



APPLICATION FOR ETHICAL APPROVAL – MA level

CAIS AM GYMERADWYAETH MOESEGOL – Lefel MA

CEFNOGWYD / APPROVED	A GYFEIRIWDYD / REFERRED	NIS CEFNOGWYD/ NOT SUPPORTED
Mae'r ffurflen hon i'w llenwi gan bob myfyriwr MA cynnal ymchwil, prosiectau neu gynyrchiadau. Dylai'r ffurflen hon gael ei chwblhau gan y myfyriwr mewn ymgynghoriad â thiwtor y modiwl. Rhaid i bob ffurflen gael ei ystyried gan y Pennaeth Ysgol/Cyfadrn / Gyfadrn. Rhaid i bob ffurflen gael ei gyflwyno i Fwrdd y Gyfadrn Moeseg. Bydd y ffurflen yn cael ei adrodd i'r Pwyllgor Moeseg y BrifYsgol/Cyfadrn os anarferol a / neu y tu allan arfer arferol. This form is to be completed by all MA students conducting research, projects or productions. This form should be completed by the student in consultation with the module tutor. All forms must be considered by the Head of School/Faculty. All forms must be presented to the Faculty Ethics Board. The form is only to be reported to the University Ethics Committee if it is unusual and/or falls outside of normal practice.		

ADRAN 1 – MANYLION MYFYRIWR

SECTION 1 - STUDENT DETAILS

Enw Llawn Full Name	Purva Panchal		
Ysgol/Cyfadrn/ Cyfadrn School/Faculty	University of Wales Trinity Saint David	Rhif Myfyriwr Student Number	2208753
Tiwtor y Modiwl/ Cydlynnydd Rhaglen Module Tutor/ Programme Co-ordinator	Dr. Jaya Gopalkrishnan	Enw'r Gradd Name of Degree	MBA General Management
Teitl dangosol yr Traethawd Hir:		Indicative Title of Dissertation:	
Exploring ways to manage cultural diversity in cross border mergers in Asia for the UK-based companies			

ADRAN 2 – GWEITHGAREDD YMCHWIL

SECTION 2 – RESEARCH ACTIVITY

Ydy'r prosiect yn cynnwys:	Does the project include:	Ydy / Yes	Nac ydy/No
Defnyddio holiadur neu offeryn ymchwil tebyg (atodwch gopi drafft)	Use of questionnaire or similar research instrument (attach draft copy)		No
Defnyddio prawf ysgrifenedig neu gyfrifiadurol	Use of written or computerised test		No

Cyfweliad (cysylltwch gwestiynau posibl)	Interview (attach provisional questions)		No
Dyddiaduron	Diaries		No
Arsylwi ar gyfranogwyr a hwythau'n ymwybodol o hynny	Participant observation with their knowledge		No
Arsylwi ar gyfranogwyr a hwythau ddim yn ymwybodol o hynny	Participant observation without their knowledge		No
Recordio fideo neu sain	Video or audio-taping		No
Mynediad i wybodaeth bersonol neu gyfrinachol heb gydsyniad penodol y cyfranogwyr	Access to personal or confidential information without the participants specific consent		No
Defnyddio unrhyw gwestiynau, ysgogiadau prawf, cyflwyniad y gallai rhai cyfranogwyr eu profi fel rhywbeth sy'n achosi niwed / tramgwydd corfforol, meddyliol neu emosiynol	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive		No
Cyflawni unrhyw weithredoedd allai achosi embaras neu effeithio ar hunan-barch	Performance of any acts which may cause embarrassment or affect self-esteem		No
Ymchwilio i gyfranogwyr sy'n ymwneud â gweithgareddau anghyfreithlon	Investigation of participants involved in illegal activities		No
Gweithdrefnau lle defnyddir twyll	Procedures that involve deception		No
Gweini unrhyw sylwedd, cyfrwng neu blasebo	Administration of any substance, agent or placebo		No
Dull arall o gasglu data neu fformat cyflwyno (esboniwch)	Other method of data collection or presentation format (please explain)	Yes (For this research secondary data collection process has been applied with thematic analysis of those data.)	

