



ANALYSING COMMUNICATION BUSINESS PROCESSES IN SUCCESSFUL MNCs: A CASE STUDY OF GSK

A Project Report

**Submitted in partial fulfilment of the requirements for the award of the degree
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ABSTRACT

The research aims towards analysing the role of the communication business process in the success of GSK, in the first chapter of the research there is the framing of aims and objectives associated with identifying the role of the communication process, influencing factors, identification of challenge followed by the provision of the recommended solution. The literature review has also explored different theoretical frameworks based on communication models and management theories on organisation. The research has focused on using effective communication process of business to engage with employees, which is helpful in making effective decision for their business operations. In addition, the research has evaluated on making strong decisions making capabilities that is helpful in enhancing productivity of a company. Furthermore, LR of this study focuses on implementing facilitating innovative technology and engaging with workforce to overcome challenges faced by MNCs in the process of communication in their business. The research incorporated different methodological tools under the methodology chapter were inteprevitism philosophy is taken for examining the role of communication. Application of inductive approach and qualitative strategy is taken up for identifying influencing factors. Added to it only primary data is included were information is obtained from interview of 3 managers at GSK. The findings state that focus on cultural diversity systems can contribute toward maintaining workplace equality and inclusivity for people from different backgrounds in GSK. Therefore, diversity training of employees can greatly enhance their abilities in terms of capitalising on different business opportunities. Hence, through application of strategic decision-making perspectives the managers at GSK will be able to ascertain key opportunities and capitalise on them effectively.

Chapter 1: Introduction

1.1 Overview of Chapter

The establishment of an effective and reliable communication process within a business is considered to be an important part towards building organisational strategy through conveying and sharing information. Therefore, considering the importance of communication in business processes the chapter presents an overview of the role of communication in the success of business undertaking GSK (GlaxoSmithKline) as a case study.

1.2 Background

The growth and development of an organisation take place with the undertaking of optimal and effective steps in the business process for the achievement of set goals in business. According to Çopet *et al.* (2021), the achievement of resilient and effective results in business takes place through undertaking business processes and operational activities in a unified manner. One of the most crucial business processes forming a major part of an organisation is communication. The development of an effective communication process in business provides the opportunity to target the selected audience and share information across the organisation. Therefore considering this aspect the presenting research is developed undertaking the role of communication business process towards success of MNC such as GSK. The inclusion of GSK as a case study has taken place due to improved business performance resulting in the success and growth of the company.

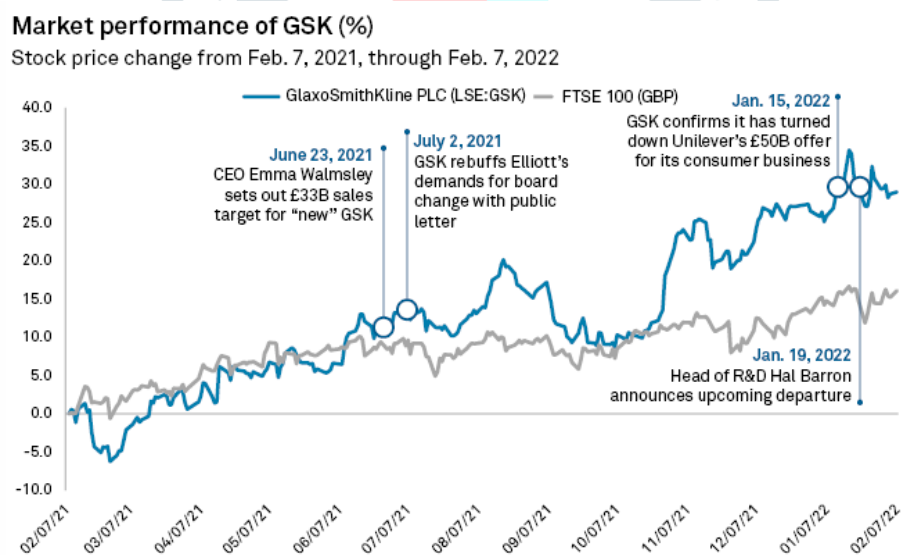


Figure 1.2: Market performance of GSK

(Source: Sp Global, 2022)

The illustrated figure provides information about the improvement in the market performance of GSK due to the undertaking of different business processes such as the formation of the team, creation of customer service and achievement of goals. Therefore undertaking GSK as a case study is found to be highly useful towards understanding the role of communication in business processes.

1.3 Problem statement

The main issue arising from the research is associated with the occurrence of inefficiencies in the business performance of GSK in terms of ineffective communication in the management process. Lack of inefficiencies in business processes created a resulting impact on the efficiency and success of the company.

1.4 Rationale

The rationale encompasses issues about the success of GSK within the business process. As per Zuhaira and Ahmad (2021), the inclusion of business processes in any organisation is considered to be an important part of accomplishing a set of tasks and effectively maintaining efficiency. However, considering the case of GSK, the topic of business process in the success of MNCs is considered to be an issue due to the occurrence of inefficiency in the performance of GSK affecting its organisational performance.

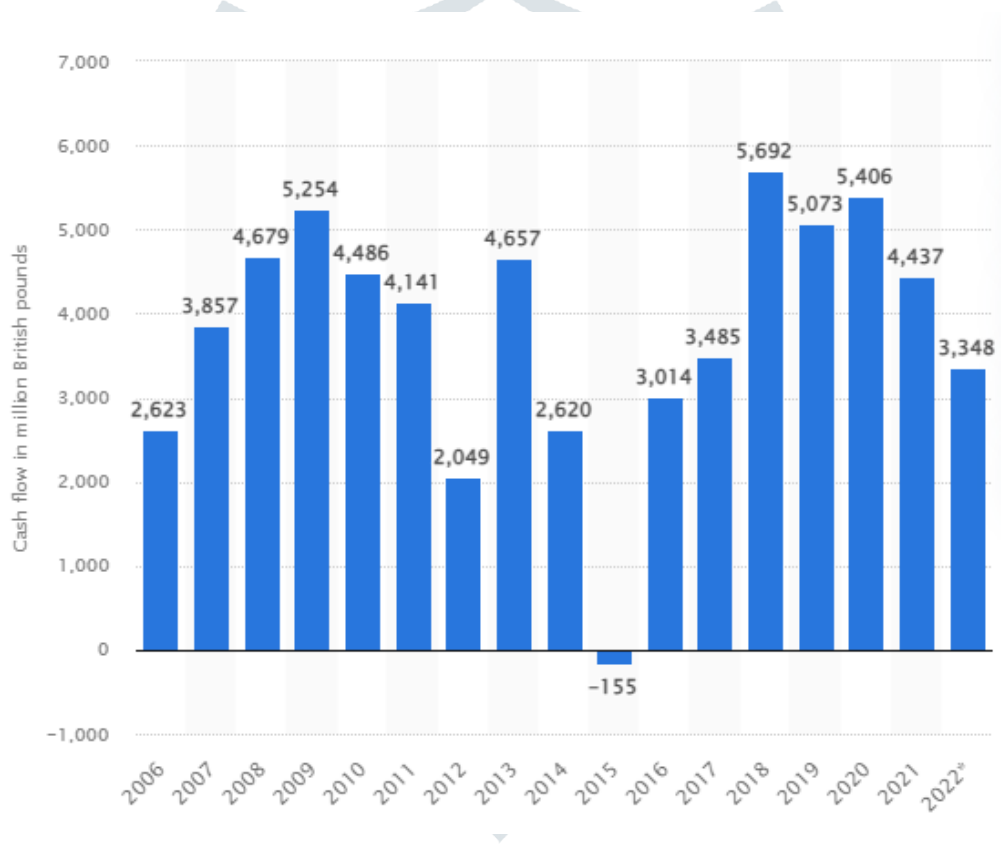


Figure 1.4: Cash flow in GSK

(Source: Miklulic, 2023)

The figure presented above provides information about cash flow in GSK from 2006 to 2022, therefore based on the information presented it can be observed that there is a significant level of fluctuation in cash reaching over 3,348 billion dollars in 2022 having a fall from 2021 (Miklulic, 2023). Reduction in cash flow within GSK has taken place due to inefficiency taking place within its Supply Chain. It has been identified that GSK is facing issues towards maintaining sustainability in SCM and cleaning up its internal operation and distribution network. In a report presented by GSK, it is informed that 40% of drugmakers' carbon footprint within GSK has shackled SCM creating a global impact on biodiversity (Kanstenier, 2022). The emergence of the SCM issue is identified

to be the issue affecting the business performance and success of GSK. However, this identified fact is an issue now due to the cutting of business in the market of Nigeria due to inefficiency in SCM.

In the report presented by Reuters, it is expressed that the evacuation of GSK from Nigeria involved the termination of the distribution network due to rising business costs and a struggle to maintain a supply of pharmacies and vaccine products (Reuters, 2023). The resulting challenges in SCM affect the business process and the success of GSK. Therefore, considering these identified challenges the research sheds light upon understanding and examining the role of communication in business processes in the success of GSK through the exchange and sharing of information in SC.

1.5 Overview of the Organisation

GSK is one of the leading pharmaceutical companies having the purpose of uniting science with technology and getting ahead of disease in a collective manner. The main purpose of GSK is to positively create an impact on the lives of people and reflect in the achievement of growth and step-wise performance (GSK, 2023).

1.6 Aim and Objective

The research aims to “*explore the role of the business communication process in success and growth of MNC undertaking GSK as the case study*”. Along with it research also examines the “*role of communication business in sharing and exchanging information in GSK*”.

Objective of the research is

- To explore the significant role of the communication business process in the success of GSK
- To identify factors influencing the business communication process in the success of GSK
- To investigate business process challenges faced by GSK in achieving success
- To recommend a solution for achieving success in GSK with a communication business process

1.7 Research question

1. What is the role of the communication business process in the success of GSK?
2. What are the factors influencing the success of GSK in the business communication process?
3. What challenges does GSK face in achieving success in the business process?
4. What are the strategic ways for GSK to achieve success with the communication business process?

