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DOCTORAT en SCIENCES DE GESTION  
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Les influences de la mondialisation, les cultures et les religions sur les moyennes entreprises iraniennes  

Thèse dirigée par M. Serge EVRAERT, Professeur des Université  
Soutenue le 7 Juin 2011  

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*The Influences of Globalization, Cultures and Religions on Medium Size Iranian Companies*

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Abbasali Shapour Hosseini
Dedication

I would like to dedicate this achievement to my wonderful family who I have enjoyed their gracious support throughout my entire life.
RÉSUMÉ

Cette recherche se concentre sur l’impact de la mondialisation sur la gestion des entreprises iraniennes de taille moyenne dans un contexte international. Les caractéristiques associées aux cultures et aux pratiques religieuses qui influencent la performance des entreprises iraniennes de taille moyenne sont examinées. Cette recherche est conduite à partir de méthodes qualitatives et est basée sur la théorie du constructivisme. Le constructivisme est une théorie du savoir qui postule que les êtres humains génèrent leur connaissance et leur compréhension à travers leurs expériences. L’information et les données ont été collectées par des entrevues rigoureuses et face-à-face avec des gestionnaires clés ou des directeurs des institutions. Étant donné la nature de la recherche, le type d’analyse de données la plus appropriée est l’analyse de contenu. Trente-deux gestionnaires de compagnies iraniennes de taille moyenne ont été choisis pour cette recherche. L’auteur a sélectionné ces gestionnaires basé sur leurs compétences et leurs expériences. Les questions étaient semi-structurées et ouvertes, permettant à certains participants d’ajouter de nouvelles dimensions à la discussion. Les questions présentées aux participants ont ainsi tentées d’assurer qu’ils puissent contribuer à l’étude et présenter leurs propres idées et perspectives.

En analysant les données basées sur les cadres conceptuels et les modèles théoriques, nous concluons que les entrevues démontrent clairement que la mondialisation et ses différentes caractéristiques n’ont pas d’effets néfastes sur la gestion des entreprises iraniennes de taille moyenne. Bien qu’un nombre de pays musulmans et de pays en voie de développement n’acceptent pas la notion de la mondialisation à bras ouverts, l’Iran semble se différencier à cet égard et y
a réagi de manière positive. En implémentant les dimensions culturelles de l’Iran de Hofstede et en comparant ses mesures à d’autres sociétés, et en jumelant ceci à d’autres modèles et théories, nous trouvons qu’il n’y a pas d’influences négatives des cultures et des religions qui puissent réduire la performance de la gestion des entreprises iraniennes de taille moyenne. Cette perspective est plus convaincante dans le secteur privé de l’économie.

**Mots Clés:** mondialisation, internationalisation, culture, religion, gestion, performance
ABSTRACT

This research is focused on how globalization affect the way medium size Iranian companies are managed within the international scope? Characteristics associated with cultures and religious beliefs that have influences on performances of medium size Iranian companies are also examined. This research is conducted based on qualitative methods; and is based on theory of constructivism. Constructivism is a theory of knowledge which argues that human beings generate knowledge and meaning from their experiences. Information and data are collected by in-depth and face to face interviews with key managers and directors of relative institutions. According to nature of this research the most suitable type of data analysis is content analysis. 32 managers of medium-size Iranian companies were selected for this research: I selected these managers based on their qualifications and experiences. Questions were semi-structured and open-ended. But sometimes, some participants presented new dimensions to the discussions. Questions were presented to participants and tried to make sure that all participants have contributions and give their own ideas and perspectives.

Analyzing the data using conceptual frameworks and theoretical models, we concluded that the interviews clearly show that globalization and its different characteristics do not have negative effects in managing medium size Iranian companies. Although there are a number of Muslim countries and developing countries that do not welcome globalization with open arms, Iran seems to be different and has responded positively. By implementing Hofstede's cultural dimensions for Iran and analyzing its measures compared to other societies, coupled with other models and theories we found out that there are not negative influences of cultures and religions that could lower the performances of
management of medium size Iranian companies when facing different cultural and religious issues. This perspective is more convincing in private sector of the economy.

**Keywords:** globalization, internationalization, cultures, religions, management, performance
Chapter I: Introduction

Abstract

The expression "globalization" has got considerable emotive power. The very nature of globalization and its process could be in conflicts with different cultural values, religious beliefs and also with nationalistic perspectives. In this research we will have an extensive study on this topic, and different aspects of globalization and its challenges and consequences. This research is based on theory of constructivism. Constructivism, is one theory of knowledge that argues that humans build knowledge and meaning upon their experiences. We will study the variant managerial viewpoints in scopes of cultures and religions in the context of globalization. The data are collected from semi-structured, in-depth interviews with CEO's and managing directors of companies, organizations' presidents, government officials, and researchers, as well as from extensive observations, and analysis of different institutional documents.

The results of this research clearly show that globalization has been very positive and beneficial - especially from a managerial point of view - for these companies and their management merits. Considering the fact that there are some cultural and religious differences between western and Islamic cultures that affect different aspects of the societies and their companies, the positive gains of globalization will undoubtedly outweigh the negative ones. Surely there are challenges to be faced and obstacles to overcome through implementing suitable and constructive policies by the key managers.
1.1. Background and purpose

Referring to cultural dictionaries, it is observed that the term "Globalization" means to make global or worldwide in scope or application.” Globalization is a transcendent phenomenon, though certainly not a modern one as commonly thought, that reaches significantly into the daily life of virtually every individual on the planet. Its effects can be felt in everything from marketing and advertising to political and social institutions. Its reach has even wormed its way into the very values and mores of people”. (Sexton, 2009)

Noam Chomsky (Ritzer, 61) argues that the word globalization is also used, in a doctrinal scene, to describe the neoliberal form of economic globalization. Globalization has produced serious effects on most aspects of our daily life in global concepts. In business field, globalization is a significant factor that should be considered for any decision making process from companies managers. In order to have successful company, many managers have adopted concepts of globalization in their future marketing plans.

This study will evaluate the effects of globalization along with culture and religion on the success of international companies. In other word, this study will specifically focus on Iranian companies and their strategies in improving their marketing system based on globalization.

1.2. Statement of the problem

According to Sexton (2008) globalization has extended its reach to every country on the earth and its effects reach well beyond the obviously economic. Globalization is a inspiring phenomenon, though definitely not a modern one as
generally thought, that reaches significantly to the daily life of every individual on earth. Its effects could be felt in virtually everything from marketing and advertisement to political and social organizations. Its reach has wormed its way to very values and morals of people. Many theories, often conflicting, on whether the eventual impact of globalization will be either positive or negative for the most of the population.

In many respects globalization in this segment of the literature is a successor term for what used to be censured as the capitalist system or cognate terms. Some other resources state that globalization results in violence and the unjust oppression of the majority of people around the world. It threatens local and indigenous cultures, imposing a particularly heavy burden on women.

It is the chief cause of global and local environmental degradation, again to the principal detriment of the mass of marginalized humanity. Such theologically inspired positions are not restricted to the representatives of a particular religious tradition. Thus, for example, Christians, Buddhists, Muslims, Jews, and those speaking from indigenous traditions all arrive at similar critical assessments of globalization. People who migrate from one part of the world to another in search of a better life often depend on their religions and their religious institutions to address an array of attendant problems.

