

# A new approach to strategic evolutions of culture and management in globalization process

Mansour Jafari<sup>1,\*</sup>

<sup>1</sup>Faculty of Management, Islamic Azad University, Science and Research Branch, Tehran, Iran

**Abstract**— The globalization, globalism and strategic evolutions in cultural management are complicated, multi-dimensional concepts which are discussed on different features and there are some reported approaches and theories about this context. In the current study, it aims to define the globalization and globalism in the field of management and culture. The most important issues in this term is the evolutions which happened in 20<sup>th</sup> century, especially, in 1970 and middle of 1980 which approximately affect the different fields and also the management systems which led to introducing the concepts of post-industrial and post-modern management and its peak was in 1990 which the concept of globalization was introduced. Therefore, in this paper, according to management and cultural basics and evolutions and performed analyses and identifying the mutual effects of globalization and cultural and management evolutions, some recommendations are provided.

**Index Terms**— Globalization; Globalism; Culture; Management; Strategic evolutions; Strategic evolution; Post-industrial management; Post-modern management

## 1 INTRODUCTION

Regarding to cultural encounters in today world, the concept of globalization and globalism are of special importance and knowing the approaches and method of operating the world by lords of technology and power is the basic of different society move in accepting or denying the globalization and globalism [1-7]. The extent of knowing of nations is very important and valuable so that the lords of thoughts and new approaches are emphasized on it and recognized it as the factor of development and progress of nations in different aspects [8, 9]. Obviously, transparency and knowledge of people in different social, political, economical and cultural aspects and their effects on independency or under colonialism of nations and societies is interesting which this approach is one of the signs of management of world in the globalization era [10, 11]. Hence, transporting the general understanding to the whole of society, by numerous new technologies of data receiving, can have a critical role in move and principal direction of them and the globalization and globalism and their different aspects considering its extension should be clear and obvious to decide principal methods and to characterize them among the society by society guiders. In an international management study by "Earley" and "Sing" it was shown that the need to deep understanding of globalization concepts and structures of new management of the world by nations is critical which should be achieved as soon as possible [12-14].

The globalization is a word that used to identify and

explain the different changes of the current world. This term as the principal concept and idea of 90's decade was the key idea that moves the human society to the third millennium [15].

Use of "globalization" is about 400 years old but general use of term such as globalization and globalism was started since 1960. In 1961, Webster was the first important dictionary that was defined the globalization and in 1962, the Spectator was stated that the globalization is, in fact, a new phenomenon and changing speedily. Robertson is believed that "the academic use of the concept until the mid of 1980 was not recognized but after that, use of it is globalized" [16-21].

In 1989, Cristopher and Sumantra were described and discussed the trends which will be introduced during the next decades of the post modern world, in the title of general trends of management in the globalization era [22]. Therefore, the globalization which its most important aspect is increase of competition in world level, was firstly extended in the industrial world, like other new phenomenon [23]. Thereafter, the speed of technological growth was increased due to development of competition and the monopoly of technology was broken and transported to the other countries by them [24]. Although the invention is still centered in mother countries, the possibility of use of technology by other countries is obtained. Afterwards, the management and cultural fields were get involved and according to Waters, the aspects of globalization especially in features such as management will be stressful and in cultural dimensions will be accompanied by numerous difficulties until the mid of third millennium [25-31].

Today, the globalization is converted to a populated and effective phenomenon in different fields of life; a multi-dimensional phenomenon which its understanding is needed to accurate and clear design [32, 33]. For this reason, in defin-

• \*Mansour Jafari, Corresponding Author, Master of Urban Management, Faculty of Management, Islamic Azad University, Science and Research Branch, Tehran, Iran.

ing of this concept, there are different understanding, considering the extension of it, which in a general view, it can be categorized into two groups of economical and non-economical [34].

## 2 GLOBALIZATION AND ECONOMICAL MANAGEMENT ASPECTS

Globalization was often recognized as an economical term in recent years and therefore, the reported definitions also was in the basis of this insight as following:

Professor Cole was defined the globalization as "the evolutionary model of non-border activities of companies and corporations which including international investments, business and cooperation for invention and innovation and development of new products, originality and marketing" by use of definition of Organization Economic Cooperation Development [34, 35].