Os 'Na' wedi cael ei dicio ym mhob blwch, dylai'r ffurflen gael ei llofnodi gan Bennaeth yr Ysgol/Cyfadrn / Gyfadrn a'r canlyniad a adroddwyd i'r Pwyllgor Moeseg ar ddiwedd y semester.

Os 'Ydw' wedi cael ei dicio mewn un neu fwy o'r blychau, rhaid i'r myfyriwr gwblhau'r ffurflen hon a'i chyflwyno i diwtor y modiwl. Rhaid i'r ffurflen wedyn yn cael ei ystyried yn y Bwrdd Moeseg Gyfadrn cyn

If 'No' has been ticked in each box, the form should be signed by the Head of School/Faculty/Faculty and the outcome reported to the Ethics Committee at the end of the semester.

If Yes has been ticked in one or more boxes, the student must complete this form and submit it to the module tutor. The form must then be considered at the Faculty Ethics Board prior to the start of any research.

Llofnodau

Os nad oes unrhyw faterion moesegol sylweddol, dylid ffurflen hon gael ei chwblhau a'i llofnodi gan y myfyriwr a'r goruchwyliwr ac yna llofnodi gan Bennaeth yr Ysgol/Cyfadrn.

Signatures

If there are no significant ethical issues, this form should be completed and signed by both the student and the supervisor and then signed by the Head of School/Faculty.

Myfyriwr / Student	Dyddiad: / Date:
Purva Panchal	5 December 2023
Cydlynnydd y prosiect / Tiwtor Project co-ordinator / Tutor Arolygwr / Supervisor	Dyddiad: / Date:
Dr. Jaya Gopalkrishnan	5 December 2023
Pennaeth Ysgol/Cyfadrn / Head of School/Faculty	Dyddiad: / Date

**ADRAN 3 – MANYLION Y PROSIECT / YMCHWIL /
CYNHYRCHIAD**

**SECTION 3 – PROJECT / RESEARCH /
PRODUCTION DETAILS**

1. Braslun o'r prosiect

Project outline

The increasing globalization of markets has led many UK-based companies to explore expansion opportunities in Asia through cross-border mergers and acquisitions (Iwao, 2020). Cultural diversity can influence the management and leadership styles within the merged organization. Different cultures may have diverse hierarchies, power dynamics, and decision-making processes, which can lead to clashes or resistance (Iwao, 2020). To address these challenges, UK-based companies need to recognize the importance of cultural sensitivity and cultural intelligence in cross-border mergers

2. Disgrifiad

Rhowch fraslun cryno o'r prosiect, heb unrhyw jargon, ac yn cynnwys beth bydd angen i'r cyfranogwyr ei wneud. Esboniwch unrhyw dermau technegol neu derminoleg sy'n benodol i'r ddisgyblaeth (Uchafswm 300 o eiriau.)

Description

Provide a brief outline, free from jargon, of the project including what participants will be required to do. Explain any technical terms or discipline specific terminology (Max 300 words.)

Managing cultural diversity in cross-border mergers in Asia is crucial for UK-based companies seeking successful business expansions. Such mergers often involve diverse teams from different cultural backgrounds, which can present both opportunities and challenges (Iwao, 2020). To navigate these complexities, companies must first promote cultural awareness and sensitivity. This involves providing training programs to help employees understand and appreciate cultural differences, fostering open communication, and creating an inclusive work environment that values diverse perspectives.

Developing a multicultural leadership team is another essential aspect. Appointing leaders who possess cross-cultural competence and experience can effectively bridge the gap between different cultures and facilitate smooth integration (Degbey *et al.* 2021). Furthermore, promoting a shared organizational culture is vital. Identifying common values, norms, and objectives that resonate across all participating cultures can help unite teams and build a strong corporate identity.

One of the key reasons for exploring ways to manage cultural diversity in such mergers is to ensure effective communication and coordination among diverse teams. Miscommunication and misunderstandings due to cultural differences can lead to conflicts, hamper decision-making processes, and hinder the overall progress of the merged entity. Moreover, cultural diversity can impact employee morale and productivity (Tian *et al.*

2021). Employees from different cultural backgrounds may have varying expectations, work ethics, and ways of approaching tasks. Without effective management of these differences, it can be challenging to create a cohesive and motivated workforce.

