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Knowledge, Culture and Learning
Surviving and Prospering in the Age of Globalization
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Abstract: This paper argues that there are major historical epochs with paradigm shifts between them, that the age of globalization is one such epoch. Global corporations and technological innovation comprise essential parts of this process and we explore how they function. We argue that global companies modify human cultures and have implications for educational policy. The companies also create ‘virtual’ communities, where traditional sense of place and tradition are of diminished importance. We also consider the human qualities and educational skills which are needed to survive and prosper in our global age.

Keywords: Globalisation, Global society and culture

A Philosophy for the Age of Globalization

One of the questions examined in this essay was raised incidentally in a popular film. In the film The Flipside of Jonathan Hyde, a man returns from life in the year 2140 to London in the 1980s, as a time traveler.

One theme of that film is that at some points in time people with great insight and wisdom ‘anticipated the future’ because they were actually travelers from a future age. Those time travelers taught the humans whom they encountered about correct behavior and about new ways of interpreting the world. Time travelers, the film suggests, have played a significant role in shaping human history, and included Socrates, the Buddha, Confucius, Abraham, Jesus, Mohammed, Newton and Einstein. They taught their contemporaries new ways of living or they shifted scientific paradigms. Although the film is fantasy, it poses the interesting question, if one did have knowledge about future human societies, what would one attempt to teach contemporary people to best equip them for the future. What knowledge will help you survive and prosper in the age of globalization?1 Holton (2005) has usefully defined globalization to include the intensified movement of goods, money and information globally, the interdependence of social processes and identification with the world as a single place, and we will use his definition in here.2 In order to answer the question, let us first consider what has traditionally been indispensable in our cultural heritage.

Our Heritage

Humans have been hunter-gatherers for over 95 per cent of their history. Some people in remote parts of the globe remain hunters and gatherers. Broadly speaking, hunters and gatherers live in groups of 10 to 50 people for most of the year, and come together in much larger groupings of perhaps 500 people only for feast times or special ceremonial occasions. They exist with few material resources but typically have a rich ceremonial and linguistic life. Agriculture societies spread across most of the globe from about 8000 years ago. Co-operation from an extended family was usually essential to survive, just as it was for hunter-gatherers. One’s livelihood was at the mercy of the seasons and the elements. Religion was institutionalized, with religious specialists. Neolithic monuments such as in Newgrange, Ireland, and pyramids in Egypt and the Americas demonstrate the importance of ordering society, and of providing transcendental meanings to everyday life, which was predictable and tactile. The most important relationships were produced by kinship systems, which usually required marriages arranged by the parents or elder kin of people marrying.

City states in Greece and also in northern India emerged 2 500 years ago, and seemed to have been associated with revolutions in thought, a questioning of all received wisdom and the invention of philosophy and new forms of knowledge such as mathematics.

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1 We have borrowed from the economic definition of globalisation, to stress that it is a process rather than a condition, and to emphasize its current reality and multidimensional nature. See Van Der Bly, Martha CE. 2005: 877.
Some 2500 years ago, Socrates, Buddha, Confucius and other thinkers, almost contemporaneously in different continents, developed modern, analytical and scientific ways of thought that made sense to the urban and trading societies which had developed at that time. Elaborate forms of political organization saw the birth of empires, the expansion of successful empires through colonization, and eventually the formation of nation states. Empires were able to systematically introduce technological innovations across their political reach, and such innovations were rapidly applied if they gave one a military advantage, such as guns, or an organizational advantage, such as through disseminating information from printing.

A long historical perspective assists our understanding of the significance of contemporary change. Jared Diamond’s 2000 book Guns, Germs and Steel shows the tremendous advantage that northern Africa, Europe and Asia had over the rest of the globe from about 15 000 BP to 1 400 AD because weapons, plants, innovations and germs traveled across those three great continental areas over time, thus distributing whatever competitive advantage was available from any useful innovation. Nation states emerged from a colonial heritage, and stimulated the accumulation of technological knowledge and applications, which saw the industrial revolution take hold during the 18th and 19th centuries. Now the whole world can be instantly connected. Europe and Asia no longer have an intrinsic advantage. Innovative societies and successful immigrant societies that integrate many different influences positively will shine. And global corporations swiftly disseminate knowledge which has commercial applications.

