

## The Effects of Globalisation on the IT Industry of UK



**PHD ASSISTANCE**

YOUR TRUSTED MENTOR SINCE 2001

## Table of Contents

CHAPTER I: INTRODUCTION.....	4
1.1 Background of the research.....	4
1.2 Problem statement.....	6
1.3 Significance and scope.....	6
1.4 Research question.....	7
1.5 Research aims and objectives.....	7
1.6 Research Hypothesis.....	7
CHAPTER II: LITERATURE REVIEW .....	8
2.1 Introduction.....	8
2.1.1 Concepts and Definitions.....	8
2.1.1.1 Globalisation.....	8
2.1.1.2 Liberalisation or Free Business.....	10
2.1.2 UK Information technology Industry.....	11
2.1.3 Importance of Information Technology Industry.....	12
2.1.4 IT industry and Globalisation.....	13
2.1.5 UK and Globalisation.....	13
2.1.6 Impact of Globalisation and Free trade on Business strategies.....	17
2.1.7 Internal and External Factors affecting business strategies of IT based organisations.....	19
2.1.8 Previous studies.....	22
2.1.9 Research Gap.....	24
CHAPTER III- RESEARCH METHODOLOGY.....	25
3.1 Introduction.....	25
3.2 Research model.....	25
3.3 Research philosophy.....	26
3.4 Research approach.....	26

3.5 Sampling.....	27
3.6 Data collection.....	28
3.7 Data analysis .....	28
3.8 Ethical consideration .....	28
3.9 Summary of the chapter .....	28
CHAPTER IV- RESULTS .....	30
4.1 Introduction .....	30
References.....	49
Appendix.....	59



# PHD ASSISTANCE

YOUR TRUSTED MENTOR SINCE 2001

## CHAPTER I: INTRODUCTION

### 1.1 Background of the research

The scope of management science is growing significantly. The study of globalization and its impact to global economy and governance is one such field of growth (Okoye & Nwaigwe, 2015). Globalisation is the combination of economies all across the world from the aspect of financial and technological flows, the exchange of technology, trade, and information and the shift of people, goods and services (Thompson & Strickland, 1993). The strategy of approaching global markets with standardized products also refers to globalisation (Johnson & Scholes, 2003).

Oxfam America (2002) study shows that many positive effects could be obtained from globalization. However, globalization has led to some negative impacts also and has increased significantly. Rodrigo (2016) found that globalization has largely influenced the strategic and normal administration of firms in the present day. Majority of the firms have been pressured to eventually change their typical processes of working in order to fulfil the increasing requirements of customers. Furthermore, globalization has been providing tremendous opportunities for global markets for products resulting to growth in productivity.

In developing countries, globalization has largely led to industrialization due to the entry of large firms to such nations in order to acquire cheap labour. Resultantly this has resulted in employment creation, and therefore speeding up economic development in these nations. Moreover, globalization has been an aid to eliminate poverty in the developing nations by providing support in bridging the distance between the poor and the rich by creating employment opportunities (Richard, 2003). However, negative effects of globalization have been identified as environmental degradation, marginalization of local firm and unemployment.

The process of globalization has also been driven by IT. From the 1990s, developments in computer software, hardware, and telecommunications largely developed the ability of people to operate economic and information perspective. While developments in internet-related aids over a decade, including twitter, social websites, and different Web 2.0 advantages are transforming the manner people apply and share data for individual, social, and business objectives. These improvements have boosted the development of

organisations in every field of the economy. In order to advance new products and concepts across countries and cultures, IT drives the creative application of resources. IT has been the driving force for global integration through generating potential and well organised roots to transform information.

UK businesses are at its peak in the world, and this may be due to the application of the internet to communicate with their consumers and with their production team for example 1st in business to consumers (B2C), 2nd in business to business (B2B). UK businesses are also pressuring the partition to apply ICTs to modify their organizational designs and business and are placing 1st and 2nd, respectively. Surprisingly, the government is also shifting nearer to the global boundary regarding technology application, forwarding six positions into the first 10 of the government usage pillar.

Several effective cautions for the growth in UK manufacturing productivity has given by Hardie and Banks (2014). This study revealed that the manufacturing industry perhaps has advantaged largely from ICT and technological facilities comparative to services industries, and a more internationalized economy. Nowadays, organizations have permits to more potent and creative routes to interact due to technological progression, as they have improved their Information, Communication and Technology (ICT) foundation. Study findings indicate that in firms' productivity growth tends to be greater with higher stages of ICT maturity; however the link is largely powerful in manufacturing sector than services. Manufacturing organisations that have a low ICT majority have indicated reduced productivity around 1% per year, while manufacturing organisations that have more ICT majority have indicated productivity development of 11% per year.

The internet as a driver of productivity and GDP growth alone calculated for 21 percent of the GDP development from 2006 to 2011 across 13 competitive economies including Brazil, Canada, China, France, Germany, India, Italy, Japan, Korea, Russia, Sweden, the UK, and the United States.

According to Lee and Joshi (2016), IT related organisations require improved planning to advantage from the chances and risks for their development and advancement in latest products and fields of the world economy. Firms' globalization activities for IT-enabled product improvement and commercialization are expected to be any one of the two main problems of focus including potential partnership management and customer relationship.

## 1.2 Problem statement

In today's market place which is globalised to a great extent, the ways of successfully leveraging opportunities lie within the context of globalisation wherein IT convergence might necessitate the IT organisations to emphasize more on the global challenges and opportunities. Especially, these organisations should consider the development of effective alliances in international context for the development and deployment of products that are expensive and follow planning for the identification and implementation of the required localisation. The adoption of business is high in the UK IT industry and the businesses that are conducted in the top of the world UK scenario hinge towards the use of internet and customer interaction and with the production network. In the IT industry, UK businesses push their frontiers regarding utilising ICTs to alter their organisational designs. Hence, the problem is how far globalisation is impacting IT industries in UK and what makes IT businesses in the UK scenario more comprehensive with respect to globalisation. Furthermore, a study on UK context is not yet done; therefore the present study decides to conduct a research on impact of globalization on business strategy in uk information technology industry.

## 1.3 Significance and scope

Globalisation of business market enhances its long-term sustainability in this competitive world, and thus it is necessary to understand 'how to fix strategies' for a business organisation and how it can be related to globalisation. The topic is important and interesting to understand why and how the process of globalisation impacts the business strategy of an organisation. It is essential to go through strategy improvement of an organisation that can help it to sustain in the global market. The researcher would choose to enhance knowledge to the real fact and trend of globalisation and business market. This final research work would focus on the impact of globalisation on making the business strategies to develop international market development of an organisation.

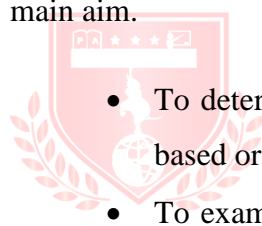
The aim of the research is to evaluate the effect of globalisation on the IT industry of UK. The main reason behind choosing this topic is that it would help the researcher to analyse how the technological advancement accelerates the growth in the IT sector. It creates a scope for understanding the modernization of the business strategy which vastly differs from traditional approaches.

## 1.4 Research question

- What are the internal and external factors affecting business strategies of IT based organisations?
- What are the impacts of liberalisation on IT based organisations in UK at the disaggregated level?
- What are solutions to the challenges associated with globalization on business strategy in UK information technology industry?
- What is the procedure of transfer of information and knowledge in IT sector in globalised world?

## 1.5 Research aims and objectives

The main aim of the study is to analyse impact of globalization on business strategy in UK information technology sector. The following objectives are considered to achieve the main aim.

- 
- To determine the internal and external factors affecting business strategies of IT based organisations
  - To examine the impacts of liberalisation on IT based organisations in UK at the disaggregated level.
  - To present solutions to the challenges associated with globalization on business strategy in UK information technology industry.

## 1.6 Research Hypothesis

**H1:** There is a significant relationship between global market opportunities, global competitive threats, global market uncertainty and firm performance.

**H2:** There is a significant positive impact of global market opportunities on firm performance.

**H3:** There is a significant positive impact of global competitive threats on firm performance.

**H4:** There is a significant positive impact of global market uncertainty on firm performance.

## CHAPTER II: LITERATURE REVIEW

### 2.1 Introduction

The present chapter is a review of literature for the research title “Effects of Globalization on the IT Industry of UK” wherein the chapter comprises of concepts and definitions of globalization, liberalisation or free trade are presented. Furthermore, the literature extensively discusses about UK information technology industry and the importance of information technology industry. Moreover, it also comparatively discusses IT industry and Globalisation, UK and Globalisation. The impact of globalisation and free trade on business strategies are analysed. Internal and external factors affecting business strategies of IT based organisations are identified by analysing various studies. Previous studies based on globalisation and its effect on business strategies of IT based organisations is also presented. Finally, the literature review also helps in identifying the gap in research and the same is outlined.

#### 2.1.1 Concepts and Definitions

##### 2.1.1.1 Globalisation

‘Globalisation is defined as the concept that inclines over greater financial, political, cultural and technological interdependence over the organizations and finances of the country. This new concept is attributed by denationalisation (obliteration of national boundaries), however it varies from internationalisation (cooperation of organizations beyond borders). The larger the interdependence caused by globalisation, greater the free flow of items, services, funds, individuals and concepts that cross geographical boundaries (Wild & Wild, 2012, p. 6).

Globalization increases social and cultural inter-relativities, political interdependence and monetary and market assimilations (Eden & Lenway, 2001; Giddens, 1990; Molle, 2002; Orozco, 2008). Though highly expressive and hypothetical literature is authored on the effect of globalization, least experiential work is only available to evaluate the impact of globalization. There are certain exemptions such as experiential researches, testing globalization effect such as, Clougherty (2001) and Oxley and Schnietz (2001). While the research by Clougherty (2001) is connected to industry-level factors (i.e., domestic



competition policy in the airline industry), research carried out by Oxley and Schnietz (2001) aims on company-range factors by describing globalization to company efficiency.

Through globalisation, there is a scope for communication amongst businesses operating in different countries, firms or individuals for global business and venture that assist with the power of Information Technology (Dunning, 2014). Over the past 20 years, globalisation is getting highly familiar and is recognized significantly with regard to trading that particularly relates to the market growth, economical capital and sometimes equally between the two (Hirst et al., 2015). Globalisation helps to communicate across countries and various determinants facilitate the same, such as political, economic, technical, social, cultural and fiscal (Crane & Matten, 2004). Globalisation of trading market improves endured continual in this highly reasonable world, and therefore it is required to comprehend the process of mending techniques for a trading firm and to correlate it with globalisation.

The tough and competitive globalisation is utilized with regard to political, educational and media subjects to consign to several international drifts and incidences. In the context of United Kingdom, globalisation is related with growth and prospects, totally different and unique based on the merger of London's location as an international economic centre, cost-cutting measure of the industrialized zone, outsourcing of tasks to India and migration from central Eastern Europe. Globalisation draws huge anxieties and resistance, frequently on civilizing and financial basis (Stiglitz, 2006). Globalisation is related to "Americanisation" and the apparent position of international trading. The proof we got is highly important on actions of people, items and assets more than the international business, and tinted the positions of budding finances instead of United States of America (House of Commons, 2007).

The impact of globalisation is not only on mere few parts of the environment, however this, permeates all communal tasks and commercial trading. Globalisation has various definitions, however it includes the concept of the addition of the country monetary, monetary and 11 market tasks (Goyal, 2006; Lee & Vivarelli, 2006). This encircles the interrelation of communal and civilizing traits of essential environments, and their following political interdependence that somehow ends up in reciprocal liberalisation of business, technical growth and further this alters the business norms at the state legal level (Thoumrunroje & Tansuhaj, 2004). Though, the impacts of globalisation vary for every incorporated nations, or all business in a one nation, however it must firmly rely on financial

backdrop, size and many more factors (Hartungi, 2006). Globalisation impact seems high on financial and business sectors of a nation as they could affect Foreign Direct Investment (FDI). The scope for liberalisation of business is more here, hence the high importance results in rise of FDI, thereby largely impacting the regional business, particularly in expanding in developing nations (Lee & Vivarelli, 2006). The variations in the aim of FDI have varied impacts on regional business, the commune and the financial systems of the receiver nations.

### ***2.1.1.2 Liberalisation or Free Business***

Liberalisation is the primary norm instruction formed from the neo-moderate thoughts on growth and expansion. Fairly, neo-moderates distinguish the prospect of market breakdowns, and believe that flawed bazaars are beneficial than deficient states. So, there is always a debate contradicting to some kind of state interference in the financial relationships of a nation. In contrast, structuralist creators always impose certain kind of state interference, however not completely preventing marketplace performance in the growth and financial development of a nation. Liberalisation is the concept which shall be explained as the retreat from the structuralist extreme over more market based financial norms (Colclough, 1991; Heeks, 1991, p. 5-10). Though, some kinds of liberalisation might entail imperfect deregulation and privatisation, globalisation process extends to great lengths and engages an active trial belonging to international financial system. Globalisation comprises of vital requirements from global business place over severe deliberation as investing plans in a financial zones (Sen, 1992). This entails that investment and manufacturing intends to attain global levels of quality and budget, therefore local makers shall export in spite of local needs. Therefore, winning globalisation always needs 'an active communication with industrialised societies and MNCs' (Prahalad, 1993).

Off late, globalisation based concepts are highly available in literature (Snowdon, 2007). Such researches mainly intend to probe about how the globalisation impacts specific nations and their finances. These researches have established that the result of globalisation varies from nation to nation (Hartungi, 2006). This discrepancy impact relates to several factors, explained as free business or the free business surroundings (Cavanagh et al., 1992). A free business zone is included under the globalisation factor that comprises of a master plan while testing the impact of liberty of business over country borders (Cavanagh et al., 1992). Globalisation on developing nations shall be discussed further, as it is more important to talk about the primary need to test the common outcome that globalisation has on business.

Commonly, two major impacts of globalisation are referred as global market opportunities and global market threats (Sinha, 2005; Thoumrunroje & Tansuhaj, 2004). Global market opportunities comprise of the intrinsic raise in the bazaar, business and asset and scope for relevant business because of honesty of the market and customers. The scope comprise of the improvement of existing capital (Sinha, 2005; Thoumrunroje & Tansuhaj, 2004). Therefore, companies get entrée to inexpensive capital and high basis of resources which are required. Though, the threats might impact highly on the business, international business threats comprise of the rise of rivalries in the habitat flea market and on the global platform (Thoumrunroje & Tansuhaj, 2004; Chacar & Vissa, 2005). In this context, the present study hypothesizes that, the global market opportunities impacts firms' performance. The second hypothesis considered is global market threats affects the firms' performance.