Religion can furnish them with a strong sense of identity and integrity in a situation where they may be strangers. Churches, temples, mosques, and synagogues can serve as a home away from home where one can speak one’s language, eat one’s food, congregate with people who share one’s situation, and even attain a measure of status that one is denied in the new host society. For many poorer migrants, religious institutions offer vital social services that make survival and establishment in the new land even possible. They may also provide
a principal conduit for maintaining ties with the places of origin. In these circumstances religion both is the means for global connectivity and makes up important content of global flows. Globalization affords conditions for the elaboration of new and expanded transnational establishments whose primary reason for existence is religious but that also serve an array of other purposes. They are at the same time, however, important local institutions, places where people go in their everyday lives for everyday reasons. Thus, to take but one example, a Christian church founded by Mexican migrants in Atlanta is an important community resource for its participants, but it may also have ties with the church back in the Mexican village from which most of them originate, providing financial and other resources for that village church as well. The religious institution properly speaking includes both localities and is not properly understood unless one takes both into consideration. Globalization perspectives afford that inclusive view.

On the other hand culture is another process linked to both religion and globalization. Many successful companies in the world have achieved most of their brilliant economic results by correct interpretation of the three factors of culture, globalization and religion. These companies have established their projects after conducting a thorough study regarding the culture and religion of the people. This study is trying to review all theories and statement regarding culture, religion and globalization and finally wants to evaluate the practice of Iranian successful auto industry and food industry companies in their international markets.
1.3. Research Questions

Does globalization affect the way medium size Iranian companies are managed within the international scope? If it does, what is the extent and direction of such influences?

Are there any characteristics associated with cultures that have negative influences on performances of medium size Iranian companies? If yes, do they affect establishing new joint ventures and foreign investments in Iran?

Do different religions and religious beliefs play important roles in ways that medium size companies are managed in Iran? Do different religions lower the performances of companies in Iran?

1.4. Research Hypotheses

Globalization and its different characteristics do not have any negative effects in managing medium size Iranian companies especially in the private sector of the economy. Globalization does not function as forces that reduce performances of these companies. This view is supported by most recent theories of globalizations; and economic models of globalization show similar results as well.

There are not any negative influences of cultures that could lower the performances of Iranian companies when facing different cultural issues. This perspective is more convincing in private sector of the economy; this view is also supported by different theories and also validated by researchers that worked on similar studies.
Religions do not negatively affect the performance of medium size Iranian companies. Although, there are issues associated with religions that could be addressed by key managers of companies; and proper cautionary policies should be implemented.
Chapter II: Literature Review

Abstract

The term globalization is of quite recent provenance. It first appeared in the business and sociological literature of the 1980s, but by the end of the century it had become a broadly invoked expression in both academic and popular discourse around the world.

2.1. Globalization – definitions

Dictionary.com defines "Globalization" as follows:

"To make global or worldwide in scope of application." (Dictionary.com-2008).

For Castells globalization is linked primarily to the revolution in information technologies of the 1970s. At this time which globalization became the motor of the industrial development and finally industrial revolution at the end of the 20th century? On the other hand, the dominance of information technology that was introduced by Castells as "Informational" proposed the fact that the main source of productivity is the action of knowledge upon knowledge itself (Castles: 17).

Globalization is a very unique process or change. This can be explained as a process in which the people are unified to a sole society functioning together. This process is a mixture of economic, technological, political and cultural forces. Globalization is used to refer to the economic globalization, which is, integration of the national economy to the international economy via trade, foreign investment, flow of capital, immigration, and spread of technology. (Jagdish Bhagwati, 214)
Tom G. Palmer (Palmer, 75) of Cato Institute defines "globalization" as "the diminution or elimination of state-enforced restrictions on exchanges across borders and the more and more integrated and complicated global system of production and changes that have emerged as a result."

Thomas L. Friedman (2007, 47) "examines the impact of the 'flattening' of the globe", and argues that globalized business, outsourcing, supply chaining, and political powers have changed the world for ever, for either better or worse. He argues that the speed of globalization is getting quicker and continues to have a bigger impact upon business organizations and practices.

Noam Chomsky ((Ritzer, 61)) argues that the word globalization is also used, in a doctrinal sense, to describe the neoliberal form of economic globalization.

Two fundamental features of globalization are the overcoming of spatial barriers and the centrality of knowledge and information. These developments, that result in the more mobility of people and objects and a higher contact between different language communities (tourism, immigration, flow of information and media) signal, despite the dominance of English as a global language, a massive growth in the importance of translation that becomes a significant mediator of global communication. Yet language and translation have been systematically neglected in the current literature on globalization.

Globalization seems to be a fuzzy concept interpreted differently in many disciplines. In a narrower sense, the term ‘globalization’ is used by companies to describe all their efforts to enter international markets. In a wider sense, globalization describes a social trend that intensifies relations between societies and nations, a process by which decisions, events and activities from one part of the world have strong influences on other distant parts of the world; it implies
“the intensification of worldwide social relations which link distant localities in such a way that local happenings are shaped by events occurring many miles away and vice versa” (Giddens, 345). Robertson tries to combine the historical trend with the personal awareness in the following definition: “Globalization as a concept refers both to the compression of the world and the intensification of consciousness of the world as a whole” (Robertson, 8), but later he distinguishes two terms:

Globalization “in its most general sense a process whereby the world becomes a single place” (Robertson, 135) and globality as “the situation of extensive awareness of the globe as a whole” (P.78), accordingly we use globalization in a general sense as an all cultural and social phenomena which undermines the traditional cultures and societies in struggle for power and identity (Beck, 28).

Another fuzzy concept is the idea of culture used by many disciplines in a variety of meanings. Referring to Sperber, who regards culture as a “fuzzy subset of the set of mental and public representations inhabiting a social group” a more general understanding of culture is obtained with no traditional limitation to national cultures. On the base of an evolutionary model -Sperber (45) calls this an epidemiology of beliefs – not only new insights into the spreading of ideas and beliefs can be gained, but also different levels of culture can be defined depending on the social group: culture of a nation, of a company, of a (working) team, of a discipline. In other word, culture is fundamentally a variable with close relationship with socioeconomic concepts in each society and such important linkage should be considered in analyzing the impact of culture among people from different part of the globe.

Additionally Knapp (Knapp, 13) distinguishes different levels of cooperation for the economy and describes a hierarchy of cultural schemes: the individual
cultural scheme, the team culture (project groups), the functional culture (departments, task forces), the organizational culture (company, joint ventures), national cultures (national economies) and the universal cultural schemes (global economy). Knapp definitely tries to bring economical concepts in defining the concept of culture focusing on the important linkage between economy and in organizational culture in management science. These concepts are very routines in management field and different studies have referred to them during the recent decades.

As cited by Durham (Durham, 76), the defining traits of culture agreed upon by anthropologists are: conceptual reality, social transmission, symbolic encoding, systemic organization, and social history. The consensual definition of cultures would thus be “systems of symbolically encoded conceptual phenomena that are socially and historically transmitted within and between populations” (Durham, 8).