Implications

Contemporary people are unconsciously shaped by these diverse inheritances. Like hunter-gatherers, we are intimate with a restricted number of people. Like agriculturalists, we are attracted to forming enduring relationships, personal exchange, familiarity with a community as well as consciousness of wider social norms. And our economic life is still dominated by modes of organization developed in nation states, such as specialized roles valued by annual or daily payments of money. Because we have this diverse accumulated heritage, in a time of rapid change, as a species we are now unsure what weight to give to certain life choices. For example: is reproduction essential, and who should bear the costs of reproduction, society or private individuals? Different countries have significantly different approaches to this question.

Adam Smith, Karl Marx, Herbert Spencer and other 19th century philosophers were interested in evolutionary change because they lived in revolutionary times, during the growth of European colonialism and the beginnings of the industrial revolution. Transition to a global economy and society marks a significant change in human evolution. Ideas about how societies and cultures evolve will be useful in helping people shape their lives. People used to become human through living in families, tribes and nations. In the 21st century, many people’s lives are influenced by corporations, which employ them, sell them products and influence how they think and behave. Their experience of life and outlook is not limited to any one family, tribe or nation. Culture and learning are shaped by ‘virtual’ realities and influenced by new connections through the web or mobile telephones, which incorporate rotating cameras and video recorders. On the one hand modern media and technology can ‘connect’ people all over the globe in the sense of providing them with identical information or with similar cultural products. On the other hand people are less inclined to depend on the people who occupy a physical space near you. In the past you would define your community as the people with whom you share sensory experiences, such as smell, touch and taste. For example in agricultural societies, a common form of ritual greeting is to discuss the weather, because everyone you knew would be affected by similar weather. If you are working globally with people in different countries, this is not the case.

The industrial revolution developed during the 18th and 19th centuries is characterized in a novel conviction that increases in wealth and material possession are of supreme importance, and increases in gross domestic product in fact demonstrate ‘progress’. Although the idea of progress had its roots in Christian, renaissance and reformation thought, it was strengthened by a strong belief in material prosperity as an ultimate good, and capitalism as the dominant economic and social philosophy for human organization of society. Most recently those who have benefited in a bountiful fashion from capitalism such as Bill Gates and Warren Buffet, argue that increased trade will further increase the prosperity of the world. They point out that billions of people, including Chinese and south Asian populations, are now more affluent than ever before. The assumption, unspoken because in the age of globalization it is almost universally held to be true, is that increased prosperity is good, and leads to increased happiness.

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3 Bill Gates and Warren Buffet are among the world’s richest people and control the dominant computer software firm Microsoft and the insurance giant Berkshire Hathaway respectively. See Daniel Roth. ‘Interview with Bill Gates and Warren Buffet, the 91 billion dollar men’. Fortune Magazine. 19 October 2005.
Until the age of globalization, cultural relativism was strong. Universal values have come to the fore, not only as an ideal, but at least so far as exchanging information and wanting to increase material well-being, they drive everyday life everywhere.

The ‘good’ Corporation

Through historical scholarship and modern science and communication, we have available extensive information about the religions and philosophies of previous eras. Just how aspects of these world-views should be applied to living in the 21st century remains unclear. Individuals are now influenced by the values of modern capitalism. Such values are embedded in the modern global corporation. For example, there is considerable debate about the social and ethical responsibilities of the ‘good’ corporation.