### **2.1.2 UK Information technology Industry**

The United Kingdom holds 8th ranking, enhancing slowly in total values on the entire four sub-indexes. Enhancements and betterments at the pointer range are specifically focused in the business and novelty atmosphere: apparent endeavour assets accessibility, the excellence of management schools, and administration acquisition of highly developed skills have all augmented related to the previous annum, as the total day count and methods to commence a business was decreased. Though communications and person practice are travelling correctly, however it is not at the required pace to gain victory. Business acceptance is elevated and UK business are ruling the globe by effective usage of internet to communicate and promote to their customers and manufacturing unit (1st in B2C, 2nd in B2B). The borders are getting expanded through ICTs to redesign their trading and managerial setups (ranking 2nd and 1st, respectively). The government with its proximity to the international border with regard to technology use, gradually reaching the 6<sup>th</sup> ranking from the top 10 of the government usage pillar (Baller et al., 2016).

According to Hardie and Banks (2014), there are various key causes for the rise in UK manufacturing output; several parameters aid for the increase in efficiency level. The production unit has got advantages both from technological and ICT advancements associated with service sectors and international financial system, at the same time as the industry's high rate of production R&D asset based on the production unit might assist making clear certain sources of MFP growth experienced ahead of the monetary recession. Because of various technological series companies facilitate well-organized and ground-

breaking methods to communicate, as they have formed Information, Communication and Technology (ICT) base. Accepting a micro-data kind of method through the Annual Respondents Database (ARD) information, examination recommends that this series seems predominant in production sector more than services industry. Companies are be grouped based on the adulthood of their ICT base, which is derivative of the amount of the company's staffs that could facilitate to a broadband internet connection in their office. The outcome exhibits efficiency rate which is more in companies having higher levels of ICT maturity, however the association seems stronger in industrialized sector than services industry. Production companies possessing poor ICT maturity experienced efficiency drop to about 1% every year, while production companies having ICT maturity experienced efficiency range of about 11% every year.

Based on the efficiency and GDP growth scale, the internet contributes about 21% of the GDP growth during 2006 to 2011 over 13 foremost economies, such as Brazil, Canada, China, France, Germany, India, Italy, Japan, Korea, Russia, Sweden, the UK, and the United States (Manyika & Roxburgh, 2011).

### **2.1.3 Importance of Information Technology Industry**

Digital ICT shall be defined as the product of a meeting of modern telecommunication technology and digital data processing technology (Economist, 2006, 2011). The telecommunication technology facilitated by convergent technologies is the internet; the equipment's are the computers which are available in several forms such as PC, notebook, mobile phone, smart phone, ipad, etc. Digital technology pace has been developed in the past devoid of example (Nordhaus, 2001). Furthermore, convergent ICT expands quickly than the conservative communication technology or the internet. Globally, fixed-line telephone diffusion is only 20 users for every 100 houses. Rapid growth and spreading of internet witnesses about 30 users for every 100 houses. On the other hand, mobile phones are overbearing the internet and there were some 5.4 billion mobile phone users across the globe in 2010 ending (ITU, 2010). Furthermore, as UNCTAD (2006, p. 3) noted, 'Mobile phones are the only ICT in which developing countries have surpassed developed countries in terms of users.' Therefore convergent ICT technologies are good to use, instead to try out with transportation or in conventional PC and internet technology will be the important technology of the present and future century of globalization (Hummels, 2007).

### 2.1.4 IT industry and Globalisation

Internet is a powerful revolutionary transformation we have experienced. The power of internet facilitated business opportunities in services sector by facilitating them to be divided into several parts, where all of it could be positioned from where it could be manufactured, cost-effectively. Both internet providers and its users need not be in proximity anymore. Due to this, IT-enabled services are progressively globalizing like how the production industries have been doing for many years now. ICT enabled swing in business largely an association from touchable to untouchables, from goods to services, and a changeover from the industrialization to IT, which thereby develops our methods in different niches such as, education, communication, personal relations, business management, work effectiveness, productivity, etc. Information and communication technology has evolved novel managerial innovation and efficiency. ICT has facilitated several primary practices and item innovations in the previous 10 or more years. ICT is a helpful mean to attain company level efficiency development, industry and financial system. It has been active in enhancing functions, facilitating redesigning of business systems, and forming new scopes. Firms that utilize ICT to enhance their systems and progressions, rationalize currently running processes, and spread competence. They are distinguishing ground-breaking items and forming value networks. The main force of ICT on efficiency lies in ICT-producing and information intensive industries. ICT is active for technology-led transformation especially for semi-conductors, computer production, securities, brokerage, wholesale and retail business, retail banking and telecommunications sectors (Mohanty, 2017).

### 2.1.5 UK and Globalisation

The existing new labour norms view globalisation to get some basic changes to set the limits of economic terms for macroeconomic management and the enduring structure of economic policy.

Likewise, the coalition government, declaring that oratory sideways in practice the new labour administrations followed rules other than growth driven via benefits from globalisation and vigorously damaged the UK financial system's skill to understand possible benefits from globalisation and left it not much capable of to perform as main competitors (Treasury, 2011; Redwood & Wolfson, 2007; BIS, 2011). Global integration of goods and capital markets and the expansion of international manufacturing unit resulted in a great

paradigm shift in international methods of manufacturing with the progressing growth of countries such as China, India and other leading developing nation exporters. These nations' export quality ladder is defined by attaining technology via inward investment, expanding their novelty skill and spending heavily in human capital growth. The output is bigger spirited force on developed financial systems such as UK, resulting in high expertise in manufacturing however great gains (or, at least, potential rewards) for higher end manufacture and greater income to novelty and to highly skilled labour. During post-war era, international manufacturing gained attention over the developed financial systems, now facing high rivalry for FDI inflows from budding market finances and an increasing expansion of international manufacturing. Non-tradable services are more and more based on the multinational rivalry via business and/or multinational manufacturing as new communications technologies facilitates them to be highly tradable.

These tendencies are understandable based on standard business hypothesis, though relative benefit can reproduce grouped belongings. Either way, unmistakable rule terminations are obtained. The regular benefits from business specialisation motionless apply, unbreakable by dynamic benefits from business via pro-competitive impacts of exporting and import rivalry. The suitable norm reply is not interference however endorse deregulation and ease employment, goods and capital markets (Treasury, 2004a, 2011; Treasury & DTI, 2004). The main precondition to realising benefits and restraining amounts from alterations are market easiness to shift the available resources from deteriorating to increasing companies and industries; one official research approximated that in the 1990s, the complete TFP development in UK production unit was considered based on both entry and exit of companies (DTI, 2006), debatably deteriorating the bureaucrat stress on other pro-competitive impacts of business. On this evaluation, the UK financial system can get the fullest advantages of these trends facilitated by suitable rules is followed. The UK has an established relative benefit in some high-tech and/or skilled labour-intensive producers and in services exports. The reimbursement from inner FDI based on the increasing the capital stock and moving technology are extensively maintained, outward FDI gains the UK financial system by reinforcing firm efficiency locally; therefore, outward investment might develop output and employment in the UK instead of resulting in a net transfer of activity abroad. Outsourcing of parts of the value chain to self-governing abroad creators might develop the main UK based trading. Thereby this admits historic issues with physical and human capital accretion in the UK financial system; with the previous one, norms to form a strong and

steady macroeconomic surrounding must develop asset at the same time as this examination perceives the UK as gradually more part of an incorporated international capital market with a rule that draws the attention of inward investment. Human capital formation for the least skilled is tinted to be primary government interference and certain credit of the low skill balance catch issues of the UK financial system (Treasury, 2004c). There is a huge impact on the growth of generic skills in the light of the importance on structural change.

Certain abilities to this examination are given. DTI (2004) recognizes certain restrictions to these globalisation methods that are in live practice. Global economic activity patterns lack incorporated international markets with activity in several industries that decide by regional variables; even amongst manufacturing sectors some affiliation among the performance and abroad sales but a correlation with local sales (ref?). Though lot of steps have been taken for augmented tradability of services, DTI (2004, p. 52) calculates that about 12-16% of service sector career opening are strongly outsourced abroad and just about 5% are contestable by low wage financial systems. In general the UK financial system is forecasted to continue to be a net gainer from services business liberalisation, in particular if a major general agreement on business in services can be negotiated through the WTO (Treasury, 2005). The possible benefits from services liberalisation at both the EU and international level is over and again stressed by both the alliance government and its new labour predecessors. There are two main features of this appraisal. The first is globalisation concept which is perceived as a chance and a confrontation is closer as a knife edge appraisal: pursue unsuitable terms and the UK financial system experiences the view of good benefits losses and redundancy, however UK is better positioned to benefit considerably from such methods when followed right. The international financial system may be reaching a 'tipping point' for services business and outsourcing (Treasury, 2004b, p. 29), note the possible tradability of several services being tightened. This is related to the second point: though the benefits are supposed to be extensive, some debate of the option of important teams of losers in Britain based on the welfare developments. It is highly emphasised on structural change persuaded by foreign rivalry as a source of output growth and benefits from business (DTI, 2004; Treasury & DTI, 2004), given the fact that markets are adequately flexible displaced factors of production can move fast from deteriorating to increasing companies and industries as low cost goods give a main source to big benefits. The evaluation says that both structural adjustment is a main possible basis of business benefits, however dislocation costs and redundancy issues seem very less and temporary compared to benefits (BIS, 2011). While

regular business evaluation notes that a consequence of main benefits from business is that they would also be expected to give rise to main income distribution effects for plausible elasticity values (Wood, 1994; Rodrik, 1997), which is not considered. Off late, the concepts are to be like accentuating this: the incorporation of China substantially raises the scope of business with developing nations, and therefore it's earning sharing impacts, however changes this business towards low income countries with much high salary differentials when compared to middle income nations that dominated North-South manufactures business in early years. There is some suggestions that with firms of varied efficiency ranges the process of inventive obliteration following business liberalisation results in low price that can considerably alleviate or overturn the earning losses of scarce variables post-liberalisation (DTI, 2006). The possibility for winning rule activism is released here, depending on the regular debates that market dropouts are best dealt with at source, and global and local agreements that limit the possible for industrial norms. Instead of education and training, the main leave outs are here to the common results over involvement are steps to back exporters and to get the attention over inward investment (DTI, 2006; BIS, 2011). Debates for industrial policy and steps to advertise industrial clusters are openly discarded on government basis might not choose the winners. Even with human capital configuration the stress is low on systemic private under-provision however not on information issues that restricts provision: 'for instance there may be information asymmetries, whereby firms are unaware of how useful training is likely to be for their staff or how to obtain it' (DTI, 2004, p. 45). Based on common importance that the basic survival of market drawbacks need not rationalize interference this is a rare collection of other intervention; though there is effort to balance them independently based on the market failure (DTI, 2006), largely no validation could be given for specific involvements instead of exceptions to the common non-interventionist norm. Therefore the official perception of the current and earlier UK is that Britain is well-positioned to get the gains from globalisation trends, with regard to patterns of comparative benefit and its suppleness based on structural change. Off late, government testing have debated the requirement even more reinforce the easiness of the UK financial system. Optimistically the tests of the UK's relative benefit is on goods and services which facilitates to gain high business with budding market economies devoid of big negative impact on specific teams or important adjustment budgets. OECD evaluation gives basic support for the concept that the UK is well positioned to gain out of globalisation given that its prototypes of specialisation vary mainly from the major budding market economies and its easiness, they notify the issues in UK skills ranges, productivity gaps and infrastructure provision. Main



toughness with sanguine perception, both in common and particular based on UK financial system. The supposition that business with developing nations is restricted creates impact on British labour markets depending upon dated calculations when businesses with developing nations seem less. As Krugman (2008) notes in the case of the US, having manufacturing (and services) imports from developing nations increased considerably as early initial estimations pointed to that their impact was limited, this business is increasingly with countries with a high degree of differences in salaries. As these financial systems rise more easily the products imply labour market impacts which extend over basic choices, unfavourably distressing the poorly able British workers and over international labour markets for high amount of the labour force (Brown et al., 2011) taking into account option in hypothesis at least of net earning losses for economies such as UK (Gomory & Baumols, 2000).

### **2.1.6 Impact of Globalisation and Free trade on Business strategies**

Reid (2017) study links the economist's analysis of free trade with the business strategist's analysis of the forces behind the globalization of competition. It argues that, although the drive to globalization may seem different from the seeking of superior outcomes in competitive markets, this may be only because the modern reference point for competition is inappropriate. However, reference back to classical ideas of competition shows that both the advantages of globalization, and its disadvantages, had been anticipated by classical writers of the eighteenth century, most notably by Adam Smith. Despite being disparate, finding the driving forces behind globalization through determining results and outcomes that are high in ranking in competitive markets, this incongruence is because of the inappropriateness of the 'modern reference point'. Globalization has been the subject of scrutiny because of its both positive and negative impacts. In the academic arena, it has been subjected to many major studies wherein they have received conflicting opinions. Researchers have approached this phenomenon different from the popular beliefs and the existing proposals in academia. Researchers have herded in a state-of-the-art, updated examination of the globalization in a classical way. Researchers substantiates this argument with two pools of reasoning. In the first, globalization is indicated as another step in social evolution's stadial analysis. In the second pool of thought, competitive measures executed in order to keep up the global business schemes is considered as being consistent with the inference of the dynamic nature of competition with regards to classical economics.

Subsequently, these pools of thought comprise of process of competition and stadial analysis which are linked together forming the bedrock of the argument on ‘cumulative causation’ which speaks on the competition and markets’ expansion. This method is steeped in classical analysis where the extension of innovation, production and growing returns are interlinked, resulting in an upward spiral. But, this approach is said to engender both ‘vicious circles’ and ‘virtuous circles’. When the demand begins to lie around for a prolonged period of time, the inclination will be to become self-reinforcing with the companies which are not industry giants hitting the end, and an inclination for monopolisation to strengthen self. Henceforth, the globalization procedures are required not to be shepherded; but to be guided as a ‘virtuous circle’ will not necessarily bring the expected outcome. But, guiding tools as such must not be utilized to deaden the mentality characterizing the market, or should they topple the working of liberalisation. But, they are required to be sheltered from stagnation and instability.

Globalization has both positive and negative aspects attached with it. Business professionals must be primed to handle the multifarious impacts of making optimal usage of global opportunities as well handling the innate menace. Alliance participation and cooperation lends a possible and workable choice for organizations to overcome hurdles in the fresh arena when there is competition. Perceiving from both practical and theoretical lenses, globalization is, indeed, a complicated process. The impacts of globalization in workings of business have been illustrated in this research paper. First, the impacts that firms have on globalization can be categorized as global market threats and global market opportunities, devised in accordance with the extensive literature revolving around this theme. Second, the pronounced impacts of the phenomenon are examined with regards to a couple of theoretical frameworks that help understand the performance of the company, impacts, and cooperation in alliances. Third, in order to plumb the impacts of globalization on companies’ marketing outcomes corresponding to its conduct, literature on strategic management, international business and marketing is studies. Fourth, theories on market power perspectives and transaction cost with literature based on environment-organization interfaces are combines to substantiate the process of globalization. This study shows globalisation can impact positively or negatively on any organisation strategy.