2.2. History

The word "globalization" is being used by economists since the 80s it was also used in social sciences during 1960s; however, its concepts was not popular until late 1980s and early 1990s. The first written theory related to concepts of globalization were done by an American entrepreneur, who later became a minister, Charles Taze Russell. He was the first to use the term 'corporate giants' in 1897.

Globalization is considered as a century long process, following the expansion of human being population and the trend of civilization that has accelerated greatly after the World War II. Early versions of globalization was in existence even during the Roman Empire, the Parthian empire, and the Dynasty of Han, at the
time that the Silk Road started from China, reached the borders of the Parthian empire, and continued towards Roman Empire.

The 19th century is called the first period of globalization. It was a period of time characterized by fast growth in global trade and investment among the European imperial powers, the European colonies, and, later on, the United States of America. It was in that period of time that areas of Sub Saharan Africa and the Pacific Island were merged to the world system. The first period of globalization started to break down at the beginning of early 20th century with the World War I.

It was explained by John Maynard Keynes: “The inhabitant of London could order by telephone, sipping his morning tea, the various products of the whole earth, and reasonably expect their early delivery upon his doorstep. Militarism and imperialism of racial and cultural rivalries were little more than the amusements of his daily newspaper. What an extraordinary episode in the economic progress of man was that age which came to an end in August 1914.” (Bauman, 64)

The first period of globalization later cracked down during the gold standard crisis in the late 20s and early 30s. Based on the above detail, it may be concluded that, globalization was shaped as a socioeconomic concept through its close relationship with trade and commerce in the world. As a result, this is not a new term belonging to this century, since its original root was shaped in ancient Roman, Chinese dynasties and also in traditional Islamic age.

Globalization, like “modernization” and other multidimensional concepts, is not easy to quantify. We can only speak to a very limited degree about “more” or “less” globalization. The various processes summarized under the general rubric
of globalization do not always occur concurrently or lead in the same direction. Time and again throughout modern history, economic integration and political de-globalization have occurred simultaneously. Time and again, military and imperial expansionism has gone hand in hand with a diminishing curiosity about the cultures of other civilizations. Processes that fragment our world, such as ethnic cleansings in which certain population groups are singled out and persecuted, produce refugee migrations worldwide and create new diasporas in the countries willing to take them in, for its part, the United Nations ensures the existence of nation-states and defends the principle of nonintervention, on the one hand, but institutionalizes values, such as human rights, that undermine national sovereignty, on the other.

Globalization is very much linked to Modernization. Even in the pre-modern era, structured connections over long distances existed in the world. But not until the advent of the cultural creativity that developed within European modernity–summed up by keywords like rationality, organization, industry, and communications technology–were such connections able to attain a new range and intensity. At the same time, European modernity developed from the very beginning within a global context. Asia, the Islamic world of the Middle East, later the two Americas, Africa, and the South Seas all became reference points for Europe’s self-enhancing definition of itself as a universal civilization. Once these areas of the world had been traveled, colonized, and interwoven into the fabric of world trade, they responded to the impulses of modernization emanating from Europe and North America via the transmission paths of globalization by assimilating and reworking them, and produced–with various degrees of determination and success–variations of their own: multiple maternities.
It makes sense to use “globalization” as a generic term referring to a number of explicitly describable structures and interactions with a planetary range. Globalization should not be thought of as an autonomous process, an unstoppable historical movement, and an imperative political necessity. When using such an encompassing term, we must take particular care not to reify globalization and must repeatedly insist that macro-processes always be interpreted as the result of individual or collective action. Global connections are forged, maintained, reshaped, and destroyed by nation-state, companies, groups, and individuals. They are the object of conflicts of interest and politics. They even out differences and create new ones’ they produce winners and losers. The same is true for the destruction of global structures. Globalization is propagated by people harboring a variety of visions and strategies. We must remember that much of what appears in retrospect to have been the logical consequence of a world growing smaller was also due to unintended side effects of behavior that definitely had no global aims. The worldwide Spanish flu epidemic and the founding of the League of Nations both occurred in 1919, and both had consequences for globalization. Yet the “actions” causing each of these events were not at all similar.

The term “globalization” evens out such differences. If we use it with some critical awareness, we should be able to avoid oversimplification and reification. Such caution, however, is always required when dealing with the grand categories with which historians also sometimes work. In the terminological repertoire of historical analysis, “globalization” will take its place alongside “industrialization”, “urbanization”, or “democratization”. This does not mean that the topic of “globalization” will necessarily become less politically controversial. Most likely, “globalization” will maintain its polemic power, much as “capitalism” and “imperialism” have. The fact that historians assert
with clam detachment that this phenomenon has existed for a long time does not preclude the need to make a political assessment of its impact on the present.
2.3. Language role in globalization

With the rise of globalization and its impact being felt at every level of society, the need for translations has never been greater. Unheard of ten years ago, it is now not uncommon at all for a small business owner in India to hire a translator in France to write an English version of his business plan. Consider the possibility of mistranslation and misinterpretations if the French writer is not a native English speaker. The English he’s translating may actually be the third or fourth language he has learned and his familiarity with the many different languages spoken in India may or may not include a highly skilled proficiency with that spoken by the Indian business owner. The irony is that as the need for translators has reached an all time high, the possibility that less skilled translators are being engaged has reached an all time high as well. The impact of the globalization movement and the growth of the Internet has been a boon for the translation industry, as it has for many other industries.

And just as in many of those other industries the possibility of incompetence has risen dramatically. Unfortunately, the translation industry can afford incompetence less than, say, the advertising industry or graphic design industry. Globalization and the internet has served as a boon to those industries as well, but a lackluster advertising campaign or a less than thrilling logo, while it may cost a company money and may cost someone their job, doesn’t possess the destructive capability that a mistranslation does.

Here Sexton proposes his own words regarding this concept

"It is perhaps too much to say that language is culture, but the fact remains that when confronted with a different culture our understanding of it is almost entirely, at least at first, shaped by language."
He adds "If we don’t understand the rituals of a culture upon viewing it, we can be made to understand it when told what the ritual means. Alternatively, upon witnessing a cultural ritual we may view with distaste because we misunderstand it visually, our distaste may be further cemented by a mistranslation of its actual meaning. If we could have understood the explanation in its original language and content, we may have instead learned that our initial distaste was based on a misunderstanding of the visual component."

To put it in a simple way, Sexton thinks that cultures are usually viewed with suspicion and cultural stereotypes usually are formed by lapses in communication.

Cultural differences and the possibility for miscommunication giving rise to cultural stereotypes used to be inhibited by geographical distancing. A hundred years ago, most people had no stereotypical view of a different culture unless they had seen the culture firsthand or read a book on the subject. (Sexton Timothy, 2009)

2.4. Cultural globalization

Cultural globalization, formed from communication technology and the global marketing of western cultural industries, at first, was understood as a process of homogenization, as the global domination of American culture at the cost of traditional diversity. However, an opposing trend soon was recognized in the emergence of protesting movements against globalization which gave momentum in defense of uniqueness, individualism, and national identity. The same new technologies were used by these movements in order to pursue their own targets more actively and to request world opinion support.