Scholars such as Harvard’s Michael Porter (1998) have proposed that the best global companies provide the ‘highest quality good or service at the lowest possible price.’ That is why they are dominant global companies. Jim Collins (2001) suggests that the modern corporation is a major modern invention. Why are some global corporations dominant? ‘Hedgehog’ companies are more successful than ‘fox’ companies in the long term, he says. Hedgehog companies stick to their traditional area of expertise, such as Wal-Mart and general merchandise, Microsoft and software, HSBC and banking, and Siemens and diversified industrial and electrical goods. Fox companies change course rapidly, such as GE, from electrical goods to finance, and IBM, from computing to consulting. But simple explanations do not appear sustainable when analyzing empirical data. Collins maintains that the best companies have a superior share price performance. Yet over the past ten years his ‘best’ companies returned 12.5% per annum, versus combined industry averages of 17% per annum of those industries that Collins’ ‘best’ companies were involved in.

It is difficult to make generalizations, which can be empirically proved, about why some companies gain and maintain global dominance over extended periods of time (20 years or more). Tom Peters has sold one million copies of the book In Search of Excellence. His eight rules for successful companies include being action-oriented and close to the customer. Eleven of his 14 ‘excellent’ companies still exist some twenty years after undertaking his initial research. Their annual return was 11% per annum versus 10.5% per annum for combined industry averages for all firms in the industries which he selected, in other words Peters’ generalizations seem to have been poor general predictors of superior performance for the companies he championed. Dominant position is of critical importance. Dominant companies can be defined in terms of having the largest market capitalization among companies in their particular industries. The largest global companies between 1994 and 2004 on average each returned 18% per annum versus 11% per annum for industry averages in their industry. The social responsibility of global companies, and the effects of such efforts on a company’s commercial success, has been considered elsewhere. It appears that social activities consistent with the core business of a firm are also probably commercially beneficial to that firm.

For most profitable industries, global or ‘transnational’ companies have replaced national companies based in particular countries. A new development from the mid-1990s, was that the top management of traditional German, Swiss, French and United States companies recruited outside their national groups. Production of goods and services also became global. Research, development and marketing linked the European, Japanese and North American parts of each global corporation, on a daily basis. Successful global integration of the business was a vital part of the company’s global dominance.

Because the globalization of research, production and marketing is re-shaping communities and economies, there are winners and losers, disruption, constant competition and change. Naomi Klein (2000), Barbara Ehrenreich (2001) and Michael Moore (2002) have written of the downside of globalization, from the point of view of particular communities and particular groups of workers. Francis Wheen (2004) has criticized global companies such as Enron and Worldcom whose rhetoric does not match their actions. George Ritzer has described the McDonaldised society as a system of ‘iron cages’ in which all institutions come to be dominated by the same principle, in which all creativity is taken out of all activities and they are turned into a series of routinised kinds of procedures that are imposed by some external force.

On the other hand, Norberg (2005) has analyzed the advantages and disadvantages for globalization for different countries and groups, and provides a strong case that the majority of people are better off. Depending upon the industry and the time period, companies with excellent and very good diversity policies and practices have significantly better financial returns than other companies. Diverse staff, in terms of gender, racial and ethnic backgrounds,
were totally focused on the success of their companies. The best firms attract the best staff across the globe and have them work successfully together. It is generally true that the dominant companies in each industry have made very high returns in most of the past 20 years. An exception is the years 2000 - 2001, when the value of North American indices and most major companies fell significantly (See Appendix and Kauffman (2003b)).

Global Context for Learning

In this changed economic environment, what knowledge, culture and learning are needed, in a global age? Many years study of classical texts in Greek, Latin, Sanskrit or Chinese, was highly prized in those cultures for two thousand years, but is now far less important for gaining new knowledge, culture and learning. Most classical texts have been translated into English, and new scientific and other research is published in English, often on-line. A further striking change is that significant knowledge is no longer endogenous to a particular culture. A classical Greek play or a Sanskrit philosophical text did represent ultimate wisdom for learned people in those societies who were culturally aware of the context and the nuances of the dramas of the plays and the purpose of the philosophy. Aspects of those plays and those texts are important for everyone, but identifying what is important is more likely to be done by Japanese students of classical Greek or by aging Californian hippies. The essence of long traditions can be accessed from a distance of time and space. Almost one billion people now travel internationally each year. Modern media and technology influence all of us. Education responds to our 'shrunken' world, and places a different perspective on the importance of learning the cultural heritage of a particular language or world-area.