Thoumrungroje and Tansuhaj (2007) study advances prior knowledge on globalization and business by empirically investigating how this phenomenon affects firm

performance. Building on environment-organization literature, this study explores globalization-performance relationships. The results of the analyses provide considerable support for literature arguing that globalization acts as a two-edged sword, one that can be beneficial and detrimental to business. Therefore, innovative and effective strategies should be designed and implemented to enable firms to capitalize on global market opportunities while carefully managing its inherent threats in order to attain long-term victory in today's globalized business environment. As shown in a recent study, the relationship between uncertainty and performance can be indirect, i.e., mediated by networking activities (Sawyer et al., 2003). The results of their study show that as uncertainty increases, firms engage more in networking activities, which finally enhances firm performance. This implies that uncertainty alone can be harmful for firm performance unless certain strategies, such as networking activities and alliance participation, are implemented to mitigate its negative impact. Therefore, the investigation of an indirect relationship between global market uncertainty and performance in future research proves to be worthwhile.

Hence, the third hypothesis considered here as global market uncertainty affects the firms performance.

### **2.1.7 Internal and External Factors affecting business strategies of IT based organisations**

As indicated by Muturi (2014) a structure of organization composes the assets and organizes individuals for work can be executed, while meeting objectives. The structure of organization ought to encourage the resources flow around and out of the organization in accordance with the vision and goals of the organisation. For an organisation to accomplish its goals, tasks ought to be dispensed successfully to different departments. All together for an organisation to survive and thrive in a quickly evolving condition, organisations need to reliably utilize methodologies of different sorts and levels to end up noticeably more aggressive and gainful. One of the key regions of improving competitive advantage is via the development of human resource in implementation of strategy. The employee in the organisation needs to have the appropriate qualifications and skills to execute strategy implementation. All functions in management must be facilitated well towards accomplishing the strategy of organisation. The government can shape the organisation's operations through authorizing laws, policies and its power, causing impacts at the strategy execution process. Unfair government policies especially limit the donor funding. The regulatory framework

restricts the organisation from serving the customers well. This demonstrates the government should bolster the organisation in the usage of its strategy by guaranteeing that the minorities and marginalized groups are given extraordinary opportunities in economic and educational fields. There have been troubles in attracting donor funding to finance appropriate organization strategies. Funding is essential for the survival and the advancement of organisation in the execution of its strategy. Lack of ICT infrastructure may obstruct powerful execution of the organisation strategies. Organisations must endeavor to comprehend the current innovative advances that can influence their strategy implementation and performance. The challenge organisations confront today is to learn and acclimatize themselves with the new advancements in technology that are effective in running the everyday elements of the establishment.

Dragnic (2014) states that every internal factor (life cycle stages, business entity size, product innovation and technology, centralization and formalization, role of market, organizational features of autonomy and sort/significance of objectives) and most external factors (general condition of the economy, area, and type of customers), relying upon the period (general condition of the economy and life cycle stage), practice a more or less positive influence on the SMBs' effectiveness or performance (goals attainment and growth of the sales).

Kiptoo and Mwirigi (2014) proved that organizational frameworks influence the planning of an organization if the appropriate steps aren't enshrined to make sure that employees play a proactive role from the beginning. The organization needs to implement down upward communication to make the employees feel that they play an active role in the strategic planning and its subsequent success. To implement strategic management, the organization has to devise and execute schemes to reach the zenith. To do this, the personnel in the superior ranks must undertake schemes that are instrumental for the organization to remain stable in a volatile situation. The strategy is operationalized by several aspects that characterize at the given time. Therefore, it is advisable for the organizations to insulate well against repercussions. These aspects are in a constant state of flux which in turn helps in deciding the scheme that has been tailored for execution to realise the goals the organization is built on. The aspects are firm level factors and industry factors. With respect to the first, the aspects involved are organizational culture, structure, chief executive officer attributes, resources and board characteristics. Mostly, the organizations house these aspects and also

decide their course. The choice of scheme is decided by the milieu in which the business function and also by the results from the research done by the organization to check for further threats that might lie in wait. Typically, these aspects are not within the reach of the organization, thus not in their control. The strategy helps to tie a thread between the organization and the surrounding milieu. The selected strategy will directly influence the organizational performance. The performance is set to change in accordance with every other selected strategy which also hinged on what evaluation tool the organization uses to examine the performance. The evaluation tool utilized is crucial when assessing the aspects surrounding the execution and success. Leadership stands atop in every organization which decides the course of the same. Leaders must be able to spell out the goals, vision and mission or the organization eloquently to enable the firm to achieve the goals it has set for itself. When leadership falls apart, then strategic planning will also fall apart, negatively impacting the organization. This points out to the fact that strategic planning is contingent on the quality of leadership and the lead team that the organization has, which is responsible for steering the execution in a said manner. On the other hand, organizational culture plays a major role as strategic planning will be a failure if the higher authority and the people employed aren't in good terms. Also, the organization culture should be maintained in all layers of the firm so that that every individual realizes significance of goals and that they play a key role in the success of the organization. Ultimately, human resources play the nodal role in achieving the set strategic planning. The human resource is more like the adhesive that has the people employed and the higher authority joined together in the same page. Furthermore, the higher personnel must make sure that the strategic planning does not push anyone off in a bid to succeed in the procedure. Many a time, strategic planning has failed to be achieved because of the dearth of co-operation from the human resource in the firm. Bringing the human resource in line with the strategic planning is essential in any firm. Studies firmly endorse that the strategies, human capital and their corresponding performance is aligned. This proves the powerful role human capital has in executing strategies and using the same to advance the organization's edge in competition with others (Wright et al., 1995).

The present paper focuses on investigating the macro environment (i.e., globalization), which is the highest level of environmental conceptualization and encompasses all the other lower levels of environmental construct mentioned above. It is the context containing forces, which significantly influence organizational characteristics and outputs (Osborn & Hunt, 1974).

Globalization increases market potential, trade and investment potential and resource accessibility of firms. It has become easier for firms to outsource their production to different locations to gain benefits from location advantage since less trade and investment barriers are present in today's global marketplace (Chimerine, 1997; Czuchry & Yasin, 2001). Firms are able to reach out and serve many new untapped markets around the globe. Liberal movements of financial and human capital also facilitate their business transactions. Moreover, advances in communication technology and information systems also lower search costs and improve efficiency (Peterson, B. et al., 2002). Hence, it is clear that globalization makes resources necessary for a firm's growth and success more abundant. This clearly indicates that firm's performance affected by global market opportunities.

Global market threats can be further categorized into 1) global competitive threats and 2) global market uncertainty. Global competitive threats are defined as the intensified competition in global markets resulting from larger numbers of competitors in the global marketplace (D'Aveni, 1994; Hafsi, 2002). Along with higher competition, another threat posed by globalization is global market uncertainty, which refers to the increasing complexity and demand uncertainty in the market (Burgers et al., 1993; Courtney, 2001; Oxelheim & Wihlborg, 1991; Chimerine, 1997). Therefore, these global market threats can also affect the business strategy.

### **2.1.8 Previous studies**

Ghosh (2015) made a study on the impact of globalisation on technological regime of Indian manufacturing sector. The main reason is increasing globalisation the pattern of organisation and production structure of the manufacturing industries had undertaken various changes. In addition, the study elucidates the challenges associated to the productivity of the Indian manufacturing sector, this research revealed the growing nature of technological regime in India after the economic liberalisation in 1991. The chief constituent as defined by the government with respect to adoption and acquisition of novel technology and innovation of technology were described in the Indian scenario context. Later, the research attempts to explore the factors impacting the R&D expenditure of the firms, industries and the government because expenditure sustained on R&D was a superior representation for the novel technology absorption and acquisition. Finally, the industrial treatment and the organisation individually in the research was done in view of the fact that in evolutionary

theory decision rules made inside the organisations are viewed as a legacy from the past firms'. Such rules are suitable to the situations inside that the organisations find themselves.

Alshoaibi (1998) revealed that a significant association exists between decentralisation and usage of information technology in Saudi Arabian private organisations. The research further examined that participants assumed that the information technology use in Saudi Arabian business firms can support to lessen the overall number of the employees in organisations. This is specifically the case with respect to workers who are unskilled. The research did not present any proof to help the perspective that information technology use in business organisations would lead to the middle management elimination and reliesd upon company size. The findings revealed that various behavioural and technical issues could affect the information technology success in business firms and the top management support and involvement is necessary for implementation process success. The research concluded with suggestions for the Saudi government and recommendations of various topics to be conducted for further research to make able to use and understand information technology as a significant source for Saudi Arabian business organisations.

Muciimi and Ngumo (2014) revealed the rapid globalization spread and tremendous improvements in Information Technology (IT) had prompted sensational changes in the business condition which makes it imperative for business training to be receptive to these progressions.

In addition, the outcomes affirm that the globalizing internationals, i.e. organizations that initially internationalize after the residential period and afterward globalize their operations outside the domestic continent, create towards institutionalized product strategy choices, advanced product categories, wider product assortment and that corporate land needs to grow novel capacities to help worldwide business systems. These incorporate adaptability; arrange association and managerial learning abilities. The investigation adds to the writing by demonstrating that globalization has suggestions for international business strategy and that only those organizations that can fittingly react to the worldwide changes will have the capacity to survive and thrive in the long haul.

Kunkongkaphan (2014) determined that globalization has had huge effect on organizations and nations around the globe, particularly on account of small and medium enterprises, and is progressively adding to national economies by method for expanded yield

and work. A significant number of the SMEs incorporated into this investigation were not ready to profit by the progressions achieved by globalization. This is basically because of an absence of attention to the opportunities offered by globalization. The outcomes from the overview show that about half of the competencies don't have direct impact on the execution of the SMEs. These are because of the way that the attributes of the SMEs are distinctive to those of the huge firms. Though, the consequence of the contextual investigations demonstrates that the majority of the external, internal and globalization have significant impact on performance of SMEs. Financial, money related approaches and regulatory factors don't affect performance of SMEs.

Eatock et al. (n.d.) explained that there is almost no examination that is concerned about studies in which IT underpins business performance. The ASSESS-IT analyzed this area and proposed the utilization of simulation techniques to accomplish BP and integration of IT. Results indicate that portraying the dynamic conduct of IT could be exceptionally useful for business performance modelers in foreseeing the effect that the inclusion of IT might have on procedures of organisation. This paper portrays the rationale of the simulation framework utilized as a part of the project of ASSESS-IT and investigates the outcomes acquired while applying this structure to a contextual analysis keeping in mind the end goal to reflect about favorable circumstances and confinements of this approach and to recognize potential areas for future research in the same domain.

### **2.1.9 Research Gap**

Previous studies analyzed in this literature review section reveal that most of the studies reveal that globalisation brings new challenges and opportunities to various countries. The effect of globalisation has been found to vary from country to country and to depend on the size of the business (Hartungi, 2006). UK, being a developed country, might be affected quite differently from developing countries and other developed countries. Since there are no studies available on effects of globalisation on the IT industry of UK this research will examine the possible effects of globalisation on the IT industry of UK, and the ways or means in which they might adapt to survive and prosper in their business under a free trade environment.



## CHAPTER III- RESEARCH METHODOLOGY

### 3.1 Introduction

The systematic data collection process and its evaluation with the intention of gaining great research knowledge, is known as research methodology (Leedy, 1997). Therefore, the present chapter provides explanation for the objectives of this research and finally attains the main aim of the present research. The methodology section provides details of the research model, philosophy and methods involved. Furthermore, this section describes the type of sampling method considered and the approaches applied for data collection. Significantly, the evaluation of collected data is executed by applying data analysis tools. Finally, the ethical considerations and the drawbacks of the study are provided and the chapter concludes with a brief summary.

### 3.2 Research model

Research model is a significant part of a research because it supports to serve a clear knowledge about the nature of data collection and the limitations that exist in the study, considering the factors of resource availability and time. Among the sections presented in the methodology section, research model is considered to be important because it helps to gain a better knowledge to the nature of data collection, the limitations present in the study and involving the aspects of resource accessibility and period. Easterby-Smith *et al.* (1994) defines research model as the complete frame of the research which involves a collection of data in connection with the considered research objectives. Research objectives could be achieved by the choice of suitable research method and the collection of the data adequate for the research. Creswell (1994), Bell (1996) and Punch (2005) differentiated research methods into two different classes which could be applied based on the framed objectives in a research as qualitative and quantitative research methods. Both methods will collect primary data for their type of research. A qualitative research model is defined as the process of obtaining in-depth knowledge from people selected for the research wherein their opinions are received so as to gain greater understanding of the study. Non-numerical data collection and analysis are executed in a qualitative research design (Saunders et al., 2009). In contrast, a quantitative research design involves data collection which is analysed statistically by numerical methods (Creswell, 2011). The present research aims at analysing the impact of globalisation on the IT industry of UK. Moreover, the aim is to examine the reasons at the employees' end, which

account for formulating the business strategies to develop the international market of an organisation.

Therefore, a quantitative research methodology would be more suitable so as to reach the objectives of the present research.

### 3.3 Research philosophy

A suitable research philosophy is essential for the researcher to narrow down the research in a manner to meet the research requirements. The research philosophy can support in gaining the knowledge of real world entities and the modes through which issues could be found out (Saunders, Lewis & Thornhill (2012). The research philosophy can be classified into two types according to Perry (1995) and they are positivist and interpretivist. According to Bryman and Bell (2011), the theory of positivism describes that the world is assumed as an external entity and the taken objectives are assumed as the expectation of researchers as to whether a connection might present between some variables. Carson et al. (2001) states that interpretivist theory describes the social reality of research wherein the social world is trusted to be a build-up of human values.

Based on the methods involved in the study, a research structure can adopt positivist or interpretivist concepts. Holloway and Wheeler (2002) described that the philosophy of positivism is compared on specific beliefs and laws, hence individualistic or unique interpretations are neglected. In this context, a quantitative approach is more suitable since the present study analyses impact of globalization on business strategy in UK information technology sector. This method fits the present study since the research is an attempt to identify the impact of globalisation on formulating business strategies to develop the international market of an organisation. The positivist method is selected, since factual data needs to be collected.

