Impact of Globalization on Native Cultures

Global Values & Conflict - Role of cultural diversity, universality & particularity
Globalisation

Atharvana veda knowledge from ancient India

We are the birds of the same nest,
We may wear different skins,
We may speak different languages,
We may belong to different cultures,
Yet we share the same home - OUR EARTH.
Born on the same planet
Covered by the same skies
Gazing at the same stars
Breathing the same air
We must learn to happily progress together
Or miserably perish together,
For man can live individually
But can survive only collectively
Globalization

…the expansion and intensification of linkages and flows of capital, people, goods, ideas, and cultures across national borders.

Or

Globalization is the process by which the world is becoming increasingly interconnected as a result of: increased contact between people and nations throughout the world through various forms of cooperation and exchange such as

✓ trade
✓ cultural exchange
✓ political cooperation across national borders
✓ science
✓ etc.
It is the process of rapid integration or interconnection between countries

Example : 1
Assume that you are a mango farmer and you grow very good quality mangoes. Obviously, your fruit is highly appreciated in India, but you also know that you shall get a better value in US. So the network of communication and execution that allows you to sell your fruit in US is basically, the phenomenon of globalization.

Example : 2
Araku Coffee is now going global. The authentic coffee Established in 1954 that is grown in the famous Araku Valley of Vizag is very well known for its integral aromatic taste and rich history. Thousands of local tribals engage in these coffee plantations, making their livelihood while deriving first class coffee for the world.
Example: Princess Diana's death.

**Question:** How come?

**Answer:** An English princess with an Egyptian boyfriend crashes in a French tunnel, driving a German car with a Dutch engine, driven by a Belgian who was high on Scottish whiskey, followed closely by Italian Paparazzi, on Japanese motorcycles, treated by an American doctor, using Brazilian medicines! And this is sent to you by an Indian, using Bill Gates' technology, which he stole from the Japanese. And you are probably reading this on one of the IBM clones that use Philippine-made chips, and Korean made monitors, assembled by Bangladeshi workers in a Singapore plant, transported by lorries driven by Malaysians, hijacked by Indonesians and finally sold to you by a Chinese!

**That's Globalization!**
Globalisation

- Growth
- Science
- Technology
- Communication
- Environment
- Culture
- Wealth

PEOPLE WITH CONNECTIONS
QUALIFIED PEOPLE
PEOPLE WHO CAN WORK FOR FREE

YOU

INTERNS
An essential aspect of globalization is movement of people.

- Transportation technology improved, travel time and costs decreased dramatically between the 18th and early 20th century

For example 1: Travel across the **Atlantic ocean** used to take up to 5 weeks in the 18th century, but around the time of the 20th century it took a mere 8 days. Today, modern aviation has made long-distance transportation quick and affordable.

Example 2: **METRO RAILWAY**, **MORORAIL (BOMBAY)**

Example 3: Sooner we may enter to **hyperloop technology**.

- Tourism is travel for pleasure

The developments in technology and transport infrastructure, such as jumbo jets, low-cost airlines, and more accessible airports have made many types of tourism more affordable.

Example: **spicejet**, **indigo** which gives at affordable cost to middle class people with a package.

Airstrips are maintained in states like AP (tadepalligudam), Gujarat,
Hyperloop
design by Elon Musk
SpaceX Tesla Motors

Tube
high pressure

Passengers compartment (seated)

low pressure

Fan
Motor

Seats 2 x 14

Batteries
Suspension system

Bulkhead (sound & firewall)
✓ Globalization is associated with a dramatic rise in international education

More and more students are seeking higher education in foreign countries and many international students now consider overseas study a stepping-stone to permanent residency within a country.

✓ A transnational marriage is a marriage between two people from different countries

A variety of special issues arise in marriages between people from different countries, including those related to citizenship and culture, which add complexity and challenges to these kinds of relationships.
Movement of goods and services
Globalization of Technology

Methods of Globalization technology

• Companies with the latest technology acquire distinctive competencies and gain the advantages of producing high quality products at low cost.

Eg: Taiwan (electronic gadgets & computer peripherals, Japan (watches to automobiles)

• Companies may have technological collaboration with the foreign companies through technology which spreads from country to country.

Eg: South Korea (samsung & LG), JAPAN (Toyota, Suzuki, Honda), GERMAN (volkswagen, Bosch, Bayer India)
• The foreign companies allow the companies of various other countries to adopt their technology on royalty payment basis or on outright purchase basis.

**Example: Tata Johnson controls, AMUL-salt butter**

• Company also globalize the technology through the modes of joint ventures and mergers.