Science and other disciplines participate in a global system of knowledge across nations and cultures. Global companies, national governments and parents are seeking the 'best' educational outcomes for their employees, citizens and children respectively. The Project for International Student Assessment (PISA) of the OECD continuously measures mathematics, science and literacy of 15 year-old students in some 50 countries. PISA provides a great deal of data that sheds light on the economic consequences for societies from the way they invest funds for education.

The PISA study indicates that outcomes-based approaches, individual learning paths and team learning are beneficial. So is maximum encouragement without pressure. Finland, Canada, New Zealand and Australia currently rank highest in literacy. Japan, Hong Kong, South Korea and Finland currently rank highest in mathematics and science. Japanese, Finns, South Koreans and Hong Kong Chinese have compulsory English and their first languages are very different from English. The relatively successful multicultural countries - Australia, Canada and the United Kingdom - comprise the second highest-performing group for science and mathematics. Just as open international recruitment and promotion is positively correlated with a firm's economic success, countries which have a significant proportion of planned immigrant populations - Canada, Australia, New Zealand, Ireland and the United Kingdom - are performing well in general literacy, science and mathematics. We are seeing a convergence of skills of educational systems as same time at the global way of operation for business is increasing. For example Wal- Mart in the United States now produces many of its goods in China. General Electric has created GE Finance with United States-based strategic management working with staff in India, who provide global call-center services.

Secondary school outcomes in the United States do not rank highly in PISA scales, but their tertiary outcomes are particularly high, and are assisted by immigration and high investment in university education from government, corporate and private sources, and continuous competition 7. The economic power of the United States is assisted by its tradition of supporting the migration of high-achieving and highly-educated people. The American Academy of Science records that some 60 per cent of members are born overseas, even though only 13 per cent of the total United States population are immigrants. Over 80 of the most highly ranked Masters of Business Administration programs in the world are based in the United States. The United States is a diverse nation since about 40 million of its population of 285 million are African American, the same number are of Hispanic-background, and in many cases speak Spanish. There are also large Asian American populations of 13 million people and some four million people of Native American Indian background.

Around the globe, there may be some 400 million people in the world who are monolingual in English, but there are an estimated 600 million others who are effectively bilingual and speak American business English, with a high degree of proficiency, as their second language. These billion people comprise the world's most affluent citizens. They

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7 The USA university success stems from high investment by government, corporations, private endowments and students, competition between students, teachers and research applicants, no central direction of priorities, and university administrations sharing power with academic professors (Economist January 2006: 62).
comprise the professional classes of Europe, North America and Australasia and the educated and business elites of Asia and South America. There is pressure to specialize in commercially valuable niches, technical skills for the new global society including law, medicine, economics, applied science, business education and information technology, or even in those sports which can be televised and attract a significant global audience (and consequent corporate sponsorship).

The United States of America has 60 per cent of the top MBA schools, and 10 of the top 12 schools. All of the top 100 business schools are highly diverse, and highly international. Virtual clusters have emerged to support educational learning. Analysis of interviews with multinational companies over a number of years in North America and Europe lead us to conclude that the people who most successfully adapt to the ‘global’ age, are:

- Versatile, and able to change jobs and locales, and create and transform companies
- Competent in a second language, (this holds true for the 400 million or so people whose first language is English)
- Educated through diverse experiences which allow one to work easily with both genders and diverse groups in different cultural contexts, and able to integrate knowledge
- Able to compete and succeed against global competition.