The secondary qualitative thematic research methodology employed in this study explores the multifaceted ways in which UK-based companies manage cultural diversity in cross-border mergers within the Asian context (Alharahsheh and Pius, 2020). Cultural diversity plays a pivotal role in the success or failure of such mergers, and understanding how organizations navigate these complexities is of paramount importance. The research begins by systematically collecting existing scholarly articles, reports, and case studies related to cross-border mergers involving UK companies in Asia (Walter and Ophir, 2019). These sources are then subjected to a rigorous thematic analysis. Thematic analysis involves identifying recurring themes, patterns, and trends within the literature.

3.	Dulliau Arfaethedig: Rhowch fraslun o'r dulliau casglu data neu o natur yr amser mewn ymarferiadau (hyd at 500 o eiriau).	Proposed Methods: Outline how the data will be collected or the nature of rehearsal time (up to 500 words).
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The secondary qualitative thematic research methodology will be employed in this study to explore the multifaceted ways in which UK-based companies manage cultural diversity in cross-border mergers within the Asian context (Alharahsheh and Pius, 2020). Cultural diversity plays a pivotal role in the success or failure of such mergers, and understanding how organizations navigate these complexities is of paramount importance. The research begins by systematically collecting existing scholarly articles, reports, and case studies related to cross-border mergers involving UK companies in Asia (Walter and Ophir, 2019). These sources are then subjected to a rigorous thematic analysis. Thematic analysis involves identifying recurring themes, patterns, and trends within the literature.

Interpretivism is a research philosophy that focuses on understanding and interpreting the subjective meanings and experiences of individuals or groups within their social context (HR and Aithal, 2022). In the context of exploring ways to manage cultural diversity in cross-border mergers in Asia for UK-based companies, an interpretive research philosophy can offer valuable insights. Interpretivism acknowledges that cultural diversity is not just about objective facts and figures but involves deeply ingrained beliefs, values, and perceptions (Alharahsheh and Pius, 2020). It recognizes that individuals from different cultural backgrounds bring unique perspectives, and these subjective viewpoints play a critical role in the success or failure of cross-border mergers.

An **inductive research approach** in the context of exploring ways to manage cultural diversity in cross-border mergers in Asia for UK-based companies involves a process of data-driven discovery and theory development. This approach is characterized by starting with specific observations and data and then

working towards developing broader theories or generalizations. Here's how it applies to this research: The research process begins with the collection of rich and diverse data related to how UK-based companies manage cultural diversity in cross-border mergers in various Asian regions (Zhao *et al.* 2022). This data may come from journals, articles, company reports, and case studies.

A **qualitative research design** for exploring ways to manage cultural diversity in cross-border mergers in Asia for UK-based companies is essential for gaining in-depth insights into the complexities of this phenomenon (Ishtiaq, 2019). This qualitative approach offers a nuanced understanding of the strategies, challenges, and outcomes related to cultural diversity management in the context of cross-border mergers in Asia. The research design begins by clearly defining research objectives and questions (Johnson *et al.* 2020). These objectives guide the study in examining how UK-based companies navigate the intricacies of cultural diversity within the diverse Asian landscape during cross-border mergers.

Secondary data collection methods will be applied which involve gathering and analyzing existing data from sources such as academic literature, reports, case studies, and publicly available documents. In the context of exploring ways to manage cultural diversity in cross-border mergers in Asia for UK-based companies, secondary data collection can provide valuable insights and complement primary research efforts.

5.	Lledaenu Gwybodaeth / Cynulleidfa: Rhestrwch i bwy y rhoddir neu y dangosir copi o'r canlyniadau neu adroddiad / cyflwyniad terfynol.	Dissemination of Information / Audience: List to whom a copy of the results or final report / presentation will be given or shown.
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The final reports of this dissertation will be shown to the professor to review of the entire work.

6.	Lleoliad y Prosiect: Nodwch bob lleoliad lle y cesglir data neu y cynhelir ymarferiadau / cynhyrchiad.	Location of Project: Identify all locations where data will be collected or rehearsals/ production will take place.
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As this research is based on the secondary sources, all the required data will be collected form various secondary data sources such as: Google scholar, PubMed, Scihub to review several scholars, auricles,, journals, reports etc.