1.8 Structure of dissertation

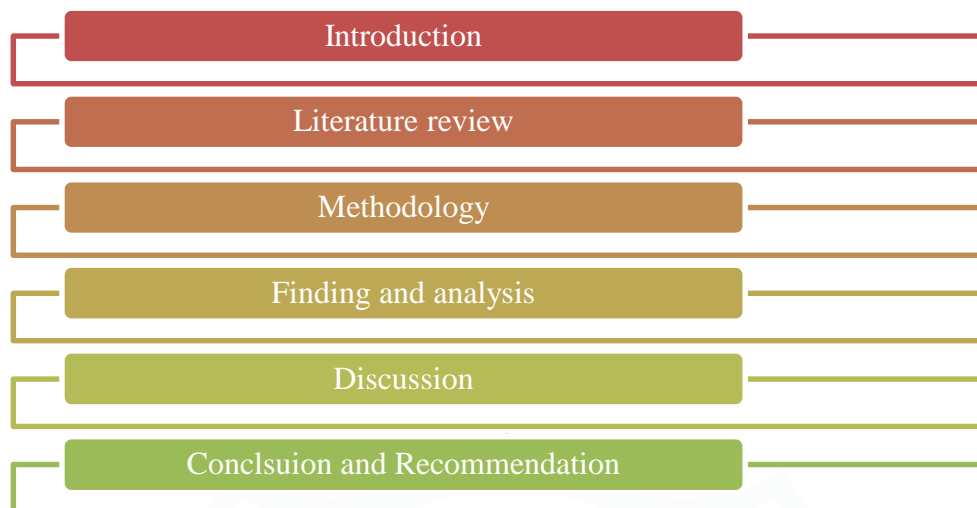


Figure 1.8: Dissertation structure

(Source: Self Developed)

1.9 Significance of research

The research is found to be highly significant in terms of understanding the importance of communication in the business process of GSK. The chapter includes facts on influencing factors and the inclusion of information in this respect holds significance towards identifying factors influencing the business process of GSK. In addition, the research is also significant in terms of identifying challenges taking place in GSK and affecting its success.

1.10 Chapter Summary

The research aims towards understanding the role of communication in the business process of GSK as the main rationale behind the formation of research on this topic has taken place after the eruption of the business process challenge. Performing research on this topic is found to be significant and relevant in terms of understanding the role played by communication in business processes and the attainment of success.

Chapter 2: Literature Review

2.1 Chapter Introduction

The chapter has highlighted the evaluation of communication business processes in the context of MNCs. There has been a focus on analysing the concept of communication business for successful business operation by sharing essential information to improve the functionality of the company. Moreover, the study has focused on evaluating various factors that influence the productivity of MNCs while using communication processes in their business. Furthermore, this section has focused on analysing challenges faced by the MNCs in communicating among their business. In addition, some of the strategies have been utilised in this chapter to interact with employees in the MNCs by taking the help of the communication process.

2.2 Concept of Communication Business Process in MNCs

The Communication process is beneficial for their business in understanding their messages among the workforce and management of an organisation. According to the words of Lai *et al.* (2020), the communication process enables a company to transfer their important messages to each other to carry out their business in an efficient manner. MNCs can utilise the communication process in sharing essential information by transferring important information among their team members. It can further be helpful for the management of MNCs in operating their business effectively by understanding their messages and completing their task within a stipulated time frame. In contrast, as per Kent and Lane (2021), the process of communication involves a two-way method to share important information among team members of an organisation.

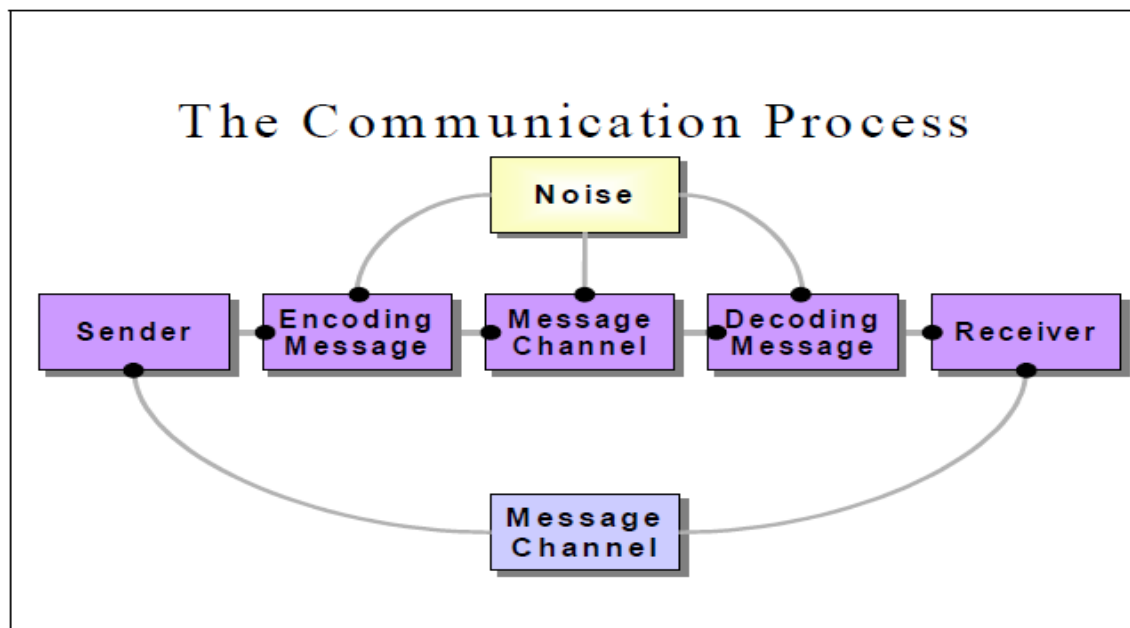


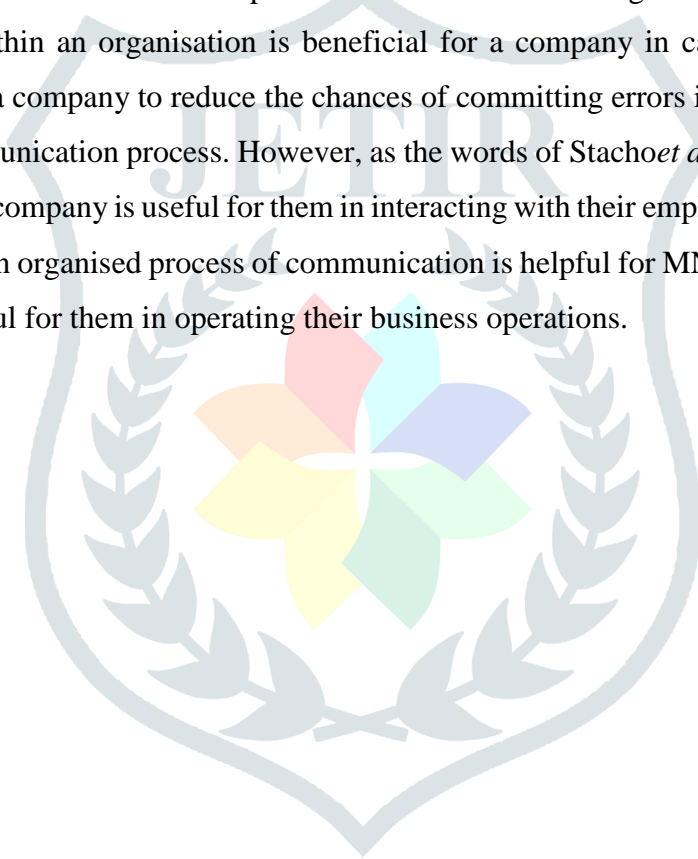
Figure 2.2: Concept of the communication process

(Source: Inspired by Kent and Lane, 2021)

The image shown above reflects that the communication process involves the sender, encoding messages, messages channels, decoding messages and receiver. MNCs can carry out their task effectively by being involved in sending messages to the receiver using effective message channels. On the other hand, Ali *et al.* (2021), state that encoding messages properly is essential in a communication process in order to operate their business properly. Therefore, it is important for the team members of an organisation to carry out their tasks by encoding messages properly after receiving them from the sender's end.

2.3 Analysing the Relation between Communication Business Process towards MNCs success

Having effective business communication is essential for an organisation to operate properly in MNCs. As per the views of Kalogiannidis (2020), a better communication process in business is useful in enhancing organisational practices in a company, which is further helpful for them in maximising their productivity. Focusing on communicating properly within an organisation is beneficial for a company in carrying out its business in an efficient manner. It enables a company to reduce the chances of committing errors in their business operations by following an effective communication process. However, as the words of Stachoet *al.* (2019), having an organised communication process in a company is useful for them in interacting with their employees as well as management. Focusing on implementing an organised process of communication is helpful for MNCs in aligning with their core values and it is further helpful for them in operating their business operations.