**Example: Dassault and Reliance ADAG cleared to form Rafale joint-venture in India, NESTEL-kitkat**
How technology fastens the process of globalization?

- Microprocessor and telecommunication
- The Internet and world wide web
- On-line globalization
- Transportation technology

Consequences of globalization of the media:
- Increased choice - Helps develop societies - Promotes different cultural styles around the world

Globalisation is the shrinking of the world!
Factors contributing to globalization:

Technological innovation

Robotics, microelectronics, biotechnology, Digital telecommunications
Pradhan Mantri Jan Dhan Yojana (PMJDY) ... 
Pradhan Mantri Sukanya Samriddhi Yojana (PMSSY) ... 
Pradhan Mantri MUDRA Yojana (PMMY) ... 
Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY) ... 
Pradhan Mantri Suraksha Bima Yojana (PMSBY) ... 
Atal Pension Yojana (APY)
Culture is a neutral term meaning the shared set of historical patterns of behavior, attitudes, language, beliefs, religions, customs, manners, and ways of living that people use to order their particular society.

- **Values**: abstract ideas about the good, the right, the desirable
- **Norms**: social rules and guidelines; guide appropriate behavior for specific situations
  - **Folkways**: norms of little moral significance
dress code; table manners; timeliness
  - **Mores**: norms central to functioning of social life
    - bring serious retribution: thievery, adultery, alcohol
Dimensions of Culture

- Gender
- Relationship
- Company
- Profession
- Department
- Country
Sometimes one or more cultures may take dominance over another culture, depending on the situation. Examples are:

• Corporate culture dominates over national culture
• National culture dominates over religious culture
• Religious culture dominates over sexual orientation
• Generational culture dominates over gender culture

Building understanding

There is no “one size fits all” on this subject. Creating a successful environment with people from different national cultures working together requires that you make an effort to build a common understanding, trust and commitment. It is advisable to connect with what is important to people, what is below the surface of the person’s “iceberg” (what you cannot see), or the inner layers of values and beliefs. Also consider;
Be curious; ask your staff/colleagues about their cultural background. Read up on the country and/or talk with others from the same country.

Building trust and commitment across cultures means that you need to use all parts of your cultural intelligence: intercultural engagement (be motivated, your attitude), cultural understanding (know yourself, know the other), and intercultural communication (verbal, non-verbal, communication styles).

Listen, be emphatic, speak to people’s heart and mind, “lean in”, be respectful – and you will build trust and be trusted.

The complexities apart, creating some common ground rules does help building trust and commitment. And even better, make sure you talk with team members about what those ground rules really mean to them.
At the same time, while the community concept is a key distinction for societal culture, there are other critical layers to take into account when trying to understand its impact on the global workforce:

**Culture is multifaceted.** Customs and ideas are the most readily visible manifestations, but underlying these are ideas, often religious or philosophical ones, broadly shared within a group that can have a profound effect on people’s self-understanding, and even identity, as well as on how they act. The ability of foreign executives to do the latter properly may be essential for a negotiation, but it does not mean they understand the potentially relevant implications of the former.
Culture change tends to be slow but evolving. Data from the World Values Survey, a global research project which covers 82 countries, have shown that cultural values show substantial resilience over time. It would be hard, however, to imagine a major national one, for example, that has not seen substantial evolution on any number of fronts over the last century. Quantum shifts can even occur, such as an apparent increase in the cultural affinity with individualism that took place rapidly in Eastern Europe after the fall of the communist regimes.

Culture is borderless. A meta-analysis of intra-national compared with international differences a decade ago found, to the surprise of its authors, greater variety within than between countries. One important reason for this variety is the notion of agency—that people can and do make independent choices. Another is that culture is not invariably exclusive. Instead, people are simultaneously part of overlapping, sometimes even apparently contradictory, cultures through circumstance and choice.
CULTURAL DIVERSITY ISSUES AT THE WORKPLACE

**Background**

1. Many Employers have either limited or non-English speaking employees.

2. In our truly global economy, many Employers employ workers from different cultures come with their own sets of identities and behaviors.

**Examples**

1. Employers should review key personnel policies (i.e., work rules, certain benefit enrollment forms, etc.) to determine if they are understood by their work force and if they may need to be translated into the employee’s own language.

2. The Employer may be liable if the employee later claims he/she did not understand documents he/she was being asked to sign.
• **Training**

It goes without saying that people from different cultures more often than not communicate differently than is traditionally done in the U.S.

*For example*

- research indicates that in the U.S., the informal norm is that people acknowledge each other every time they come into contact. In Russia, the norm is “once is enough.”

