

**Pearson Higher National  
CERTIFICATE AND DIPLOMA IN  
BUSINESS STUDY**

**ASSIGNMENT BRIEF**

---

**UNIT 18: Global Business Environment**



Level  
BTEC  
Higher  
National  
Certificate

4

Level  
BTEC  
Higher  
National  
Diploma

5

### **Edexcel, BTEC and LCCI qualifications**

Edexcel, BTEC and LCCI qualifications are awarded by Pearson, the UK's largest awarding body offering academic and vocational qualifications that are globally recognized and benchmarked.

**BTEC is one of the world's most successful and best-loved applied learning brand, engaging students in practical, interpersonal and thinking skills for more than thirty years.**

**BTECs are work-related qualifications for students taking their first steps into employment, or for those already in employment and seeking career development opportunities. BTECs provide progression into the workplace either directly or via study at university and are also designed to meet employer's needs. Therefore, Pearson BTEC Higher National qualifications are widely recognised by industry and higher education as the principal vocational qualification at Levels 4 and 5.**

### **About Pearson**

Pearson is the world's leading learning company, with 40,000 employees in more than 70 countries working to help people of all ages to make measurable progress in their lives through learning. We put the student at the centre of everything we do, because wherever learning flourishes, so do people. Find out more about how we can help you and your students at [qualifications.pearson.com](https://www.pearson.com/qualifications)

# Colbourne College

## Student Cover Page And Assignment Brief

Student Name/ID Number			
<b>Unit Number and Title</b>	<b>UNIT 18. Global Business Environment</b>		
Academic Year			
<b>Assignment Title</b>	<b>LO 3. How operating in a global market influences an organisation's structure, culture and functions</b>		
Issue Date		Submission Date	
Unit Tutor		IV Name & Date	
Add Your Name And Signature Only To Confirm <b>'Authenticity Of Own Work'</b>			
Plagiarism Report Is Included	YES	NO	Number Of Pages

### STUDENTS DO NOT MARK BELOW THIS LINE PLEASE

	YES	NO	IV
<b>The Student/s satisfied the Pass Criteria?</b>			
<b>P3.</b> Evaluate the influences of globalisation on organisational governance and leadership, structure, culture and functions			
<b>P4.</b> Evaluate the influences of ethical and sustainable globalisation on organisational functions.			
Conduct adequate research to generate knowledge as basis for analysing the scenario and subject areas in the given contexts.			
Credited the sources of their information through in-text referencing			
Applied the subject areas reasonably well to the assigned role/issues in the context of the case study to correctly meet the criteria set out in the task.			
The Student/s achieved all of the above requirements that define the Pass grade	YES	NO	
<b>The Student/s satisfied the Criteria for MERIT?</b>			
<b>M3.</b> Critically evaluate global market influences in application to appropriate theories and models relating to organisational structure and culture			
The subject matter and key issues are suitably researched, and the discussion is focused. The quality of writing is very good, and the ideas transitioned well from one point to the next.			
The Student/s achieved all of the requirements that define the MERIT grade	YES	NO	
<b>The Student/s satisfied the DISTINCTION?</b>			
<b>D1.</b> Critique strategies that can be adopted by organisations operating in a global business environment, making valid and justified recommendations of how they should adapt their organisational structure and decision-making processes.			
The Student/s achieved all of the requirements that define the Distinction grade	YES	NO	
<b>Markers' Review/Comments/Further Action Required</b>	<b>Markers' Review/Comments/Further Action Required</b>		
<b>REFERRED WORK: The Student must make corrections and resubmit?</b>			
<b>Signature Of First Marker:</b>	<b>Dated:</b>	<b>Signature Of Second Marker:</b>	<b>Dated:</b>

## Guidance To Students. You should read this information before starting:

- 1) Read the brief and think about what the assignment brief is asking. Make sure you understand the assessment criteria and nature of the evidence that must be produced. If you are not clear seek guidance from the tutor on the unit.
- 2) Guided by what the subject areas and issues in the task, you will conduct literature review to produce research findings that provide valid answers to the problem/subject/issues that you are inquiring.
- 3) Produce an appropriate assessment action plan that includes relevant research resources and timeframes. Submit this to the tutor for additional support or clarification if required.
- 4) You must be clear on the requirements to develop an appropriate specification to produce and communicate your work to the intended audience e.g. for written essays or reports you will organise the paper in sections:

4.1. SECTION 1: **Introduction** – In a short opening statement you will outline what the task is asking and the aim/s of the paper. Further, you will briefly define the key terms in the assignment.