### 3.4 Research approach

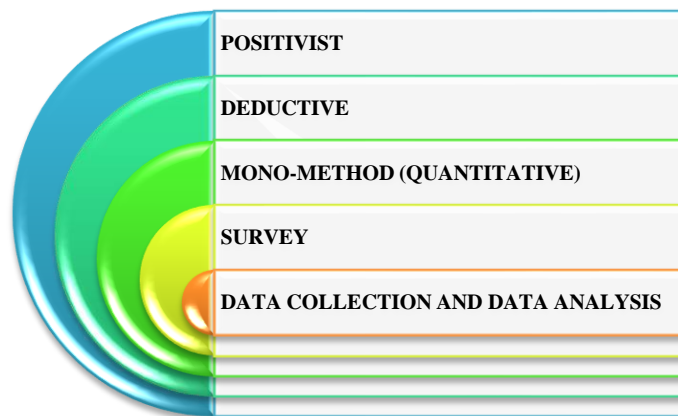
According to Saunders *et al.* (2012) theory and research and are related with one another and analyses the connection by applying any one of the approaches such as inductive or deductive approach. The inductive approach, is related to the formation of new theories which could be produced with the analysis of collected data and this approach is also known as bottom-up approach (Bryman & Bell, 2011). Conversely, the deductive method is related

on the knowledge of earlier studies from which a set of hypothesis are framed and are analysed applying survey based techniques. This approach is also known as the top- down approach (Gabriel, 2013; Saunders et al., 2009). In general, research approaches are linked with two different research models wherein quantitative approach will be consistent with deductive approach whereas qualitative approach be consistent with inductive approach (Bryman and Bell, 2011). The present study attempts to examine the impact of globalisation on the IT sector in UK. Moreover, the aim is to examine the reasons at the employees' end, which account for formulating business strategies to develop the international market of an organisation. Therefore, the approach that fits the present research would be deductive approach.

### 3.5 Sampling

Any research should select a group of target people who can be involved in the research and are very crucial for the research findings (Gay & Airasian, 2003). In order to select target people for the present research, a total of 100 respondents are selected and the view of managerial personnel from UK IT sector towards globalisation of their organisation are gathered. However, a systematic random sampling technique is used for the choice of samples in each stratum.

**Figure 1: Research Onion for the present study**



**Source: Adopted from Saunders et al. (2012)**

### 3.6 Data collection

The research depends on the collection of primary data which is gathered by administering questionnaires to the chosen UK IT sector. A total of 85 respondents are selected from several IT organisations in the UK wherein top management personnel were selected for the research. The research instrument which is the questionnaire is classified into 3 segments. Firstly, the questionnaire collects personal information about the respondent including age, experience, gender etc. Secondly, it collects the opinion of respondents to identify the degree of globalisation impact and the number of IT organisations based in the UK that is impacted by it.

### 3.7 Data analysis

The gathered quantitative information is analysed by applying IBM SPSS software (version 20.0). This tool is applied to statistically analyse the collected data and also supports in improving several functions including data management and documentation. One significant benefit of SPSS statistics tool is that the functions are very simple to understand (SPSS, 2015).

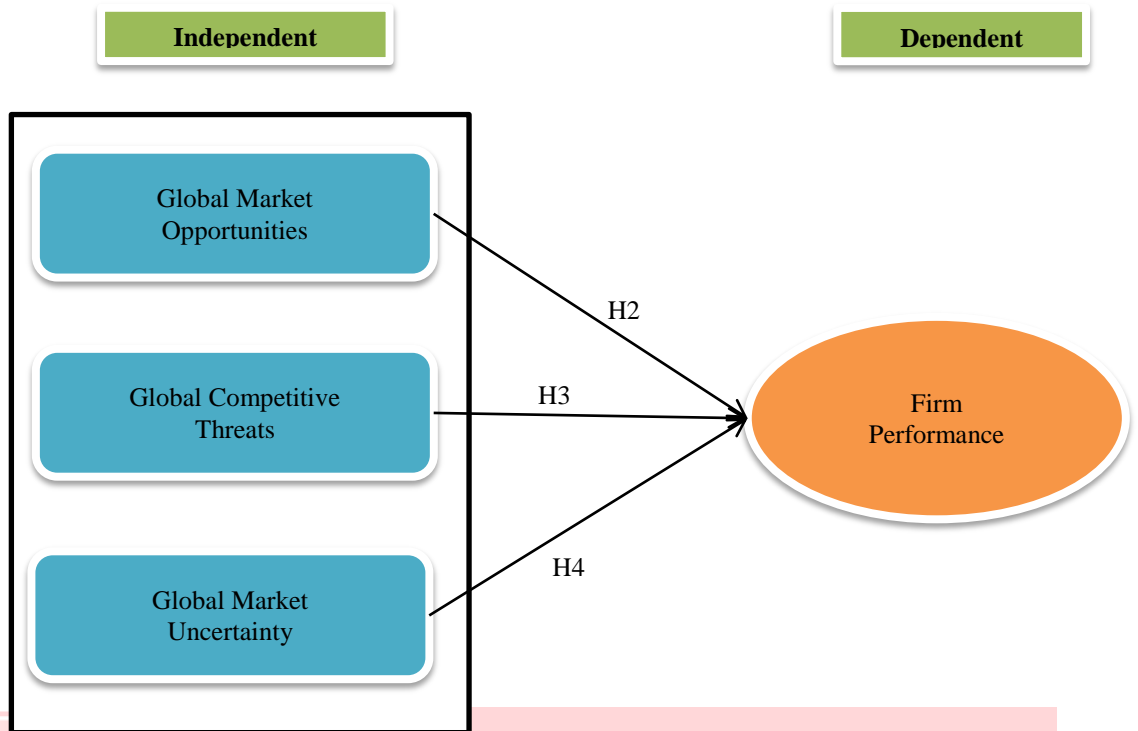
### 3.8 Ethical consideration

Every factor involved in data collection, and the information of the persons participating in the survey is stored safely as the present study warrants overall confidentiality. The research collects data from human sources hence the collected information will be saved in a manner without exposing the data elsewhere. ‘Unique Identification Number (UIN)’ of respondents were collected which further strengthens the process of securing their personal information including name and background. The collected data will be stored in a confidential way and shall be shared only with the research guide.

### 3.9 Summary of the chapter

The aims and objectives of the research are described in the present research. Furthermore, the design of research, the research philosophy and method adopted; the type of sampling conducted and the collection of data were explained in detail. Finally, the data analysis tool utilized in the present study and the ethical considerations of the research were described.

**Figure 2: Theoretical framework**



**PHD ASSISTANCE**

YOUR TRUSTED MENTOR SINCE 2001

## CHAPTER IV- RESULTS

### 4.1 Introduction

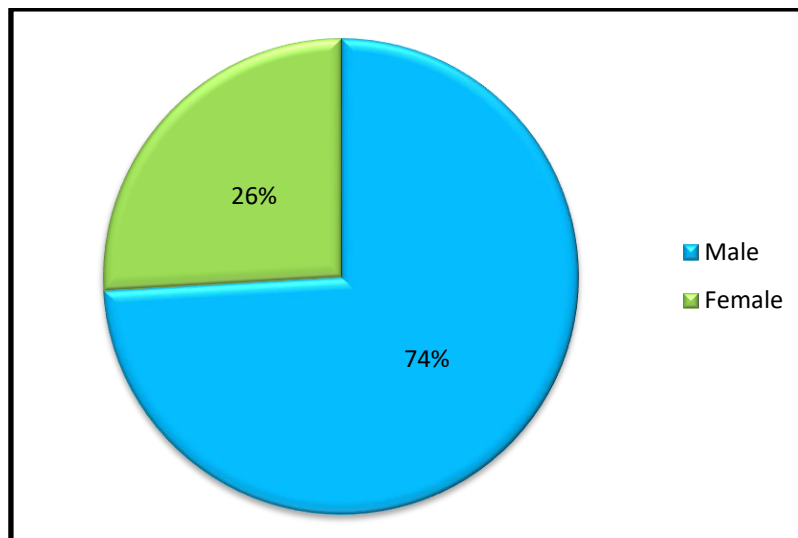
The result Chapter contains the quantitative data analysis. The data was collected from the IT industry. Hence, the analysis was based on the 85 samples. The statistical analysis was performed using SPSS 20.0 version. The analysis carried out was percentage analysis to find out the demographical information of respondents. Exploratory factor analysis is used to ascertain whether the independent variables had any collinearity Internal consistency of the data computed through reliability analysis using Cronbach's alpha value. Descriptive statistical measures were carried out in each and every item of factors. Correlation analysis is used to find the relationship between the independent and dependent variables. Regression analysis is used to find the association between the independent on dependent variables.

**Table 1: Frequency of gender (n=85)**

Gender	Frequency (n)	Percent (%)
Male	63	74.1
Female	22	25.9
<b>Total</b>	<b>85</b>	<b>100.0</b>

Table 1 reveals the gender of the respondents. In this study majority 74.1 percent of the respondents were male and 25.9 percent were female.

**Figure 3: Percentage of gender (n=85)**

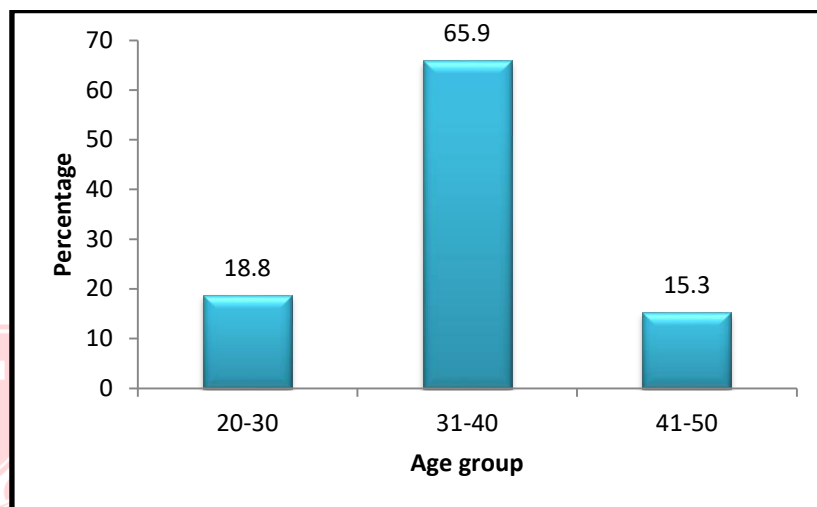


**Table 2: Frequency of age group (n=85)**

Age group	Frequency (n)	Percent (%)
20-30	16	18.8
31-40	56	65.9
41-50	13	15.3
<b>Total</b>	<b>85</b>	<b>100.0</b>

Table 2 shows the age group of the respondent. Majority 65.9 percent are 31-40 followed by 18.8 percent are 20-30 years and least 15.3 percent are 41-50 years.

**Figure 4: Percentage of age group (n=85)**

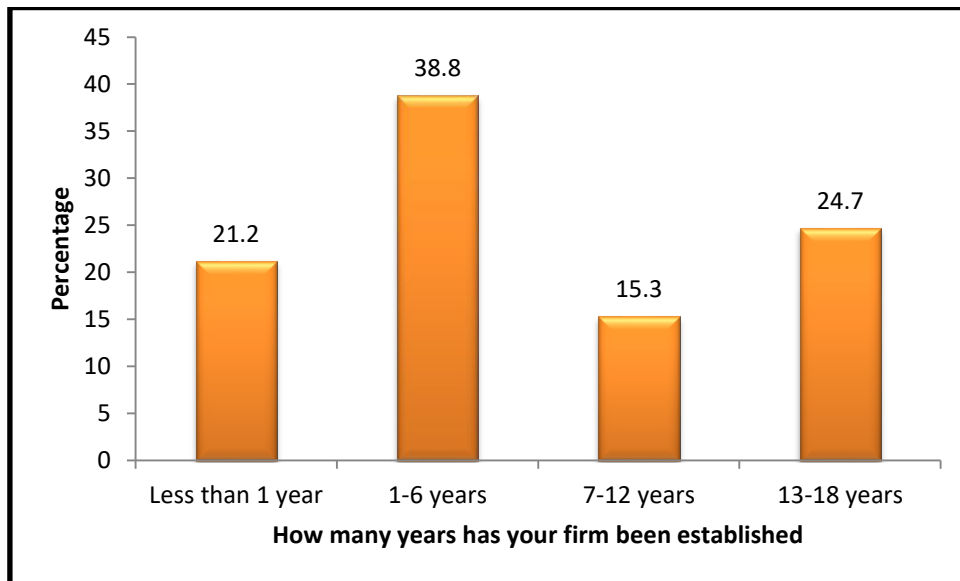


**Table 3: Frequency of year's firm established (n=85)**

How many years has your firm been established	Frequency (n)	Percent (%)
Less than 1 year	18	21.2
1-6 years	33	38.8
7-12 years	13	15.3
13-18 years	21	24.7
<b>Total</b>	<b>85</b>	<b>100.0</b>

Table 3 shows the year's firm established. Majority 38.8 percent were 1-6 years followed by 24.7 percent were 13-18 years, 21.2 percent were less than 1 year and least 15.3 percent are 7-12 years.

**Figure 5: Percentage of year's firm established (n=85)**

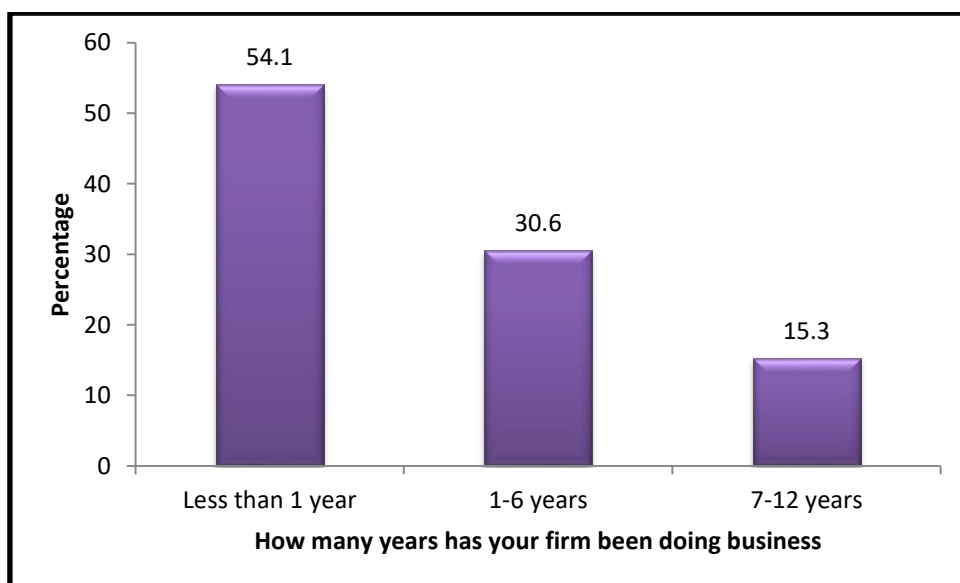


**Table 4: Frequency of year's firm doing business (n=85)**

How many years has your firm been doing business	Frequency (n)	Percent (%)
Less than 1 year	46	54.1
1-6 years	26	30.6
7-12 years	13	15.3
<b>Total</b>	<b>85</b>	<b>100.0</b>

Table 4 shows the year's firm doing business. Majority 54.1 percent were less than 1 year followed by 30.6 percent were 1-6 years and least 15.3 percent were 7-12 years.