7.	Cymeradwyaeth Arall: Oes angen cael cymeradwyaeth unrhyw sefydliad arall cyn cychwyn neu gwblhau'r prosiect? Os felly, gan bwy ac a ydy wedi'i sicrhau eisoes?	Other Approvals: Is there a requirement for approval from any other organisation / institution prior to starting or completing the project? If so, by whom and has it been obtained?
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No

ADRAN 4 – MANYLION CYFRANOGWYR / CYNULLEIDFA

SECTION 4 - PARTICIPANT / AUDIENCE DETAILS

Pwy yw'r cyfranogwyr arfaethedig?	Who are the intended participants?	Ydw / Yes	Na / No
Myfyrwyr / staff Y Drindod Dewi Sant	Students / staff of Trinity Saint David		No
Oedolion (dros oed 16 ac yn gymwys i gydsynio)	Adults (over the age of 16 and competent to give consent)		No
Plant a phobl ifanc dan oed	Children / legal minors		No
Cleifion neu gleientiaid gweithwyr proffesiynol	Patients or clients of professionals		No
Rhywun sy'n cael ei gadw yn y ddalfa neu y mae'r llys wedi cymryd cyfrifoldeb amdano	Anyone in custodial care or for whom the court has assumed responsibility		No
Aelod o unrhyw sefydliad lle mae'n bosibl bod angen i unigolyn arall hefyd gydsynio.	A member of any organisation where another individual may also need to give consent.		No
Eraill: Nodwch: / Others: please identify:			

Nifer, Oed a Ffynhonnell y Cyfranogwyr Rhowch fanylion yr demograffeg y cyfranogwyr / gynulleidfa.		Participant / Audience Number and Age Provide details of the demographics of the participants / audience.
Nifer o Gyfranogwyr / yn y Gynulleidfa	Participant/ Audience number	NA
Grŵp oedran y Cyfranogwyr/y Gynulleidfa	Participant/ Audience age group	NA

ADRAN 5 – RISGIAU YN PROSIECT

SECTION 5 – RISKS IN PROJECT

Bydd y diffyg ateb cadarnhaol i bob un o'r cwestiynau hyn yn arwain at y gofyniad eglurhad a gallai arwain at oedi yn eich ymchwil. Dim neu Dim NID yn dderbyniol.	A lack of a positive answer to all of these questions may result in the requirement of further explanation and a delay in your research. None or Nil is not acceptable.
Risg Posibl: (corfforol, seicolegol, cyfreithiol, cymdeithasol neu	Potential Risk: (physical, psychological, legal, social or economic)

economaidd)			
A oes unrhyw risg bosibl i:		Is there any potential risk to:	Ydw / Na / Yes Yes No No
A	Cyfranogwyr?	Participants?	No
B	Ymchwilydd?	Researcher?	No
C	BrifYsgol/Cyfadrn?	University?	No

2	Rheoli Risg: Os oes, beth yw'r risg a sut y bydd yn cael ei reoli?	Management of Risk: If yes, what is the risk and how will it be managed?

3	Os ydych yn delio â phlant ac oedolion sy'n agored i niwed a ydych wedi gwneud cais am dystysgrif DRS?	If you are dealing with children and vulnerable adults have you applied for a DRS certificate?
NA		

ADRAN 6 – MONITRO, ADBORTH A CHYFRINACHEDD

SECTION 6 - MONITORING, FEEDBACK AND CONFIDENTIALITY

1.	Monitro: Os ydych yn sylwi ar unrhyw ymddygiad sy'n groes Cod y BrifYsgol/Cyfadrn Ymarfer, unrhyw ganllawiau a gyhoeddir gan y gymdeithas broffesiynol priodol neu weithred anghyfreithlon. Amlinellwch eich strategaeth adrodd.	Monitoring: Should you observe any behaviour that contravenes the University's Code of Practice, any guidelines published by the appropriate professional association or is illegal outline the strategy of your reporting action.
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		Ydw / Yes	Na / No
A wnewch chi roi gwybod am unrhyw ymddygiad sydd yn erbyn Cod Ymarfer y BrifYsgol/Cyfadrn neu sy'n anghyfreithlon?	Will you report any behaviour that is against the University's Code of Practice or is illegal?		No
A ydych yn darparu adborth i'r cyfranogwyr?	Will feedback be provided to participants?		No
A fyddwch yn dogfennu'r 'caniatâd i gymryd rhan yn y prosiect'	Will you be documenting the 'consent to participate in the project'		No