The Round of Uruguay (1984 to 1995) led to a treaty to establish the World Trade Organization to mediate trade conflicts and to make a uniform base of
global trading. Other bilateral and multilateral agreements of trades, such as Europe's Maastricht Treaty and the North American Free Trade Agreement (NAFTA) have also been formed in order to reducing custom tariffs and barriers on trading.

Global clashes, such as the 9/11 terrorist attacks on the United States, is unified with globalization because it was main source of the War on Terror, which started the steady increase of the oil and gas price, because most OPEC member countries were in the Arabian Peninsula. (Flew, 2008)

Lash and Urry (1995), and other theorists of cultural globalization such as Appadurai (1996), have centered on the circulation of material and non-material goods, conceived in terms of flows (of capital, people, commodities, information and images), pointing at its increased profusion and speed in the last decades. Thus, for Appadurai (1996) the “mobile and unforeseeable relationship between mass-mediated events and migratory audiences defines the core of the link between globalization and the modern” (p: 4). Just as print capitalism, and in particular the newspaper, made it possible to imagine the nation by linking a community of people distant in time-space (Anderson, 1983), electronic media have created diasporas public spheres, through which, in Appadurai’s view, a post-national order is inaugurated (Appadurai, 1996).

On the other hand, Lash and Urry refer to Giddiness’ conception of time-space distantiation, further stressing the consequences of the ‘speed-up’ and ‘stretch-out’ in the circulation of flows: this very fast movements, which at the same time distantiates social relationships as it presses space and time, is causing an emptying of objects and subjects. This very fast mobility makes objects disposable and to reduce in significance, while social relationships are of no meaning. Globalization and the increased speed of flows not only lead to the
flattening of both objects and subjects, but also generate a new sense of time derived from electronic time, which Lash and Urry call instantaneous time. Instantaneous time takes place at a speed beyond the realms of human consciousness, brings a decline in significance of clock time and is the final stage in the abstraction of time.

The implications of such a conception of hyper mobility and speed are maybe nowhere clearer than in this notion of instantaneous time, which can be taken to generate an accompanying loss of meaning in any realm of social life. Thus, for Lash and Urry, “…the instantaneous character of contemporary time facilitates its use by powerful organizations which often result in a flattening and a dis embedding of social relations. But the use of instantaneous time can also be enabling for ordinary subjects”.

They can evaluate various cultures at the flick of a switch, or through high speed transport. This enables the rapid and extensive juxtaposition of, and comparison between, different cultures and places”. How can cultures be catch, let alone evaluated, at the flick of a switch? Can they be examined and compared without recurring to translation? While mobility, by necessity, generates the need for translation between different cultural and linguistic contexts, theories focused on the global circulation of flows deny or minimize its very existence. One reason for this is that their emphasis on instant communication makes translation processes in global communication invisible. This is related to another, more fundamental reason for obscuring the role of translation: the very focus of these theories on the circulation sphere, which precludes any sustained analysis of translation (or indeed, of any other necessary infrastructure) as a precondition for the global circulation of meaning. Global flows become in this way phantasmagoric and opaque to understanding, as Appadurai’s insistence that they are ‘complicated’ and even ‘mysterious’ indicates
(1996: 34-35). Thus, while this author does recognize and make various references to the importance of the translation of concepts such as ‘freedom’, ‘rights’ and ‘democracy’ in different political and cultural contexts, he cannot provide an adequate explanation of the structural role of translation in cultural flows because of his very conception of the absolute primacy of the circulation sphere. But before entering into a discussion of translation as a precondition for global communication, the most elaborated conception of the space of flows, Castells’ theory of the network society, must be critically examined.

2.5. Boundaries of cultures

Another noteworthy problem with cross-cultural research is that the boundaries of the level of analysis cannot always be defined clearly. Within the cross-cultural literature (in particular, in etic studies) the dominant approach has been to equate nations with cultures, and thus to study culture by comparing samples from different countries. However, national boundaries often do not encompass homogenous societies with a shared culture. Examples are Canada, which has an English and a French-speaking population with different cultural features; Belgium, with a Flemish- and French-speaking population with different cultural traits; Germany, with cultural differences between the different states (Bundesländer), and so on. Moreover, the nation-state is essentially a western invention; elsewhere (e.g. in Africa) the nation-state is relatively young and hardly corresponds to any sense of cultural homogeneity or identity. It is argued, however, that in nations that have existed for some time there are strong forces towards integration (Hofstede, 1991: 12). There is usually a single dominant language, educational system, army, political system, shared mass media, markets, services and national symbols (e.g. flag, sports teams). These can produce substantial sharing of basic values among residents of a nation. This is less the case, of course, in nations with sharp divisions between ethnic groups.
To be able to make valid comparisons, research should be based either on representative sample or on narrower, but carefully ‘matched’, samples. In order to be representative, a sample should cover (in the right proportions) all the relevant subgroups or categories of people in a society, also taking into account age, gender and occupation. As a result this strategy calls for large sample.

The national samples used in the 1999/2000 European Values Survey, for instance, vary between 967 and 2500 respondents. As for the strategy of matched samples, depending on the nature of the characteristics scholars want to compare, they can compose matched samples of individuals, situations, institutions (such as families) or organizations. An example of the last of these is a study about hierarchy conducted by Tannenhaum et al. (1974) that covered ten industrial companies, matched for size and product, in each of five countries. When comparing cultural aspect of nations, one should try to match for categories such as educational level, socio-economic status, occupation, gender and age group.

In addition, there may also be linguistic, regional, tribal, ethnic, religious or caste divisions within nations. We can compare Spanish nurses with Swedish nurses, or Spanish policemen with Swedish policemen; in the case of such narrow samples, however, we have to be careful in interpreting the differences and similarities found. For instance, if differences are found in the values espoused by military personnel in different countries (Soeters and Recht, 1998) this can reflect value differences between these countries in general, but before drawing any conclusion we will have to ascertain whether these institutions are functionally equivalent in the nations concerned.

If one of the countries has a conscription system and another country a regular (professional) army, there may be a self-selection bias in the second sample that
makes it incomparable with the first. A more solid research strategy, if we have to use narrow samples, is to take several samples from different parts of society. With a fourfold sample of Spanish and Swedish nurses and Spanish and Swedish policemen, we can test not only the nationality effect but also the occupation effect (nurses versus policemen) and the possible interaction between the two, which can give clues as to functional equivalence. The quality of the matching of narrow samples can often only be proven ex post facto: if the differences we find between cultures in one sample set are confirmed by those found by others in other matched samples, our matching was adequate (Hofstede, 2001: 23-4).

2.6. The Environmental Dimension of Globalization

Poor countries do not have the necessary infrastructure or income to adapt to the unavoidable climate changes that will occur because of carbon emissions already in the earth’s atmosphere. As we noted above, developing regions are already warmer on average than many developing countries that are located in the semi-aid tropics, where rainfall variability is higher. To make matters worse, less developed countries are also heavily dependent on agriculture for the majority of their income. Since agriculture is the most climate sensitive of all economic sectors, developing nations will be more adversely affected by climate change than developed countries.

