significance of this study lies in where different cross-cultural management challenges can be determined. This will aid in developing relevant recommendations which will aid the organisation to eliminate these challenges leading to harmonious business functioning.

2. Literature Review

Understanding cross-cultural management

A cross-cultural management can be defined as a management which has members from different cultural orientations in an organisation. These individuals may belong from a different nation or ethnic group, all working together in the same organisation. As forwarded by Jackson and Primecz (2019), through the aid of cross-cultural management, people from different cultural backgrounds are able to

work together. This is because such a management provides the scope of working with a heterogeneous workforce without the discrimination from different caste, class, gender, religion or nationality.

As viewed by Adler and Aycan (2018), a major advantage of cross-cultural management is that such management helps people to understand different cultures. In the 21st century, having an inclusive workforce is necessary. Along with that international businesses are responsible for working with different people and organisations from different countries. The impact of cross-cultural management is highly beneficial in this regard since they are able to manage workforce diversity through adequate training and mentoring. However, despite such aspects, certain challenges remain in cross-cultural management in international businesses.

Assessing the challenges arising from cross-cultural management in international businesses

In cross-cultural management, the management of an organisation works towards resolving issues which might occur because of the cultural difference among employees. As opined by Pesch and Bouncken (2018), continuous issues in cross-cultural management can impact overall organisational functioning because of the difference in cultural value. Therefore, some of the biggest challenges faced in such management are:

Communication style

The foremost challenge faced by cross-cultural management in managing individuals with different communication styles. As per Radovic Markovic and Salamzadeh (2018), communication within a workplace is an integral factor for efficient execution of tasks. However, both verbal and non-verbal communication style differences can pose a problem leading to miscommunication or misunderstanding.

Attitude towards conflict

Conflict management is important for an organisation to work effectively towards reaching its goals (Csilla, 2019). Having some specific approaches towards solving conflicts can prove to be fruitful for organisations to resolve conflicts in an organised manner. However, employees from different cultures may have different attitudes towards resolving conflict which can lead to further internal conflicts.

Decision-making style

Organisational decision-making is highly feasible where there is collaborative participation of employees. The responsibility of decision-making can also differ in respect to different cultural values which is an issue faced by cross-cultural management. The difference can be in respect to the approach or the style of decision-making where one culture may believe in majority rule for making decisions whereas others in collaborative decision-making.

Accomplishing tasks

The manner of executing tasks is one of the crucial functions of an organisation for achieving desired organisational goals. Nikpour (2017), states that culture has a significant impact on establishing relationships within an organisation. Developing suitable relationships at the beginning of projects or during a project can influence the manner of accomplishing tasks. This can be identified as a potential challenge for cross-cultural management.

Attitude regarding disclosure

The process of disclosure is how a fact or information is made known to the public. The context of culture has a significant impact on this factor because of the different approaches taken by different cultures. Not understanding this attitude can result in difficulty in managing a workforce in terms of cross-cultural management.

Gaining knowledge

The process of gaining knowledge differs in different cultures. For instance Europeans incorporate information through cognitive means whereas in African culture symbolic imagine and rhythm play an important role whereas it is different for Asian cultures (Pbs.org, 2018). Therefore, different approaches to gaining knowledge could also have a significant impact on such management.

Impact of Hofstede Cultural Dimensions theory



Figure 2: Hofstede Cultural Dimensions theory

(Source: Beugelsdijk and Welzel, 2018)

Hofstede Cultural Dimensions theory can be determined to be a framework for understanding the difference in culture. As viewed by Beugelsdijk and Welzel (2018), Hofstede Cultural Dimensions theory aids in understanding how culture works across different countries and how it can impact the functioning of an organisation. This theory proves to be a major resource in terms of understanding the various challenges faced by cross-cultural management. According to this theory, the six dimensions reflect the issue which can lead to such challenges with organisations such as WPP plc. As per Dihl *et al.* (2017), the impact of power distance index such as the distance between management and employees can impact cross-cultural management.

An organisation focused on individualism may also fail to resolve cross-cultural management challenges because of its focus on individual characteristics rather than the overall organisation. High degree of uncertainty avoidance index in Hofstede Cultural Dimensions theory states the lack of acceptance of different thoughts, ideals or culture. It can have a direct impact on cross-cultural

management (Dihl *et al.* 2017). The impact of masculinity vs. femininity along with long-term vs. short-term orientation can also leave a significant impact. Depending on the approaches taken by an organisation, its impact on cross-cultural management can be understood. Lastly, the dimension of indulgence vs. restraint also plays a crucial role in determining how culture can impact organisational functioning. In respect to these dimensions, the aspect of culture and its impact on such management can be thoroughly evaluated for an organisation.