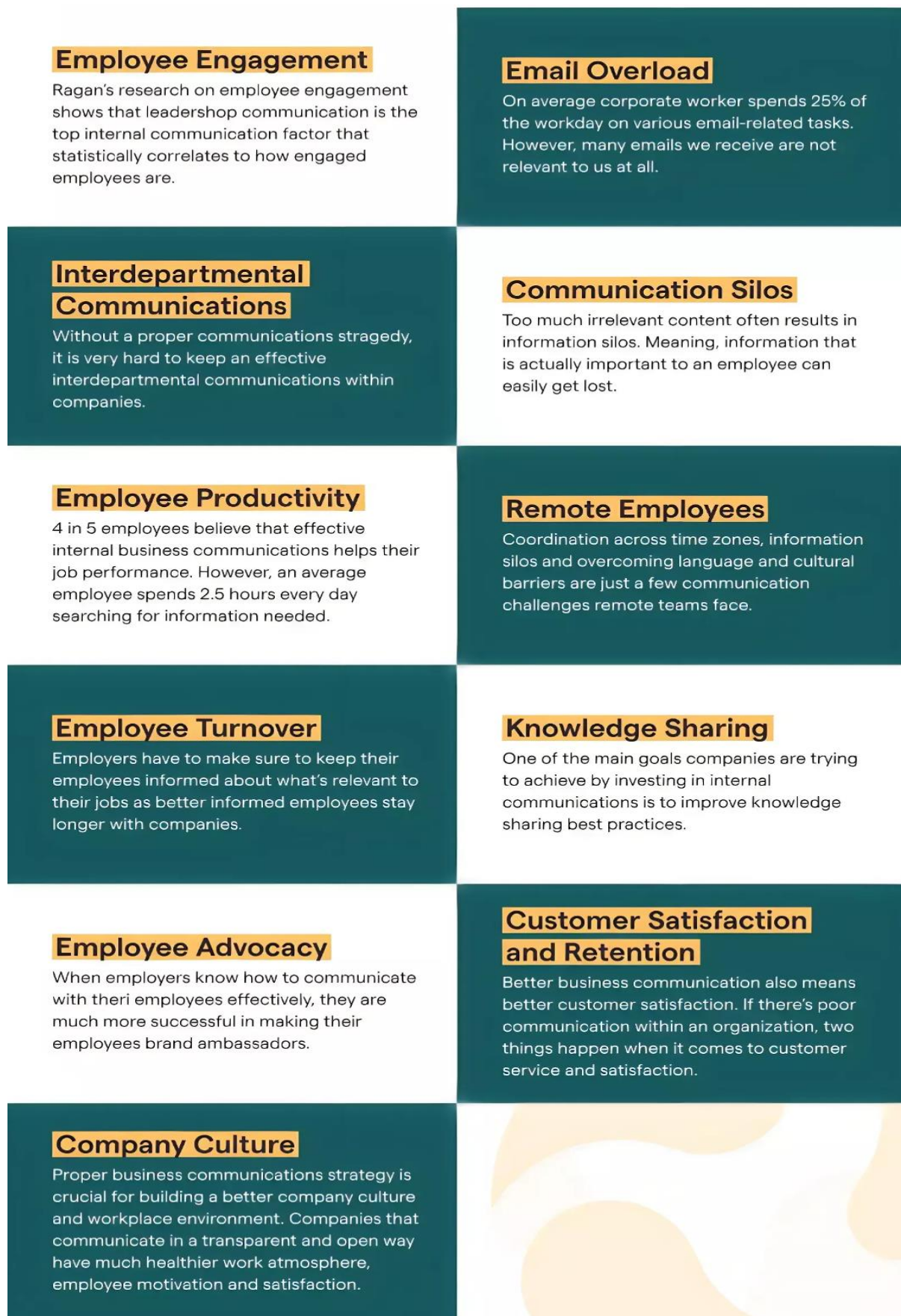


Figure 2.3: Relation between business communication processes in MNCs

(Source: Inspired by Stachoet *al.* 2019)

The figure shown above provides information that engagement among employees is enhanced, improves the company's culture, and delivers satisfaction to customers by using an effective business communication process. Using the communication process effectively is helpful in keeping the workforce informed regarding information in the company. Nabella *et al.* (2022), argue that implementing the communication process is effective in improving the culture of a company. MNCs can enhance their company's culture by utilising the communication processes and it also helps in providing satisfactory services to their customers.

2.4 Role of Communication Business Process for the Success of MNCs

A company can maximise its productivity by following an effective strategy for the communication process in its operation. The work of Schaefer *et al.* (2021), states communication plays an important role in managing relationships with management, stakeholders and employees. MNCs can be successful by focusing on implementing appropriate strategies for the communication process in their business by maintaining good relations among management, employees and stakeholders. Focusing on maintaining good relations is essential and it can be done by communicating regarding their business among suppliers, consumers, and employees. On the other hand, Giao *et al.* (2020) argue communicating with an effective strategy of business is essential in strengthening the relationship between the workforce and the company. The growth of MNCs can be enhanced by having strong relationships with the workforce and the company.



Figure 2.4: Role of the business communication process in the success of MNCs

(Source: Inspired by Giao *et al.* 2020)

The figure reflected above shows the communication process is helpful in building strong policies and strategies, creating a successful work environment, leading to innovation and strengthening relationships between employees

and the company. Following the effective process of communication in business is helpful in leading to making innovative decisions in MNCs. However, Park and Mithas (2020) state in contrast that the role of effective business communication is to build a successful business environment in an organisation. Using the process of communication in a business can be helpful in building a successful working environment because it helps the management of MNCs provide constructive feedback to their employees.

2.5 Factors Affecting Communication Business in MNCs

There are various factors which impact communication in the organisation and it further influences its productivity. According to the views of Davidavičienė *et al.* (2020), cultural differences and emotional diversity are some of the factors that impact the communication process in business. MNCs are impacted by emotional diversity occurring in their business with employees from various backgrounds. Emotional diversity occurring in the workplace of MNCs also impacts the business process as it interprets their feeling and it further influences profitability in an organisation. On the other hand, Adejumo and Jaiyeola (2023) illustrate positional relations as another factor, which impacts business communication in a company because the sender and receiver of messages hold different positions in an organisation. Positional relations in MNCs influence the business operations due to having different positions of senders and receivers in a business and it is possible to misinterpret their messages.

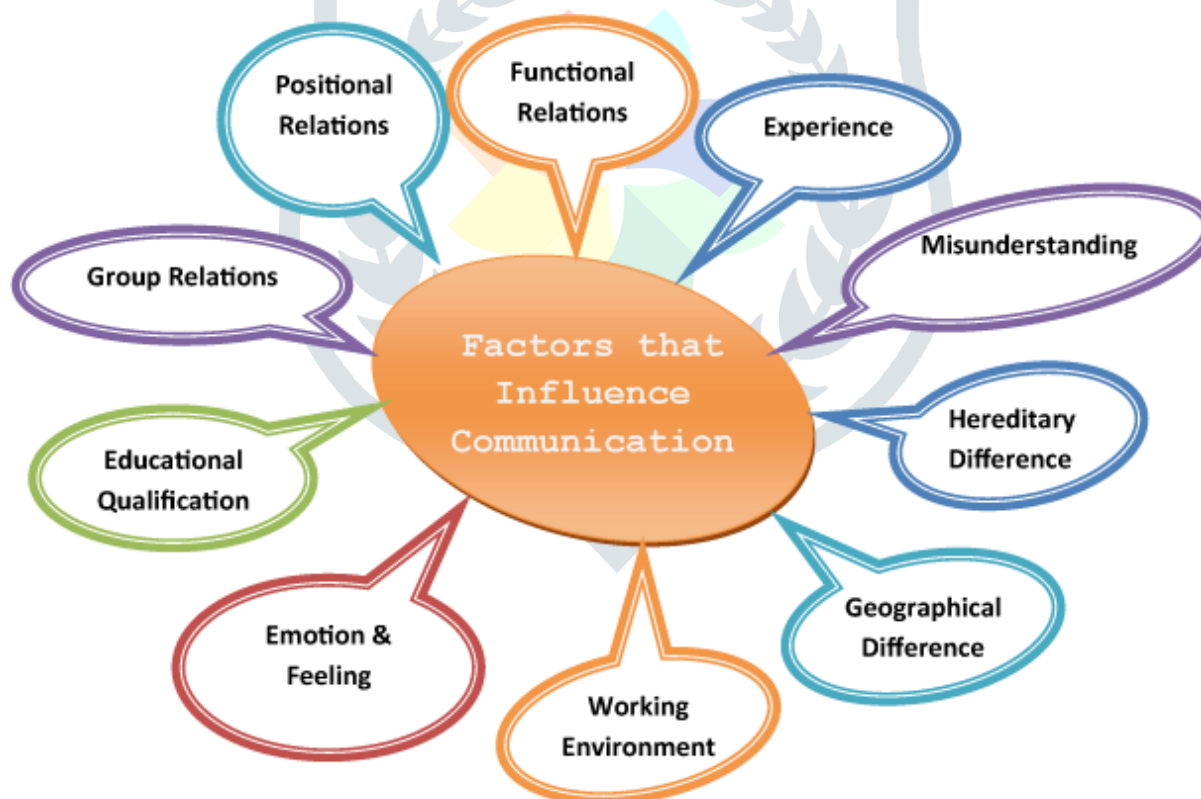


Figure 2.5: Factors affecting the communication process in the success of MNCs

(Source: Inspired by Adejumo and Jaiyeola, 2023)

The figure reflected above showcases the factors, which impact the process of communication in business such as educational qualification, positional relations, heredity differences, working environment and so on. In contrast,

Kalogiannidis (2020), states educational qualifications are the factor that influences the communication process in businesses due to the involvement of employees having different educational backgrounds in a company. Employees having different educational backgrounds can create a difference in thinking and perception and it affects their way of working. Hence, the MNC's success rate is impacted by the decisions taken by employees by receiving messages from their management.

2.6 Benefits of Analysing Communication Business Process for the Success of MNCs

Having an effective process of communication in an organisation is useful for a company in improving the productivity of their business by enhancing the engagement of their employees. The works of Obrenovic *et al.* (2020) suggest effective strategies of communication are helpful for a business in making stronger decisions and increasing the productivity of their organisation. The productivity of MNCs can be maximised by the implementation of an efficient process of business communication. Moreover, using effective business strategies can be helpful in enhancing awareness among employees and it is further helpful in enhancing the profitability of a business. MNCs' business can be maximised by using effective communication processes by spreading awareness among their employees and it further helps their company to maximise their profitability. However, Tripathy (2020) argues abiding by the effective process of business communication can be helpful in solving problems quickly. MNCs can be benefited by utilising effective communication processes because it is helpful for them, in resolving their problems quickly. Solving problems quickly can be useful for MNCs using effective communication in maximising their profitability.



Figure 2.6: Benefits of the communication process in the success of MNCs

(Source: Inspired by Tripathy, 2020)

The figure reflected above shows the effective process of communication in business is beneficial in increasing employees' awareness, solving problems quickly, increasing productivity, making strong decisions and many

more. Following effective communication strategies is beneficial for MNCs in improving relations with customers by delivering quality products after engaging in making strong decisions. On the other hand, Albukhitan (2020) states in contrast following an effective communication process in a company is useful in improving its professional image by solving its available problems quickly. MNCs can utilise effective communication processes to build professional images by taking strong action to solve their existing problems. In addition, engaging in communicating effectively is further helpful for MNCs in gaining the trust of their customers by delivering quality products and enabling them to maximise their brand image. Therefore, using an effective communication process is helpful for MNCs in improving their relationships with their potential customers.