The educational response to the global environment is enlightening. Because the rest of the world is in communication with all of the developed areas as never before, there is an additional incentive to teach similar and comparable areas of knowledge. Casey has argued that a more comprehensive approach to learning in organizations attends explicitly to the needs and interests of workers as learning persons. Taking a longer view, organizational and worker learning may generate not only improved work practices but may regenerate links between lifelong learning and democratic societies.

Older ideas of doing what you like or what arouses your curiosity seem so far to have been placed in the shadows of undertaking a new strategy. However it seems that we have not yet invented the artistic expressions and cultural and philosophical systems to fully comprehend and understand our new globally-connected situations. Such creations would nurture the human spirit in a deep and meaningful way.

**Culture**

Why would global companies be in a position to change human cultures? The world’s 500 largest companies each employ up to 800 000, and have a significant presence in many countries. These companies are not separate but intermeshed with all of the world’s 200 sovereign nations so that it is not a simple matter to analyze either nations or multinational corporations separately. The cultural values of global companies are continuously interacting with the lifestyles and choices of people in all nations.

In the matter of economic influence, particularly since about the mid-1990s, these companies became global in terms of design, production, marketing and sales of goods and services. There were United States, British, German and Swiss companies which had operated in many nations for much of the previous 150 years, and had recruited from different national and gender groups. It was during the 1990s, using technological innovations such as the internet, easy and cheap global travel, and a general facility in American business English at least as a second language for people in most OECD countries, particularly in Europe, Japan and South Korea, that most of the large global companies began to recruit a global workforce at all levels of their companies, irrespective of membership of a national group. The key criterion was who would be most likely to increase the shareholder wealth of that company. Often major acquisitions and mergers between two companies in the one industry from two different national bases occurred, in order to facilitate such global reach. The dominant companies in this sense became ‘global’, rather than nationally-based companies operating in many nations.

How we communicate, form relationships, and enter into marriages is also changing. Around the world, for more of the globe’s six billion people and particularly for the one billion people who live in the wealthiest 30 OECD countries, marriage is less

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* Savants, such as Kim Peek, who was portrayed in the Hollywood film *Rainman*, and Daniel Tammet, have extraordinary calculating abilities and memory but are unable to pass mathematics A levels because of difficulties with algebra. Tammet concentrates on history and six languages. Both Peek and Tammet have Asperger’s syndrome, which can be characterised by an inability to form friendships together with intense absorption in a special interest. Serious mental illness may be increasing across the globe, and this increase may be associated with an increase in urbanisation. Hence an ability to integrate knowledge and psychological resilience are also part of success under globalization. (See Semple 2005:582, Fuller Torrey 2001: 126-36, 264-66 and 2002: 206, Kauffman 2006).

* Casey, Catherine 2003: 624.

* The Report of the Institute for Policy Studies, Washington, 1997 argued that the 50 largest companies, have a financial turnover as large as the gross domestic product of the 50 largest nations, however Norberg (2002) points out the analytical difference between company turnover and national GDP.
likely to be arranged and more likely to be between different racial and ethnic backgrounds, including people from different language backgrounds\textsuperscript{11}. Since the industrial revolution, people have tended to marry into families in the same city and perhaps the same religious group. Now marriages between similar educational, income and occupational groups are likely to occur, but across ethnic and racial backgrounds, and between people who grew up in different towns, cities and even nations. Because of the increased tendency towards global production and travel, it seems likely that at least for the most affluent one billion people in the world, the new links formed by marriage, often between people of similar educational and occupational background, will increase.

The top managers of global corporations’ formal qualifications usually include a degree in economics, business or law, sometimes in a technical or scientific area. A major skill required is their ability to help a global firm achieve and maintain dominance in a particular industry or subset of an industry, which may involve producing a service rather than a good. A study of over 200 global companies found that the winners in this competition are those who have acquired human capital with a global appeal and engaged in the global knowledge economy, such as IT, management, financial, tax, legal and energy consultants, marketing and advertising executives. Income potential is increased if employees can make a ‘value-added’ contribution globally\textsuperscript{12}.