Potential solutions for elimination challenges for cross-cultural management

In respect to Hofstede Cultural Dimensions theory, a significant insight regarding the impact of cultural difference on managing a diverse workforce has been understood. As forwarded by Cubilla-Montilla *et al.* (2019), elimination of cultural challenges is necessary for an organisation to deliver its full potential. Due to this, innovative measures such as focusing on uplifting attitude and emotional skills can be considered to be beneficial. By spreading awareness of culture and focusing on personal adjustments, such aspects can be developed.

Adequate solutions can also be determined in terms of developing cognitive skills. As viewed by Sit *et al.* (2017), cross-cultural training can prove to be a feasible solution for improving knowledge among employees within an organisation. In accordance to this, enhancement of behavioural or communication skills can cater towards high performance within an organisation. Implementation of strategic measures such as taking the aid of translators, implementing training and development programs can help in eliminating the challenges faced in cross-cultural management. Its impact can be deemed as beneficial for WPP plc leading to improved organisational functioning.

3. Research Design and Methodology

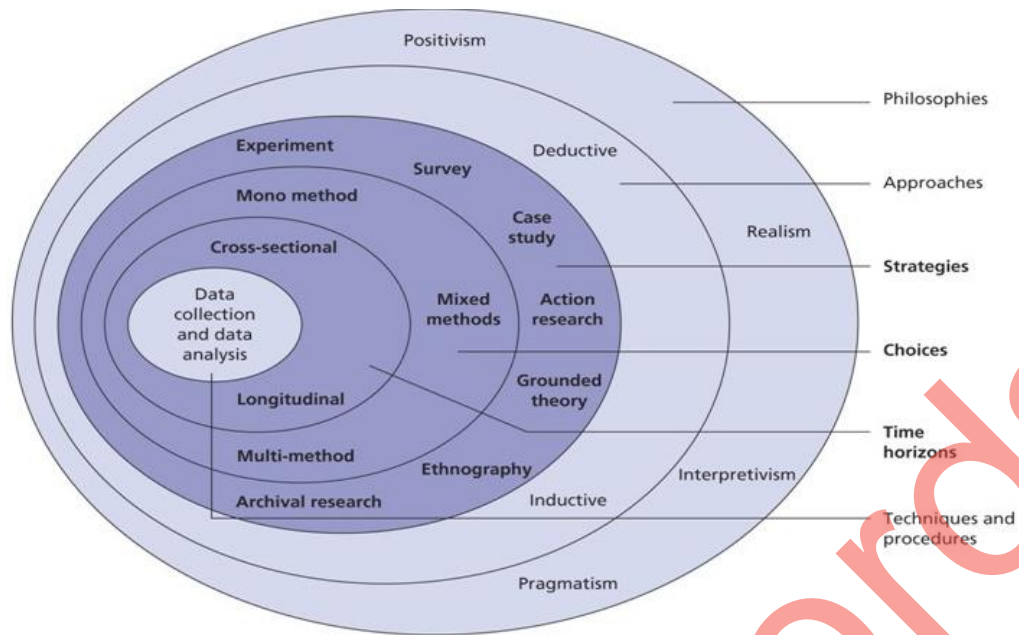


Figure 2: Research onion

(Source: Saunders *et al.* 2015)

The methodology of this research will abide by the different strategies suggested in the research onion. As opined by Saunders *et al.* (2015), the research onion helps in understanding the different stages required to be incorporated for adequate collection and analysis of data. Therefore, based on research, suitable tools and techniques relevant for gathering and analysing data will be presented in this section.

Type of investigation

The need for suitable investigation in a research helps in examining and collecting relevant evidence through which adequate data can be analysed. As opined by Mathoulin-Pelissier and Pritchard-Jones (2019), research investigation approaches consist of exploratory, descriptive and hypothesis testing study. In this research, descriptive investigation will be initiated in order to conduct careful observations and measurements for collecting data. This approach can be identified to be relevant for this study since it provides the scope of evaluating factual data in a systematic manner. Moreover, this investigation process will help in reaching a thorough conclusion of challenges of cross-cultural management in WPP plc which is not possible with the other methods.

Data collection method

Data collection is one of the most integral parts of a research (Moser and Korstjens, 2018). The two types of data collection method includes primary and secondary research. The former is focused on collecting data from participants using methods survey and interview among others. On the other hand, secondary data collection caters to books, journals and websites for collecting existing information.