2.7 Challenges occurred in managing the communication business process for the success of MNCs

Maintaining the communication process requires effective understanding and knowledge to initiate the message and information related to managing information. In the words of Hurbean *et al.* (2022), obstruction to the information initiated while communicating creates an obligating impact on the well-being of the overall business facilities. In this context, it is observed that there are few areas of communication that are highly dependent on the vulnerability of challenges to the business. It includes language barrier MNCs are expanded over different global aspects and hence, difference in language creates a subjugating difference in understanding and sharing opinion regarding the information. On the other, Kabeyi (2019), illustrates the lack of getting constructive feedback from management in business can be another challenge in operating their business properly to achieve their objectives.

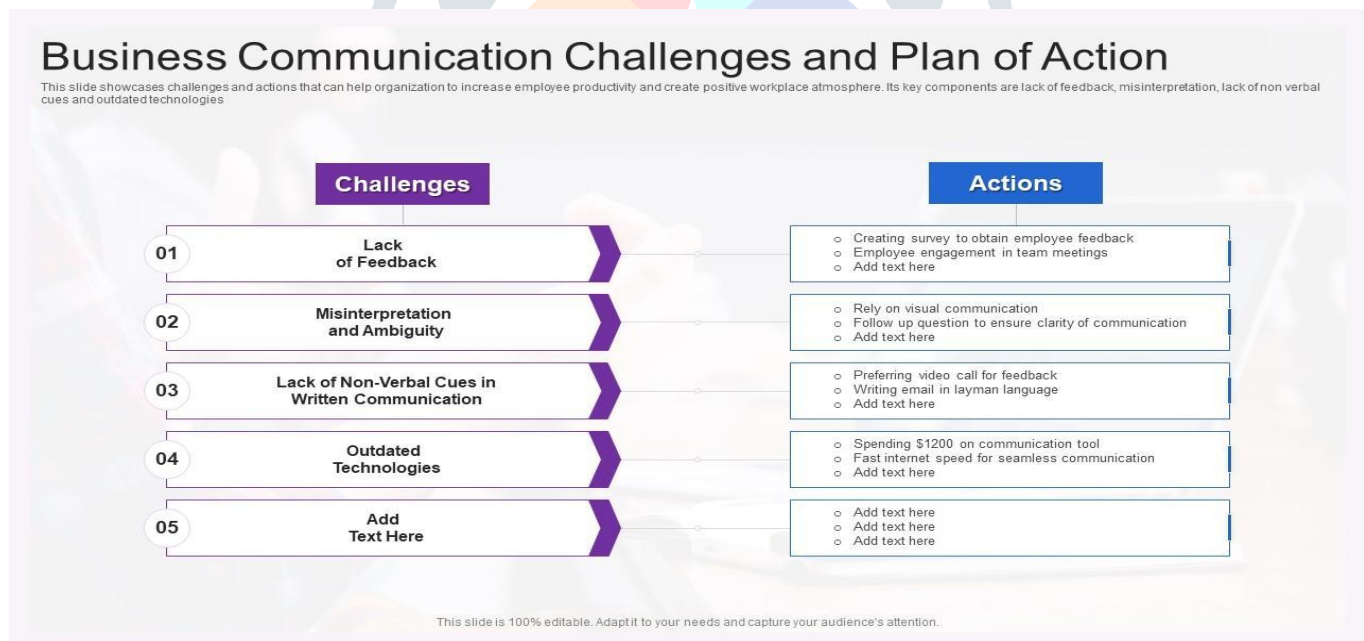


Figure 2.7: Challenges occurring in the communication process in MNCs

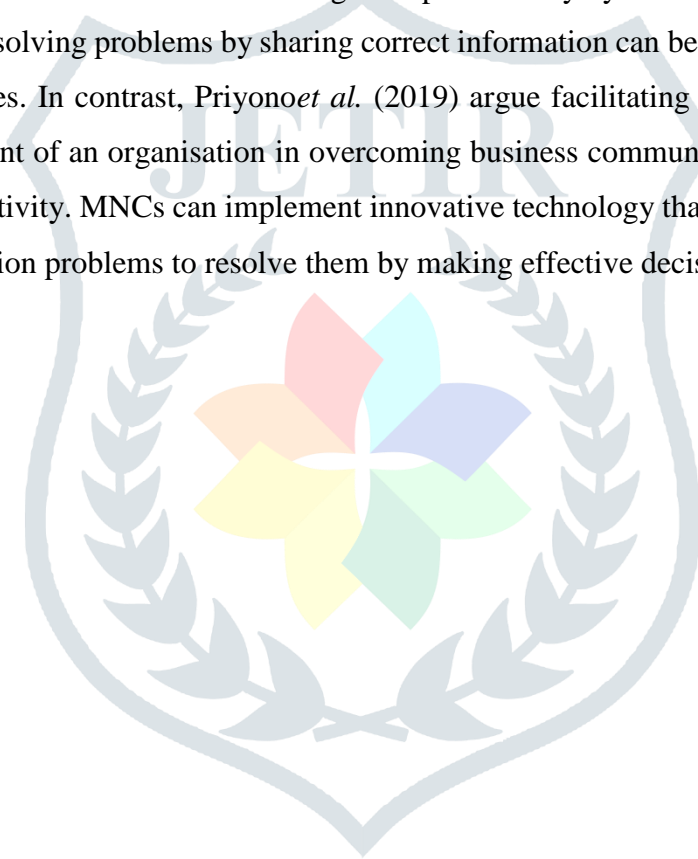
(Source: Inspired by Kabeyi, 2019)

The above image showcases the challenges like lack of feedback, misinterpretation and ambiguity, outdated technology and so on in the business communication process in MNCs. Having outdated technology in a business can be another issue for the management in carrying out their business in an effective manner. On the other hand,

Globočnik *et al.* (2022) argue misinterpretation of messages after receiving them from the sender can be challenging in managing their business operations. Therefore, it can be stated that misinterpretation of information in a company can be a problem for a company in carrying out its business because it can lead to problems in making effective decisions in a company. It can further result in taking time to complete their target in time.

2.8 Strategies to mitigate the problems faced by MNCs in communication business process

Various challenges like using outdated technology and lack of constructive feedback can be overcome by using some of the strategies to accomplish their targeted growth. As opined by Faquiret *et al.* (2021), connecting with employees proactively can convey effective information and can be helpful for an organisation in mitigating communication problems. MNCs can connect with their employees and ensure that they are receiving accurate messages, which can be helpful for them in maximising their productivity by delivering effective communication from their end. Focusing on solving problems by sharing correct information can be helpful for MNCs in avoiding misinterpretation of messages. In contrast, Priyono *et al.* (2019) argue facilitating innovative technology can be beneficial for the management of an organisation in overcoming business communication and can further enable them to achieve their productivity. MNCs can implement innovative technology that can be beneficial for them in mitigating their communication problems to resolve them by making effective decisions.



5 ways to boost digital workplace productivity with internal communications



Figure 2.8: Strategies to mitigate issues in the communication process in MNCs

(Source: Inspired by Priyonoet *al.* 2019)

The figure mentioned above reflects engaging with employees, sharing knowledge, facilitating innovation, and focusing on problem-solving are the strategies to overcome issues of business communication. However, Soelton (2023) illustrates engaging with employees is the simple process of understanding their problems and it can further enable a company to achieve their organisational goals. MNCs can eliminate their business communication problems by engaging with their employees and understanding their perspectives, which can be helpful in initiating advocacy in employees. Therefore, it can be stated that focusing on problem-solving and facilitating innovative ideas in communicating can be helpful for MNCs in achieving their objectives.

2.9 Theoretical discussion

Organisational Information Theory

The organisational information theory is a communication theory that presents information regarding the adaptation of an organisation with fundamental changes and sustenance of action. In the words of Da Veigaet *al.* (2020), the proposed organisational information theory provides insight information about the process involved

and the exchange of information taking place in an organisation involving members. The theory opined the fact that in an organisation it is crucially important to sustain through the exchange of information required for achieving goals and for this communication plays an important role in regulating the environment. Influencing organisational behaviour takes place through maintaining a constant communication process and this results in maintaining productivity level.

The application of this theory in the research is found to be significant in terms of understanding the role of communication in organisations such as GSK in the achievement of success and improving business processes. In consideration of the business situation of GSK which is facing issues within its SCM resulting towards creating an impact on the production process has taken place due to ineffective business processes. Therefore the proposed theory of the enhancement of business processes and productivity levels in GSK can take place through developing communication processes within the organisation. According to Topa and Karyda (2019), the enhancement of communication in a business is essential for understanding the requirements and needs of the people as well as the market resulting towards making changes in business goals accordingly. Thus in regards to the theory discussed enhancement of communication within the organisation of GSK is found to be significant and relevant in terms of maintaining productivity level and achieving market growth.

Lass Well's model

The Lass Well model of communication is a linear model of communication describing the importance of communication and its influence on society. As opined by Saliu (2020), the Laswell communication model defines five elements of communication as an important and integral part of forming a communication process. These include communicator, message, medium, receiver and effect forming an integral part of communication and forming a convenient way of communication.