Simose was stated that the signs of globalization are as following, as the basis of this insight:

- The national boundaries have not importance for separating of markets.
- Non-border production activities become proficiently and hence, cause to forming multi-national production networks which global development of capitalization management is one of its consequences.
- Multi-basic technologic powers are forming which finally lead to more cooperation between international companies.
- Information networks linked the whole of world.
- There would be higher correlations between financial centers of the world which lead to involving the people to their personal issue and management of their life so that they cannot involve to the general global issues.

International Monetary Fund (IMF) is defined the globalization as more deep and extent umlaut. In other words, the globalization is "the growth of correlation between countries in the world by increase in the volume and diversity of non-border good and services and invest flow and also by more extended spread of technology" [35].

Anktod also, with emphasis on the critical role of international organizations, is defined the globalization as: "the increase in flow of transportation of resource and productions between countries with presence of organized organizations for operation of international economic activities" [36].

In the second group of theories, in addition to economic indices, other components also are considered in this process. They are defined the globalization as a multi-dimensional process which is related to the continuous natural flow of human societies. The first viewpoint can be named as "globalism" and the second as "globalization" [37].

In the current paper it aims to study these general concepts from two considered approaches so that their differences become clear with emphasis on culture and management [38].

## 3 EXPECTED CAPABILITIES AND ABILITIES FROM MANAGERS

Regarding the widely evolutions of the world in the globalization era, the role of managers in many countries is changed during recent years and the great universities and governmental and private centers have prepared instructions for managers, several programs in according to change age and the professional need [39]. As a result, many models are presented by different researchers.

## 4 CULTURAL AND MANAGEMENT UNIFICATION AND INTEGRATION

The clash between globalization and globalism in the fields of culture and management is encountered to these questions that if the new situation cause to umlaut of cultures? If the world moves to a similar culture and management? And if the local traditions will be forgotten? And if we will see new values next to the national and local traditions? In this regard, Helld is belived in the book Democracy and Management of the World Order that with the view of globalization, this phenomenon is the move to the one type of world democracy [40].

In order to clear the issue of effect of recognizing the cultural and management challenges of globalization of third millennium organizations, the followings are stated. At the other hand, in recent years, there is a intuition in the world that want to impart its values as paramount culture to the other societies. The evolution of communication and development of media technology are the main tools of this current [41].

Due to the evolution of communication, wonderful cultural and management effects are engendered and new identities and correlations are forming that are emanated from this new information happening. Wonderful progress of communication methods and new modern technologies such as internet converted this world to a complex with high correlations. Such a strong influence is so that some theorisians used the "global web network" as new structural symbol other than the "wall" which was the previous structural symbol. They are believed that "we move from a system encapsulated by walls to a system of networks. The presented convergence in the global system is the production of technologies such as computerize, digitalize, satellite and internet [42].

According to Michael Tanzer, the globalism is originated from a technologic revolution which is presented simultaneous with communication and fast transportation computerizations [43].

However, if we believed to the global and international communications as the most important factor of speeding to the process of globalization, it may not be extravaganza.

In fact, the concept of "global village" would be a fantasy concept if the role of media would not be considered. McLuhan was the first man that presented this definition about 30 years ago. In his words "we are succeeded to extend our central nervous system to a global media; a system that remove the principal concepts of our planet. In this basis, the earth planet is a village today". Anyway, the development of communication in the world led to shrinking of place and shortening of time [44].

Media, as the critical factor in development of globalism, are emphasized on this idea with creating the nervous systems. Breaking the borders and removing the differences in time and place are caused to people can communicate with any other places in the world in any time, directly [45].

Media are not a political tool with limited national goals but, as Peter Dogleran was stated, is presenting a collection of concepts that are completely drowned in media. He was shown in the book *Television and the General Space* that TV, cinema, video and ... are not simple mechanical tools but they are theories that originated from special cultural values. Hence, he stated that "the citizen, democracy, freedom" all are concepts that are not transferred only by media but they are drowned in media and hence, understanding of the concepts without the active and effective media presence is not obtainable. For this reason, he correlated the public field to the media, according to the definition, and he is believed that the media is hidden in the public field [46].