- Also, stray comments may be made (i.e., Muslim employee is asked by co-workers if he really has to pray so many times in a day) which take on the appearance of informal cultural profiling.
The Effects of Diversity in the Workplace

- Solid research needed to be conducted to support the idea that diversity was beneficial to the workplace.
- Diversity was found to be a lot more complex than it was originally thought to be.
- Research indicates that diversity can produce both positive and negative effects when introduced and enforced in the workplace.
- Evidence suggests that diversity may produce conflict and employee turnover as well as more creativity and innovation.
Group with greater diversity were shown to have greater innovation and creativity.

Diverse groups have a greater range of perspectives, and are able to generate more high quality solutions than less diverse groups.

Diversity increases constructive group processes and is positively associated with performance in business units.

Diversity is associated with increased sales revenue, greater market share, more customers, and greater profits.
Negative Effects of Diversity

• Diverse groups are shown to be less integrated and have a higher level of dissatisfaction.
• Increases the level of dissatisfaction in group members, as well as miscommunication.
• Diversity can be linked with conflict, lower group adhesiveness, increased employee turnover and absenteeism, and lower quality of performance.
Factors that Effect Diversity

- Research suggests that whether or not diversity has a positive or negative effect depends on different aspects of the organization’s strategies, culture, and human resource practices. This indicates that diversity may be beneficial under certain conditions and in certain organizations.
  - *Size of the organization*
  - *Age of the organization*
  - *Type of organization*
  - *Diversity of the community surrounding an organization*
Diversity training has three major objectives in the workplace:

- increase awareness about diversity issues
- reduce biases and stereotypes that deter from effective management
- change behaviors to help effectively manage a diverse workforce

Case study included CASE STUDY-HP a study on diversity.pdf
Effectiveness of Diversity Training

• With diversity training, employees have a greater understanding of the value diversity, better diversity management skills, and more effective diversity related behaviors.

• After undergoing training, managers saw diversity related practices as more important than they did prior to the training, and were more likely to positively engage in diversity related practices.
Apollo was launched through the association between Apollo Hospitals Enterprise Limited and STS Holdings Limited. The hospital is the first and only in Bangladesh to get accredited by the Joint Commission International Accreditation (JCIA), which reassures our continued commitment to the highest quality International Standard of Healthcare in the region.

Apollo hospital is one of the best examples for cultural conflict in globalization. When it wanted to expand its operations in neighboring countries it chose Bangladesh, and brought all permissions from the authorities and approvals from the board. It designed world class hospital buildings at par with Johnson Hopkins university US and started the construction. One day the local municipal medical authorities came for routine check and one of the engineers raised a question how were the toilets built in entire buildings (lobbies, patience rooms, visitors rooms, doctor rooms etc...) for which the builders showed the design, then he pointed out that toilets should not face towards MACCA as it was an Islamic country and it hurts their religious sentiments. As 20% work was completed it was a big challenge for the designers and Apollo group. Immediately they re-designed the entire building as per the Countries Cultural norms.
Fair & Lovely cream was developed in 1975 by the Unilever Research Centre. It is the world's no.1 fairness cream and is sold in over 40 countries.

Fair and Lovely is another best example.

Fair & Lovely cream was developed in 1975 by the Unilever Research Centre. It is the world's no.1 fairness cream and is sold in over 40 countries. It planned to launch its product in Gulf countries and accordingly designed advertisements and products. Successfully it dumped the material in the country after all the research and required permissions. Unfortunately, the company noticed that none of the products were sold and the manufacturing date was also getting expired as it was sent long before it was in dilemma for the reason not known. After thorough research and enquiry they realized the flaws. The reason behind was as it was a Gulf country people read the books in right to left way and the same with advertisement also. The hoarding and the billboard hoarding was given in a reverse way according to them i.e the fairness was shown in the reverse way fair women turning dark....
LET's SEE Maggi noodle

Testing controversies. Monosodium glutamate (MSG): Testing found some MSG in Maggi noodles. The packet stated "No added MSG"; however, MSG naturally occurs in hydrolyzed peanut protein, onion powder and wheat flour.

the popular snack came under the scanner in a number of countries, with Singapore, Nepal and UK imposing bans on the product imported from India. Now, as the dust settles in, it appears that Maggi noodles is edible at least to other countries.
While many organizations are embracing diversity in the workforce, there are still organizations today that remain unreceptive. Although many government agencies and Fortune 500 companies provide diversity training, around 40% of organizations still do not.