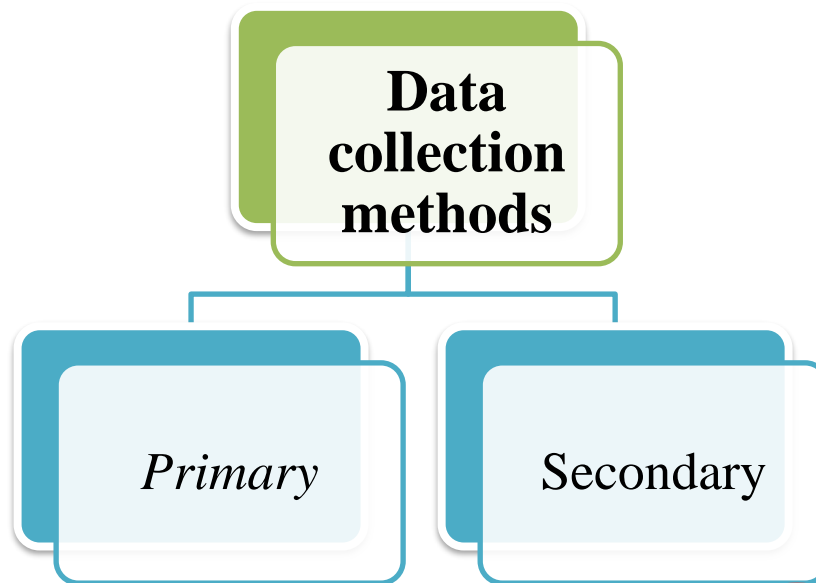


Figure 3: Data collection method

(Source: Moser and Korstjens, 2018)

In this study, the data collection process will be primary quantitative by adhering to survey questionnaires will be used. As opined by Coppock and McClellan (2019), survey is a lucrative method for collecting a wide range of data in a short period of time. This study will be conducted via email survey among the employees of WPP plc. Since the issue of cross-cultural management is being evaluated for this very organisation, collecting data from the organisation's employees will lead to an in-depth understanding of the challenges of cross-cultural management in the organisation. The chosen data collection method which is an email survey will comprise a close-ended questionnaire through which different facets of the challenges faced within WPP plc can be determined. It will help in analysing the relevant data through which a distinctive conclusion leading to the fulfilment of the research objectives.

Sampling method

In a research, sampling provides the scope of narrowing down research samples so that appropriate data collection can be conducted. In this study, the sampling population can be determined to be 157 employees of WPP plc among which the sample size of 101 can be garnered. In order to determine the suitable process of sampling, implementing relevant sampling techniques is necessary. As viewed by Etikan and Bala (2017), simple random probability sampling is an efficient sampling process where sample selection can be conducted without any bias. It enhances the credibility of a research through which adequate interpretation of findings can be conducted.

Accessibility issues

One of the biggest accessibility issues faced in this research can be identified to be in terms of data collection. Although primary quantitative data collection process will be used for garnering relevant data, primary qualitative through interview will have resulted in a further elaborate view about the research topic. However, because of the global pandemic, face-to-face interviews will not be possible. In order to mitigate this issue, the research can also take the focus on secondary data collection through which existing information can be further evaluated in order to bridge the gap in knowledge.

Ethical issues

Research ethics are needed to be abided by every researcher in order to ensure the credibility of a study. Since the primary quantitative data collection process through an email survey will be conducted for data collection, therefore, the foremost issue can arise in terms of consent. Due to this, Karbwang *et al.* (2018), asserts that gaining consent from the employees of WPP plc through the email before the survey is accessed is integral. Maintaining transparency regarding this research among the participants are also important through which research ethics can be upheld. An issue regarding the lack of participant privacy can prove to be highly critical. Due to which, "The Data Protection Act 2018" is needed to be followed so that participant anonymity can be maintained (Gov.uk, 2018). Moreover, the data is required to be kept in a safe and secured place such as a password protected pen-drive so that it cannot be used for any other purpose than this research.

Data analysis plan

Through the process of data analysis, collected data is thoroughly evaluated through which useful information is garnered. In this study, data analysis will help in reaching an adequate understanding regarding the research topic through which the research objectives will be met. For analysing quantitative primary data, the use of graphs and charts will be used for illustrating the different variables of collected data. Illustration of data will help in interpreting the data with adequate focus through which significant information can be obtained regarding challenges of cross-cultural management faced in WPP plc. Thus, by developing suitable graphs and presenting tables of data, a structured process of data analysis will be conducted for this research.

Research limitations

Research limitations hinder the value of a research since it has a direct impact. In this study, the data collection will be conducted using an email survey. Although this process is beneficial for this

research, incomplete form of survey or lack of replies within the provided timeline can create an issue in terms of reaching the deadline for this research. Due to this, inaccurate feedback can be identified as a significant research limitation. Lack of experience in creating email surveys can also lead to inadequate development of survey questionnaires which can directly impact the overall study. Moreover, being unable to utilise various resources for analysing data can also slow down the process of this research acting as a critical research limitation.