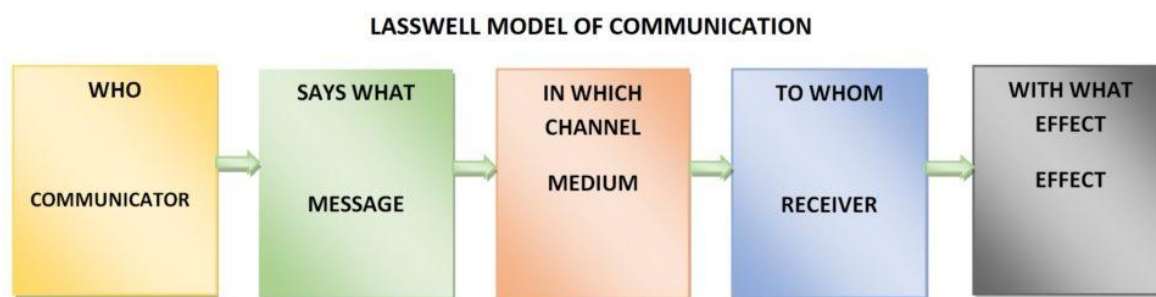


Figure 2.9: Lass Well's model

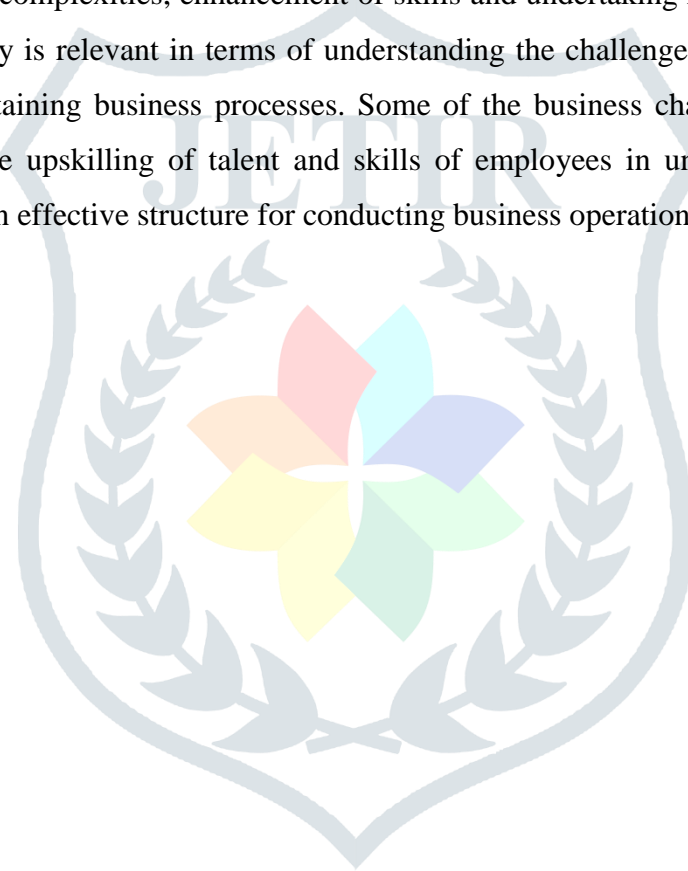
(Source: Saliu, 2020)

The theory proposed defines the role of communication and its function to society undertaking three different functions of communication. These include surveillance of the environment, forming co-relation with society and making the cultural transition with changing market dynamics. The application of this model is found to be relevant in terms of understanding the factors influencing the communication process and success of GSK. According to Kyrlylova *et al.* (2022), the Lass well model suggests maintaining a constant flow of information across multiple

audiences and channels to improve communication ways. The flow of communication process in GSK is defined to be based on different influencing factors such as the market environment of operation, relation with society and larger customer base resulting towards making a change in business process and exchange of information in the company.

Modern Management Theory

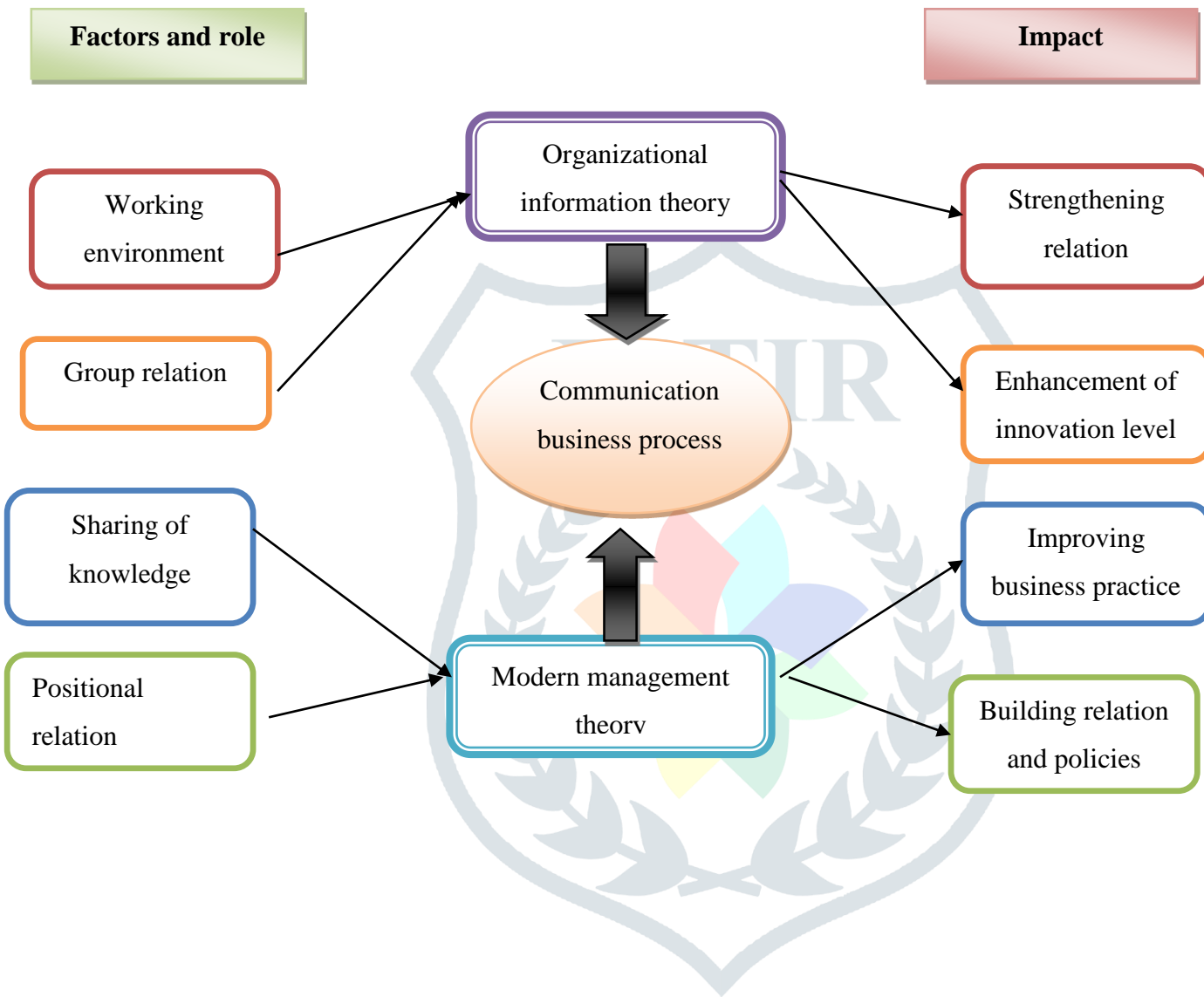
The theory of modern management is identified as a management theory that expresses facts based on a changing business environment faced with complexities and rapid development. According to Kumar (2020), modern management theory explains a management approach that is based on the scientific and humanistic approach of business management. The theory posits facts on understanding modern management practices taking place with the management of business complexities, enhancement of skills and undertaking rational decisions on emotion. The application of this theory is relevant in terms of understanding the challenges taking place in GSK's over-achieving success and maintaining business processes. Some of the business challenges taking place in GSK affecting its business include upskilling of talent and skills of employees in undertaking business processes followed by the creation of an effective structure for conducting business operations.



2.10 Conceptual framework

Figure 2.10: Conceptual framework

(Source: Self Developed)



The above-presented conceptual framework describes the factors and influencing roles taking place in the development of the communication business process. These implied over development of working condition and the formation of group that coincides with organisational theory. Added to it sharing of knowledge and formation of position relation informs about the improvement of business practice and building relations that is justified by modern management theory undertaking management practices.

2.11 Literature gap

The research has made extensive research on the concept associated with business communication and its related variables informing the relationship between business process and MNC's success. The chapter entails information about the role of the communication business process followed by challenges and influencing factors. However, it is ascertained that the research has provided limited information about the communication business process of GSK contributing to its success. There is a lack of in-depth and detailed information in the literature review about the business process taking place in GSK and the factors influencing its success. Thus non-inclusion of company-based information and the role of communication in business processes created a gap in the literature that requires to be filled in nearby projects.

2.12 Chapter Summary

The chapter made extensive research on the concerned research topic understating facts on communication business process forming a major part in maintaining workforce management of an organisation. There is a formation of a strong relationship between communication and business processes with those of success of the organisation in terms of maximising productivity and establishing effective communication process. The development of business processes is affected by certain factors such as the creation of emotional diversity, working environment, formation of functional relations as well as positional relations. Making improvements in the communication process is considered to be significant in terms of maintaining productivity, formation of effective business relations and increasing awareness of employees working.

Chapter 3: Methodology

3.1 Introduction

The project is based on understanding the role of the business communication process in the development and growth of MNC such as GSK in the business market. Therefore to explore the research on this selected area of the topic the chapter of methodology is incorporated in the research as an attempt towards justifying the variables of the research systematically. In this methodology chapter, there is an inclusion of different methodological tools such as philosophy, approach, research strategy and many more for evaluating the variables. Apart from the inclusion of different methodological tools in the chapter, there is also an inclusion of different tools for measuring the research result in terms of authenticity and reliability. Added to it is the evaluation of research-based objectives is also examined with the application of the data collection method followed by its analysis.

3.2 Research Philosophy

The first and foremost tool applied in a project is research philosophy which is based upon making an assumption about the knowledge and explaining the nature of the study. In the words of Kirongo and Odoyo (2020), philosophy as a methodological tool mainly deals with enhancing knowledge in a justified manner and at the same time addressing the need for knowledge and truth. It has been identified that the practice of philosophy in research takes place in three distant ways: positivism, inteprevitsim and realism. Therefore in this research, there is an adoption of the *interpretive philosophy* for examining the significant role of the communication process in GSK.