Even the organizations that claim to be strong advocates for diversity do not have the statistics to back their claims.

- Only 30% of female employees hold management positions in Wal-Mart. This is a very low number considering 70% of their employees are female.
Diversity in the Workplace Today

- Gender discrimination is still a huge problem within many organizations. Many male managers are slow to promote female employees to managerial positions. A Senior Vice President interviewed by Turner (2007), was quoted saying,

  “Well, yes we need to have more women in senior positions. Our senior leadership team includes only men. But, personally, I’m just less comfortable with women on the senior team. We spend a lot of time together. You know you always have to be worried about the sexual harassment thing, what you say, how you say it…But, that doesn’t mean we shouldn’t pursue it.”
“globalization” of culture
What you need to know.

1. That there are different views about the impact globalisation has had on cultural diversity.

2. The role that the global media plays in promoting culture. With as focus on the American media.

3. Examples of localised cultures that have emerged in our modern ‘globalised’ world.

4. About the different views that exist regarding the impact of consumerism. China is a good starting point.
Culture and Adaptation

• Change is frightening to most people—viewed as a threat.
• Negative Outcomes: Insecurity, altered world views, new behaviors and new roles, modified economic standing, changed demographics, exposure to alien religions...
• Positive Outcomes: new exchange, new markets, cheaper goods, year round availability, prosperity to many, increased information flow...
The “globalization "of culture? Marvel comics has adapted comic personalities in order to tap a large Indian market.
Culture is always evolving and changing

Some perceptions about NATIVITY

- Shy, soft spoken, reserved & speak in a low voice
- Takes time to “warm up” or “get started”
- Lack of common interest conversational topics with the client
- Mutual dependence and interdependence - family bonds
- Hesitant to shake hands especially with opposite gender
- Eye contact with female colleagues is low
- Public display of emotions/affections is discouraged
Universality, Particularity, and Generality

- Cultural universals are features that are found in every culture.
- Cultural generalities include features that are common to several, but not all, human groups.
- Cultural particularities are features that are unique to certain cultural traditions. **Or** The quality of being individual.
Cultural Universality

**UNIVERSALITY**: *the quality of involving or being shared by all people or things in the world or in a particular group.*

- Some biological universals include a long period of infant dependency, year-round sexuality, and a complex brain that enables us to use symbols, languages, and tools.
- Some psychological universals include the common ways in which humans think, feel, and process information.
- Some social universals include incest taboos, life in groups, families (of some kind), and food sharing.
• Universality
  – **Universal traits** are the ones that more or less distinguish *Homo sapiens* from other species:
    • Biological: a long period of infant dependency, year-round sexuality, and a complex brain
    • Psychological: common ways in which humans think, feel, and process information
Particularity:

- Cultural particularities are increasingly rare:
  - Diffusion
  - Independent invention
  - When cultural traits are borrowed, traits modified to fit the adopting culture
Cultural Particularity

• Cultural practices that are unique to any one culture are “cultural particulars.”

• That these particulars may be of fundamental importance to the population is indicative of the need to study the sources of cultural diversity.
Universality, and Particularity in one shell

- **Universal**: found in all cultures. Examples: **Exogamy** and **incest taboo**.

**Generality**: found in many cultures, but not all. Example: nuclear family.

**Particularities**: found only in some cultures. Example: head hunting.
Globalization

These men in a coffee shop in Cairo, Egypt are using a laptop computer and smoking traditional hookahs (pipes).
Implementing Technology tools to promote Globalization

- **Facebook** - The ability to communicate with people all over the world.
- **Skype (video chatting)** - The ability to have a live visual meeting with people all over the world.
- **Twitter** - The ability to communicate and share information with people all over the world.
- **Wiki Spaces** - The ability to share ideas, thoughts and images with people all over the world.
- **Phones** - The ability to verbally and/or visually communicate with people all over the world.
- **Microsoft Office** - The ability to verbally and visually communicate with people through an office setting through email, live chat and instant messaging.
- **Web Quest** - Teachers can create a Web Quest for students to participate in an educational journey on various topics while using the world wide web.
- **Podcast** - Teachers can create a podcast for students to listen to using media. Teachers can use this for creating assignments and students can listen to the podcast as many times as they want.
Learning gives creativity, creativity leads to thinking, thinking provides knowledge, knowledge makes you great

- A. P. J. Abdul Kalam
Managing Diversity at Workplace: A Case Study of hp

The paper is divided into six sections.