Further consequences of this vicious circle include increased illnesses, escalating death rates, and crumbling infrastructure. The cost of living will continue to rise, leaving poor households and communities unable to save for future emergencies. Recent scientific reviews like the Stern Report consider the implications of climate change for development and aid. No doubt, the global South will require significant assistance from the developed world if it is to adapt and survive.
climate change. Indeed, these issues are not merely environmental or scientific matters. They are economic, political, cultural, but above all ethical issues that have been expanded and intensified by globalization processes.

There has been much debate in public and academic circles about the severity of climate change and the best ways for the global community to respond to it. As can be gleaned from the list of major global environmental treaties provided below, international discussion on the issue of global warming and environmental degradation has been occurring for over thirty years. Yet, while much has been written and spoken about this issue, few coordinated measures have been implemented. Most international environmental treaties lack effective enforcement mechanisms.

For the most part, political will in favor of immediate change has been weak and limited. However, the most significant obstacles to the creation and implementation of an effective global environmental agreement has come from the unwillingness of China and the United States—the world’s two largest polluters—to ratify key agreements. Both nations see measures to reduce carbon emissions and thereby slow global warming as threats to their economic growth. Yet in action on climate change today will have more dire consequences for economic growth tomorrow.

Still, there are some grounds for guarded optimism. For example, significant agreement exists that certain limitations on carbon emissions must be placed on all nations. Yet, poor countries argue that they should not be bound by the same limits as developed countries. This argument is made for two reasons. First, they need to build up their industries and infrastructures in order to pull themselves out of poverty. Placing significant carbon emissions restrictions on their industries would seriously impede their economic development. Second, they
argue that poor countries have not been responsible for the production of most of the greenhouse gases that have caused the current problem. Identifying developed countries as the primary producers of greenhouse gases, they suggest that the major burden for limiting the production of greenhouse gases should fall on the developed world—at least until developing countries have pulled their populations out of extreme poverty.

The United States has expressed strong opposition to these arguments by insisting that all countries should be subjected to the same limitations on carbon emissions. At the Thirteenth Conference of the Parties (COP 13) to the United Nations Framework Convention on Climate Change (UNFCCC) in Bali 2007, the US delegation repeatedly blocked negotiations by demanding that developing countries take more responsibility for their contribution to global warming. At the same time, however, America has been reluctant to enter into any agreement that might slow its own economic growth.

The Bush administration has walked away from key international treaties such as the Kyoto Protocol while remaining significantly behind other developed countries in its commitments on capping and reducing carbon emissions. Although the US president has made some alternative efforts to address climate change by implementing some suggestions emerging from the Major Economies Meeting on Energy and Climate Change, his efforts are seen by most as too little, too late. This is exemplified by a statement made by George W. Bush in 2008 in which he sets the year 2025 as the year in which US carbon emissions would peak, with no mention of when they would actually begin to fall. Most leading scientists believe that a further decade of inaction would make it impossible to avoid the disastrous impacts of climate change.
Without the full participation and backing of one of the world’s major polluters and the world’s most powerful political and military power, many commentators hold little hope for reaching consensus and implementing global action on climate change. As a result of its posture, the United States is being increasingly isolated at international climate change meeting. At the COP 13, for example, the American delegation was mocked, booed, and jeered by many delegates from the developing world. US demands even failed to receive support from its traditional allies, such as Japan, Canada, Australia, and New Zealand. Eventually, the US delegation was forced to accept consensus.

Perhaps the impeding end of the Bush era will allow for a new approach to climate change in America. Fortunately, public opinion on climate change in the US is changing rapidly. The majority of US citizens now rank climate change and global warming as one of their major concerns for the immediate future. Moreover, much of the effort to address global climate change occurs at the subnational level. For example, major American cities have passed eco-friendlier laws, and similar measures enjoy large, bipartisan support from state legislators in California and other large states.

Other developed countries have already taken a lead in implementing strategies for reducing carbon emission. The EU, for example, has implemented a successful carbon-trading scheme used as a model by other nations. Indeed, the 2006 Stern Report proposed expanding the EU scheme to include as many countries as possible. Other policy proposal of this UK-commissioned report include support for the development of a range of low-carbon and high-efficiency technologies, removal of barriers to behavioral change, adaptation policy, and curbing deforestation. Taking these pointers seriously, the UK
The government has already committed to a 60 percent reduction in carbon emissions by 2050.

The next major international agreement on climate change is due to be negotiated in 2009 at the Copenhagen Conference of the Parties under the United Nations Climate Change Convention. The likely agreement drawn up at this meeting would come into effect in 2013 with the lapse of the Kyoto Protocol. Scientists, economists, and politicians from around the world have emphasized that the global community must take drastic and immediate action if the worst effects of climate change are to be avoided. For better or worse, human-made environmental degradation has emerged as both a powerful cause and effect of globalization. Hopefully, the 2009 Copenhagen Meeting will enhance global cooperation on this crucial global issue. But it remains to be seen whether the growing recognition of the ecological limits of our planet will translate into a much-needed revision of ideologies rooted in the desire for the unlimited Accumulation of material things.
Chapter III: Theoretical and Conceptual Framework

Abstract

Globalization has different phases and sequences that are explained in this part of the study. Different attributes that are associated to each phase are also explained.

3.1. The present phase of globalization

The present phase of globalization, started in the late 1960s and designated by Roland Robertson as the ‘uncertainty phase’, a period characterized by the intensification of global interconnectedness and the heightening of global consciousness. This is related to a number of key developments.

3.2. Key developments

The first is the new extreme mobility of capital, associated with the deregulation of financial markets and new information technologies, which dramatically enhanced communication capabilities of firms (Castells 2000: 96).

Secondly, Harvey (2000) emphasizes the fall in prices and time needed to move commodities and people, and the overcoming of space as a crucial factor. The movement of people involves not only both highly skilled and unskilled labor, but also holidays and travel, which have become widespread after the fall in price of train and car travel first, and later of the jet plane (see Lash and Urry).

Thirdly, Robertson points to the sharp acceleration in the means of global Communications and the consolidation of a global media system. Today,
through the use of fiber optic cable and satellite technology, it is possible to communicate instantly and cheaply with virtually any place and to follow significant world events from our television screens with images and commentary in real time. These developments have led to the shrinking of the world or time-space compression (Harvey 2000) and to the constitution of de territorialized social relations in which spatial distance is overcome.

3.3. Castells’ theory of the network society

For Castells globalization is linked primarily to the revolution in information technologies of the 1970s, which become the motor of the expansion and rejuvenation of capitalism at the end of the 20th century, just as the steam engine was the motor of the first industrial revolution. Informational, characterized by the fact that the main source of productivity is the action of knowledge upon knowledge itself (2000: 17), is thus for Castells the new material basis of the socio-economic restructuring of the 1980s that gave rise to the network society.

Castells captures the new spatial organization of the informational society through the metaphor of the space of flows. The space of flows is characterized by the fluid mobility between those places that are connected to global networks and, simultaneously, by spatial fragmentation and discontinuity. The fragmentation of the space of flows finds its expression in the new industrial space, characterized by the technological ability to separate the production process in different locations, as well as in mega-cities, which are connected in a global network and increasingly less related to their regions.