Justification

Selection of this philosophy mentioned above is significant and useful in exploring the significant role played by the communication business process in GSK based on the nature of social science. As per Irshaidat (2022), interpretivism philosophy deals with accessing reality through social construct and understanding the social science involving shared meaning and instruments. The application and selection of this tool have been crucial in terms of analysing the role of the communication process through accessing reality about GSK performance and identifying human interest for the analysis of qualitative results taking place within the business environment. On the other hand, Alharahsheh and Pius (2020) stated that realism is independent of the human mind and also from reality where the result is derived only based on scientific knowledge. In addition, positivism deals with observed knowledge obtained entirely from reality and not on any measurable action. Therefore, considering these aspects realism and positivism are not selected and interpretivism is adopted for justifying the objectives.

3.3 Research approach

The proper development of a project takes place by carving out a plan followed by measurable action. This makes the research approach another important methodological tool to be integrated into this study. As stated by Hall *et al.* (2021), the notion of approach is a methodology associated with creating a plan and procedure that embodies a wide range of assumptions and details about the methods for the collection of data and its analysis. The initiation of this approach takes place either in a deductive or inductive manner, considering this research adoption of an *inductive approach* is considered suitable for identifying influential factors in the business communication process of GSK.

Justification

In the inductive approach, the derivation of the result takes place through making observations developing a search pattern for the development of the relationship and making a conclusive answer (Mulisa, 2022). The introduction of this approach within this project has been significant and useful in terms of making observations and searching out patterns about the presence of different factors in the business communication process and developing relations with those of GSK performance and growth level. Conversely, Ustun and Tracey (2020) stated that the deductive approach starts by making observations and forming a generalized understanding of the topic idea. The inclusion of this approach would result in developing only a general perspective understanding from observed knowledge

related to communication business process and not forming a relationship. Thus due to this fact, the chapter adopted an inductive rather than deductive approach.

3.4 Research Strategy

The main factor associated with a strategy in research is the selection of a strategy involving a step-wise action plan that provides direction about ways of performing research systematically. As opined by Rong *et al.* (2020), the element of strategy provides an opportunity to perform a project with the selection of a plan and refined method. In a study, research strategy takes place in different ways based on the refined objective and aim such as action-oriented, qualitative, quantitative or case study. Therefore in this particular study, the main focus lies on understanding the role of the business communication process in GSK and the application of *qualitative strategy* has been significant and relevant in terms of gathering non-numerical information about the concept involving opinions and views of other people. The adoption of this strategy involves gaining an insight into the research problem and identification of methods regarding the ways of maintaining business processes.

3.5 Data Collection Technique

The above-mentioned tools of methodology have taken place mainly to justify the research-based objective and include information on the aspect of the variable. Apart from justifying the stated objective the research also requires the addition of information from additional sources and considering this aspect, the technique of data collection forms an integral and integral part of the study. According to Lobe *et al.* (2020), the method of data collection is associated with the collection of data from a diverse set of sources based on a research problem and probability. The inclusion of this method in any type of research is essential for making an informed decision and ensuring the quality of research by maintaining the quality of information. It has been attained that there are various methods of performing data collection method and including additional information within a project identified as primary data.

The practice of primary method for data extraction involves the extraction of data from a direct source and making a direct involvement with the participants where the collected data are raw and unfiltered (Archibald *et al.* 2019). Conversely, the other method involves the extraction of information from indirect sources involving sources that are already well-researched and examined by the researcher. In the primary method, there is the inclusion of a large number of data that include information about a topic in a detailed and descriptive manner. However, considering the benefit of primary method the research has adopted this method where primary data are adopted in terms of data volume as well as the presence of a diverse set of information. The prime motive behind the selection of this research method is to gain a large set of information about the different variables of the research present in the context of business communication process significance, identifying business challenges faced by GSK followed by making a recommendation in achieving success within the communication process.

3.6 Development of Instrument

In any project development of an instrument plays an important role towards developing the potential and at the same time delivering a high-quality research study with the inclusion of information (Younaset *al.* 2020). The project has identified a different set of objectives and based on it there is an adoption of a primary method for data collection. Therefore the instrument included in this respect is the presence of a of primary sources derived from different sources derived from performing interview on 5 managers working in GSKfor deriving knowledge related the research topic in a succent manner.

3.7 Sampling technique and samples

In any form of project, there is a wide range of data included and there is a need to filter out the data to make the project filled with accurate information and this requires sampling as a technique. In the words of Parker *et al.* (2019), the process of sampling within a project involves the selection of the subset of the population from a larger set of information concerning making a statistical inference. The following research has collected data with the application of primary data collection have been selected as samples.

The refining and selection of this set of data has taken place with the application for filtering data process based on different sets of criteria and selection levels. Moreover selection of primary data were response of only 3 managers are taken into account from 5 managers selected prior for further analysis were 4 question are framed based on research objectives.

3.8 Research Ethics

Consideration of ethics in a study or project is significant for performing the research with full integrity and following the ethics guidelines included within a study. In the words of Drolet *et al.* (2023), the incorporation of ethical practice within a study is identified to be crucial in terms of protecting the dignity and conducting welfare as well as maintaining the rightful proceeding of research. It has been identified that the presenting research has adopted a primary method for conducting the research. Therefore performing research and obtaining information about the concerned project where information is extracted from interviewing has been performed ethically.

The practice of ethics has taken place in respect of maintaining the credibility of all the researchers that were included and data have been derived. Added to it, all the data collected within the project has been stored and protected by following the guidelines mentioned under The General Data Protection Act 2019. Ethics is also followed in collecting primary data were prior consent has been derived from the participants involved and no question has been framed out of research topic.

3.9 Validity and Reliability

The presence of both reliability and validity in any type of study is significant for measuring the result and accuracy of the desired outcome. In the words of Bull *et al.* (2019), the implication upheld by the inclusion of validity and reliability is to evaluate the quality and integrity of the concerned undergoing project. In this present research, the main focus area is understanding the significant role of business communication in GSK and concerning

performing research on this topic there is proper maintenance of validity and reliability. Therefore inclusion of information following this wider section of selection criteria makes the project attain the nature of validity. Added to it is the inclusion of data covering aspects that relate to different objectives and variables associated with the topic and effectively upholding the nature of reliability. Therefore, it is attained that the presenting research has maintained validity and reliability within the project concerning delivering a quality project.

3.10 Approach to Data Analysis

The proper development of a project takes place only after analysing and presenting information in a proper structure and filled with knowledge information. The desire to present sensible and categorised information and the incorporation of data analysis as a method makes it significant for a project. In the words of Li *et al.* (2020), the aspect of analysing data is associated with evaluating complex data, gaining a piece of insight into information about the area and presenting data in a structured format. The element of data analysis as a method in any research provides an opportunity in terms of categorising and framing a subset of data in a refined manner.

In this research, it has been identified that the data is obtained following the primary method and the collected facts is further examined adopting undertaking a narrative approach that follows performing a thematic analysis. As opined by Zenget *al.* (2022), the analysis method associated with the thematic approach involves setting out data and identifying a set of patterns for the development of themes for making sense of the data. It has been identified that the following chapter of methodology has incorporated primary data as a collection method for justifying the objective. Therefore carving out insight information about the concerned objectives has taken place with introducing thematic analysis resulting in creation of **6-8 themes** based on the stated objectives as an attempt towards justifying the variables of the objective and gaining insight information about the topic. Added to it primary data is analysed through performing transcript analysis where data are refined and presented.

3.11 Chapter Summary

The concerning section of the chapter informs about all the aspects and information presented within the chapter in terms of methodological tools. These included the adoption of inductive approach for examining the role of communication business process in the growth of the organisation. The adoption of an inductive approach has taken place in terms of forming relationships between organisations such as GSK with those of business growth. The data collected in the study followed primary data collection where information is sourced from a diverse set of sources such as Google Scholar, journals and articles. In addition, the collected data are analysed and evaluated through performing thematic analysis where different sets of themes are developed based on objectives. Added to it transcript analysis is also performed.

Chapter 4: Results/findings

4.1 Chapter Introduction

The study has focused on evaluating the communication business process in successful MNCs. Therefore in this chapter, the analysis of primary data has been done through the interview approach involving 5 managers of GSK. The data for the research has been collected through the analysis in this chapter. In order to collect findings for the research, the analysis of data has been done through a thematic approach in this chapter. The collected data through the analysis has been used further to make findings for the research to support the objectives of the research.

4.2 Primary Qualitative Analysis

Theme 1: Strategic decision-making processes are heavily influenced by communication business processes in GSK

As derived from *Manager 1*, it can be said that business communication processes in GSK help in improving strategic decision-making systems within the company. As such, it also contributes towards the generation of better business growth as a whole. Concerning this prospect, the strategic decision-making process is mainly associated with improving the business communication aspects of GSK and continues to improve upon reducing any kind of communication issues in the workplace.

As such, strategic decision-making perspectives also provide a greater sense of growth to different business operations and generate better processes in the current scenario. Therefore, as said by *Manager 2*, crucial negotiation milestones are also achieved through business communication processes at GSK. It also helps the company to gain better business growth with an emphasis on reducing the intensity of resource consumption to yield higher profitability through business communication processes. Concerning this prospect, better negotiation continuity in GSK contributes towards streamlined resource usage and better outcomes. In context to *Manager 3*, the affinity of business communication processes at GSK is further amplified by the use of strategic making in terms of improving the growth trajectory of the business. Therefore, as the majority of the managers have claimed that strategic decision-making initiatives are affected by business communication processes at GSK, it is essential to understand that such decision-making has been able to maintain the competitive positioning of the company in the current scenario.

It can also be ascertained that the strategic decision-making initiative of GSK allows it to be a fully focused biopharma company and prioritises innovation in vaccines and other speciality medicines. Therefore, it can be ascertained that the maximisation of opportunities is conducted by the strategic decision-making of GSK and contributes greatly towards the generation of better business growth as a whole. Concerning this prospect, the business communication process of GSK helps in generating higher growth and affinity through the strategic decision-making process. In this aspect, the focus of the company must also connect towards reducing any kind of competitive forces in the market environment to yield better profit values in the current scenario. It can also keep employees highly engaged in terms of generating more productivity values as well [*Refer to appendix 2*].