4.2. SECTION 2: **Research Findings** - you will research the subject area/s and find answers and generate the knowledge to correctly investigate the issues raised. To carry out the research, apply a range of secondary research sources to elucidate the scope of the subject and support the requirements set out in the task. The research findings that you produce must be valid. This means that the findings must be relevant, and the sources used are appropriate. You will apply the research findings to your work to support, compare, analyse and validate the ideas and arguments. All arguments and ideas discussed must be credited to the source. That is, you must correctly state the name of the Author or source that you obtained the information from e.g. (Brown, 2016). The required referencing style is Harvard Referencing.

*RESEARCH SOURCES:* Secondary research sources that you can use to gather information for your work may include textbooks, journal articles, magazine articles (not factual accounts) and newspapers. Other sources that you may collect information from are *primary research sources* which include original first-hand accounts, legal and historical documents, results of experiments and market research data collection.

*RESEARCH METHODS:* You will further apply *qualitative and/or quantitative research methods* to evaluate the research findings from the primary sources. Qualitative is reasoning with arguments while quantitative is numbers and figures.

*AVOID PLAGIARISING:* You must reference all the sources in the body of your work (in-text). Further, create a reference page to list all these in-text sources that you cited in the work. Failure to reference your work in-text and on the reference page will result in a fail grade for the unit, as this is plagiarism (cheating/academic misconduct).

- 4.3. SECTION 3: **Discussion** - this is substantive discussion of the research findings. Here you will carry out the command verb in relations to the task you are assigned. E.g. you may be asked to analyse, explain, assess, apply, justify, compare etc. These are different commands and will require different approaches. Also, if the research findings are not relevant to the task, no matter the quality and rigor of the discussion, the criteria will not be met because your discussion should be an expansion of the research findings. Hone your discussion to meet all criteria set out in the task.
- 4.4. Section 4: Conclusion. Draw conclusions to form the basis for recommendations. Conclusions are summary of the main points in the work. Recommendations are future actions needed based on the conclusion/outcome.
- 5) Submit a **pdf copy of your work** on or before the published deadlines. Work past due is not acceptable under any circumstances except in extenuating circumstances which must be approved before the deadline expires.
- 6) Submit your work using the correct portal on iTutor. Work sent to incorrect portal will not be marked.
- 7) Students will be awarded either Pass, Merit, Distinction, Referred, Incomplete, or Fail grade. In practice, this means that a student must achieve all the required learning outcomes to be awarded pass grade or higher. Thus, for students to achieve Pass, they must achieve all of the requirements that define the Pass. To achieve a Merit, students must achieve all the requirements that define Pass and Merit. For Distinction, the student must achieve all Pass, Merit and Distinction requirements. Referred Grade is where one or more tasks does not achieve a Pass Grade. You will be given feedback and the opportunity to submit the corrections at a future time agreed with your Supervisor.
- 8) Failure to submit any part of an assignment will result in the work marked In-Complete. In-complete then changes to Fail. Avoid fail grade at all cost. In-complete (IC/NC) and Fail Grade (F) mean that you must pay to take over this unit/course. Here are the ways to fail: 1) not doing the working at all; 2) not attempting all the tasks listed as P (e.g. P1, P2 etc), 3) getting over 60% of the tasks as referred grade; and 4) plagiarising. Historically, less than 5% of the class will Fail.

## LO3. ASSIGNMENT

### OBJECTIVES OF THE ASSIGNMENT

**LO3.** Evaluate how operating in a global market influences an organisation's structure, culture and functions

### CASE STUDY

❖ **CASE STUDY: The past and future of global organizations**

**LINKS:** <http://www.mckinsey.com/business-functions/organization/our-insights/the-past-and-future-of-global-organizations>

### TERMPAPER ASSIGNMENT

#### COMPULSORY. FOR THE PASS GRADE YOU MUST:

**P3.** Evaluate the influences of globalisation on organisational governance and leadership, structure, culture and functions.

- i) How does the global market influence organisations in the context of McKinsey 7S model of organisational structure?
- ii) How can the global market influence the governance and leadership of a multi-national organisation?
- iii) Using Hofstede's Dimensions of Culture, demonstrate the national cultural differences influence upon organisations.