4. Timetable, Limitations, Conclusion

Timetable

(Refer to Appendix 1)

The research timetable helps in understanding the expected amount of time required for the research to be accomplished. Moreover, it provides a structured plan through which this research focused on understanding cross-cultural management issues in WPP plc can be evaluated leading to suitable recommendations. In order to execute this research in a suitable manner, the expected timeline has been identified to 20 weeks. The first week resulted in the selection of the topic in respect to international business management. Followed by this, two weeks of time were focused on developing a layout and planning. This is an integral stage since the complete research execution depends on an effective plan. Three to seven weeks are dedicated for conducting adequate secondary analysis through the aid of existing research. Books, journals and websites will be evaluated for identifying relevant information regarding the research topic.

One of the crucial aspects of a research is collection of data. Therefore, for this research, 4 weeks were established so that relevant information could be selected from the chosen techniques. Since primary data collection is selected, an abundance of eight weeks have been selected so that relevant data can be collected by adhering to proper ethical code of conduct. This is followed by analysing the data which has also been allocated seven weeks so that adequate conclusions can be derived from the data leading to its findings assessment in four weeks. By adhering to this structured process, relevant answers will be derived through which project draft can be completed followed by its final submission. Therefore, following this timetable will lead to the fulfilment of research aim and objectives in a structured manner.

Expected outcome

By conducting this research, the different challenges faced in cross-cultural management in respect to international businesses will be evaluated in this study. Further specific analysis of such challenges can be determined in respect to the organisation of WPP plc. The organisation functioning on the international scale will be able to analyse these respective challenges followed by the implementation of strategic measures through which they can be eliminated. Therefore, the expected outcome is to understand the impact of such issues on WPP plc followed by suitable recommendations so that the organisation is able to function successfully and achieve new heights in the global scale.

azillion Words

References

- Adler, N.J. and Aycan, Z., (2018). Cross-cultural interaction: What we know and what we need to know. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, pp.307-333.
- Beugelsdijk, S. and Welzel, C., (2018). Dimensions and dynamics of national culture: Synthesizing Hofstede with Inglehart. *Journal of Cross-Cultural Psychology*, 49(10), pp.1469-1505.
- Coppock, A. and McClellan, O.A., (2019). Validating the demographic, political, psychological, and experimental results obtained from a new source of online survey respondents. *Research & Politics*, 6(1), p.2053168018822174.
- Csilla, K.M., (2019). Conflict Management-Resolution Based on Trust?. *Ekonomicko-manazerske spektrum*, 13(1), pp.72-82.
- Cubilla-Montilla, M., Nieto-Librero, A.B., Galindo-Villardón, M.P., Vicente Galindo, M.P. and Garcia-Sanchez, I.M., (2019). Are cultural values sufficient to improve stakeholder engagement human and labour rights issues?. *Corporate Social Responsibility and Environmental Management*, 26(4), pp.938-955.
- Dihl, L., Testa, E.S., Knob, P., da Silva, G.L., Favaretto, R.M., de Alcântara, M.F. and Musse, S.R., (2017). Generating cultural characters based on hofstede dimensions. In *2017 IEEE Virtual Humans and Crowds for Immersive Environments (VHCIE)* (pp. 1-5). IEEE.
- Etikan, I. and Bala, K., (2017). Sampling and sampling methods. *Biometrics & Biostatistics International Journal*, 5(6), p.00149.
- Gov.uk (2018). *Data protection*. Available at: <https://www.gov.uk/data-protection> [Accessed on: 7 May 2021]
- Jackson, T. and Primecz, H., (2019). Cross-cultural management studies and the Englishization of scholarly communication: A paradox.
- Karbwang, J., Koonrunsesomboon, N., Torres, C.E., Jimenez, E.B., Kaur, G., Mathur, R., Sholikhah, E.N., Wanigatunge, C., Wong, C.S., Yimtae, K. and Malek, M.A., (2018). What information and the extent of information research participants need in informed consent forms: a multi-country survey. *BMC medical ethics*, 19(1), pp.1-11.

Mathoulin-Pelissier, S. and Pritchard-Jones, K., (2019). Evidence-based data and rare cancers: The need for a new methodological approach in research and investigation. *European Journal of Surgical Oncology*, 45(1), pp.22-30.

Moser, A. and Korstjens, I., (2018). Series: Practical guidance to qualitative research. Part 3: Sampling, data collection and analysis. *European Journal of General Practice*, 24(1), pp.9-18.

Nikpour, A., (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, 6, pp.65-72.

Onyusheva, I. and Changjongpradit, E.E., (2018). Problematic Issues Of Cross-cultural Interaction In The Context Of International Management. *The Euraseans: Journal On Global Socio-economic Dynamics*, (3 (10)), Pp.52-60.