In fact, the human of 21<sup>st</sup> century is drowned in the media and there may be a new philosophy that is not expressible by previous words. Some people such as "Siniaferry" and "Thomas Wartenberg" are re-building the philosophy of media and, according to the theories of great people such as Spike Lee and analyses of media and its productions, are reporting the emergence of new global philosophy which is overstepped the boundaries and addressed the all people of the "lessened world" [47].

"Emanuel Costelz", the Spanish professor at the University of Berkeley, introduced the term "networked society" in his valuable book which according to his believes "the networked society is produced by the convergence of three independent historical processes as: information revolution which allowed the emergence of networked society. Re-structuring of capitalization and the economy relied on focused programming since 1980 with the main goal as the conquest to the internal differences between these two systems and cultural movements of 1960 and 1970, i.e., feminism and pro-environment movements [48].

The high speed of cultural evolutions is so that some intellectuals and scientist are stated that "the globalism using technologic revolution lead to Palladian revolution of transit from modernism and the concept of new society, human and new management to post modernism" [49].

In globalized culture of today world, the concepts and

issues are ambiguous and uncertain. Ambiguity and uncertainty are substituted to rational sentences and the issue of identity is the critical issue for people and social groups and even pushes the organizations from modernism to post modernism. Today, technologic and satellite evolutions are the most important tools of communication in the field of cultural transportation and value making and common actives and the organizations and current managements are impressed by it and presented the principles of time removing (ultra-time) and place removing (ultra-place) as the important principles of new organizations [50].

These technologies bring widely extended advantages and organizational and management services which including internet services, web, e-mail, virtual classes, decision support systems, artificial intelligence and more other types of services which can be helped to the management systems to allow addressed the internal and external expectations and wishes more effectively [45].

In contrast, the globalization of culture is not aimed to removing the values and indigenous and traditional cultures but is aimed to developing the common human values. Examples of these common values are the accepting of concepts such as human rights, opposition to governmental organized violence, and contrast to the pollution of environment and supporting to the culture of national societies. These common values are different from cultural coercion which reduced even habits and small traditions. Nowadays, there is a cultural current in the world using the international organizations such as the United Nations which is aimed to passage of acts in contrast to cultural coercion. The conferences of different religions in relation to defining the common values, such as the conference of third millennium in the United Nations, are the examples of these movements [46].

Accompanied by these examples, the truth is that many scientists of political science and other sciences also emphasized on globalization of culture. Federeston used the term "third culture" to describe the creation of common values, except of traditional and national cultural values. He believes that "these cultures make some opportunity to new loyalties" that is not necessarily accompanied by removing the old loyalties". Robertson emphasized on necessity of multi-dimensional perception of global system that many local and national cultural identities are its building blocks [47].

The current paper shows that contrary to the assimilation project, the process of diversity also in on the stage and is influential on the international relations which challenging the theory of cultural assimilation and integration. Even Fokoyama, which believes the liberalism is the end of history, stated that "societies protect their personal characteristics in spite of economic cooperation. Although the globalization process makes some convergence in some fields, there are more deep elements in culture of countries that convergence of them is not easy [48-50].

## 5 CONCLUSION AND RECOMMENDATIONS

In a final analysis, it should be said that globalism with development of modern communication tools which lead to shrinking of the world, in spite of some threats to the national and traditional cultures, makes some opportunity to them to show their values to other people and continued their revolutions. The cultural and management globalization is an exchanging field in which the remaining cultures and values are those that erected based on the clear nature and mould of humankind and the accepted and legitimated organizations are those that based on correct human relations and in accordance with new evolutions. World, as a complex and unique totality should not necessarily have a unified identity but as stated by Perdomo, the current situation of world is "a totality of scraps in which conquest and conservation of life is belonging to stable and noble culture".