- **Section one** presents a brief overview of Hp,
- **Section two** focuses on dimensions of diversity management followed by cost benefits of diversity management,
- **Section three** discusses the strategies and paradigms of diversity management.
- **Section four** provides an analysis of Hp way of diversity management followed by its diversity management inclusion model.
- **Section five** provides an understanding of how Hp managed its diversity in multicultural workforce and how it managed gender non-discrimination in the workplace.
- **Final section** provides some recommendations which could be effective for any multicultural organization and particularly for Hp.
1. An Overview of hp
Originated by two classmates of Stanford University Bill Hewlett and Dave Packard, Hp was established on the 1st of January, 1939. Headquartered in Palo Alto, California, the company has long been admired for its products, ethics, business innovations, and competitive spirit.

- Hp initiates its diversity management policy
- Hp formed the famous ‘open corporate culture’ (OCC), in the 1940s,
- Bill Hewlett and David Packard developed a new management style called ‘management by walking around’.
- A new type of corporate culture which was to be called ‘the HP way’.
Managing Diversity at Workplace: A Case Study of hp

2. Diversity Management and its Dimensions

Three dimensions of diversity as primary, secondary and tertiary

- **Primary dimensions**
  - Race
  - Ethnicity
  - Gender
  - Age
  - Disability

- **Secondary dimensions**
  - Religion
  - Economic status
  - Sexual orientation
  - Thinking style
  - Political orientation
  - Work experience
  - Education

- **Tertiary dimensions**
  - Beliefs
  - Assumptions
  - Perceptions
  - Attitudes
  - Feelings
  - Values
  - Group norms

Dimensions of Diversity
3. Cost - Benefit of Diversity

✓ Diversity becomes most advantageous when the organization wants to expand its perspective, strategy tactics, or approach, to reposition the organization, reposition strategy from a bricks and mortar to an e-commerce environment, launch a new product, create a new idea, develop new marketing plan, design a new operation, or assess emerging trends from a new perspectives.

✓ If diversity is well managed, organization can benefit from both synergistic and culture specific advantages including enhanced creativity, flexibility, and problem solving skills.
4. Approaches and Strategies for Managing Diversity

Three approaches to manage the diversity like Parochial, Ethnocentric and Synergistic are identified.

Out of the three, Synergistic approach assume cultural contingency- that the best way depends on the particular cultures of the people involved. This approach recognizes both the similarities and differences among the cultures that compose a global organization and suggests that we neither
5. Paradigms of Diversity Management

Contd…
✓ The Discrimination and Fairness Paradigm focuses on equal opportunity, fair treatment, recruitment and compliance with federal equal employment opportunity requirement. Companies under this philosophy often institute mentoring and career-development programs specifically for the women and people of colour in their ranks and train other employees to respect cultural differences.

✓ The Access and Legitimacy Paradigm believes on the acceptance and celebration of the differences.

✓ The Learning and Effectiveness Paradigm organizes itself around the overarching theme of integration.
Managing Diversity at Workplace: A Case Study of hp

6. Hp Way of Diversity Management

### Late '70s and '80s
- College recruiting program established
- Student work experience program started
- Black Managers Network started
- Women and minority focus groups held to involve employees
- First Technical Women's Conference held; 400 women attend
- CEO issues a statement valuing diversity

### 90's
- First Accelerated Development Program (ADP) piloted
- Recipient of Catalyst Award
- Domestic partner benefits established
- First worldwide diversity dialogue held with HP senior managers
- Black Employees Forum held
- Revised non-discrimination policy to include sexual orientation
- Deaf & Hard of Hearing Forum held
- Employee Network Group guidelines established
- Leadership, Education and Development Program (LEAD) established
- Five technical and professional women's conferences held, serving more than 5000 women
- Work/life initiative established
- Gay, Lesbian Employee Network (GLEN) started
- International diversity initiatives started in Europe and Asia-Pacific
- Harassment-free work environment affirmed
- ABC Dependent Care Collaboration initiated
- United Negro College Fund Award

### Moving into the 21st century...
- Reinvented Global Diversity organization to support business success
- Expanded diversity focus to include the marketplace, workplace and community
- Diversity & Work/Life Manager named for Europe, Middle East and Africa
- Diversity & Work/Life Manager named for Asia-Pacific
- Diversity Lead named for Latin America
- Development of collaborative partnerships internally and externally
- Global Alliance formed to assess diversity and inclusion needs worldwide
- HP Diversity Council formed with senior executive leadership from each HP business to develop, direct and champion diversity initiatives worldwide
- HP Accessibility Policy for products and services announced and HP Accessibility Solutions organization formed
- Ron Brown Award for Diversity in Education
- Digital Villages launched to contribute to closing the digital divide