Castells has the same idea as Lash and Urry “gigantic leap forward in the reach and scope of the circulation sphere” (2000: 100) and points to the increasing autonomy of global financial flows from their economies, a result of the nature
of informational. However, he does not overlook the importance of production. He dedicates extensive chapters to the transformation of work and of the capitalist firm.

Moreover, his whole analysis of the network society is developed on the premise that information technology is the new material socio-economic base. His attention to the productive forces and the key role that Castells attributes to knowledge and information in the network society would seem to indicate that translation, as an important means for their global transmission, should occupy a significant place in his theories. Yet, it is completely absent from his account of the network society. This absence is all the more striking if one thinks that Castells is a Catalan, coming from a bilingual society in which language use is highly politically charged, who writes in English and has found, through a language that is not his own, a global audience.

Thanks to his Russian wife who provided him with access to other languages. The reason for his silence on translation is thus not naivety about linguistic diversity or the politics of translation, but must be sought elsewhere. A clear indication in this respect can already be found in his prologue to The Rise of the Network Society, where he asserts that “…a new communication system, more and more speaking a digital universal language, is both integrating globally the production and distribution of sounds, words and images of our culture…” (2000: 2).

Castells does not see translation as an important process in the network society because he does not believe that linguistic diversity intervenes in its globalized core. In the distinction he makes between the spaces and times of capital and labour, a space of flows, of the instant time of computerized networks, and a space of places, of clock time of everyday life (2000: 506), the first is implicitly
conceived as monolingual, while linguistic diversity, linked to place and not to the hyper mobility of flows, is seen to belong to the realm of the second.

Michael Cronin would characterize Castells’ position in this respect as neo-Babel Ian, and expresses a “desire for mutual, instantaneous intelligibility between human beings speaking, writing and reading different languages.” (Cronin, 2003: 59). Yet, in Castells’ de territorialized network society it is not English which becomes the global lingua franca, but the digital language of science and technology, a language not of countries but of multi locational, global networks. Thus, for Castells the tools of informational are “…new telecommunication networks; ubiquitous computing devices which are connected to powerful servers; powerful computers; new, adaptive, self-evolving software; new, mobile communication device as that extend on-line linkages to any space at any time; new workers and managers, connected to each other around tasks and performance, able to speak the same language, the digital language.” (Castell, 2000).

This reduction of diversity in languages is very much problematic. In the first place, as Cronin has shown, the neo-Babel Ian option does not make translation disappears, but merely transfers it thus rendering it doubly invisible. Translation is now carried out by the speakers of other languages from and into the dominant language, thus redoubling its intensity but erasing it from public view. Secondly, Castells’ neo-babelianism cannot address actually existing translation practices that are a response to globalization. By focusing only on the language of technology, Castells chooses to ignore how linguistic diversity is dealt with at the very core of the network society, be it through processes of localization of technology or through the news stories that the media report worldwide, translated and in real time.
3.4. The analytical place of globalization

Globalization puts together elements from distant cultures abstracted from the social contexts in which they have emerged, creating a fragmented and discontinuous experience. In this experience of simultaneity of the world’s geography a key social relation that is obscured is translation, which necessarily mediates between different linguistic communities. Globalization theory which focuses primarily on mobility and flows is compelled to repeat this negation, because its very focus on the circulation sphere prevents it from being able to appropriately deal with the social processes and relations that shape contemporary globalization.

A notable discrepancy from this is Stassen's perspective on global cities. Sassen explicitly denounces the partiality of theories that emphasize the hyper mobility of capital and information, the capacity for instantaneous transmission around the world rather than the infrastructure it presupposes (1998: 202). Her account of global cities, by focusing on the social and economic processes that occur in the most fluidly connected points or nodes of the space of flows, solidly articulates the relationship between the global and the local in specific places, also breaking with views such as those of Castells and Bauman which emphasize the distinctive time-spaces of hyper mobile capital and place-bounded labor. Thus, Sassen argues that:

A focus on the work behind functions, on the real production process in the services and finance complex, and on worldwide market places has the influence of incorporating the material facilities underlying globalization and the whole infrastructure of jobs which are not marked as belonging to the corporate sector of the economy. An economic configuration emerges that is very different from
that suggested by the concept of information economy. We recover place-boundedness, production sites, and the material conditions that are also part of Globalization and the information economy.

The global city, with its vast capacities for controlling hyper mobile dematerialized financial instruments and its enormous concentrations of those material and human, mostly place-bound, resources that make such capacities possible” (2000:218), contains dynamics of both mobility and fixity. It is this articulation of the spatiality's of the global and the national that constitutes the global city into what Sassen calls an analytic borderland, a frontier zone which requires its own theorization And specification (2000: 220).

### 3.5. Frontier zone

The conception of the global city as a frontier zone, a key place for the articulation of the global and the local, for the organization of the material infrastructures that make globalization possible, introduces an important theoretical move in globalization theory. Sassen provides a general framework within which it is possible to theorize basic processes, such as translation, that are a precondition for the circulation of meaning on a global scale. Held maintains that translation, as a key infrastructure for global communication (Held, 1999: 345), can also be conceived as an Analytic borderland where the global and the local are articulated, and is thus, in cultural globalization, the equivalent of global cities in economic globalization. Only by challenging the invisibility and transparency of translation, which obscure the social conditions under which it is performed as well as its role in mediating between cultures, will the mechanisms of cultural globalization be more fully understood.

Moreover, if globalization is defined in terms of increased connectivity, it is possible to identify a basic similarity between globalization and translation when we remind us that
“…translation is all about making connections, linking one culture and language to another, setting up the conditions for an open-ended exchange of goods, technologies and ideas.” (Cronin, 2003: 41). An exploration of the processes of global connectivity on a concrete, material level is the fundamental contribution of translation to an understanding of the nature of globalization.
Chapter IV: Research Methods and Designs

4.1. Research Methodology

This research will be conducted based on a blend of both qualitative and quantitative methods. SWOT model (combining the strengths, weaknesses, opportunities, and threats) analysis is also used in this paper in order to do a comprehensive cost-benefit-analysis. Some of the information and data that are needed will be collected by in-depth face-to-face interviews with key managers and directors of relative institutions. Appropriate questionnaires will also be filled up.

4.2. Research Theory

This research is based on theory of constructivism. Constructivism is a theory of knowledge that argues humans being produce meaning and knowledge from their experiences. Seymour Papert developed Constructivism, which is an educational theory. Piaget's theory of constructivist learning has had wide ranging influence on learning theories and teaching methods of education and is an underlying theme of many educational reforms.

Constructivism is a theory of knowledge that argues that humans being make knowledge and meaning from an interaction among their experiences and ideas. During infancy, there is an interaction between their experiences and their reflexes or behaviors. Constructivism is often confused with constructionism, which is an educational theory developed by Seymour Papert, inspired by constructivist and experiential learning ideas of Jean Piaget. Piaget's theory of constructivist learning has had wide ranging influences on learning theories and
teaching methods in education and is an underlying theme of many education reform movements.

4.3. Research Design

4.3.1. Data Collection Techniques

We are going to use the following data collection techniques:

Interviewing

Interview method is a technique that involves oral questioning, either individually or as a group. Recording the answers to the questions in an interview could be done by writing, either during the interview or immediately after that, or by tape-recording the answers, or maybe by a combination of both.

4.3.2. Sampling method

I selected Purposive Sampling in this research. Usually a select group of people will be surveyed. Unlike convenience samples, purposeful samples are carefully selected to achieve a specific objective. For in-depth study, purposeful sampling selects high-level information cases. The size and the scope of cases depend on the purpose of the study.

4.3.3. Data Analysis Style

For our research we choose theory-base data analysis style. In the literature review of academic quality there are different theories and models. After completing our literature review we choose the more appropriate theory for our study.
4.3.4. Type of Data Analysis

According to nature of our research the most suitable type of data analysis is content analysis. In our focus group discussions we implement content analysis in order to look at different themes, which are emerging.

Conducting my interviews for this research

Company Selection

I selected 38 managers who were involved in this research: I selected these persons based on their qualification. The research had ten main questions and sub-questions. Questions of the interviews are open ended and semi structured. But sometimes, some participants presented new dimensions axes to the discussions. I presented the questions for participants and tried to make sure that all participants have contributions and give their ideas and perspectives.
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### 4.3.5. Discussion

When meeting started, I explained about the research topic and problem. Then the participants introduced themselves, and every person had enough time that he/she explained his/her viewpoints and experiences.
4.3.6. Collecting data

I used voice recorders in order not to miss any valuable information. I encouraged participants to speak freely and actively; I prepared a statement regarding the collected data. The first step, I transcribed the entire interview completely. The next step, I analyzed the content of the discussions separately. Phrases were drawn out from text and later were categorized.
Chapter V: Globalization and Cultures

5.1. Culture

Culture in the sense that it is used here refers to the set of common ideas, beliefs and values that are shared by the members of a group of individuals. There are very many alternative definitions of culture and much work has been done in describing and measuring various aspects of culture. However, in the business and accounting literature, the most important work is undoubtedly that carried out by Geert Hofstede, an organizational psychologist.

Culture is defined by Hofstede as “the collective programming of the mind which distinguishes the members of one human group from another “(Hofstede, 2001)

We need to take into consideration that three significant points regarding culture have been highlighted in this definition:

• Culture is a collective concept, rather than a characteristic of anyone Individual

• Culture is not directly observable, but it can be inferred from people's behavior.

• Culture is of interest only to the extent that it helps to differentiate between groups - due to cultural differences, groups will behave in different and definable ways.

Cultural differences exist at a number of different levels. Hofstede identified four:
Symbols are the most superficial of the four: they comprise words, gestures, pictures or objects that have particular meanings for a cultural group. An example might be the meaning that different societies tend to attach to Coca-Cola. Coca-Cola can be seen as the most obvious thing to drink on a hot day, or it may be seen as a drink only suitable for the young. It may be seen as being desirable, indicating sophistication and affluence, or it may be seen as an unwelcome example of US international dominance.

Heroes are individuals (whether real or imaginary) who embody those characteristics that are particularly prized by a society (e.g. Superman in the USA, Astertx in France: or Tintin in Belgium).

At the next level are rituals or activities that, of themselves, have little or no extrinsic value but have an essential social or intrinsic value. They range from simple rituals, such as different forms of greeting, through to more complex and formalized rituals such as the Japanese tea ceremony, to apparently purposive activities such as the ways in which business meetings are conducted.

Values are the final core level of culture. These may be thought of as preferences for particular states of being. Examples include views about what is good or evil, natural or unnatural, desirable or undesirable and honest or dishonest. This does not, of course, mean that everyone acts on these beliefs or that they describe everyone's personal preferences. Instead, they describe general beliefs or social norms.

Culture in terms of shared beliefs and values exists at many levels. There is societal culture or the culture of a country. Inside any country there are a number of distinct, although overlapping, groups with their own cultures (usually referred to as 'subcultures' to distinguish them from the culture of the society as a
whole). Different regional areas and ethnic or religious groups may share distinct subcultures. At the level of the company there will also be an organizational or corporate subculture. Indeed, one way that a company can successfully manage at least moderate levels of uncertainty or instability is by developing a well-defined corporate culture: everyone in the organization should then know and internalize the company's aims, will know what is expected of them and how they should react. This reduces the need for written rules, regulations and procedures and may help employees to make better decisions in new circumstances. In addition, each work group and profession, including accountants and the accounting profession, will have its own subculture.

5.2. Globalization and culture

The asymmetries of globalization and the current inequalities in the production of knowledge and information are directly mirrored in translation, and this becomes visible when the directionality of global information flows starts to be questioned. Thus, some accounts of globalization have pointed at the number of book translations from English and into English as an indication of the power distribution in global information flows, where those at the core do the transmission and those at the periphery merely receive it.

The global dominance of English is expressed in the fact that, in 1981, books in English accounted for 42% of translations worldwide, compared with 13.5% from Russian and 11.4% from French (Janelle, 1991: 57). At the same time, British and American book productions are characterized by a low number of translations: 2.4% of books published in 1990 in Britain and 2.96% in the United States (as compared with 9.9% in France in 1985 and 25.4% in 1989 in Italy).
For Lawrence Venetia, the dominance of Anglo-American culture is expressed not only in the low number of books that are translated into English, but also in the form in which they are translated according to the values of the target culture and thus following a domesticating strategy based upon fluidity and transparency. Domesticating translations minimize cultural and linguistic difference under the appearance of Transparency; they unnoticeably inscribe foreign texts with English language and provide readers with the vain experience of recognizing their own culture in other cultural values.

More generally, transparency and invisibility also characterize the role of Translation in globalization. Firstly, the conception of instantaneous communication, of the unimpeded transmission of information flows, implies translation’s invisibility and, at the same time, places new demands on translation. The first of this is transparency, which allows for the fluidity of connections between linguistic communities. The second is associated with the increasing importance of speed, a consequence of time space compression, which generates, according to Cronin, the pressure to approximate more and more to the ideal of instantaneous transparency (2000: 112). The need for instantaneous communication in real time generates the need for simultaneous real-time translation in which the human factor is finally eliminated.

Accordingly, Cronin notes the paradoxical nature of translation in the circulation of global information is:

“The network underpinned by information technology brings Anglophone Messages and images from all over the globe in minutes and seconds, leading to a reticular cosmopolitanism of near-instantaneity. This cosmopolitanism is partly generated by translators themselves who work to make information available in the dominant language of the market. However, what is devalued or ignored in
the cyber hype of global communities is the effort, the difficulty and, above all else, the time required to establish and maintain linguistic (and by definition, cultural) connections.” (2003: 49).

Nevertheless, the global dominance of English needs to be qualified and should be examined more carefully. Mary Snell-Hornsby thus characterizes the global lingua franca as follows: “…there is the free-floating lingua franca (‘International English’) that has largely lost track of its original cultural identity, its idioms, its hidden connotations, its grammatical subtleties, and has become a reduced standardized form of language for supra-cultural communication – the ‘Mc Language of our globalised ‘MacWorld’ or the ‘Euro speak’ of our multilingual continent.” (2000: 17). International English, which in this sense can be viewed as a bad translation of itself, is a de-territorialized language that has lost its essential connection to a specific cultural context. It thus expresses in itself the fundamental abstractions derived from what Anthony Giddiness approached as disembodying or the lifting out of social relations from their local contexts of interaction.