One must be versatile because it is less likely that one can have a life long attachment to a place, a company or even a particular industry. Young and skilled people gain high incomes through international travel and a changing employment market where more people work for five or more employers during their lifetime. Their work environment is now global, and may change rapidly. Jack Welch (2002) relates how GE, formerly General Electric, focused on being the dominant company in each industry that it was involved in, and sold off existing businesses and radically globalized the company to achieve that end. GE has shifted focus from making electrical goods and is lending money with administrative staff based in Indian call centers and working by telephone with the rest of the world. Increasingly, small businesses are using global facilities. For example, in Australia and other countries, medical doctors email their dictated notes to India and have them typed up daily and returned by email. Most of the largest 100 companies flourish because they essentially manage global brands.

Whereas we used to rely on people in our village having skills in different occupations, now there is a tendency for whole cities or regions to provide a specialist service or product to the rest of the world. Some people in the developed world now travel to India for medical operations. Particular Chinese cities specialize in gaining a world market for a particular product, whether that be boots, bicycles or bathtubs. It seems likely that China will continue to develop as the manufacturing center for goods designed according to European and North American based templates, and India may well continue to expand its niche services to the rest of the world. There is high mobility around the globe, particular for tertiary students and other highly skilled people. There are 2.5 billion mobile phones. Whilst some of them belong to multiple users in OECD countries, there are 40 million new mobile phone connections each month, and a quarter of the growth is coming from India and China. The internet and mobile phones have allowed villagers to talk to a supplier and find out market prices in the next village. All of the world’s population are affected by rapid spread of new technology\textsuperscript{13}.

\textbf{Cultural Implications}

Globalization has brought a revolutionary economic change and economic restructuring. The rationale for many firms in the 30 or so major industries is to provide the highest quality good or service at the lowest cost. It has brought better and cheaper goods and services and greater economic integration. This economic change has significant political, social and cultural implications.

Globalization’s economic base arises from the global production, marketing and distribution of goods and services. The extensive literature on the politics of globalization is analyzed by Bruff (2005), who identifies various waves in the globalization literature. The first period saw an explosion of world trade, international capital flows, foreign direct investment and multinational corporations. A sharp drop in the cost and increase in the density of transport and communications occurred during this period. Globalization could enable decentralisation of power and increased local democracy, or the converse (Giddens 1994). ‘For better or worse, we are being propelled into a global order that no one

\textsuperscript{11} The French anthropologist Claude Levi Strauss (1949) wrote his classic text ‘Basic Forms of the Family’, about prescribed marriage in traditional societies, where marriage is arranged between people of different clans or groups by relatives of the people who were to be married. Such arranged marriages are now unlikely to occur in Europe, the Americas and much of Asia.

\textsuperscript{12} Brown, Phillip 2001:9.

\textsuperscript{13} Philipson, Graeme. The Age September 19, 2006: 5.
fully understand, but which is making its effects upon all of us’ (Giddens 2000).

John Ralston Saul (2005) and Bruff (2005) have argued that globalization has not seen the end of powerful other forms of organization including the nation state, and national and regional governments and communities can still to a significant degree determine their various destinies. The new term ‘glocal’ has been coined to describe the combining of global and local elements, such as local marketing by global corporations, or environmentalist thinking globally but acting locally. Accordingly, with regard to individuals, ‘cosmopolitans’ and ‘locals’ can form a continuum where individuals’ attitudes range in strength depending upon specific dimensions.14

The cultural implications of globalization include an emphasis on material goods and consumption, and the re-creation of the person as consumer. All people are potentially similar because they have similar desires for material goods and services, which can be compared globally. In contrast to hunter-gatherer religions and classical world religions of medieval Christianity, Islam, Buddhism and Hinduism, this world is seen as primary. This world of material wants and needs is the one discussed through media that is global or globally connected. Because of this phenomenon religious traditions are probably weaker than at previous periods of time for most people living in OECD countries. For more people one’s membership of a particular religious group no longer determines with whom one can eat, let alone marry. Hollywood films draw on archetypal myths fashioned throughout the ages but refashioned and reaffirmed in a modern context. Radical Islam, and evangelical Christianity are the polarized exceptions to modern tendencies to secularism in the wealthier, democratic nations which comprise the membership of the OECD. Holton (2001) analyzes expressions of polarization as alternative trends to homogenization under globalization, and also notes the polarization between the anti-globalization activists, and the economic ‘globalizers’ who argue that enhanced access to markets will assist wealth and welfare for all (Holton 2005).