Pbs.org (2018). *AMPU Guide: Common Cross-cultural Communication Challenges*. Available at: <https://www.pbs.org/ampu/crosscult.html> [Accessed on: 6 May 2021]

Pesch, R. and Bouncken, R.B., (2018). How to achieve benefits from diversity in international alliances: Mechanisms and cultural intelligence. *Global Strategy Journal*, 8(2), pp.275-300.

Radovic Markovic, M. and Salamzadeh, A., (2018). The importance of communication in business management. In Radovic Markovic, M., & Salamzadeh, A.(2018). *The Importance of Communication in Business Management, The 7th International Scientific Conference on Employment, Education and Entrepreneurship, Belgrade, Serbia*.

Romani, L., Mahadevan, J. and Primecz, H., (2018). Critical cross-cultural management: Outline and emerging contributions. *International Studies of Management & Organization*, 48(4), pp.403-418.

Saunders, M.N., Lewis, P., Thornhill, A. and Bristow, A., (2015). Understanding research philosophy and approaches to theory development. *Research methods for business students*, 3(2). pp.136-162.

Sit, A., Mak, A.S. and Neill, J.T., (2017). Does cross-cultural training in tertiary education enhance cross-cultural adjustment? A systematic review. *International journal of intercultural relations*, 57, pp.1-18.

Stahl, G.K., Miska, C., Lee, H.J. and De Luque, M.S., (2017). The upside of cultural differences. *Cross Cultural & Strategic Management*.

Wpp.com (2021). *About*. Available at: <https://www.wpp.com/about> [Accessed on: 7 May 2021]

aZillion Words

Appendix

Appendix 1: Timetable

Main activities and stages	1 st week	2 nd -4 th week	5 th -7 th week	8 th -11 th week	12 th -15 th week	16 th -19 th week	20 th week
Selecting topic	➤						
Planning research layout and plan		➤					
Conducting literature review			➤	➤			
Selecting research tools and technique				➤			
Primary data collection				➤	➤		
Data analysis					➤	➤	
Interpretation of findings						➤	
Preparing conclusion						➤	
Project rough draft							➤
Final submission							➤

Appendix 2: Ethics Form



Anglia Ruskin
University

Stage 1 Research Ethics Application Form

Section 1: Details of the Researcher and their Research

N.B. If you are conducting research that involves 'animals (dead or alive) and significant habitats', please use the Stage 1 Research Ethics Application Form involving Animals and Habitats (www.anglia.ac.uk/researchethics).

Applicants carrying out research with children or vulnerable adults may also need to carry out an online Safeguarding course and submit the pass certificate with their ethics application. Please refer to the Question Specific Advice for the Stage 1 Research Ethics Application Form at the above weblink.

Researcher details	
First name	
Family name	
School/Faculty	
Email address	
Name of Institution where you study or work	
Are you: <i>Please tick</i>	<input type="checkbox"/> Undergraduate (UG) Student <input type="checkbox"/> Postgraduate Taught (PGT) Student <input type="checkbox"/> Postgraduate Research (PGR) Student <input type="checkbox"/> Member of ARU Staff <input type="checkbox"/> Member of ARU staff carrying out Masters/Doctorate research
Students (including staff proposing research on a course/programme)	
Your SID	
Your course/programme title	
Name of your First Supervisor (for PGR) or Supervisor (for UG and PGT)	
Research details	

Title of your research project <i>N.B. For UG/PGT students, this is not the title of your research module</i>	Cross-Cultural Management Challenges faced by the International Business of WPP plc
Name and institutional affiliation of any research collaborators	
Date of application	
Start date of proposed research	
Brief Project Summary (up to 700 words) Please summarise your research in non-specialist language. Please describe where relevant: <i>Methodology (please describe what you plan to do as opposed to providing a background in your chosen methodology)</i> <i>Theoretical approaches</i> <i>Research questions</i> <i>Details of participant population (recruitment, inclusion and exclusion criteria)</i>	<p>Project background</p> <p>Cross-cultural management can be defined as the administration of individuals or groups from different cultural backgrounds within an organisation. There are certain issues which hinder cross-cultural management such as communication, work style, motivational factors and lack of information and awareness among others. These challenges can pose a problem for the international business organisation of WPP plc through which cross-cultural management challenges faced in the organisation, suitable alternatives or recommendations can be established for feasible work functioning.</p> <p>Methodology</p> <p>The methodology of this research will abide by the different strategies suggested in the research onion. In this research, descriptive investigation will be initiated in order to conduct careful observations and measurements for collecting data. This approach can be identified to be relevant for this study since it provides the scope of evaluating factual data in a systematic manner.</p> <p>In this study, the data collection process will be primary quantitative by adhering to survey questionnaires will be used. The chosen data collection method which is an email survey will comprise a close-ended questionnaire through which different facets of the challenges faced within WPP plc can be determined for reaching distinctive conclusion leading to the fulfilment of the research objectives.</p> <p>Research ethics are needed to be abided by every researcher in order to ensure the credibility of a study. Since the primary quantitative data collection process through an email survey will be conducted</p>

for data collection, therefore, the foremost issue can arise in terms of consent. “The Data Protection Act 2018” is needed to be followed so that participant anonymity can be maintained. The data is required to be kept in a safe and secured place such as a password protected pen-drive so that it cannot be used for any other purpose than this research.

