

IB Business Management – GECCIS Concepts Globalisation, Ethics, Culture, Change, Innovation and Strategy



IB Business Management: www.BusinessManagementIB.com



The ultimate guide to answering the IB Business Management concepts of globalisation, ethics, culture, change, innovation and strategy. The following questions are our best guess at all of the possible 20 mark questions that could be asked in the Paper 2, Section C examination. There are **over 100 different concept questions** that can be asked in the exam.

UNIT ONE: BUSINESS ORGANISATION AND ENVIRONMENT

1.3 ORGANISATIONAL OBJECTIVES

1. With reference to one or two organisations that you have studied, discuss how **ethics** and **change** may influence organisational objectives.
2. With reference to one or two organisations that you have studied, discuss how **strategy** and **change** may influence organisational objectives.
3. With reference to one or two organisations that you have studied, discuss how **ethics** and **strategy** may influence organisational objectives.

IB Business Management – GECCIS Concepts

Globalisation, Ethics, Culture, Change, Innovation and Strategy

4. With reference to one or two organisations that you have studied, discuss how **innovation** and **change** may influence organisational objectives.
5. With reference to one or two organisations that you have studied, discuss how **innovation** can affect the **strategies** organisations may use to achieve their organisational objectives.
6. With reference to one or two organisations that you have studied, discuss how organisational objectives may be influenced by the forces of **globalisation** and the need to **innovate**.
7. With reference to one or two organisations that you have studied, discuss why organisations set **ethical** objectives and the **change** this can cause when implementing them.
8. With reference to one or two organisations that you have studied, examine the role of **innovation** in possible growth **strategies**.
9. With reference to one or two organisations that you have studied, discuss how the pursuit of different growth **strategies** may cause **change** in an organisation.
10. With reference to one or two organisations that you have studied, discuss **ethical** considerations and the **changing** role and nature of CSR.
11. With reference to one or two organisations that you have studied, discuss the need for organisations to **change** objectives and **innovate** in response to changes in internal and external environments.

1.4 STAKEHOLDERS

12. With reference to one or two organisations that you have studied, discuss how stakeholders can be affected by organisational **change** and **strategy**.
13. With reference to one or two organisations that you have studied, discuss the **ethical** responsibility of organisations to their stakeholders when considering corporate **strategy**.

1.5 EXTERNAL ENVIRONMENT

14. With reference to one or two organisations that you have studied, examine the consequences of a **change** in any of the STEEPLE factors for a business's objectives and **strategy**.

1.6 GROWTH AND EVOLUTION

15. With reference to one or two organisations that you have studied, discuss **strategies** available for external growth and the likely **changes** within an organisation of adopting these.
16. With reference to one or two organisations that you have studied, discuss the role of **culture** and **ethics** in the growth and evolution of organisations.
17. With reference to one or two organisations that you have studied, discuss the role of **culture** in the **change** associated with the growth and evolution of organisations.
18. With reference to one or two organisations that you have studied, discuss the role of **ethics** in the **change** associated with the growth and evolution of organisations.
19. With reference to one or two organisations that you have studied, discuss the role of **innovation** in the **change** associated with the growth and evolution of organisations.
20. With reference to one or two organisations that you have studied, discuss the role of **culture** in the **strategies** associated with the growth and evolution of organisations.
21. With reference to one or two organisations that you have studied, discuss the role of **globalisation** in the **strategies** associated with the growth and evolution of organisations.

IB Business Management – GECCIS Concepts

Globalisation, Ethics, Culture, Change, Innovation and Strategy

22. With reference to one or two organisations that you have studied, discuss the role and impact of **globalisation** and how organisations respond to these **changes**.

1.7 ORGANISATIONAL PLANNING TOOLS

23. With reference to one or two organisations that you have studied, discuss the value of organisational tools in organisations responding to **change** and implementing **strategies**.

UNIT TWO: HUMAN RESOURCES

2.1 FUNCTIONS AND EVOLUTION OF HUMAN RESOURCE MANAGEMENT

24. With reference to one or two organisations that you have studied, discuss internal and external **changes** as factors that may influence human resource **strategies**.
25. With reference to one or two organisations that you have studied, discuss **ethical** considerations associated with outsourcing, offshoring and re-shoring as human resource **strategies**.
26. With reference to one or two organisations that you have studied, discuss the role of **globalisation** in outsourcing, offshoring and re-shoring as human resource **strategies**.
27. With reference to one or two organisations that you have studied, discuss the role of **innovation** in outsourcing, offshoring and re-shoring as human resource **strategies**.
28. With reference to one or two organisations that you have studied, discuss the influence of **culture** in outsourcing, offshoring and re-shoring as human resource **strategies**.
29. With reference to one or two organisations that you have studied, discuss the role of **globalisation** in outsourcing, offshoring and re-shoring as human resource **strategies**.
30. With reference to one or two organisations that you have studied, examine how **innovation** and **ethical** considerations may influence human resource practices in an organisation.
31. With reference to one or two organisations that you have studied, examine how **cultural** differences may influence human resource practices and **strategies** in an organisation.
32. With reference to one or two organisations that you have studied, examine how **ethical** considerations and **cultural** differences may influence human resource practices in an organisation.
33. With reference to one or two organisations that you have studied, examine how **innovation**, may influence human resource practices and **strategies** in an organisation.
34. With reference to one or two organisations that you have studied, examine how **ethical** considerations may influence human resource practices and **strategies** in an organisation.

2.2 ORGANISATIONAL STRUCTURE

35. With reference to one or two organisations that you have studied, discuss how **cultural** differences and **innovation** in communication technologies may impact on communication in an organisation.

2.3 LEADERSHIP AND MANAGEMENT

IB Business Management – GECCIS Concepts

Globalisation, Ethics, Culture, Change, Innovation and Strategy

36. With reference to one or two organisations that you have studied, discuss how **ethical** considerations and **cultural** differences may influence leadership and management styles in an organisation.

2.4 MOTIVATION

37. With reference to one or two organisations that you have studied, discuss how **culture** and **strategy** may influence how organisations may attempt to increase employee motivation.
38. With reference to one or two organisations that you have studied, discuss how **change** and **strategy** may influence how organisations may attempt to increase employee motivation.
39. With reference to one or two organisations that you have studied, discuss how **change** and **culture** may influence how organisations may attempt to increase employee motivation.

2.5 ORGANISATIONAL CULTURE

40. With reference to one or two organisations that you have studied, discuss the reasons for, and consequences of, **cultural** clashes within organisations when there is significant **change**.

2.6 EMPLOYER AND EMPLOYEE RELATIONS

41. With reference to one or two organisations that you have studied, discuss organisational **strategies** that can be used to resolve conflict and the **changes** likely associated with these.
42. With reference to one or two organisations that you have studied, discuss human resource **strategies** for reducing the impact of **change** and resistance to change.
43. With reference to one or two organisations that you have studied, discuss how **innovation, and ethical** considerations may influence employer–employee relations in an organisation.
44. With reference to one or two organisations that you have studied, discuss how **innovation, and cultural** differences may influence employer–employee relations in an organisation.
45. With reference to one or two organisations that you have studied, discuss how **ethical** considerations and **cultural** differences may influence employer–employee relations in an organisation.

UNIT THREE: FINANCE AND ACCOUNTS

3.1 SOURCES OF FINANCE

46. With reference to one or two organisations that you have studied, discuss the role of sources of finance in organisational change and strategy.

3.4 FINAL ACCOUNTS

47. With reference to one or two organisations that you have studied, discuss how **culture** and **ethics** influence accounting practices in organisations.

3.5 PROFITABILITY AND RATIO ANALYSIS

IB Business Management – GECCIS Concepts

Globalisation, Ethics, Culture, Change, Innovation and Strategy

48. With reference to one or two organisations that you have studied, discuss how **change** may affect an organisation's profitability ratios and the **strategies** available to improve these ratios.
49. With reference to one or two organisations that you have studied, discuss how **change** may affect an organisation's liquidity ratios and the **strategies** available to improve these ratios.

3.6 EFFICIENCY RATIO ANALYSIS

50. With reference to one or two organisations that you have studied, discuss how **change** may affect an organisation's efficiency ratios and the **strategies** available to improve these ratios.

3.7 CASH FLOW

51. With reference to one or two organisations that you have studied, discuss how **change** may affect an organisation's cash flow and the **strategies** available to improve cash flow.
52. With reference to one or two organisations that you have studied, discuss how cash flow can effect an organisation's **strategic** response to **globalisation**.
53. With reference to one or two organisations that you have studied, discuss how cash flow can effect an organisation's **strategy** in response to **change**.
54. With reference to one or two organisations that you have studied, discuss how cash flow can effect an organisation's **strategy** in terms of **innovation**.
55. With reference to one or two organisations that you have studied, discuss how organisational **culture** and business **ethics** may have cash flow implications.

3.8 INVESTMENT APPRAISAL

56. With reference to one or two organisations that you have studied, discuss the role of investment appraisal in association with **change** and **innovation**.
57. With reference to one or two organisations that you have studied, discuss the role of investment appraisal in association with **change** and business **strategy**.
58. With reference to one or two organisations that you have studied, discuss the role of investment appraisal in association with **innovation** and **strategy**.
59. With reference to one or two organisations that you have studied, discuss the **strategic** role of investment appraisal in association with **globalisation**.

UNIT FOUR: MARKETING

4.1 THE ROLE OF MARKETING

60. With reference to one or two organisations that you have studied, discuss **strategies** associated with market share in response to **changes** in the external environment.
61. With reference to one or two organisations that you have studied, discuss **strategies** associated with market share in response to **globalisation**.
62. With reference to one or two organisations that you have studied, discuss the implications of change and innovation on an organisation's market share.
63. With reference to one or two organisations that you have studied, discuss how marketing **strategies** evolve as a response to **changes** in customer preferences.

IB Business Management – GECCIS Concepts

Globalisation, Ethics, Culture, Change, Innovation and Strategy

64. With reference to one or two organisations that you have studied, discuss how marketing **strategies** employed by organisations evolve as a response to **globalisation**.
65. With reference to one or two organisations that you have studied, discuss how **innovation**, may influence marketing practices and **strategies** in an organisation.
66. With reference to one or two organisations that you have studied, discuss how **ethical** considerations may influence marketing practices and **strategies** in an organisation.
67. With reference to one or two organisations that you have studied, discuss how **innovation, cultural** differences may influence marketing practices and **strategies** in an organisation.
68. With reference to one or two organisations that you have studied, discuss how **innovation** and **ethical** considerations may influence marketing practices in an organisation.
69. With reference to one or two organisations that you have studied, discuss how **innovation** and **cultural** differences may influence marketing practices in an organisation.
70. With reference to one or two organisations that you have studied, discuss how **ethical** considerations and **cultural** differences may influence marketing practices in an organisation.

4.2 MARKETING PLANNING

71. With reference to one or two organisations that you have studied, discuss how **innovation** and **culture** can differentiate an organisations products and themselves from competitors.
72. With reference to one or two organisations that you have studied, discuss how **ethics** and **culture** can differentiate an organisations products and themselves from competitors.

4.3 SALES FORECASTING

73. With reference to one or two organisations that you have studied, discuss how sales forecasting can assist **strategy** and how **changes** in the external environment may affect such forecasting.

4.4 MARKET RESEARCH

74. With reference to one or two organisations that you have studied, discuss **ethical** and **cultural** considerations of market research.
75. With reference to one or two organisations that you have studied, discuss how an organisation can use market research to guide **innovation** and **strategy**.

4.5 THE FOUR PS

76. With reference to one or two organisations that you have studied, discuss how **globalisation** can effect an organisation's pricing **strategy**.
77. With reference to one or two organisations that you have studied, discuss how **innovation** can effect an organisation's pricing **strategy**.
78. With reference to one or two organisations that you have studied, discuss how **change** can effect an organisation's pricing **strategy**.
79. With reference to one or two organisations that you have studied, discuss how a firm's product portfolio can be **strategic** and why the product mix may **change** over time.
80. With reference to one or two organisations that you have studied, discuss **culture** and **ethical** considerations in a firm's branding.

IB Business Management – GECCIS Concepts

Globalisation, Ethics, Culture, Change, Innovation and Strategy

81. With reference to one or two organisations that you have studied, discuss both **change** and **globalisation** considerations in an organisation's branding.
82. With reference to one or two organisations that you have studied, discuss **globalisation** when considering an organisation's branding **strategy**.
83. With reference to one or two organisations that you have studied, discuss **changes** in a product's life cycle and possible extension **strategies**.
84. With reference to one or two organisations that you have studied, discuss how **innovation** and **change** may be reflected in the product life cycle.
85. With reference to one or two organisations that you have studied, discuss why **cultural** considerations and **globalisation** may be important in an organisation's packaging of its product.
86. With reference to one or two organisations that you have studied, discuss the impact of technological **innovation** on promotional **strategies** (such as viral marketing, social media marketing and social networking).

4.6 THE EXTENDED MARKETING MIX

87. With reference to one or two organisations that you have studied, discuss the **strategic** importance of employee-customer relationships in marketing a service and **cultural** variation in these relationships.
88. With reference to one or two organisations that you have studied, discuss the **strategic** importance of delivery processes in marketing a service and **changes** in these processes.

4.7 INTERNATIONAL MARKETING

89. With reference to one or two organisations that you have studied, discuss the role of **cultural** differences and the implications of **globalisation** on international marketing.
90. With reference to one or two organisations that you have studied, discuss **strategy** and the role of **cultural** differences on international marketing.
91. With reference to one or two organisations that you have studied, discuss **strategy** and the implications of **globalisation** on international marketing.

4.8 E-COMMERCE

92. With reference to one or two organisations that you have studied, discuss **strategies** and the role of **innovation** in ecommerce.
93. With reference to one or two organisations that you have studied, discuss **strategies** and the effects of **globalisation** in ecommerce.

IB Business Management – GECCIS Concepts

Globalisation, Ethics, Culture, Change, Innovation and Strategy

5.1 THE ROLE OF OPERATIONS MANAGEMENT

94. With reference to one or two organisations that you have studied, discuss operations management **strategies** and **ethical** practices for ecological, social (human resource) and economic sustainability.

5.2 PRODUCTION METHODS

95. With reference to one or two organisations that you have studied, discuss production methods in relation to business **strategy** and **innovation**.
96. With reference to one or two organisations that you have studied, discuss **changing** production methods as a **strategy** to achieve an organisation's objectives.

5.3 LEAN PRODUCTION AND QUALITY MANAGEMENT

97. With reference to one or two organisations that you have studied, discuss lean production and total quality management (TQM) methods in relation to business strategy and innovation.
98. With reference to one or two organisations that you have studied, discuss the impact associated with a **change** to lean production methods as a **strategy** to achieve an organisation's objectives.

5.4 LOCATION

99. With reference to one or two organisations that you have studied, discuss **strategies** associated with the location of production and the resultant organisational **change**.
100. With reference to one or two organisations that you have studied, discuss **globalisation** and **strategy** associated with an organisation's location of production.
101. With reference to one or two organisations that you have studied, discuss **cultural** considerations and **strategy** associated with an organisation's location of production.

5.6 RESEARCH AND DEVELOPMENT

102. With reference to one or two organisations that you have studied, discuss the **strategic** importance of research and development in **innovation**.
103. With reference to one or two organisations that you have studied, discuss how the pace of **change** in an industry may influence research and development practices and **strategies** in an organisation.
104. With reference to one or two organisations that you have studied, discuss how organisational **culture** may influence research and development practices and **strategies** in an organisation.
105. With reference to one or two organisations that you have studied, discuss how **ethical** considerations may influence research and development practices and **strategies** in an organisation.
106. With reference to one or two organisations that you have studied, discuss how the pace of **change** in an industry and organisational **culture** may influence research and development practices in an organisation.

IB Business Management – GECCIS Concepts

Globalisation, Ethics, Culture, Change, Innovation and Strategy

107. With reference to one or two organisations that you have studied, discuss how the pace of **change** in an industry and **ethical** considerations may influence research and development practices in an organisation.
108. With reference to one or two organisations that you have studied, discuss how organisational **culture** and **ethical** considerations may influence research and development in an organisation.