## REFERENCES

- [1] P. Ehrenfreund, N. Peter, K.U. Schrogl, J.M. Logsdon, "Cross-cultural management supporting global space exploration", *Acta Astronautica*, Volume 66, Issues 1-2, January-February 2010, Pages 245-256.
- [2] B. Rugani, R.M. Pulselli, V. Niccolucci, S. Bastianoni, "Environmental performance of a XIV Century water management system: An emergy evaluation of cultural heritage, Resources", *Conservation and Recycling*, Volume 56, Issue 1, November 2011, Pages 117-125.
- [3] H. E. Yildiz, "Not All Differences Are the Same: Dual Roles of Status and Cultural Distance in Sociocultural Integration in Cross-border M&A", *Journal of International Management*, Volume 20, Issue 1, March 2014, Pages 25-37.
- [4] L. Nahuelhual, A. Carmona, P. Laterra, J. Barrera, M. Aguayo, "A mapping approach to assess intangible cultural ecosystem services: The case of agriculture heritage in Southern Chile", *Ecological Indicators*, Volume 40, May 2014, Pages 90-101.
- [5] N. Zaidman, A. Drory, "Upward impression management in the work place cross-cultural analysis", *International Journal of Intercultural Relations*, Volume 25, Issue 6, December 2001, Pages 671-690.
- [6] P. L. Iapadre, "Chapter 15 - Cultural Products in the International Trading System, In: Victor A. Ginsburgh and David Throsby, Editor(s), *Handbook of the Economics of Art and Culture*", Elsevier, 2014, Volume 2, Pages 381-409.
- [7] W. van Vuuren, "Cultural influences on risks and risk management: six case studies", *Safety Science*, Volume 34, Issues 1-3, February 2000, Pages 31-45.
- [8] A. Ghermandi, P.A.L.D. Nunes, R. Portela, N. Rao, S.S. Teelucksingh, "12.11 - Recreational, Cultural, and Aesthetic Services from Estuarine and Coastal Ecosystems", In *Treatise on Estuarine and Coastal Science*, edited by Eric Wolanski and Donald McLusky, Academic Press, Waltham, 2011, Pages 217-237.
- [9] M.M. Santos Natário, L.M. Canada Abreu Nunes, A.C. Oliveira Gonçalves, "Identify cultural patterns in the cities of Guarda and Covilhã", *Tékhné*, Volume 10, Issue 1, January-June 2012, Pages 27-38.
- [10] S.A. Nonis, J.K. Teng, C.W. Ford, "A cross-cultural investigation of time management practices and job outcomes", *International Journal of Intercultural Relations*, Volume 29, Issue 4, July 2005, Pages 409-428.
- [11] T.J. Green, "Cultural Resource Management (CRM): Conservation of Cultural Heritage", In *International Encyclopedia of the Social & Behavioral Sciences*, edited by Neil J. Smelser and Paul B. Baltes, Pergamon, Oxford, 2001, Pages 3113-3116.
- [12] R. Metters, X. Zhao, E. Bendoly, B. Jiang, S. Young, "The way that can be told of is not an unvarying way: Cultural impacts on Operations Management in Asia", *Journal of Operations Management*, Volume 28, Issue 3, May 2010, Pages 177-185.
- [13] D. de la Fuente, J.M. Vega, F. Viejo, I. Díaz, M. Morcillo, "City scale assessment model for air pollution effects on the cultural heritage", *Atmospheric Environment*, Volume 45, Issue 6, February 2011, Pages 1242-1250.
- [14] J. H. Maridal, "Cultural impact on national economic growth", *The Journal of Socio-Economics*, Volume 47, December 2013, Pages 136-146.
- [15] Y.-F.L. Lee, "Managerial philosophy of Chinese CEOs in modern business: A cross-cultural study", *Tékhné*, Volume 11, Issue 2, July-December 2013, Pages 54-63.