ADRAN 7 – STORIO, DIOGELWCH A MYNEDIAD I DDATA

SECTION 7 - DATA ACCESS, STORAGE AND SECURITY

			Ydw / Yes	Na / No
1.	Ydych chi'n gyfrifol am storio a diogelwch y data eu casglu?	Are you responsible for the storage and security of the data collected?		No
2.	Sut y bydd y data yn cael ei storio?	How will the data be stored?		

3.	Mynediad i Ddata: Pwy fydd yn cael mynediad at y data? A oes unrhyw amodau i gael mynediad?	Data Access: Who will have access to the data? Are there any conditions to access?
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As this research is based on secondary data sources from various online open sources, any condition of data access not required.

4.	Cyfrinachedd / Anhysbysrwydd: Rhestrwch y dulliau a fydd yn cael eu defnyddio i sicrhau cyfrinachedd ac anhysbysrwydd y cyfranogwyr.	Confidentiality / Anonymity: List the methods that will be used to ensure the confidentiality and anonymity of participants.
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NA

ADRAN 7 – DATGANIAD

SECTION 7 - DECLARATION

Rhaid i'r adran hon gael ei chwblhau gan bob parti perthnasol cyn y gellir cyflwyno'r cais i'r Bwrdd Moeseg Gyfadran.	This section must be completed by all concerned parties before it can be submitted to the Faculty Ethics Board.
Datganiad Mae'r wybodaeth a gynhwysir yma yn gywir, hyd eithaf fy ngwybodaeth a'm cred. Rwyf wedi ceisio dynodi unrhyw risgiau a phroblemau sy'n gysylltiedig â'r prosiect / ymchwil neu gynhyrchiad ac rwyf yn cydnabod f'ymrwymadau innau a hawliau'r cyfranogwyr.	Declaration The information contained herein is, to the best of my knowledge and belief, accurate. I have attempted to identify any risks and issues related to the project/research or production and acknowledge my obligations and the rights of the participants.

Llofnodau

Dylai'r ffurflen hon gael ei chwblhau a'i llofnodi gan y myfyriwr a'r goruchwyliwr lofnodi ac yna gan Bennaeth yr Ysgol/Cyfadrn/

Signatures

This form should be completed and signed by both the student and the supervisor and then signed by the Head of School/Faculty

Myfyriwr / Student	Dyddiad: / Date:
Purva Panchal	5 December 2023
Cydlynnydd y prosiect / Tiwtor Project co-ordinator / Tutor	Dyddiad: / Date:

Arolygwr / Supervisor	
Dr. Jaya Gopalkrishnan	5 December 2023
Pennaeth Ysgol/Cyfadrn / Head of School/Faculty	
Dyddiad: / Date	
Rhaid i bob cais am ymchwil ar sail cyfweiliadau gynnwys y dogfennau canlynol:	All interview based research applications must provide the following pro-forma documents:
1. Ffurflen gydsynio ddrafft 2. Sampl o'r cwestiynau a ofynnir 3. Taflen wybodaeth am yr ymchwil sy'n esbonio'n glir ddiben y prosiect, y deilliannau disgwylidig a'r rheini y dangosir y canlyniadau iddynt.	1. A draft consent form 2. A sample of the questions that will be asked 3. An information sheet on the research that clearly explains what the project is, what the expected outcomes are and who the results will be shown to.

DYCHWELWCH I'R GYFADRAN MOESeg CYDLINYDD
PLEASE RETURN TO THE FACULTY ETHICS CO-ORDINATOR

Cadeirydd y Pwyllgor Moeseg Gyfadrn /Chair of the Faculty Ethics Committee

Dyddiad: / Date:

