Student's Name

Professor's Name

Course

Date

Globalization and the Nation: What They Mean for Cross Cultural Management

It is undeniable that in the modern age of the Internet there have been many significant shifts in the operation of nations and communities around the world. With an increasingly connected global community, businesses and enterprises face a credible concern in the realm of management within an organization. In particular, changes and adjustments made by a particular organizational authority in relation to national culture may have significant effects not only on personnel directly involved in such changes but also on the wider organizational structure. In this regard, it is important to consider Sylvie Chevrier's articulation of the notion of national political culture in her analysis of the importance and continued relevance of national culture in global management. Doing so would emphasize the firm saliency of national culture in the operation of global organizations. Moreover, the theoretical understanding of the national political culture may also guide real-world practices as may be examined in the case of the Philippines and its booming outsourcing industry.

The concept of globalization is at the heart of the present dilemma. From a business standpoint, the concept refers to the tendency of supply chains, finance, and information functions in almost every industry to cross national, regional, and continental boundaries primarily brought about by the rapid development of information technology (Mead and Andrews 230). Globalization thus goes directly against the concept of national culture, which

may be seen as the all-encompassing network of behaviors that are common among a particular group of people. To be sure, managers and business leaders have long considered the particularized culture of their personnel in making business decisions. This is because national culture shapes the behavior of a group and determines the way such a group will interact with others. A manager in a religiously isolated culture, such as Japan or Germany, will make different choices and prioritize different objectives faster than a manager in a very religious nation, such as the Philippines, does. This is so because national culture is widely and deeply held by individual members of that culture, and most managers know that in order to thrive in a working environment, prerogatives of an organization must embrace and adjust accordingly.

It is abundantly clear from the foregoing discussion that globalization is fundamentally at odds with the concept of national culture. However, the real world effect of the rise in globalization is not as simple as that. Alan Bird and Tony Fang observe that globalization has brought about the emergence of global cultures while also allowing national cultures to thrive still in the modern highly globalized sphere (140). This latter claim fits snugly into Sylvie Chevrier's case study of Switzerland where she hypothesizes that national culture is still relevant in the globalizing world and puts special emphasis on the cross-cultural management as an important facet for business managers and leaders to explore and apply.

In her study, Sylvie Chevrier approaches national culture from a different lens. Rather than to move from the traditional, generic definition of national culture as an all-encompassing set of behaviors, she analyzes the concept of national political culture, that is, she utilizes the political culture approach. She states:

> The political culture approach, presented in this article, differs from the widespread definition of national culture based on values and also from the majority of definitions

focused on meanings. Indeed, the latter generally consider culture as shared meanings rather than shared frames of meaning, allowing individuals from a cultural group to develop a personal interpretation of a given social situation while referring to basic shared references (Chevrier 172)

Thus, national political culture is a set of references that a particular society has developed through myths to deal with the tensions it faces and to dismiss the fundamental threats it fears most. This definition entails that national political culture is burrowed deep within a nation's psyche, and any individual that moves about this national political culture is influenced by it in terms of his or her "sense-making processes at every level of social life, be it political institutions or organizations" (Chevrier 172).

In applying Chevrier's concept of national political culture in relation to the management practices in real-world environments, one may look at the earlier example of the Philippines. There may be indeed a shared political culture within the archipelago, and this sentiment may be said to be centralized within its central metros. As such, there is a great deal of inclusivity among Filipinos. Moreover, a business leader may also take into consideration the history of foreign occupation, which is so ingrained in the nation's political culture. Managers may take this insight and apply adequate decisions in the realm of management and decision-making in business. Doing so ensures that an organization will thrive in an environment that has been in the past ten or so years a thriving and prosperous outsourcing hub in the Southeast Asian Region. In the realm of cross-cultural management, applications, such as these, can ensure that globalization is kept in check.

Works Cited

Bird, Alan and Fang, Tony. "Editorial: Cross Cultural Management in the Age of Globalization".

International Journal of Cross Cultural Management 9.2 (2009): 139-143. Print.

Chevrier, Sylvie. "Is National Culture Still Relevant to Management in a Global Context?: The

Case of Switzerland". *International Journal of Cross Cultural Management* 9.2 (2009):

169-183 Print.

Mead, Richard, and Tim G. Andrews. *International Management: Culture and Beyond*. West

Sussex, England: Wiley and Sons, 2009. Print.