**Figure 6: Percentage of year's firm doing business (n=85)**



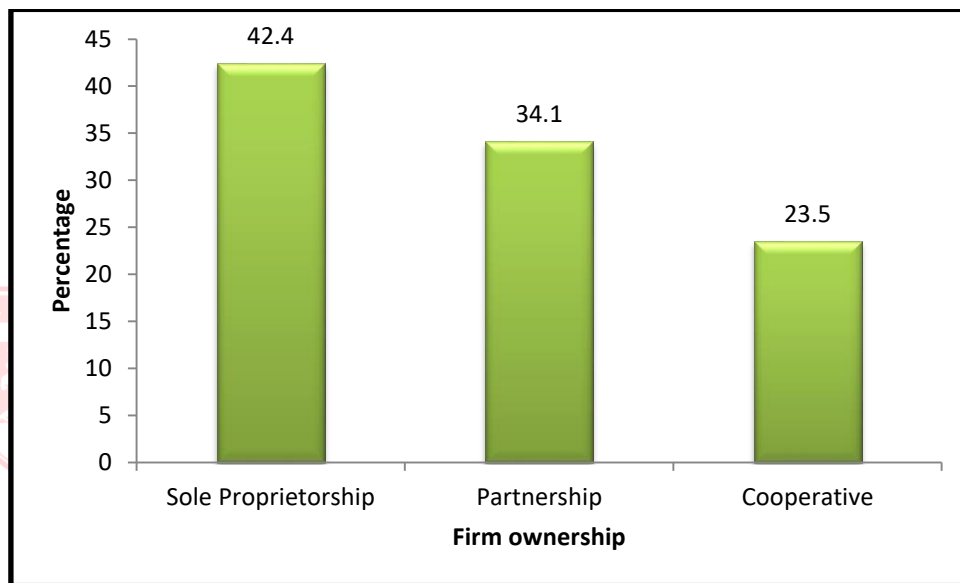


**Table 5: Frequency of firm ownership (n=85)**

Firm ownership	Frequency (n)	Percent (%)
Sole Proprietorship	36	42.4
Partnership	29	34.1
Cooperative	20	23.5
<b>Total</b>	<b>85</b>	<b>100.0</b>

Table 5 shows the firm ownership. Majority 42.4 percent were Sole Proprietorship followed by 34.1 percent were Partnership and least 23.5 percent were Cooperative.

**Figure 7: Percentage of firm ownership (n=85)**

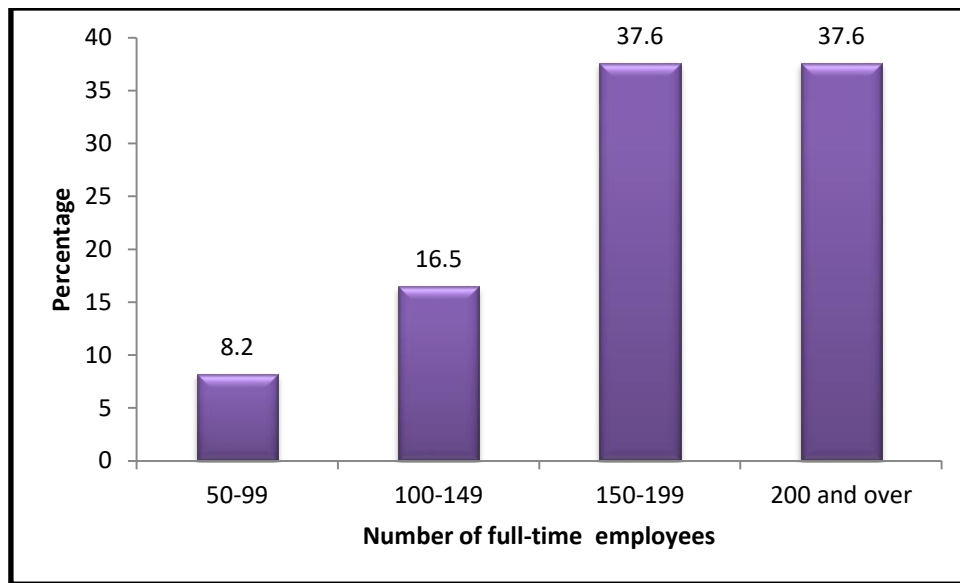


**Table 6: Frequency of number of full-time employees (n=85)**

Number of full-time employees	Frequency (n)	Percent (%)
50-99	7	8.2
100-149	14	16.5
150-199	32	37.6
200 and over	32	37.6
<b>Total</b>	<b>85</b>	<b>100.0</b>

Table 6 shows the number of full-time employees. Majority 75.2 percent were above 150 and over followed by 16.5 percent were 100-149 and least 8.2 percent were 50-99.

**Figure 8: Percentage of number of full-time employees (n=85)**

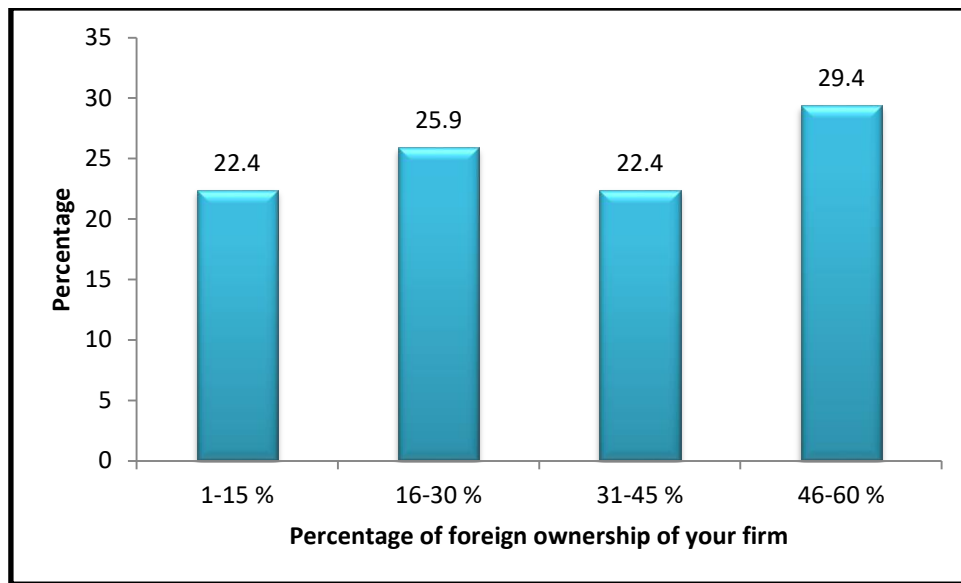


**Table 7: Frequency of foreign ownership of your firm (n=85)**

Percentage of foreign ownership of your firm	Frequency (n)	Percent (%)
1-15 %	19	22.4
16-30 %	22	25.9
31-45 %	19	22.4
46-60 %	25	29.4
<b>Total</b>	<b>85</b>	<b>100.0</b>

Table 7 shows the percentage of foreign ownership of your firm. Majority 29.4 percent with 46-60% followed by 25.9 percent with 16-30% and least 22.4 percent with 31-45 % and 1-15 % in each.

**Figure 9: Percentage of foreign ownership of your firm (n=85)**



**Table 8: Reliability Analysis (n=85)**

Factors	No. of items	Mean	SD	Cronbach's alpha
Global Market Opportunities	6	4.70	0.42	0.893
Global Competitive Threats	8	4.51	0.44	0.887
Global Market Uncertainty	3	4.45	0.53	0.777

SD- Standard Deviation

Cronbach's alpha method is used in the study for assessing the internal consistency of data within the factors namely, Global Market Opportunities, Global Competitive Threats, and Global Market Uncertainty. Cronbach's alpha values ranging from 0.777 to 0.893, which reveals that the strong internal consistency exists among the data of each factor.

### Exploratory Factor Analysis:

**Table 9: Factor influencing Global Competitive Threats (n=85)**

	<b>Factor loading</b>	<b>% of Variance</b>
Globalization has caused unpredictable changes in consumer purchasing patterns.	.843	42.151
Globalization has increased the level of competition my company is facing.	.801	
Globalization has increased the number of competitors my company is facing.	.754	
Globalization has made it difficult for my firm to out-compete the competitors.	.731	
Globalization has increased the difficulty in forecasting demand for the firm's products.	.658	
Globalization adds complexity to my business operations.	.645	
Globalization has increased the costs of my business operations.	.642	
Markets have become increasingly uncertain due to globalization.	.555	

Table 9 presents the factor analysis for independent variables. This analysis extracted 8 items for the factor named as 'Global Competitive Threats'. Factor loading value of this factor is ranged from 0.555 to 0.843; it indicates that all these 8 items are highly correlated with this factor along with 42 percent of variation.

**Table 10: Factor influencing Global Market Opportunities (n=85)**

	<b>Factor loading</b>	<b>% of Variance</b>
Globalization has increased my firm's opportunities to expand the firm's products and/or markets.	.864	12.815
Globalization has facilitated my firm's international market expansion.	.863	
Globalization has increased my firm's opportunities to develop customer markets worldwide.	.857	
Globalization has increased my firm's opportunities for trade and investment.	.754	
Globalization has made it easy for my firm to identify potential customers.	.726	
Globalization has increased my firm's market potential.	.556	

Table 10 presents the factor analysis for independent variables. This analysis extracted 6 items for the factor named as 'Global Market Opportunities'. Factor loading

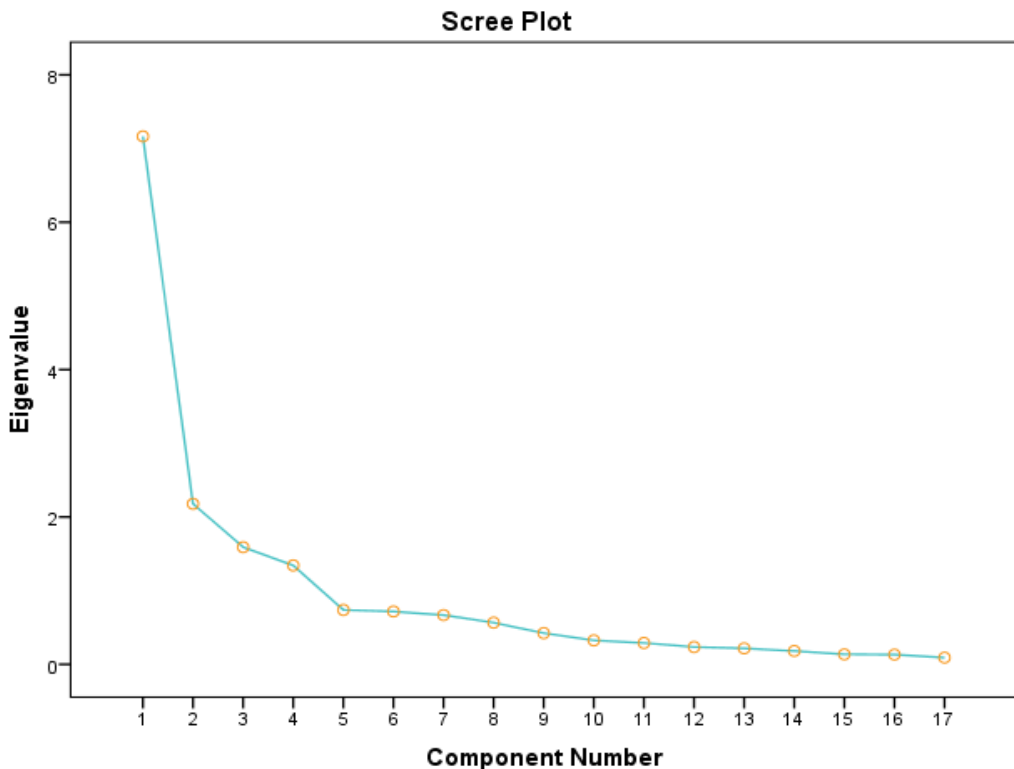
value of this factor is ranged from 0.556 to 0.864; it indicates that all these 6 items are highly correlated with this factor along with 13 percent of variation.

**Table 11: Factor influencing Global Market Uncertainty (n=85)**

	<b>Factor loading</b>	<b>% of Variance</b>
Globalization has increased the difficulty in forecasting demand for the firm's products.	.907	9.357
Markets have become increasingly uncertain due to globalization.	.847	
Markets have become increasingly uncertain due to globalization.	.442	

Table 11 presents the factor analysis for independent variables. This analysis extracted 3 items for the factor named as 'Global Market Uncertainty'. Factor loading value of this factor is ranged from 0.442 to 0.907; it indicates that all these 3 items are highly correlated with this factor along with 9 percent of variation.

**Figure 10: Scree Plot**



**Table 12: Mean ranking for the Global Market Opportunities**

<b>Global Market Opportunities</b>	<b>Mean</b>	<b>SD</b>	<b>Ranking</b>
Globalization has increased my firm's opportunities to develop customer markets worldwide.	4.86	0.44	1
Globalization has increased my firm's opportunities to expand the firm's products and/or markets.	4.74	0.52	2
Globalization has increased my firm's opportunities for trade and investment.	4.73	0.52	3
Globalization has facilitated my firm's international market expansion.	4.72	0.53	4
Globalization has increased my firm's market potential.	4.64	0.55	5
Globalization has made it easy for my firm to identify potential customers.	4.52	0.57	6

Table 12 reveals the mean ranking of Global Market Opportunities. The item “Globalization has increased my firm’s opportunities to develop customer markets worldwide” had the first rank with mean 4.86 followed by, the item “Globalization has increased my firm’s opportunities to expand the firm’s products and/or markets” had the second rank with mean 4.74, the item “Globalization has increased my firm’s opportunities for trade and investment” had the third rank with mean 4.73, item “Globalization has facilitated my firm’s international market expansion” had the fourth rank with mean 4.72, item “Globalization has increased my firm’s market potential” had the fifth rank with mean 4.64 while, the item “Globalization has made it easy for my firm to identify potential customers” had the last rank with mean 4.52.

**Table 13: Mean ranking for the Global Competitive Threats**

<b>Global Competitive Threats</b>	<b>Mean</b>	<b>SD</b>	<b>Ranking</b>
Globalization has increased the level of competition my company is facing.	4.78	0.50	1
Globalization has increased the difficulty in forecasting demand for the firm's products.	4.60	0.62	2
Globalization has made it difficult for my firm to out-compete the competitors.	4.58	0.62	3
Globalization has caused unpredictable changes in consumer purchasing patterns.	4.53	0.63	4
Markets have become increasingly uncertain due to globalization.	4.52	0.63	5
Globalization has increased the number of competitors my company is facing.	4.48	0.57	6
Globalization has increased the costs of my business operations.	4.34	0.55	7
Globalization adds complexity to my business operations.	4.25	0.58	8

Table 13 reveals the mean ranking of Global Competitive Threats. The item “Globalization has increased the level of competition my company is facing” had the first rank with mean 4.78 followed by, the item “Globalization has increased the difficulty in forecasting demand for the firm’s products” had the second rank with mean 4.60, the item “Globalization has made it difficult for my firm to out-compete the competitors” had the third rank with mean 4.58, item “Globalization has caused unpredictable changes in consumer purchasing patterns” had the fourth rank with mean 4.53, item “Markets have become increasingly uncertain due to globalization” had the fifth rank with mean 4.52, the item “Globalization has increased the number of competitors my company is facing” had the sixth rank with mean 4.48, the item “Globalization has increased the costs of my business operations” had the seventh rank with mean 4.34 while, the item “Globalization adds complexity to my business operations” had the last rank with mean 4.25.

**Table 14: Mean ranking for the Global Market Uncertainty**

<b>Global Market Uncertainty</b>	<b>Mean</b>	<b>SD</b>	<b>Ranking</b>
Globalization has increased the difficulty in forecasting demand for the firm's products.	4.49	0.63	1
Markets have become increasingly uncertain due to globalization.	4.45	0.63	2
Markets have become increasingly uncertain due to globalization.	4.40	0.68	3

Table 14 reveals the mean ranking of Global Market Uncertainty. The item “Globalization has increased the difficulty in forecasting demand for the firm’s products” had the first rank with mean 4.49 followed by, the item “Markets have become increasingly uncertain due to globalization” had the second rank with mean 4.45, while, the item “Markets have become increasingly uncertain due to globalization” had the last rank with mean 4.40.

**Table 15: Mean ranking for the Firm performance**

<b>Firm Performance</b>	<b>Mean</b>	<b>SD</b>	<b>Ranking</b>
Marketing strategy	4.86	0.44	1
Promotion strategy	4.74	0.52	2
Distribution strategy	4.73	0.52	3
Pricing strategy	4.64	0.55	4
Customer service	4.54	0.57	5
Maintaining contacts with customers	4.51	0.57	7
Return of investment	4.51	0.57	7
Profit goals	4.51	0.57	7
Sales goals	4.42	0.56	9

Table 15 reveals the mean ranking of Firm performance. The item “Marketing strategy” had the first rank with mean 4.86 followed by, the item “Promotion strategy” had the second rank with mean 4.74, the item “Distribution strategy” had the third rank with mean 4.73, item “Pricing strategy” had the fourth rank with mean 4.64, item “Customer service” had the fifth rank with mean 4.54, the item “Maintaining contacts with customers, Return of investment and Profit goals” had the equal rank with mean 4.51, while, the item “Sales goals” had the last rank with mean 4.42.

## Hypotheses

H1: There is a significant relationship between global market opportunities, global competitive threats, global market uncertainty and firm performance.



**Table 16: Correlation between global market opportunities, global competitive threats, global market uncertainty and firm performance (n=85)**

Variables	Global Market Opportunities	Global Competitive Threats	Global Market Uncertainty	Firm Performance
Global Market Opportunities	1	.519**	.416**	.959**
Global Competitive Threats		1	.452**	.544**
Global Market Uncertainty				.471**
Firm Performance				1

\*\*p<0.01

Table 16 reveals the relationship between the Global Market Opportunities, Global Competitive Threats, Global Market Uncertainty and Firm Performance. The correlation value lies between -1 to +1. Global Market Opportunities shows a moderate positive significant relationship with Global Competitive Threats ( $r=0.519$ ,  $p<0.01$ ), Global Market Uncertainty ( $r=0.416$ ,  $p<0.01$ ) while Firm performance ( $r=0.959$ ,  $p<0.01$ ) is strongly correlate with Global Market Opportunities. Global Competitive Threats shows a moderate positive significant relationship with Global Market Uncertainty ( $r=0.452$ ,  $p<0.01$ ) and Firm performance ( $r=0.544$ ,  $p<0.01$ ). Global Market Uncertainty is moderately positive significant relationship with Firm performance ( $r=0.471$ ,  $p<0.01$ ). The correlation value lies between 0.416 to 0.959. The correlation value is positive means when Global Market Opportunities increases Global Competitive Threats, Global Market Uncertainty and Firm performance also increases. Hence there is a positive relationship between Global Market Opportunities, Global Competitive Threats, Global Market Uncertainty and Firm Performance. Hence accept the hypothesis. Therefore the hypothesis no:

**H1: There is a significant relationship between global market opportunities, global competitive threats, global market uncertainty and firm performance is accepted.**

H2: There is a significant positive impact of global market opportunities on firm performance.

**Table 17: Association between global market opportunities and firm performance (n=85)**

Independent variable	Unstandardized Coefficients		R Square	t-value	p-value
	Beta	SE			
(Constant)	0.401	0.137	0.919	2.918	0.005
Global Market Opportunities	0.895	0.029		30.750	0.000**

Dependent Variable: Firm Performance, \*\*p<0.01

Table 17 presents the impact of global market opportunities on firm performance. As seen in table, Global Market Opportunities ( $\beta=0.895$ ,  $t=30.750$ ,  $p<0.001$ ) does the positive influence on the firm performance. Hence, Global Market Opportunities does the significant effect on the firm performance with R-square 92% of the variance is explained by Global Market Opportunities on firm performance. Hence accept the hypothesis. Therefore the hypothesis no:

**H2: There is a significant positive impact of global market opportunities on firm performance is accepted.**

H3: There is a significant positive impact of global competitive threats on firm performance.

**Table 18: Association between global competitive threats and firm performance (n=85)**

Independent variable	Unstandardized Coefficients		R Square	t-value	p-value
	Beta	SE			
(Constant)	2.410	0.373	0.296	6.458	0.000
Global Competitive Threats	0.487	0.082		5.909	0.000**

Dependent Variable: Firm Performance, \*\*p<0.01

Table 18 presents the impact of global competitive threats on firm performance. As seen in table, global competitive threats ( $\beta=0.487$ ,  $t=5.909$ ,  $p<0.001$ ) does the positive influence on the firm performance. Hence, global competitive threats does the significant effect on the firm performance with R-square 30% of the variance is explained by global competitive threats on firm performance. Hence accept the hypothesis. Therefore the hypothesis no:

**H3: There is a significant positive impact of global competitive threats on firm performance is accepted.**

H4: There is a significant positive impact of global market uncertainty on firm performance.

**Table 19: Association between global market uncertainty and firm performance (n=85)**

Independent variable	Unstandardized Coefficients		R Square	t-value	p-value
	Beta	SE			
(Constant)	3.069	0.318	0.222	9.637	0.000
Global Market Uncertainty	0.346	0.071		4.860	0.000**

Dependent Variable: Firm Performance

Table 19 presents the impact of global market uncertainty on firm performance. As seen in table, global market uncertainty ( $\beta=0.346$ ,  $t=4.860$ ,  $p<0.001$ ) does the positive influence on the firm performance. Hence, global market uncertainty does the significant effect on the firm performance with R-square 22% of the variance is explained by global market uncertainty on firm performance. Hence accept the hypothesis. Therefore the hypothesis no:

**H4: There is a significant positive impact of global market uncertainty on firm performance is accepted.**

**Summary table:**

Hypothesis	Type of Statistical test used	Accept/Reject
H1: There is a significant relationship between global market opportunities, global competitive threats, global market uncertainty and firm performance.	Correlation	Accept
H2: There is a significant positive impact of global market opportunities on firm performance.	Linear Regression	Accept
H3: There is a significant positive impact of global competitive threats on firm performance.	Linear Regression	Accept
H4: There is a significant positive impact of global market uncertainty on firm performance.	Linear Regression	Accept

**Summary of findings:**

This chapter provides evidence of the collected data and the analysis that the researcher carried out. Using graphs, tables and descriptive statistics, the data is presented for easier understanding and therefore allowed the data analysis to be completed using correlation and regression analysis. Correlation analysis looked into the relationships between the dependent variable and independent variables, and showed that all independent variables had a positive impact on the dependent variable with varying strengths for each correlation. The regression analysis however indicates that global market opportunities, global

competitive threats, global market uncertainty have strong positive impact on firm performance, and the hypothesis can be accepted for this study.



**PHD ASSISTANCE**

YOUR TRUSTED MENTOR SINCE 2001

## CHAPTER V- DISCUSSION AND CONCLUSION

The present research aims at the analysis of the impacts of globalisation on the business strategies of UK IT organisations. The present world has been undergoing serious transformation over the years wherein the debate is on the collaboration between Globalisation and Information technology (Castells, 1998). Globalisation has led to the improvements in the economic growth in various nations such as France, Chile, India, the US and the UK which is associated with the information that is drawn from the labour force surveys. For the manufacturing sector, in nations such as the US and the UK, there are ample evidences which state the importance of globalisation and its impact (Gonzales et al., 2012) wherein least is examined in the service sector, especially in the Information Technology sector. This became the premise for the present research wherein the research objectives are framed as follows:

- To determine the internal and external factors affecting business strategies of IT based organisations
- To examine the impacts of liberalisation on IT based organisations in UK at the disaggregated level.
- To present solutions to the challenges associated with globalization on business strategy in UK information technology industry.

The present research considered a sample size of 85 (top management personnel in UK Information Technology sector) wherein it was found that a maximum of respondents were male (74.1 per cent) and the rest were females. A predominant number of top management personnel selected for the research fall under the age group of '31-40 years' (65 per cent). When the established year of the organisation in which the respondents were working was considered, it was revealed that more than 38 per cent of the participants belong to firms that were established between '1-6 years'. In the UK, there is a vast growth in the IT sector wherein UK IT businesses have become the heart of the economic growth in the nation. Several new businesses in the UK IT sector have also emerged which include gaming and cloud computing businesses (Tech City, 2016). This information is associated with more number of respondents in the present research belonging to firms that are established between 1-6 years.

A maximum of IT businesses operating in the UK according to the findings of the present research are owned by sole owners (42.4 per cent). Furthermore, the researcher acquired the percentage of foreign ownership in the firms where the participants work wherein the findings revealed that around 29.4 per cent of the participants work in firms wherein the foreign ownership is found to be around 46-60 per cent. United Kingdom is a nation which is open to investments wherein many international firms have established their branch bases in the nation (State, 2014).

### **5.1 Factors affecting IT business strategies and performance in the UK**

The present research identified three factors namely, ‘Global Competitive Threats’, ‘Global Market Opportunities’, and ‘Global Market Uncertainty’. For any organisation, the main aim to survive in their market is to create competitive advantage. According to Rothaermel (2008), in technology intensive organisations the need for achieving competitive advantage is high which is associated with the increasing number of competitors. With globalisation, global competitive threats have even increased which affects the business strategies and performance of UK IT industries. In this regard, the researcher performed mean ranking to analyse the perceptions of participants towards the threats of global competition wherein the item ‘*Globalization has increased the level of competition my company is facing*’ ranked first. Globalisation tends to increase competition among organisations (Brooks et al., 2017) and in the UK IT sector, based on the findings of the research the same has created a competitive environment among IT firms.

Globalisation has also increased the chances of market uncertainty which is evident from several cases of economic downturns in many nations. Globalisation heightens the chances of uncertainty (Haltiwanger, 2017) and hence is considered as another important factor affecting business strategies and performance in the UK IT sector. It was revealed from the mean ranking of the items considered in the research that the item ‘*Globalization has increased the difficulty in forecasting demand for the firm’s products*’ which asserts the fact that globalisation has led to complexities in demand forecasting for products or services developed/ rendered by the UK IT firms.

However, globalisation has not only posed serious threats but also has increased market opportunities. Globalisation has led to increased market access to international venues and hence is also a benefit to the UK IT industry. According to Monsod (2000), the good news is that globalisation tends to improve technology usage which supports collaborating with international clientele. In the present research, the mean ranking of the items for the variable

'Global market opportunities' revealed that the item '*Globalization has increased my firm's opportunities to develop customer markets worldwide*' ranks first which means that globalisation develops worldwide customer markets.

## 5.2 Impact of Globalisation on IT based organisations in UK

With the purview of examining the impact of globalisation on the performance of the UK IT organisations, correlation and regression analysis were run. The factors of globalisation such as 'Global Competitive Threats', 'Global Market Opportunities', and 'Global Market Uncertainty' were correlated and regressed with 'Firm performance'. Correlation analysis revealed that all factors considered in the research are associated with one another which is proven by the p-value that is less than 0.01. Hence, there exist a significant relationship between global market opportunities, global competitive threats, global market uncertainty and firm performance.

The present research revealed that global market opportunities have positive impact of firm performance. The demands of clientele all over the world have converged these days wherein liberalisation policies and globalisation has led to large scale business transactions in an international scale<sup>1</sup>. The increased opportunities in the market are associated with the globalisation of technology<sup>2</sup> which has great relevance in the UK IT industry. Furthermore, the present research revealed that Global competitive threats have a positive impact on the performance of the firm. While Globalisation opens up venues for market opportunities, it also opens up the venues for competitive threats<sup>3</sup>. Hence it is imperative that global threats are evident in the UK IT scenario also.

Thirdly, the impact of global market uncertainty on firm performance in the UK IT industry is examined wherein the present research revealed that there is a positive relationship. It was revealed in a report by<sup>4</sup> that the recent Brexit might have drastic effects on the economic growth of the UK wherein the IT industry might also has its share. Hence, strategies need to be discerned to avert any economic disruptions.

---

<sup>1</sup> Deardorff, A. V. & R. M. Stern (2002). What You Should Know about Globalization and the World Trade Organization. *Review of International Economics*, 10(3), 404-423

<sup>2</sup> Peterson, B., L. S. Welch & P. W. Liesch (2002). The Internet and Foreign Market Expansion. *Management International Review*, 42(2), 207-221.

<sup>3</sup> Jones, M. T. (2002). Globalization and Organizational Restructuring: A Strategic Perspective. *Thunderbird International Business Review*, 44(3), 325-351.

<sup>4</sup>

[http://eprints.lse.ac.uk/66663/1/\\_lse.ac.uk\\_storage\\_LIBRARY\\_Secondary\\_libfile\\_shared\\_repository\\_Content\\_LSE%20British%20Politics%20and%20Policy%20Blog\\_blogs%20lse%20ac%20uk-What%20is%20Brexit-related%20uncertainty%20doing%20to%20UK%20growth.pdf](http://eprints.lse.ac.uk/66663/1/_lse.ac.uk_storage_LIBRARY_Secondary_libfile_shared_repository_Content_LSE%20British%20Politics%20and%20Policy%20Blog_blogs%20lse%20ac%20uk-What%20is%20Brexit-related%20uncertainty%20doing%20to%20UK%20growth.pdf)

©2018 All Rights Reserved, No part of this document should be modified/used without prior consent PhD Assistance™ - Your trusted mentor since 2001 [www.phdassistance.com](http://www.phdassistance.com)

India: Nungambakkam, Chennai-600034 # +91 8754446690

## Conclusion

In the present research, an attempt was made to examine the factors of globalisation that impact the firm performance in the UK IT sector. An examination of previous researches revealed 'Global Competitive Threats', 'Global Market Opportunities', and 'Global Market Uncertainty' as the factors of globalisation that have effects on firm performance. The findings of the present research revealed that all these factors affect the performance of IT firms in the UK wherein recommendations and strategies need to be put forth for organisations to sustain in the competitive global market.

## Recommendations

The following are the recommendations for the UK IT organisations to stay competitive:

- i) The UK IT organisation is open to new investments, which is a good sign; however, clientele require organisations to utilise state of the art technologies. Hence, UK IT organisations should utilise new technological advancements to stay competitive in the market
- ii) IT organisations in the UK can look at the ways of outsourcing its projects to other nations which perform IT related tasks at low costs. In this way, IT organisations in the UK could stay competitive; this is an additional opportunity created due to globalisation
- iii) Knowledge transfer and management is the key to sustenance in the IT sector. Hence the UK IT industry should create a knowledge base to store vast data which could be interpreted to acquire useful insights. The technology called Big data can serve the cause.



## References

- Alshoaibi, A.A. (1998). *The impact of information technology on organisations : the case of the Saudi private sector*. [Online]. University of St Andrews Library. Available from: <https://research-repository.st-andrews.ac.uk/handle/10023/2938>.
- Baller, S., Dutta, S. & Lanvin, B. (2016). *The Global Information Technology Report 2016*. [Online]. New York. Available from: <http://online.wsj.com/public/resources/documents/GITR2016.pdf>.
- Bell, S. (1996). *Learning with information Systems: Learning Cycles in Information Systems Development*. New York: Routledge.
- BIS (2011). *Trade and Investment for Growth*. White Paper Cm. London.
- Brooks, I., Weatherston, J. & Wilkinson, G. (2017). *Globalisation, challenges and changes*. [Online]. 2017. Pearsoned. Available from: [https://catalogue.pearsoned.co.uk/assets/hip/gb/hip\\_gb\\_pearsonhighered/samplechapter/Brooksch9.pdf](https://catalogue.pearsoned.co.uk/assets/hip/gb/hip_gb_pearsonhighered/samplechapter/Brooksch9.pdf). [Accessed: 13 September 2017].
- Brown, P., Lauder, H. & D, A. (2011). *The Global Auction: The Broken Promises of Education, Jobs, and Incomes*. Oxford.
- Bryman, A. & Bell, E. (2011). *Business Research Methods*. 3rd Ed. Oxford: OUP Oxford.
- Burgers, W.P., Hill, C.W.L. & Kim, W.C. (1993). A theory of global strategic alliances: The case of the global auto industry. *Strategic Management Journal*. 14 (6). p.pp. 419–432.
- Carson, D., Gilmore, A., Perry, C. & Gronhaug, K. (2001). *Qualitative Marketing Research*. London: Sage.
- Castells, M. (1998). Information Technology, Globalization and Social Development. In: *UNRISD Conference on Information Technologies and Social*. [Online]. 1998, Geneva: Development, Palais des Nations. Available from: [http://in3.dem.ist.utl.pt/master/03econ/lecture\\_9.pdf](http://in3.dem.ist.utl.pt/master/03econ/lecture_9.pdf).

- Cavanagh, J., Gershman, J., Baker, K. & Helmke, G. (1992). *Trading Freedom: How Free Trade Affects Our Lives, Work, and Environment*. [Online]. Vermont, USA: Institute for Food and Development Policy. Available from: [https://books.google.sh/books/about/Trading\\_Freedom.html?id=qrG2AAAAIAAJ](https://books.google.sh/books/about/Trading_Freedom.html?id=qrG2AAAAIAAJ).
- Chacar, A. & Vissa, B. (2005). Are emerging economies less efficient? Performance persistence and the impact of business group affiliation. *Strategic Management Journal*. 26. p.pp. 933–946.
- Chimerine, L. (1997). The New Economic Realities in Business. *McKinsey Quarterly*. 86 (1). p.pp. 12–17.
- Clougherty, J.A. (2001). Globalization and the Autonomy of Domestic Competition Policy: An Empirical Test on the World Airline Industry. *Journal of International Business Studies*. [Online]. 32 (3). p.pp. 459–478. Available from: <http://link.springer.com/10.1057/palgrave.jibs.8490977>.
- Colclough, C. (1991). *Structuralism versus neo-liberalism: an introduction*,. C. Colclough & J. Manor (eds.). Debate, Oxford: Clarendon Press.
- Courtney, H. (2001). Making the Most of Uncertainty. *McKinsey Quarterly*. 90 (4). p.pp. 38–47.
- Crane, A. & Matten, D. (2004). *Business Ethics: A European Perspective: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. illustrate. [Online]. United Kingdom: Oxford University Press. Available from: [https://books.google.co.in/books/about/Business\\_Ethics.html?id=s59qQgAACAAJ&redir\\_esc=y](https://books.google.co.in/books/about/Business_Ethics.html?id=s59qQgAACAAJ&redir_esc=y).
- Creswell, J.W. (2011). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. 3rd Ed. South Asia: SAGE Publications India Private Limited.
- Creswell, J.W. (1994). *Research Design: Qualitative and Quantitative Approaches*. Thousand Oaks, CA: Sage Publications.
- Czuchry, A.J. & Yasin, M.M. (2001). Enhancing Global Competitiveness of Small and Mid-Sized Firms: A Rapid Assessment Methodology Approach. *Advances in*

*Competitiveness Research*. 9 (1). p.pp. 87–99.

D'Aveni, R.A. (1994). *Hypercompetition*. New York: Harper Business.

Dragnic, D. (2014). *Impact of Internal And External Factors on the Performance of Fast-Growing Small and Medium Businesses*. [Online]. 2014. Preliminary communication. Available from: file:///C:/Users/1040/Downloads/6\_Dragnic\_print.pdf. [Accessed: 22 August 2017].

DTI (2006). *International trade and investment – the economic rationale for government support*. Economics Papers.

DTI (2004). *Liberalisation and globalisation: maximising the benefits of international trade and investment*. Economics Papers.

Dunning, J.H. (2014). *The Globalization of Business (Routledge Revivals): The Challenge of the 1990s*. [Online]. New Jersey: Routledge. Available from: [https://books.google.co.in/books/about/The\\_Globalization\\_of\\_Business\\_Routledge.html?id=8DpWBQAAQBAJ&redir\\_esc=y](https://books.google.co.in/books/about/The_Globalization_of_Business_Routledge.html?id=8DpWBQAAQBAJ&redir_esc=y).

Easterby-Smith, M., Thorpe, R. & Lowe, A. (2002). *Management Research: An Introduction*. London: Sage Publications.

Eatock, J., Paul, R.J. & Serrano, A. (n.d.). A Study of the Impact Of Information Technology on Business Processes Using Discrete Event Simulation: A Reprise. *Journal of Simulation*. [Online]. 1 (2). p.pp. 30–40. Available from: <http://ijssst.info/Vol-02/No-2/Eatock-et-al.pdf>.

Economist (2006). *A survey of telecom convergence*. 12th Ed. London: Economist print.

Economist (2011). *Beyond the PC*. London: Economist print.

Eden, L. & Lenway, S. (2001). 'Introduction to the Symposium Multinational: The Janus Face of Globalization. *Journal of International Business Studies*. [Online]. 32 (3). p.pp. 383–400. Available from: <http://www.voxprof.com/eden/Publications/eden-lenway-intro-JIBS-symposium-JANUS.pdf>.

Gabriel, D. (2013). *Inductive and Deductive approaches to research*. [Online]. 2013.

Available from: <http://deborahgabriel.com/2013/03/17/inductive-and-deductive-approaches-to-research/>.

Gay, R. & Airasian, P. (2003). *Educational Research*. New York: Longman.

Ghosh, B.B. (2015). *Impact of globalisation on Indias technological regime*. [Online]. London. Available from: <http://shodhganga.inflibnet.ac.in/handle/10603/50352>.

Giddens, A. (1990). *The Consequences of Modernity*. Stanford, CA: Stanford University Press.

Gomory, R. & Baumols, W.J. (2000). *Global Trade and Conflicting National Interests*. Cambridge MA.

Gonzales, F., Jensen, J.B., Kim, Y. & Nordås, H.K. (2012). *Globalisation of Services and Jobs*. [Online]. 2012. OECD. Available from: <https://www.oecd.org/site/tadicite/50287724.pdf>. [Accessed: 13 September 2017].

Goyal, K. (2006). 'Impact of globalization on developing countries (with special reference to India. *International Research Journal of Finance and Economics*. 5. p.pp. 166–171.

Hafsi, T. (2002). Global Competition and the Peripheral Player: A Promising Future. In: S. Fawzy (ed.). *Globalization and Firm Competitiveness*. Washington DC: The International Bank of Reconstruction and Development.

Haltiwanger, J. (2017). *Globalization and economic volatility*. [Online]. 2017. Wto. Available from: [https://www.wto.org/english/res\\_e/booksp\\_e/glob\\_soc\\_sus\\_e\\_chap4\\_e.pdf](https://www.wto.org/english/res_e/booksp_e/glob_soc_sus_e_chap4_e.pdf). [Accessed: 13 September 2017].

Hardie, M. & Banks, A. (2014). *The Changing Shape of UK Manufacturing*. [Online]. 2014. National Archives. Available from: [http://webarchive.nationalarchives.gov.uk/20160108152546/http://www.ons.gov.uk/ons/dcp171766\\_381512.pdf](http://webarchive.nationalarchives.gov.uk/20160108152546/http://www.ons.gov.uk/ons/dcp171766_381512.pdf). [Accessed: 22 August 2017].

Hartungi, R. (2006). Could developing countries take the benefit of globalisation? *International Journal of Social Economics*. [Online]. 33 (11). p.pp. 728–743. Available from: <http://www.emeraldinsight.com/doi/10.1108/03068290610705652>.

Heeks, R.. (1991). *State policy, liberalisation and the development of the Indian software industry*. The Open University.

Hirst, P., Thompson, G. & Bromley, S. (2015). *Globalization in Question*. [Online]. New Jersey: John Wiley & Sons. Available from: [https://books.google.co.in/books?id=5Bh0BgAAQBAJ&source=gbs\\_book\\_other\\_versions](https://books.google.co.in/books?id=5Bh0BgAAQBAJ&source=gbs_book_other_versions).

Holloway, I. & Wheeler, S. (2002). *Qualitative research in nursing*. 2nd editio. London: Blackwell Science Ltd.

House of Commons (2007). *Globalisation: prospects and policy responses*. [Online]. London. Available from: <https://publications.parliament.uk/pa/cm200607/cmselect/cmtreasy/90/90.pdf>.

Hummels, D. (2007). Transportation Costs and International Trade in the Second Era of Globalization. *Journal of Economic Perspectives*. [Online]. 21 (3). p.pp. 131–154. Available from: <https://www.aeaweb.org/articles?id=10.1257/jep.21.3.131>.

ITU (2010). *Yearbook of Statistics: Telecommunications Services 1997-2009 (and previous issues)*. Geneva.

Johnson, G. & Scholes, K. (2003). *Exploring Corporate Strategy*. 6th Ed. Prentice Hall: Free Press.

Kiptoo, J.K. & Mwirigi, F.M. (2014). Factors That Influence Effective Strategic Planning Process In Organizations. *IOSR Journal of Business and Management*. [Online]. 16 (6). p.pp. 188–195. Available from: <http://www.iosrjournals.org/iosr-jbm/papers/Vol16-issue6/Version-2/R01662188195.pdf>.

Krugman, P. (2008). Trade and wages, reconsidered. *EconPapers: Trade and Wages, Reconsidered*. [Online]. 39 (1). p.pp. 103–154. Available from: [http://econpapers.repec.org/article/binbpeajo/v\\_3a39\\_3ay\\_3a2008\\_3ai\\_3a2008-01\\_3ap\\_3a103-154.htm](http://econpapers.repec.org/article/binbpeajo/v_3a39_3ay_3a2008_3ai_3a2008-01_3ap_3a103-154.htm).

Kunkongkaphan, P. (2014). *Impact of Globalisation on Thai Small and Medium Enterprises: A Study of the Clothing and Textile Industry*. [Online]. Victoria University. Available

from: [http://vuir.vu.edu.au/25357/1/Pakinee\\_Kunkongkaphan.pdf](http://vuir.vu.edu.au/25357/1/Pakinee_Kunkongkaphan.pdf).

Lee, E. & Vivarelli, M. (2006). *The Social Impact of Globalization in the Developing Countries*. 2006.

Lee, K. & Joshi, K. (2016). Importance of Globalization in the Information Technology Convergence Era. *Journal of Global Information Technology Management*. [Online]. 19 (1). p.pp. 1–5. Available from: <http://www.tandfonline.com/doi/full/10.1080/1097198X.2016.1134168>.

Leedy, P.D. (1997). *Practical research: planning and design*. 6th Ed. [Online]. Upper Saddle River, NJ: Prentice-Hall, Inc. Available from: [https://books.google.co.in/books/about/Practical\\_Research.html?id=MCtlQgAACAAJ&redir\\_esc=y](https://books.google.co.in/books/about/Practical_Research.html?id=MCtlQgAACAAJ&redir_esc=y).

Manyika, J. & Roxburgh, C. (2011). *The Great Transformer: The Impact of the Internet on Economic Growth and Prosperity*. New York: McKinsey Global Institute.

Mohanty, P.K. (2017). *Globalisation, Information Technology and Governance*. [Online]. 2017. CGG. Available from: <https://www.cgg.gov.in/workingpapers/GlobalandGoodGovl.pdf>. [Accessed: 1 January 2017].