ASSESSMENT OF SECTION C ANSWERS



ASSESSMENT OF PAPER 2, SECTION C IN THE IB BUSINESS MANAGEMENT EXAMINATION

HL paper 1, section C. There are five assessment criteria for this question type.

- Criterion A: Knowledge and understanding of tools, techniques and theories
- Criterion B: Application
- Criterion C: Reasoned arguments
- Criterion D: Structure
- Criterion E: Individual and societies.

CRITERION A: KNOWLEDGE AND UNDERSTANDING OF TOOLS, TECHNIQUES AND THEORIES

This criterion addresses the extent to which the student demonstrates knowledge and understanding of relevant business management tools, techniques and theories as stated and/or implied by the question.

This includes using appropriate business management terminology.

IB Business Management – GECCIS Concepts

Globalisation, Ethics, Culture, Change, Innovation and Strategy

Marks	Level descriptor
0	The work does not reach a standard described by the descriptors below.
1	Superficial knowledge of relevant tools, techniques and theory is demonstrated.
2	Satisfactory knowledge and understanding of relevant tools, techniques and theories is demonstrated.
3	Good knowledge and understanding of relevant tools, techniques and theories is generally demonstrated, though the explanation may lack some depth or breadth.
4	Good knowledge and understanding of relevant tools, techniques and theories is demonstrated.

CRITERION B: APPLICATION

This criterion addresses the extent to which the student is able to apply the relevant business management tools, techniques and theories to the case study organization.

Marks	Level descriptor
0	The work does not reach a standard described by the descriptors below.
1	The relevant business management tools, techniques and theories are connected to the case study organization, but this connection is inappropriate or superficial.
2	The relevant business management tools, techniques and theories are appropriately connected to the case study organization, but this connection is not developed.
3	The relevant business management tools, techniques and theories are generally well applied to explain the situation and issues of the case study organization, though the explanation may lack some depth or breadth. Examples are provided.
4	The relevant business management tools, techniques and theories are well applied to explain the situation and issues of the case study organization. Examples are appropriate and illustrative.

CRITERION C: REASONED ARGUMENTS

This criterion assesses the extent to which the student makes reasoned arguments. This includes making relevant and balanced arguments by, for example, exploring different practices, weighing up their strengths and weaknesses, comparing and contrasting them or considering their implications,

IB Business Management – GECCIS Concepts

Globalisation, Ethics, Culture, Change, Innovation and Strategy

depending on the requirements of the question. It also includes justifying the arguments by presenting evidence for the claims made.

Marks	Level descriptor
0	The work does not reach a standard described by the descriptors below.
1	Statements are made but these are superficial.
2	Relevant arguments are made but these are mostly unjustified.
3	Relevant arguments are made and these are mostly justified.
4	Relevant, balanced arguments are made and these are well justified.

CRITERION D: STRUCTURE

This criterion assesses the extent to which the student organizes his or her ideas with clarity, and presents a structured piece of writing comprised of:

- An introduction
- A body
- A conclusion
- Fit-for-purpose paragraphs.

Marks	Level descriptor
0	The work does not reach a standard described by the descriptors below.
1	Two or fewer of the structural elements are present, and few ideas are clearly organized.
2	Three of the structural elements are present, or most ideas are clearly organized.
3	Three or four of the structural elements are present, and most ideas are clearly organized.
4	All of the structural elements are present, and ideas are clearly organized.

CRITERION E: INDIVIDUALS AND SOCIETIES

This criterion assesses the extent to which the student is able to give balanced consideration to the perspectives of a range of relevant stakeholders, including individuals and groups internal and external to the organization.

IB Business Management – GECCIS Concepts

Globalisation, Ethics, Culture, Change, Innovation and Strategy

Marks	Level descriptor
0	The work does not reach a standard described by the descriptors below.
1	One individual or group perspective is considered superficially or inappropriately.
2	One relevant individual or group perspective is considered appropriately, or two relevant individual or group perspectives are considered superficially or inappropriately.
3	At least two relevant individual or group perspectives are considered appropriately.
4	Balanced consideration is given to relevant individual and group perspectives.