People travel. They experience small quantities of foreign food and fashion, and work where cultural changes are inevitable and expectations are rising, and salaries and skill levels can increase.

A recent psychological study concluded that most people world-wide to some extent develop a bicultural identity that combines their local identity with an identity linked to global culture. Global culture is relentlessly secular. Mostly, religious issues are ignored in favour of consumerism, entertainment, and the pursuit of individual enjoyment. Global culture tolerates rather than embraces religion, and promotes the belief that it should not be a source of discrimination or conflict.15

Global Personalities

In many OECD countries, most people have changed from a culture of worshipping gods to fascination with celebrities. The former transcendent projections of our own fears, fantasies, desires and dreams are replaced by the detailed voyeuristic media accounts of all-too-human foibles of current media personalities in films, sport, politics and occasionally business.

What has the cult of personality got to do with global companies? First these companies promote their products using such personalities. Second, identification with ethnic, racial, national or religious groups are less acceptable, in part because celebrity personality cults attempt to transcend or embrace such difference. Third, the personalities do not usually speak down to us, rather they are one of us. But they also constitute in themselves global brands which allow us to identify with them or differentiate ourselves from them. They are the sum total of human aspiration in a global age. Not discriminating on the grounds of race or gender, with a virtual reality greater than the real, they present a belief in the person as consumer.

Conclusion

The chief executives of global companies and commentators including Michael Porter have championed globalization as producing the highest quality goods and services at the lowest cost.

Bill Gates and Warren Buffet were interviewed by Fortune magazine in October 2005. Buffet said his investment philosophy was: ‘We bet on people with energy and brains and integrity.’ Because of the economic power of global companies, business has a dominant role in society. However which universally acceptable moral codes people should follow is uncertain. And the precise nature of those codes is uncertain. Globalization has been accompanied by the strengthening of regulations to facilitate international trade, finance and production, but attempts to globalize social rights, the provision of public goods, democracy, and environmental norms have been weak, and remain outstanding.16

Knowledge and learning have been redefined by the change of global context. People who

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15 Arnett, Jeffrey Jensen. 2002: 774, 779.
successfully adapt to the age of globalization and can address future challenges need to be:

- Versatile, and able to change jobs and locales, and create and transform companies
- Competent in a second language, (this holds true for the 400 million or so people whose first language is English)
- Educated through diverse experiences which allow one to work easily with both genders and diverse groups in different cultural contexts, and able to integrate knowledge
- Able to compete and succeed against global competition.

During recent times the degree and quantity of changes have resulted in qualitative changes. Unresolved issues include the need for new universal values because communication is instantaneous and a significant part of the economy and societies are globally organized. The values developed during the past 2500 years arose in different environments, when knowledge and culture developed in prescribed religious or scholarly traditions, bound to a particular time and place, in an era before the world was global.

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Appendix

Charts on the value of shares in major multinational companies illustrate the effects of the 2001 stock-market crash, but also of the creation or transfer of wealth to stock-holders in firms such as GE and Microsoft since 1990.
GE (formerly General Electric)

Source: fortune.com

Microsoft

Source: fortune.com
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Dr Kauffman (Ph.D. ANU 1982) has also held visiting appointments at Konstanz University (2001) and the UBC (2004). His publications include Wik, Mining and Aborigines (Allen & Unwin) and Travelling Aboriginal Australia: Discovery and Reconciliation (Hyland House) and articles on global companies. Memberships FAIM, FASA.