Theme 2: Cultural diversity is a major factor which positively affects communication business processes in GSK

Concerning the response of **Manager 1**, cultural diversity at GSK helps create innovative opportunities in the workplace and directly influences communication business processes in terms of ensuring success and achievement. Therefore, it can be determined, that fostering diversity practices in workplace culture, such as showcasing the presence of different groups of individuals ranging from different ethnicities can contribute towards the generation of better talent retention. As such, it can be stated that the use of such practices has yielded better business results for GSK in the current scenario.

Regarding the response of **Manager 2**, it is observed that past experiences and promotional differences have adversely affected business communication processes at GSK and hindered overall success. Therefore, it can be said that the positional differences adversely affect the growth of the company in the current scenario regarding the promotion of effective workplace values in the contemporary scenario. Therefore, it can be stated that the presence of such differences in the workplace hinders the abilities and capabilities of business employees to generate higher productivity values as a whole.

In context to **Manager 3**, the attainment of cultural diversity strives to provide focus on the sharing of diverse ideas in the workplace and contributes towards the growth of better workplace effectiveness and business trends in the current scenario. As such, it can be determined that the maintenance of equity in culture and diversity assists in the maintenance of better quality approaches and creating a good foundation of inclusivity in the workplace. Therefore, it can be determined that the management of outstanding talent within GSK helps in improving the growth trajectory as a whole.

In this respect, it is essential to focus on the cultural norms promoted by GSK in the current scenario. Therefore, it can be said that the workplace culture of GSK is heavily influenced in terms of empowering employees and generating enhanced productivity out of them in the current scenario. Hence, it can be determined that the growth of employee skills and performance allows the business to remain productive in terms of fostering diversity and innovation through business communication processes. For instance, as derived from the responses of managers, GSK provides diversity training to its employees and also launched a programme for ethnically diverse employees. This helps in taking action against any kind of discriminatory behaviour in the workplace while contributing towards the growth of the company in the long term [*Refer to Appendix 3*].

Theme 3: The lack of a feedback system has created challenges for GSK to achieve success in using business process communication

Initiating the interview, it was observed that the managers of GSK were asked to state their opinions about the ways that GSK is facing challenges in achieving success by using business process communication. Hence the interview response helps to understand that the **manager 1** has commented that in GSK no dedicate feedback system is there to provide feedback to the leaders of the company. This factor creates challenges for them to manage success in communication business process of the Company. The lack of such a system is a disadvantage

for GSK to increase the effectiveness of communication business system. On the other hand, *manager 2* has said in this context that the organisation do not have filtering system which restricts the success of business process communication for the business. The shortage of such technology is a restriction for the leaders of the company to ensure success of the communication business process of the company. Meanwhile, *manager 3* has stated that the lack of feedback system is challenging for the leaders of the organisation to manage the success of communication business process. Therefore, analysing the *interview response 3* helps to understand that the majority of managers have stated that lack of feedback system has created challenges for the leaders of GSK to achieve success in terms of communication business process of the Company.

The manager 1 has discussed in addition that the lack of feedback negatively impacts the infrastructure of business. This results in reduced productivity and loyalty of employees towards the business. Therefore, it can be said that though feedback systems help in improving or upgrading existing infrastructure, the lack of such systems can reduce the propensity of businesses to understand the requirements of their stakeholders in the current scenario. On another note, *Manager 2* claimed that information overloading is a major issue at GSK and the company is in dire need of revamped filtering systems which can allow it to generate better business growth in the current scenario. As such, information filtering systems are highly effective in terms of gaining better business growth in the contemporary scenario while striving to showcase essential information to reduce any kind of operational issues or delays in the business.

In this instance, *Manager 3* also stated that the lack of any proficient feedback systems at GSK reduces the intensity of interactions between employees and managers. As such, this limits the ability of the top management of GSK to understand grievances at lower levels and disrupts the efficiency of business communication processes. Therefore, it can be determined that it also reduces the level of control associated with the upgradation of existing infrastructure in the current scenario. Concerning this prospect, the presence of reduced interactivity also damages the flow of work at GSK, sometimes resulting in delays as well. This reflects the importance of feedback systems in a company in the contemporary scenario. Thus, in this manner, it also disrupts the intensity of work efficiencies for employees in the current scenario [Refer to Appendix 4].

Theme 4: More investment in the business operation can be helpful to install a feedback system in the business to improve the business process communication in GSK.

The interview transcript helps to understand that the managers of GSK were asked about the most effective solution to improve the business process communication in the business operation of GSK. Therefore, it can be said that *Manager 1* has said that investing more in the communication process of the business can be helpful in adopting feedback technology in the operation which can help improve business process communication in GSK. Meanwhile, as per the opinion of *Manager 2*, the organisation needs to focus on training and development of employees to improve the business process communication of GSK. However, *Manager 3* stated that strategic investment in business can be beneficial for GSK to adopt a feedback technology in the operation which can be

helpful in managing the success of business process communication. Therefore, it can be said that the majority of managers have said that more investment in business can be helpful in adopting a feedback system in the business to improve the overall business process communication of the company. Hence it can be said that in GSK the leaders can invest more in the business to implement a feedback system in the operation that can be helpful to improve the business process communication of the company *[Refer to Appendix 5]*.

4.3 Chapter Summary

Completing the whole chapter has helped to conclude that the managers of GSK were asked open-ended questions based on the business process communication of the company. The majority of managers stated that GSK faces issues in achieving success in business process communication. On the other hand, it has been observed that making strategic investments in the business can help adopt feedback systems in the operation that can help improve the business process communication of the company.



Chapter 5: Discussion/Analysis

5.1 Chapter Introduction

This section focused on deriving findings from the analysis of interview transcripts in the previous section. As such, the link between the findings variables in the study was also discussed in this section. Therefore, prior literary sources were utilised in terms of showcasing the relationship between findings and literature in the current scenario. Hence, it can be determined that the relation of the findings to existing literature sources was also examined in this section. Thus, in this manner, the marginal implications of the study were also explained with an emphasis on generating better insights into its societal contributions, current knowledge base and future growth potential.

5.2 Significance of Findings

Finding 1: Cultural diversity affects the communication business process to make strategic decisions in the business

The analysis of *theme 1* helps to understand that the majority of the managers have stated that the communication business process in GSK influences the strategic decision-making process of the company. Hence it can be said that in GSK, the application of the communication business process has improved the communication process within the operation which has become helpful for the leaders to make strategic decisions for the business. Meanwhile, from *theme 2*, it can be understood that the cultural diversity in GSK positively affects the communication business process in the organisation. Hence it can be said that the presence of a cross-cultural environment within the workforce of GSK has affected the communication business process of the company. As opined by Ben Mahjoub and Amara (2020), cultural diversity in business positively impacts the communication business process of the company. Hence it can be said that in the context of GSK, the cultural diversity in the organisation has helped to make strategic decisions in business by positively affecting the communication business process. The communication business process is highly affected by the cultural diversity in the business of GSK.

Finding 2: The lack of a feedback system disrupts making communication business process and negatively affects strategic decision-making in business

The evaluation of *theme 1* helps to understand that in GSK, the communication business process helps in making strategic decisions for the business. The communication business process helps the leaders of the company to manage effective communication with employees and other stakeholders which creates ease for the managers to make strategic decisions for the business. Meanwhile, from the analysis of *theme 3*, it can be evaluated that the shortage of feedback systems in the operation has created obstacles for GSK to achieve success in using communication business processes. Hence it can be said that the lack of a feedback system is restricting providing feedback about the effectiveness of the communication business process which is restricting its success in GSK. As said by Chen *et al.* (2019), disruption in the communication business process restricts the process of strategic decision-making in a business. Hence it can be said that in the context of GSK, the shortage of a feedback system

has restricted the success of the communication business process which has negatively affected the strategic decision-making of GSK.

Finding 3: Strategic investment in business can help adopt a feedback system for the betterment of the communication business process

Analysing *theme 3*, it can be helpful to understand that in GSK, the organisation faces a shortage of an effective feedback system. Due to the absence of an effective feedback system in GSK, the leaders fail to gain success in using communication business processes in the organisation. Hence it can be stated that due to the shortage of a feedback system, the employees and other stakeholders are unable to provide their feedback to the leaders of GSK which restricts the effective use of communication business processes in the company. Meanwhile, analysing *theme 4*, it can be evaluated that more investment in the business can be helpful to adopt a feedback system in the operational process of GSK. Strategic investment in this context can be helpful to improve the feedback in the organisation which can be helpful for the stakeholders to provide their feedback and opinions to the leaders of the company. As said by, Clifton *et al.* (2020), strategic business investment is helpful in adopting relevant technologies in the operation. Hence it can be said that strategic investment in GSK can help adopt feedback systems in the operation to ensure the success of the communication business process.

Findings 4: Lack of feedback systems reduces the capability to maintain quality cultural diversity systems

In consideration of *interview response 2*, cultural diversity systems are well-integrated into the operations of GSK in the current scenario. As per Nabella *et al.* (2022), communication processes are greatly improved in consideration of improving the culture of businesses. As such, the focus on cultural diversity systems can contribute toward maintaining workplace equality and inclusivity for people from different backgrounds in GSK. However, such quality maintenance is hampered by the lack of feedback systems as observed in *interview response 3*. Therefore, it can be determined that this has also reduced the capability of GSK regarding the maintenance of good cultural diversity aspects.

Findings 5: Diversity training of employees can improve retention of skilled talent at GSK

Concerning *interview response 2*, the use of cultural diversity systems at GSK is mainly to promote collaboration among people hailing from different backgrounds in the current scenario. This aspect is further developed in *interview response 4*, where Manager 2 stated that training employees can drastically improve business communication processes. As per Giao *et al.* (2020), the establishment of good communication systems helps in strengthening relationships between a company and its existing workforce. Therefore, it can be determined that the diversity training of employees can greatly enhance their abilities in terms of capitalising on different business opportunities more effectively in the current scenario.

Findings 6: Strategic decision-making processes can improve strategic investments of GSK

In terms of *interview response 1*, strategic decision-making is an important aspect of GSK's operations which helps the business to conduct operations more effectively. As stated by Tripathy (2020), effective business

communication processes help in resolving business problems quickly. Therefore, it can be determined that through the application of strategic decision-making perspectives, managers at GSK are able to ascertain key opportunities and capitalise on them effectively.

Concerning this prospect, it can be said that such initiatives are also helpful as described in *interview response 4* in terms of focusing on strategic investments. As such, strategic decision-making combined with good investments can improve the wealth of GSK allowing it to have more funding related to R&D operations in the current scenario. Therefore, it can be determined that the growth of such aspects also assists in regulating business communication processes to help GSK thrive in the long term as a whole.

5.3 Relation to Literature

The research is focused on evaluating the communication business process in successful MNCs. Therefore, from *finding 1*, it can be observed that cultural delivery affects the communication business process in GSK which helps leaders of the company to make strategic decisions for business. In relation to the literature, Schaefer et al. (2021) have stated that the communication business process helps to maintain relationships with the stakeholders of the company. Hence it can be said that managing good relationships with stakeholders helps GSK leaders to make strategic decisions for the business. On the other hand, from the analysis of *finding 2*, it can be said that the lack of a feedback system in GSK creates disruption in managing the success of the communication business process which restricts the leaders from making strategic decisions for the business. The absence of a feedback system creates disruptions for the stakeholders to provide feedback about the business to the leaders. In relation to the literature, Giao et al. (2020) have stated that the disruption in communication causes restrictions for making strategic decisions for a company. Hence it can be said that in the context of GSK, the lack of a feedback system has created challenges for the leaders to make strategic decisions for the business through the communication business process.

On the other hand, from *finding 3* it can be stated that strategic investment in GSK can be helpful for the business to adopt a feedback system in the operation that can be helpful in achieving success in the communication business process of the company. GSK faces a lack of a feedback system in its operation. Therefore strategic investment in the business process can help adopt a feedback system, In relation to the literature, Faquir et al. (2021) have commented more investment in the business process can be helpful to increase the potential of communication business process in an organisation. On another note, analysing *finding 4* helps to understand the lack of a feedback system in GSK negatively impacts the capability of maintaining cultural diversity in the workplace of GSK. The absence of a feedback system restricts stakeholders of GSK from providing their opinions to the management of the organisation. Therefore the lack of communication creates challenges to maintaining cultural diversity in the business. In order to relate to the literature, Kabeyi (2019) has stated that the lack of feedback from the employees makes it challenging to maintain diversity in the business.

Meanwhile, analysing *finding 5*, it can be observed that tearing the employees up about diversity can be helpful in order to retain the skilled employees in GSK. GSK operates its business with the presence of people from diverse backgrounds. Therefore, it is important to manage diversity in the business effectively. In this context, training the employees about diversity can be helpful to retain skilled employees in the business of GSK. In relation to the literature, Hurbean *et al.* (2022) have stated that employee training is helpful in managing a diversity mindset among employees. Meanwhile, the evaluation of *finding 6*, helps to understand that the process of strategic decision-making can be helpful in making strategic investments in GSK. In GSK, the process of strategic decision-making can be helpful in managing the budget for the business and ensuring strategic investment in the business. The application of strategic decision-making can help to improve strategic investment in the business. In the literature part, Priyono *et al.* (2019) stated that making strategic decisions is helpful to ensure strategic investment in business. Hence it can be said that strategic decision-making can help to make strategic investments in GSK.

5.4 Marginal Implications

The research concerned with business communication processes in GSK provides an in-depth view of the different systems in place by the company in terms of maintaining good communication practices. As such, its value can be attributed towards understanding how the lack of certain systems in GSK is adversely affecting its productivity and quality outcomes. For instance, the study entails the use of cultural diversity and negotiation strategies in GSK, however, it also showcases the presence of inexperienced employees which limits the ability of the company to indulge in effective business communication. As such, it also reduces the propensity of business growth in the current scenario.

Therefore, it can be determined that the nature of interactivity is also reduced within GSK which is not reminiscent of the reputation of the business. As such, this study provides an in-depth outlook of the different business capabilities of GSK in the current scenario and how its approaches have changed since its inception. The study is also a major contributor to understanding how market trends are currently affecting the business communication processes in GSK and its overall significance in maintaining consistent business growth.

5.5 Chapter Summary

Conducting the entire chapter it can be concluded that in GSK the cultural diversity affects the communication business process of the company. On the other hand, the organisation faces the lack of an effective feedback system which restricts the success of the communication business process in the operation. Strategic investment in the business of GSK can be helpful to adopt a feedback system in the business that can help improve the business communication process of GSK.

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Appendices

Appendix 1: Interview Question

Question 1: What are the main roles have you identified about communication business process plays in your organisation GSK?

Question 2: What are the main factors that influenced the communication business process of GSK in achieving success?

Question 3: In what ways does GSK has faced challenges in achieving success with the use of business process communication?

Question 4: What solution are you likely to recommend for improving business process communication in GSK?

Appendix 2: Interview transcript 1

<i>Question 1: What are the main roles you have identified in communication business processes in your organisation GSK?</i>	
Manager 1	<i>“I have identified that communication business processes are relevant in making strategic decisions at GSK”</i>
Manager 2	<i>“Business communication processes assist in attaining crucial milestones in negotiations”</i>
Manager 3	<i>“Strategic decision-making is based on the affinity of communication business processes in GSK”</i>

(Source: Self-Developed)

Appendix 3: Interview transcript 2

<i>Question 2: What are the main factors that influenced the communication business process of GSK in achieving success?</i>	
Manager 1	<i>“Cultural diversity is a major factor influencing communication business processes of GSK”</i>
Manager 2	<i>“Past experience and positional differences directly influence communication processes of GSK in terms of success achievement”</i>
Manager 3	<i>“Attainment of cultural diversity helps in sharing of diverse ideas and maintains an innovative work culture”</i>

(Source: Self-Developed)

Appendix 4: Interview transcript 3

<i>Question 3: In what ways does GSK have faced challenges in achieving success with the use of business process communication?</i>	
Manager 1	<i>“There are no dedicated feedback systems which adversely affects overall business process communication”</i>
Manager 2	<i>“Lack of information overload and filtering systems reduces success rates of business process communication”</i>
Manager 3	<i>“Lack of feedback systems reduces the intensity of interactions between employees and managers at GSK”</i>

(Source: Self-Developed)

Appendix 5: Interview transcript 4

<i>Question 4: What solution are you likely to recommend for improving business process Communication in GSK?</i>	
Manager 1	“I think more investment in the communication process can be helpful in implementing a feedback system to improve business process communication.”
Manager 2	“Training and development of employees can be helpful to improve the business process communication of the company.”
Manager 3	“Strategic investment in business can help adopt a feedback system in the operation to improve the business process communication.”

(Source: Self-Developed)

Appendix 6: Ethics form

Ethical clearance for research and innovation projects

Project status

Status

● ● ● Approved

Actions

Date	Who	Action	Comments
02:04:00 10 November 2023	Patrick Jack-Osimiri	Supervisor approved	
14:34:00 19 October 2023	Rajat Singh	Principal investigator submitted	

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Ethics release checklist (ERC)

Project details

Project name:

Principal investigator:

Faculty:

Level:

Course:

Unit code:

Supervisor name:

Other investigators:

Checklist

Question	Yes	No
Q1. Will the project involve human participants other than the investigator(s)?	<input type="radio"/>	<input type="radio"/>
Q1a. Will the project involve vulnerable participants such as children, young people, disabled people, the elderly, people with declared mental health issues, prisoners, people in health or social care settings, addicts, or those with learning difficulties or cognitive impairment either contacted directly or via a gatekeeper (for example a professional who runs an organisation through which participants are accessed; a service provider; a care-giver; a relative or a guardian)?	<input type="radio"/>	<input type="radio"/>
Q1b. Will the project involve the use of control groups or the use of deception ?	<input type="radio"/>	<input type="radio"/>
Q1c. Will the project involve any risk to the participants' health (e.g. intrusive intervention such as the administration of drugs or other substances, or vigorous physical exercise), or involve psychological stress, anxiety, humiliation, physical pain or discomfort to the investigator(s) and/or the participants?	<input type="radio"/>	<input type="radio"/>
Q1d. Will the project involve financial inducement offered to participants other than reasonable expenses and compensation for time?	<input type="radio"/>	<input type="radio"/>
Q1e. Will the project be carried out by individuals unconnected with the University but who wish to use staff and/or students of the University as participants?	<input type="radio"/>	<input type="radio"/>
Q2. Will the project involve sensitive materials or topics that might be considered offensive, distressing, politically or socially sensitive, deeply personal or in breach of the law (for example criminal activities, sexual behaviour, ethnic status, personal appearance, experience of violence, addiction, religion, or financial circumstances)?	<input type="radio"/>	<input type="radio"/>
Q3. Will the project have detrimental impact on the environment, habitat or species?	<input type="radio"/>	<input type="radio"/>
Q4. Will the project involve living animal subjects?	<input type="radio"/>	<input type="radio"/>
Q5. Will the project involve the development for export of 'controlled' goods regulated by the Export Control Organisation (ECO)? (This specifically means military goods, so called dual-use goods (which are civilian goods but with a potential military use or application), products used for torture and repression, radioactive sources.) Further information from the Export Control Organisation	<input type="radio"/>	<input type="radio"/>
Q6. Does your research involve: the storage of records on a computer, electronic transmissions, or visits to websites, which are associated with terrorist or extreme groups or other security sensitive material? Further information from the Information Commissioners Office	<input type="radio"/>	<input type="radio"/>

Declarations

I/we, the investigator(s), confirm that:

- The information contained in this checklist is correct.



- I/we have assessed the ethical considerations in relation to the project in line with the University Ethics Policy.
- I/we understand that the ethical considerations of the project will need to be re-assessed if there are any changes to it.
- I/we will endeavor to preserve the reputation of the University and protect the health and safety of all those involved when conducting this research/enterprise project.
- If personal data is to be collected as part of my project, I confirm that my project and I, as Principal Investigator, will adhere to the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. I also confirm that I will seek advice on the DPA, as necessary, by referring to the [Information Commissioner's Office further guidance on DPA](#) and/or by contacting information.rights@solent.ac.uk. By Personal data, I understand any data that I will collect as part of my project that can identify an individual, whether in personal or family life, business or profession.
- I/we have read the [prevent agenda](#).