- [16] T.N. Khan, G.M. Timmerman-Vaughan, D. Rubiales, T.D. Warkentin, K.H.M. Siddique, W. Erskine, M.J. Barbetti, "Didymella pinodes and its management in field pea: Challenges and opportunities", *Field Crops Research*, Volume 148, July 2013, Pages 61-77.
- [17] G. Bruno, E. Gasca, C. Monaco, "The efficient management of Park resources: Natural and cultural data in the Alpi Marittima Park area", *Information Systems*, Volume 42, June 2014, Pages 78-88.
- [18] J. Paunković, "Chapter 16 - Educational Programs for Sustainable Societies Using Cross-Cultural Management Method: A Case Study from Serbia", In *Global Sustainable Communities Handbook*, edited by Woodrow W. Clark, Butterworth-Heinemann, Boston, 2014, Pages 387-404.
- [19] S.-Y. Kim, J. Kim, T.-S. Lim, "The impact of relational holism on conflict management styles in collegiality and friendship: A cross-cultural study", *Studies in Communication Sciences*, Volume 13, Issue 1, 2013, Pages 58-66.
- [20] R. R. Weaver, M. Lemonde, N. Payman, W. M. Goodman, "Health capabilities and diabetes self-management: The impact of economic, social, and cultural resources", *Social Science & Medicine*, Volume 102, February 2014, Pages 58-68.
- [21] A. Engelen, S. Schmidt, L. Strenger, M. Brettel, "Top Management's Transformational Leader Behaviors and Innovation Orientation: A Cross-Cultural Perspective in Eight Countries", *Journal of International Management*, Volume 20, Issue 2, June 2014, Pages 124-136.
- [22] A. van Hoorn, "Individualism and the cultural roots of management practices", *Journal of Economic Behavior & Organization*, Volume 99, March 2014, Pages 53-68.
- [23] R. Rabin, C. Gudex, C. Selai, M.I. Herdman, "From Translation to Version Management: A History and Review of Methods for the Cultural Adaptation of the EuroQol Five-Dimensional Questionnaire", *Value in Health*, Volume 17, Issue 1, January-February 2014, Pages 70-76.
- [24] A. Kaplan, "European management and European business schools: Insights from the history of business schools", *European Management Journal*, Volume 32, Issue 4, August 2014, Pages 529-534.
- [25] M. A. Hoogstra-Klein, D. B. Permadi, Y. Yasmi, "The value of cultural theory for participatory processes in natural resource management", *Forest Policy and Economics*, Volume 20, July 2012, Pages 99-106.
- [26] S. Jackson, G. Philip, "A techno-cultural emergence perspective on the management of techno-change", *International Journal of Information Management*, Volume 30, Issue 5, October 2010, Pages 445-456.
- [27] A. Müller-Leonhardt, S. G. Mitchell, J. Vogt, T. Schürmann, "Critical Incident Stress Management (CISM) in complex systems: Cultural adaptation and safety impacts in healthcare", *Accident Analysis & Prevention*, Volume 68, July 2014, Pages 172-180.
- [28] H. Du, E. Jonas, J. Klackl, D. Agroskin, E.K.P. Hui, L. Ma, "Cultural influences on terror management: Independent and interdependent self-esteem as anxiety buffers", *Journal of Experimental Social Psychology*, Volume 49, Issue 6, November 2013, Pages 1002-1011.
- [29] A. Koveshnikov, H. Wechtler, C. Dejoux, "Cross-cultural adjustment of expatriates: The role of emotional intelligence and gender", *Journal of World Business*, Volume 49, Issue 3, July 2014, Pages 362-371.