In this study, data analysis will help in reaching an adequate understanding regarding the research topic through which the research objectives will be met. For analysing quantitative primary data, the use of graphs and charts will be used for illustrating the different variables of collected data for its relevant interpretation

Theoretical approaches

Through the aid of cross-cultural management, people from different cultural backgrounds are able to work together. The impact of cross-cultural management is highly beneficial in this regard since they are able to manage workforce diversity through adequate training and mentoring. However, despite such aspects, certain challenges remain in cross-cultural management in international businesses.

Some of the biggest challenges faced in such management are issues in communication style, attitude towards conflict, decision-making style, accomplishing tasks, attitude regarding disclosure and gaining knowledge. In order to understand the impact of these issues, *Hofstede Cultural Dimensions theory* can be selected as a framework for understanding the difference in culture. According to this theory, the six dimensions reflect the issue which can lead to such challenges with organisations such as WPP plc.

Power distance between management and employees can impact cross-cultural management. An organisation focused on individualism may also fail to resolve cross-cultural management challenges because of its focus on individual characteristics. High degree of uncertainty avoidance index in Hofstede Cultural Dimensions theory states the lack of acceptance of different thoughts, ideals or culture. The impact of masculinity vs. femininity

along with long-term vs. short-term orientation can also leave a significant impact. Depending on the approaches taken by an organisation, its impact on cross-cultural management can be understood. Lastly, the dimension of indulgence vs. restraint also plays a crucial role. Its impact can be deemed as beneficial for WPP plc leading to improved organisational functioning.

Research questions

1. What is understood by cross-cultural management?
2. What are the challenges caused by cross-cultural management in international businesses?
3. How does cross-cultural management issues impact the functioning of WPP plc?
4. What recommendations can be established for eliminating the challenges of cross-cultural management in WPP plc?

Participant population

Sampling provides the scope of narrowing down research samples so that appropriate data collection can be conducted. In this study, the sampling population can be determined to be 157 employees of WPP plc among which the sample size of 101 can be garnered. Simple random probability sampling is an efficient sampling process where sample selection can be conducted without any bias and it enhances the credibility of a research.

Please explain the potential value of your research to society and/or the economy and its potential to improve knowledge and understanding.

The main focus of this study is to identify and analyse the issues faced in cross-cultural management. This will aid in understanding the impact of these issues in international business functioning by adhering to the organisation of WPP plc. Therein lies the value of this study lies in where different cross-cultural management challenges can be determined. This will aid in developing relevant recommendations through which the organisation would be able to function feasibility leading to economic benefits for the organisation as well as the country.

Section 2: Research Ethics Checklist (Refer to Section 3 for an explanation of the colour coding.)

N.B. If you are conducting research that involves ‘animals and significant habitats’, please use the Stage 1 Research Ethics Application Form involving Animals and Habitats (www.anglia.ac.uk/researchethics).

You must provide a response to ALL questions. Please refer to the Question Specific Advice for completing the Stage 1 Research Ethics Application Form for guidance.

Will your research (delete as appropriate):				
1	Involve human participants?		YES	NO
2	Utilise data that is not publically available?		YES	NO
3	Create a risk that individuals and/or organisations could be identified in the outputs?		YES	NO
4	Involve participants whose responses could be influenced by your relationship with them or by any perceived, or real, conflicts of interest?		YES	NO
5	Involve the co-operation of a ‘gatekeeper’ to gain access to participants?		YES	NO
6	Offer financial or other forms of incentives to participants?		YES	NO
7	Involve the possibility that any incidental health issues relating to participants could be identified?		YES	NO
8	Involve the discussion of topics that participants may find distressing?		YES	NO
9	Take place outside of the country where you work and/or are enrolled to study?		YES	NO
10	Cause a negative impact on the environment (over and above that of normal daily activity)?		YES	NO
11	Involve genetic modification of human tissue, or use of genetically modified organisms classified as Class One activities? ¹ .		YES	NO
12	Involve genetic modification of human tissue, or use of genetically modified organisms above Class One activities? ² .		YES	NO
13	Collect, use or store any human tissue or DNA (including but not limited to, serum, plasma, organs, saliva, urine, hair and nails)? ³		YES	NO
14	Involve medical research with humans, including clinical trials or medical devices?		YES	NO
15	Involve the administration of drugs, placebos or other substances (e.g. food, vitamins) to humans?		YES	NO
16	Cause (or have the potential to cause) pain, physical or psychological harm or negative consequences to humans?		YES	NO

¹ Email FST-Biologicalsafety.GMO@anglia.ac.uk for further information.