Molle, W. (2002). Globalization, Regionalism and Labour Markets: Should We Recast the Foundations of the EU Regime in Matters of Regional (Rural and Urban) Development? *Regional Studies*. [Online]. 36 (2). p.pp. 161–172. Available from: <http://www.tandfonline.com/doi/abs/10.1080/00343400220121954>.

Monsod, S. (2000). *Globalization: Challenges and Opportunities*. [Online]. Philippines. Available from: <http://www.capwip.org/resources/womparlconf2000/downloads/monsod1.pdf>.

Muciimi, E.N. & Ngumo, E.M. (2014). Implications of Globalization for International Business Strategy: A Multi-Sectoral Approach. *International Journal of Science and Research*. [Online]. 3 (4). p.pp. 68–78. Available from: <https://www.ijsr.net/archive/v3i4/MDEwNDE0MDM=.pdf>.

- Muturi, M.N. (2014). *Factors Affecting The Implementation of Organizational Strategy at The African Braille Centre*. [Online]. San Diego. Available from: <http://erepo.usiu.ac.ke/bitstream/handle/11732/160/Mary Mutruri .pdf?sequence=1>.
- Nordhaus, W.D. (2001). *The Progress of Computing*. [Online]. New Haven. Available from: [http://www.econ.yale.edu/~nordhaus/homepage/prog\\_083001a.pdf](http://www.econ.yale.edu/~nordhaus/homepage/prog_083001a.pdf).
- Okoye, H.N. & Nwaigwe, L.C. (2015). The Impact of Globalization to Business and the World Economy. *International Journal of Business and Management Review*. [Online]. 3 (5). p.pp. 17–32. Available from: <http://www.eajournals.org/wp-content/uploads/The-Impact-of-Globalization-to-Business-and-the-World-Economy.pdf>.
- Orozco, M. (2008). Globalization and Migration: The Impact of Family Remittances in Latin America. *Latin American Politics and Society*. [Online]. 44 (2). p.pp. 41–66. Available from: <http://doi.wiley.com/10.1111/j.1548-2456.2002.tb00205.x>.
- Osborn, R.N. & Hunt, J.G. (1974). Environment and Organizational Effectiveness. *Administrative Science Quarterly*. 19. p.pp. 231–246.
- Oxelheim, L. & Wihlborg, C.G. (1991). Corporate Strategies in a Turbulent World Economy. *Management International Review*. 31 (4). p.pp. 293–315.
- Oxfam America (2002). *Global finance hurts the poor: analysis of the impact of North-South private capital flows on growth, inequality and poverty*. [Online]. Boston: University of Michigan Press. Available from: <https://writepass.com/journal/2016/09/effects-of-globalization-on-an-organization/>.
- Oxley, J.E. & Schnietz, K.E. (2001). Globalization Derailed? Multinational Investors' Response to the 1997 Denial of Fast-Track Trade Negotiating Authority. *Journal of International Business Studies*. [Online]. 32 (3). p.pp. 479–496. Available from: <http://link.springer.com/10.1057/palgrave.jibs.8490979>.
- Perry, C. (1995). *A Structured Approach to PhD Theses: Notes for Candidates and Their Supervisors*. [Online]. 1995. Available from: <http://www.ece.nus.edu.sg/stfpage/elearnk/phd/phdth1.html>.
- Peterson, B., L., Welch, S. & Liesch, P. (2002). The Internet and Foreign Market Expansion.

*Management International Review*. 42 (2). p.pp. 207–221.

Prahalad, C.. (1993). *Globalisation: pitfalls, pain and potential*. RGICS paper. [Online]. New Delhi. Available from: <http://opac.nationallibrary.gov.in/cgi-bin/gw/chameleon?sessionid=2016091421275605820&skin=nl&lng=en&inst=consortium&host=localhost%2B1111%2BDEFAULT&patronhost=localhost1111DEFAULT&searchid=10&sourcescreen=NEXTPAGE&pos=1&itempos=1&rootsearch=SCAN&functi>.

Punch, K.F. (2005). *Introduction to social research: quantitative and qualitative approaches*. 2nd Ed. London: SAGE Publications Ltd.

Redwood, J. & Wolfson, S. (2007). *Freeing Britain to Compete: Equipping the UK for Globalisation*. [Online]. 2007. Smmmt. Available from: <https://www.smmmt.co.uk/2007/09/freeing-britain-to-compete-equipping-the-uk-for-globalisation/>. [Accessed: 22 August 2017].

Reid, G.C. (2017). *Free Trade, Business Strategy and Globalization*. [Online]. 2017. Risweb. Available from: [https://risweb.st-andrews.ac.uk/portal/en/researchoutput/free-trade-business-strategy-and-globalization\(d8c5fa14-d256-42a4-8fd0-479651f53a00\).html](https://risweb.st-andrews.ac.uk/portal/en/researchoutput/free-trade-business-strategy-and-globalization(d8c5fa14-d256-42a4-8fd0-479651f53a00).html). [Accessed: 22 August 2017].

Richard, A.H.J. (2003). *International Migration, Remittances, and the Brain Drain: A Study of 24 Labor-Exporting Countries*. Policy Research Working Papers. [Online]. The World Bank. Available from: <http://elibrary.worldbank.org/doi/book/10.1596/1813-9450-3069>.

Rodrigo, A.. (2016). *Effects Of Globalization On An Organization*. [Online]. 2016. writepass. Available from: <https://writepass.com/journal/2016/09/effects-of-globalization-on-an-organization/>. [Accessed: 24 August 2017].

Rodrik, D. (1997). *Has Globalization Gone Too Far?* Washington DC.

Rothaermel, F.T. (2008). Competitive advantage in technology intensive industries. In: *Technological Innovation: Generating Economic Results*. [Online]. Netherlands: Elsevier, pp. 201–225. Available from: [http://www.emeraldinsight.com/10.1016/S1048-4736\(07\)00007-0](http://www.emeraldinsight.com/10.1016/S1048-4736(07)00007-0).



- Saunders, M., Lewis, P. & Thornhill, A. (2009). *Research Methods for Business Students*. 5th Ed. [Online]. Harlow, United Kingdom: FT Prentice Hall. Available from: [https://books.google.co.in/books?id=u-txtfaCFiEC&source=gbs\\_book\\_other\\_versions](https://books.google.co.in/books?id=u-txtfaCFiEC&source=gbs_book_other_versions).
- Saunders, M., Lewis, P. & Thornhill, A. (2012). *Research Methods for Business Students*. 6th Ed. Harlow: Pearson Education Limited.
- Sawyer, O.O., Mcgee, J. & Peterson, M. (2003). Perceived Uncertainty and Firm Performance in SMEs: The Role of Personal Networking Activities. *International Small Business Journal*. 21 (3). p.pp. 269–290.
- Sen, P. (1992). Exports and Globalization-Issues for the Indian Electronics Industry. *Electronics Information & Planning*. [Online]. 20 (3). p.pp. 109–111. Available from: [https://scholar.google.com/citations?view\\_op=view\\_citation&hl=en&user=noxIE4oAAAJ&citation\\_for\\_view=noxIE4oAAAJ:zYLM7Y9cAGgC](https://scholar.google.com/citations?view_op=view_citation&hl=en&user=noxIE4oAAAJ&citation_for_view=noxIE4oAAAJ:zYLM7Y9cAGgC).
- Sinha, D. (2005). The WTO and the developing countries: a review of issues. *International Journal of Development Issues*. 4 (1). p.pp. 25–48.
- Snowdon, B. (2007). *Globalization, development and transition*. Cornwall, UK: Edward Elgar Publishing Limited.
- SPSS (2015). *SPSS for Experimental Analysis*. [Online]. 2015. SPSS. Available from: <https://www.ibm.com/analytics/us/en/technology/spss/>. [Accessed: 10 May 2017].
- State (2014). *Executive Summary*. [Online]. USA. Available from: <https://www.state.gov/documents/organization/228651.pdf>.
- Stiglitz, J.E. (2006). *Making Globalization Work*. 1st Ed. [Online]. New York & London: Norton & Company. Available from: [http://garevna.ucoz.com/metod-mat/books/Joseph\\_Stiglitz.pdf](http://garevna.ucoz.com/metod-mat/books/Joseph_Stiglitz.pdf).
- Tech City (2016). *Tech Nation 2016*. [Online]. 2016. Tech City. Available from: [http://www.techcityuk.com/wp-content/uploads/2016/02/Tech-Nation-2016\\_FINAL-ONLINE-1.pdf](http://www.techcityuk.com/wp-content/uploads/2016/02/Tech-Nation-2016_FINAL-ONLINE-1.pdf). [Accessed: 13 September 2017].
- Thompson, A.A. & Strickland, A.J. (1993). *Strategic management: concepts and cases*. Irwin Professional Publication.

- Thoumrungroje, A. & Tansuhaj, P. (2007). Globalization effects and firm performance. *Business, international*. 6 (2).
- Thoumrungroje, D. & Tansuhaj, D. (2004). 'Globalization effects, co-marketing alliances and performance. *The Journal of American Academy of Business*. [Online]. p.pp. 495–502. Available from: <https://wenku.baidu.com/view/cb3e6277a417866fb84a8e10.html>.
- Treasury, H. (2005). *Financial Services in the Global Economy*. London.
- Treasury, H. (2004a). *Globalisation and the UK: Strength and Opportunity to Meet the Economic Challenge*,. London: HMSO.
- Treasury, H. (2004b). *Long-term Global Economic Challenges and Opportunities for the UK*. London.
- Treasury, H. (2004c). *Skills in the Global Economy*. London: Pre-Budget Report.
- Treasury, H. (2011). *The Plan for Growth*. [Online]. London: HMSO. Available from: [http://www.knowsley.gov.uk/pdf/PG02\\_ThePlanforGrowth.pdf](http://www.knowsley.gov.uk/pdf/PG02_ThePlanforGrowth.pdf).
- Treasury, H. & DTI (2004). *Trade and the Global Economy: The Role of International Trade in Productivity, Economic Reform and Growth*. London.
- UNCTAD (2006). *Information Economy Report 2006*. New York, Geneva.
- Wild, J. & Wild, K. (2012). *International Business: The Challenges of Globalization*. 6th Ed. United States of America: Pearson Prentice Hall.
- Wood, A. (1994). *North-South Trade, Employment and Inequality*. Oxford.
- Wright, P., Smart, D. & McMahan, G. (1995). Matches between human resources and strategy among NCCA Basket Teams. *Academy of Management Journal*. 38 (4). p.p. 1052 1074.

## Appendix

### The Effects of Globalisation on the It Industry of UK

#### Questionnaire

#### Section I: Personal information

S.no	Personal information
1.	Gender <input type="checkbox"/> Male <input type="checkbox"/> Female
2.	Age ..... years
3.	How many years has your firm been established? <input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1-6 years <input type="checkbox"/> 7-12 years <input type="checkbox"/> 13-18 years <input type="checkbox"/> 19-24 years <input type="checkbox"/> 25- 32 years <input type="checkbox"/> Over 32 years
4.	How many years has your firm been doing business? <input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1-6 years <input type="checkbox"/> 7-12 years <input type="checkbox"/> 13-18 years <input type="checkbox"/> 19-24 years <input type="checkbox"/> 25- 32 years <input type="checkbox"/> Over 32 years
5.	Please indicate which ownership best describes your firm's organization by selecting only one of the choices below <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Cooperative <input type="checkbox"/> Other (please specify)
6.	The number of full-time employees of your firm is..... <input type="checkbox"/> 1-9 <input type="checkbox"/> 10-19 <input type="checkbox"/> 20-49 <input type="checkbox"/> 50-99 <input type="checkbox"/> 100-149 <input type="checkbox"/> 150-199 <input type="checkbox"/> 200 and over
7.	Please indicate the percentage of foreign ownership of your firm <input type="checkbox"/> 0 % <input type="checkbox"/> 1-15 % <input type="checkbox"/> 16-30 % <input type="checkbox"/> 31-45 % <input type="checkbox"/> 46-60 % <input type="checkbox"/> 61- 75 % <input type="checkbox"/> More than 75%
8.	How many percent of the firm's expenditure is used for research and development? <input type="checkbox"/> Less than 5% <input type="checkbox"/> 5 – 9% <input type="checkbox"/> 10 – 14% <input type="checkbox"/> 15 – 19% <input type="checkbox"/> 20 – 24% <input type="checkbox"/> 25 – 29% <input type="checkbox"/> 30% and above

## Section II: Global market opportunities

Please check the degree that best describe you are agree or disagree with each statement in the following. Please check (✓) in one of the boxes below in the following scale:

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

S.no	Global market opportunities	1	2	3	4	5
1.	Globalization has increased my firm's opportunities to develop customer markets worldwide.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Globalization has increased my firm's opportunities for trade and investment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Globalization has increased my firm's market potential.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Globalization has increased my firm's opportunities to expand the firm's products and/or markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Globalization has increased my firm's opportunities to expand the firm's products and/or markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Globalization has facilitated my firm's international market expansion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Globalization has made it easy for my firm to identify potential customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



PHD ASSISTANCE  
YOUR TRUSTED MENTOR SINCE 2001

### Section III: Global competitive threats

Please check the degree that best describe you are agree or disagree with each statement in the following. Please check (✓) in one of the boxes below in the following scale:

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

S.no	Global competitive threats	1	2	3	4	5
1.	Globalization has increased the difficulty in forecasting demand for the firm's products .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Markets have become increasingly uncertain due to globalization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Globalization has caused unpredictable changes in consumer purchasing patterns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Globalization has increased the number of competitors my company is facing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Globalization has increased the level of competition my company is facing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Globalization has made it difficult for my firm to out-compete the competitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Globalization has increased the costs of my business operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Globalization adds complexity to my business operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Section IV: Global market uncertainty

Please check the degree that best describe you are agree or disagree with each statement in the following. Please check (✓) in one of the boxes below in the following scale:

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

S.no	Global market uncertainty	1	2	3	4	5
1.	Globalization has increased the difficulty in forecasting demand for the firm's products.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Markets have become increasingly uncertain due to globalization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Markets have become increasingly uncertain due to globalization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Section V: Firm Performance

Please check the degree that best describe you are agree or disagree with each statement in the following. Please check (✓) in one of the boxes below in the following scale:

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

S.no	Firm Performance	1	2	3	4	5
1.	Marketing strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Distribution strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Pricing strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Promotion strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Maintaining contacts with customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Return of investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Sales goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	Profit goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Profit goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Thank you for your Response

# PHD ASSISTANCE

YOUR TRUSTED MENTOR SINCE 2001