**P4.** Evaluate the influences of ethical and sustainable globalisation on organisational functions.

**OPTIONAL:** FOR HIGHER GRADE YOUR WORK MUST ALSO MEET THE FOLLOWING CRITERIA. YOU WILL INCLUDE THE FOLLOWING IN THE TASKS FOR THE Ps BUT YOU MUST USE THE BELOW TOPICS/HEADERS:

**M2.** Critically analyse the impact that key factors have upon the global business environment in terms of benefits and challenges. (Use any three factors: competition, demand, supply, technology, national culture, human resources, marketing, social media, transportation, out-sourcing, training and education)

### SUBMISSION FORMAT

- ❖ Fully complete the Assignment Cover Page and use same as the front sheet/cover of your assignment.
- ❖ **P3, P4 & M3** are oral presentations. You are the required to develop and present a formal report to the Board Of Directors of a company using PowerPoint. Conduct research to generate knowledge which will form the basis for analysis of the scenario and context given in the Case Study. Your presentation should be referenced using the Harvard referencing system. Provide a bibliography using the Harvard referencing system.
- ❖ Each presentation is 20 – 25 minutes. To earn the grade students must be punctual for the allotted time.
- ❖ Students must use standard PowerPoint Templates and the work must be professional in appearance and quality.
- ❖ To be awarded a grade, students should not be reading but rather be professional, conversational and informative.
- ❖ You **MUST** use the headers same as given e.g. P2 and M1. Do not reword them from the original.
- ❖ Use page numbers throughout the report.
- ❖ Header Style is Arial with titles being 36-point size. Text at a 28-point size, and sub-text at 18-point size.
- ❖ Minimum number of sources for P3 and P4 is 6 each. For M1, you can use 4, while building on the sources in P3 & P4.
- ❖ Include the full plagiarism report after the reference page, and not just the score.
- ❖ Use [www.citethisforme.com](http://www.citethisforme.com) for referencing and [www.grammarly.com](http://www.grammarly.com) for grammar and proof reading

## LO3. LESSON CONTENTS

### LO3: Evaluate how operating in a global market influence an organisation's structure, culture and functions

---

#### LO 3. Course Content

##### Influences on structure, culture and functions:

- How does the global market influence organisations in the context of McKinsey 7S model of organisational structure?
- The governance of a multi-national organisation and leadership within an international context.
- Using Hofstede's Dimensions of Culture demonstrate how national cultural differences have an influence upon organisations.
- The influence of ethical and sustainable globalisation. Factors in relation to cost, market, environment and competition.

#### RESOURCES FOR LO3.

The following Reading Assignments are for lead discussion at the group meetings and to assist with carrying out the assignments:

- ❖ **The past and future of global organizations**  
LINKS: <http://www.mckinsey.com/business-functions/organization/our-insights/the-past-and-future-of-global-organizations>
- ❖ **Overcoming Effective Leadership in International Organizations**  
LINK:  
[https://www.bsg.ox.ac.uk/sites/www.bsg.ox.ac.uk/files/documents/Effective\\_Leadership\\_International\\_Organizations\\_report\\_2015\\_0903.pdf](https://www.bsg.ox.ac.uk/sites/www.bsg.ox.ac.uk/files/documents/Effective_Leadership_International_Organizations_report_2015_0903.pdf)
- ❖ **Sustainability in emerging markets: Lessons from South Africa** LINK:  
[http://www.cimaglobal.com/Documents/Thought\\_leadership\\_docs/Sustainability\\_emerging\\_markets.pdf](http://www.cimaglobal.com/Documents/Thought_leadership_docs/Sustainability_emerging_markets.pdf)
- ❖ A Discussion On Ethical Globalization  
LINK: <https://yaleglobal.yale.edu/content/discussion-ethical-globalization>

## **APPLICATION OF THE TASK TO THE ORGANISATIONAL EXAMPLES**

1. You should answer the questions generally but use the Case Study to present organisational examples to support the key points raised in your discussion.
2. Identify the seven elements in McKinsey's 7S elements for organisational effectiveness. Then for each of the elements, explain how internationalising of the company will impact each of the 7 elements of the company: organisational strategy, how the organisation is structured, its business systems, management and leadership styles, HR decisions regarding staffing and skills, and collective behavior/culture/shared values of the organisation.
3. You will need to review the issues singularly e.g. what is ethical globalisation, then advance with that understanding to assess how the practice of ethical globalisation in an organisation will likely impact the organisational functions e.g. how: marketing is conducted, operational decisions and production takes place, finances/economic decisions are managed, HR and labor decisions are made. (Then repeat the same process for 'sustainable globalisation' to assess the impact of sustainable practices in globalisation on the same business functions above).