- [30] C. Bieling, "Cultural ecosystem services as revealed through short stories from residents of the Swabian Alb (Germany)", *Ecosystem Services*, Volume 8, June 2014, Pages 207-215.
- [31] B. W. Barr, "Understanding and managing marine protected areas through integrating ecosystem based management within maritime cultural landscapes: Moving from theory to practice", *Ocean & Coastal Management*, Volume 84, November 2013, Pages 184-192.
- [32] M. Moldoveanu, V.-I. Franc, "Urban Regeneration and More Opportunities for Artistic Expression and Cultural Consumption", *Procedia Economics and Finance*, Volume 8, 2014, Pages 490-496.
- [33] D. Tsolis, S. Sioutas, M. N. Xenos, G. Styliaras, "Copyright and IPR management for cultural heritage digital content in peer-to-peer networks", *Journal of Cultural Heritage*, Volume 12, Issue 4, October–December 2011, Pages 466-475.
- [34] M. Y. Brannen, Y. L. Doz, "From a distance and detached to up close and personal: Bridging strategic and cross-cultural perspectives in international management research and practice", *Scandinavian Journal of Management*, Volume 26, Issue 3, September 2010, Pages 236-247.
- [35] S. Beugelsdijk, A. Slangen, R. Maseland, M. Onrust, "The impact of home–host cultural distance on foreign affiliate sales: The moderating role of cultural variation within host countries", *Journal of Business Research*, Volume 67, Issue 8, August 2014, Pages 1638-1646.
- [36] E. Gökçen, A. Furnham, S. Mavroveli, K.V. Petrides, "A cross-cultural investigation of trait emotional intelligence in Hong Kong and the UK", *Personality and Individual Differences*, Volume 65, July 2014, Pages 30-35.
- [37] M. Aktaş, "Cultural Values and Learning Styles: A Theoretical Framework and Implications for Management Development", *Procedia - Social and Behavioral Sciences*, Volume 41, 2012, Pages 357-362.
- [38] A. J. Rescia, B. A. Willaarts, M. F. Schmitz, P. A. Aguilera, "Changes in land uses and management in two Nature Reserves in Spain: Evaluating the social–ecological resilience of cultural landscapes", *Landscape and Urban Planning*, Volume 98, Issue 1, 30 October 2010, Pages 26-35.
- [39] L. Gales, "The role of culture in technology management research: National Character and Cultural Distance frameworks", *Journal of Engineering and Technology Management*, Volume 25, Issues 1–2, March–June 2008, Pages 3-22.
- [40] A. Avloniti, F. Filippaios, "Unbundling the differences between Psychic and Cultural Distance: An empirical examination of the existing measures", *International Business Review*, Volume 23, Issue 3, June 2014, Pages 660-674.
- [41] M. Brookes, R. Croucher, M. Fenton-O'Creevy, P. Gooderham, "Measuring competing explanations of human resource management practices through the Cranet survey: Cultural versus institutional explanations", *Human Resource Management Review*, Volume 21, Issue 1, March 2011, Pages 68-79.
- [42] Y.-T. Huang, S. Rundle-Thiele, "The moderating effect of cultural congruence on the internal marketing practice and employee satisfaction relationship: An empirical examination of Australian and Taiwanese born tourism employees", *Tourism Management*, Volume 42, June 2014, Pages 196-206.
- [43] A. Samnani, J. A. Boekhorst, J. A. Harrison, "Acculturation strategy and individual outcomes: Cultural diversity implications for human resource management", *Human Resource Management Review*, Volume 22, Issue 4, December 2012, Pages 323-335.
- [44] C. Bredillet, F. Yatim, P. Ruiz, "Project management deployment: The role of cultural factors", *International Journal of Project Management*, Volume 28, Issue 2, February 2010, Pages 183-193.
- [45] J.-C. Usunier, "Language as a resource to assess cross-cultural equivalence in quantitative management research", *Journal of World Business*, Volume 46, Issue 3, July 2011, Pages 314-319.
- [46] M. R. Testa, "National culture, leadership and citizenship: Implications for cross-cultural management", *International Journal of Hospitality Management*, Volume 28, Issue 1, March 2009, Pages 78-85.
- [47] L. C. Harris, E. Ogbonna, "Antecedents and consequences of management-espoused organizational cultural control", *Journal of Business Research*, Volume 64, Issue 5, May 2011, Pages 437-445.
- [48] S. Kulkarni, "A Study on Cultural Diversity Management for Indian Organizations", *Procedia - Social and Behavioral Sciences*, Volume 37, 2012, Pages 267-276.
- [49] É. Meyer, P. Grussenmeyer, J.-P. Perrin, A. Durand, P. Drap, "A web information system for the management and the dissemination of Cultural Heritage data", *Journal of Cultural Heritage*, Volume 8, Issue 4, September–December 2007, Pages 396-411.
- [50] X. Castañer, "Chapter 11 - Cultural Innovation by Cultural Organizations", In: Victor A. Ginsburgh and David Throsby, Editor(s), *Handbook of the Economics of Art and Culture*, Elsevier, 2014, Volume 2, Pages 263-276.