² As above.

³ For any research involving human material you must contact ARU-HBMC@anglia.ac.uk for further guidance on how to proceed.

17	Involve the collection of data without the consent of participants, or other forms of deception?	●	YES	NO
18	Involve interventions with people aged 16 years of age and under?	●	YES	NO
19	Relate to military sites, personnel, equipment, or the defence industry?	●	YES	NO
20	Risk damage/disturbance to culturally, spiritually or historically significant artefacts/places, or human remains?	●	YES	NO
21	Contain research methodologies you, or members of your team, require training to carry out?	●	YES	NO
22	Involve access to, or use (including internet use) of, material covered by the Counter Terrorism and Security Act (2015), or the Terrorism Act (2006), or which could be classified as security sensitive? ⁴	●	YES	NO
23	Risk being construed as encouraging terrorism or inviting support for proscribed organisations and/or contain extremist views that risk drawing people into terrorism or are shared by extremist groups	●	YES	NO
24	Involve you or participants in a) activities which may be illegal and/or b) the observation, handling or storage (including export) of information or material which may be regarded as illegal?	●	YES	NO
25	Does your research involve the NHS (require Health Research Authority and/or NHS REC and NHS R&D Office cost and capacity checks)?	●	YES	NO
26	Require ethical approval from any recognised external agencies (Social Care, Ministry of Justice, Ministry of Defence)?	●	YES	NO
27	Involve individuals aged 16 years of age and over who lack 'capacity to consent' and therefore fall under the Mental Capacity Act (2005)?	●	YES	NO
28	Involve processing special category data ⁵ and/or intend to recruit 100 or over participants?	●	YES	NO
29	Pose any ethical issue not covered elsewhere in this checklist (excluding issues relating to animals and significant habitats which are dealt with in a separate form)?	●	YES	NO

Please note that the Faculty Research Ethics Panel (FREP) will refer to the Office of the Secretary and Clerk any application where, in the view of the Chair, the proposed research poses a risk of a legal or security related nature to Anglia Ruskin University. The Chair will seek guidance from the

⁴ The Counter Terrorism and Security Act (2015) and Terrorism Act (2006) outlaws web posting of material that encourages or endorses terrorist acts, even terrorist acts that have occurred in the past. Sections of the Terrorism Act also create a risk of prosecution for those who transmit material of this nature, including transmitting the material electronically. The storage of such material on a computer can, if discovered, prompt a police investigation. Visits to websites related to terrorism and the downloading of material issued by terrorist groups (even from open-access sites) may be subject to monitoring by the police. Storage of this material for research purposes may also be subject to monitoring by the police. Therefore, research relating to terrorism, or any other research that could be classified as security-sensitive (for example, Ministry of Defence-commissioned work on military equipment, IT encryption design for public bodies or businesses) needs special treatment. If you have any doubts about whether your research could be classified as security-sensitive, please speak to your FREP Chair.

⁵ Special category data is defined as personal data which reveals racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a person, and data concerning health or data concerning a person's sex life or sexual orientation.

Secretary and Clerk before the FREP decides if the proposed research can be granted ethical approval and/or the nature of any special arrangements which need to be put in place.


aZillion Words

Section 3: Approval process

All student applications must be sent to your Supervisor for checking.
Your Supervisor must then forward the application to the SREP/FREP (as appropriate)

FREP = Faculty Research Ethics Panel

SREP = School Research Ethics Panel


 NO answered to all questions
Riskcategory Green



Complete Section 6 of this form and then send it to your SREP.

You do not require ethical approval from a committee.

You can start your research immediately.


 YES to any of Questions 1-11 and/or 29 but NO to all other questions

Risk category Yellow



Complete Section 4 -6 of this form and submit it, and the Participant Information Sheet (PIS) and Participant Consent Form (PCF), to your SREP. Your faculty may require further documents.

You need to wait for ethical approval before you start your research.


 YES to any of Questions 12-24

Risk Category Red



Complete Section 5 and 6 of this form and complete the Stage 2 Approval form. Submit both, and any other documents required, to your FREP. **If you answered YES to Question 23 you must also complete and submit for consideration by the committee the Stage 3 Approval form.**

You need to wait for ethical approval before you start your research.

 YES to any of Questions 25-27



Risk Category Purple

You need external approval(s) which, if granted, may be regarded as equivalent to approval from an Anglia Ruskin ethics committee.

Refer to the Question Specific Advice for the Stage 1 Research Ethics Application Form and Code of Practice for Applying for Ethical Approval for further information

You need to wait for ethical and/or governance approval before you start your research.



You must also complete the Special Category Data Questions and submit these with your application (see Section 5).



Yes to Question 28

Risk Category Blue

azillion Words

Section 4: Project details

Management of Ethical Risk

For each of Questions 1-11 and Question 29, where you have responded 'Yes', please explain for the panel how you justify and will manage the ethical risk created. Your research is in the Yellow risk category.

Only question number one falls in the category of yes since primary quantitative data collection will be carried out in this research. However, adequate ethical considerations will be maintained such as asking for participant consent, maintaining transparency, following The Data Protection Act 2018 for ensuring participant privacy and keeping the data in a safe and secured place.

Section 5: Data Protection

If your research involves personal data and will be in the European Economic Area (EEA) or involve transferring data in or out of the EEA (the EEA includes EU member states and also Iceland, Liechtenstein and Norway).

- 1. You must complete the Research Checklist for Data Protection and confirm that you have done this in Section 6.**

https://web.anglia.ac.uk/onet/staff/sec_clerk/Data%20Protection/guidance/research.phtml

2. If you have said 'yes' to Question 28, you must also complete the Further Data Protection Questions and follow further instructions if applicable. You need to submit this document with your ethics application.

https://web.anglia.ac.uk/onet/staff/sec_clerk/Data%20Protection/guidance/research2.phtml

3. If your research will not involve the EEA, you need to confirm in Section 6 that you will comply with the data legislation relating to the country you are carrying research out in or transferring data in or out of.

Section 6: Confirmation/Declaration statements

Confirmation Statements (delete as appropriate)		
1	I have completed the relevant training in research ethics. ⁶	Yes No
2	I have consulted the Research Ethics Policy and the relevant sections of the Code of Practice for Applying for Ethical Approval, available at https://www.anglia.ac.uk/research-ethics	Yes No
3	I have completed a Risk Assessment (Health and Safety) and had it approved by the appropriate person. ⁷	Yes No
4	Either I have reviewed the Research Checklist for Data Protection and comply with its requirements. If I needed to complete the Further Data Protection Questions, I obtained advice from our Data Protection Officer if any of my responses were 'no' and submit the correspondence with this ethics application. Or for research that does not involve the EEA, I will comply with any data protection	Yes No Not applicable

⁶ Where required, UG or PGT students must submit confirmation with this form that they have passed the on-line ethics training. Some courses have exemption from this requirement. Please check with your supervisor.

⁷ For research conducted at ARU including University Centre Peterborough and College of West Anglia, go to https://web.anglia.ac.uk/onet/staff/sec_clerk/ for the relevant guidance. Students at other institutions must follow local processes.

5	For research funded externally where the funding was acquired via Anglia Ruskin, I have completed a Project Risk Assessment. ⁸	Yes No
6	I have attached my confirmation of passing a Safeguarding course.	Yes No
7	If my research project involves a contract between Anglia Ruskin University and an external party, I have had the contract approved by the Secretary and Clerks Office ⁹	Yes No Not applicable

Confirmation of Data Storage Compliance

Applicant Declaration

By sending this form from my Anglia Ruskin e-mail account, I confirm that I will undertake the research as detailed here. I understand that I must abide by the terms of my ethical approval and that I may not amend the research without further ethical approval. I also confirm that the research will comply with all Anglia Ruskin ethical guidance, all relevant legislation and any relevant professional or funding body ethical guidance.

Supervisor/First Supervisor Declaration

By sending this form from my Anglia e-mail account, I confirm the statements in the Applicant Declaration and that I will supervise the research as detailed in the application.

Thank you for completing the Stage 1 Research Ethics Application Form.

Please submit it as follows:

Staff Researchers: Send form directly to the relevant committee.

Student Researchers (including staff carrying out research in a student capacity):
Send form to Supervisor/First Supervisor.

Supervisor/First Supervisor: Check application and forward to the relevant committee.

For FREP/SREP details please visit the Ethics website:

<https://web.anglia.ac.uk/onet/rido/ethics/about/frep.phtml> On this page you will also find links to each Faculty's website where more information on SREPS can be found.

⁸ For details go to web.anglia.ac.uk/onet/rdcs/compliance/faqs.phtml

⁹ For details go to http://web.anglia.ac.uk/onet/staff/sec_clerk/

Date 1 May 2019
Version 4.7

aZillion Words