**New planetary vulgate**

Furthermore, there is an important political dimension linked to the global dominance of English that is emphasized by Bourdieu and Wacquant in their discussion of the “new planetary vulgate” voiced by employers, international official, high-ranking civil servants and media intellectuals. According to them, this Newspeak is the result of a new form of imperialism which “consists in universalizing the particularizes bound up with a singular historical experience… so today many topics directly issued from the particularities and particularizes of US society and universities have been imposed upon the whole planet under apparently de-historicized guises” (2001: 2). The consequences of
this new cultural imperialism are pervasive and far-reaching: “By imposing on
the rest of the world categories of perception homologous to its social Structures,
the USA are refashioning the entire world in its image: the mental colonization
that operates through the dissemination of these concepts can only lead to a sort
of generalized and even spontaneous ‘Washington consensuses, as one can
readily observe in the sphere of economics, philanthropy or management

However, the very fact that categories and concepts cannot be imposed directly
but need to be translated or adapted to new cultural contexts identifies this view
as one-sided and translation as a key process for the mediation between cultures.
Before briefly focusing on the main forms translation adopts in the global
circulation of information it is thus worthwhile to remind us of Venuti’s views
on domesticating translation, his characterization of translation as a
fundamentally ethnocentric act and his emphasis on the violence that is
exercised through it, which is echoed in his very definition of translation:
Translation is the effective substitute for the differences in linguistic and culture
of the foreign text compared to a text that would be intelligible to the target
language reader. This intelligibility implies a necessary degree of hybridization,
through which a dominant discourse is effectively altered and rewritten in new
terms. An account of globalization as translation needs to examine carefully the
articulation of the global and the local as the dialectics between the dominance
of English and translation as violence, between the imposition of the new
planetary vulgate and demystification as an ethnocentric act of appropriation of
the other.

Globalization has caused an exponential increase of translation. The global
dominance of English has been accompanied by a growing demand for
translation, as people’s own language continues to be the preferred language for access into informational goods. An area of significant growth in the translation industry over the last two decades has been the activity of localization, through which a product is tailored to meet the needs of a specific local market (2003: 13). In an informational economy characterized by instantaneous access to information worldwide, the objective of the localization industry becomes simultaneous availability in all the languages of the product’s target markets (2003: 15). Translation values and strategies in localization and localization (web site localization) are not uniform but combine elements of demystification and for ionization to market products that have to appeal to their target buyers but, at the same time, often retain exotic sing connections to the language of technological innovation (for an example, see Cronin, 2003: 16-17).

Similarly, translation plays a pivotal role in the global circulation of news, which is primarily produced by a limited number of powerful organizations such as Western news agencies. A feature of the globalization of news in the last decades is that while there has been an increase in the circulation of news at an international level, the number of global producers has remained strictly limited and their power and significance in the market has increased, which has led researchers to point to trends towards the homogenization of international news. For example, in her analysis of the international circulation of images, Marchetti speaks of the circular circulation of images and sees increasing homogenization as expressing United States of America and, to some extent, British domination (2002). However, with respect to the international circulation of words, translation is a necessary mediating factor, and shapes in important ways the production of news both in the news agencies themselves and in the media organizations that subscribe to them. Homogenizing tendencies and the imposition of categories developed by the center need to be examined alongside
domesticating strategies aimed at a fluid communication with target readers and exotic sing devices through which the discourse of the Other is staged in the media (think for example of English translations of Osama Bin Laden’s tapes or Saddam Hussein’s speeches). Therefore, translation plays a central role in negotiating cultural difference and in shaping the dialectics between homogeneity and diversity in the production of global news.

**5.3. Historical perspective**

The first phase of theoretical globalization, started in the late 1960s and designated by Roland Robertson as the ‘uncertainty phase’, a period characterized by the intensification of global interconnectedness and the heightening of global consciousness. This was generally related to several key developments. The first was related to economic concept including new extreme mobility of capital, associated with the deregulation of financial markets. Along with this economic process another key development was appeared as new information technologies, which dramatically enhanced communication capabilities of firms (Castells 2000: 96).

Secondly, Harvey (2000) emphasized the fall in prices and time needed to move commodities and people, and the overcoming of space as a crucial factor. The movement of people involved not only both highly skilled and unskilled labor, but also holidays and travel, which had become widespread after the fall in price of train and car travel first, and later of the jet plane (Lash and Urry, 1994).

Thirdly, Robertson pointed to the sharp acceleration in the means of global communications and the consolidation of a global media system. Today, through the use of fiber optic cable and satellite technology, it is possible to communicate instantly and cheaply with virtually any place and to follow
significant world events from our television screens with images and commentary in real time. These developments have led to the shrinking of the world or time-space compression (Harvey 2000).

Lash and Urry, and other theorists of cultural globalization such as Appadurai, have centered on the circulation of material and non-material goods, conceived in terms of flows (of capital, people, commodities, information and images), pointing at its increased profusion and speed in the last decades. Thus, for Appadurai the mobile and unpredictable relation between mass media events and immigrant audiences defines the center of the link between the modern life and globalization. On the other hand, popular mass media in particular the newspaper, made it possible to link a community of people distant in time-space.

For Castells, globalization is linked primarily to the revolution in information technologies of the 1970s. At this time which globalization became the motor of the industrial development and finally industrial revolution at the end of the 20th century. On the other hand, the dominance of information technology that was introduced by Castells as "Informational" proposed the fact that the main source of productivity is the action of knowledge upon knowledge itself (2000: 17).

Castells suggests that the new industrial space, characterized by the technological ability to separate the production process in different locations, as well as in mega-cities, are connected in a global network and increasingly less related to their regions.

In his prologue to The Rise of the Network Society, Castells asserts that “...a new communication system, increasingly speaking a universal, digital language, is both integrating globally the distribution and production of sounds, words and
images of our cultures…” (2000: 2). Castells does not see translation as an important process in the network society because he does not believe that linguistic diversity intervenes in its globalized core.

According to Castells, society it is not English which becomes the global lingua franca, but the digital language of science and technology, a language not of countries but of multi locational, global networks. Thus, for Castells the tools of informational are “…new telecommunication networks; new super computers; effective computing devices which are connected to powerful servers; new, adaptive, self evolving software; new mobile communication cellphones that extend on-line linkages to anywhere at any time; new workers and managers, connected to each other around tasks and performance, able to speak the same language, the digital language.” (2000: 212,).

It was eventually concluded that translation is nowadays carried out by the speakers of other languages from and into the superior language, redoubling its intensity but erasing that from public view".
5.4. Measuring globalization

Globalization has significant impacts on various cultures all around the world.

Looking directly at economic aspect of globalization shows that it can be measured in different ways. This will be around the four main economic factors that describe globalization:

- Goods and services, for example imports plus exports as a fraction of national income or per capita income
- Labor/people, for example net immigration rates; outward or inward migration flows, weighted by population
- Capital, for example outward or inward direct investment as a fraction of per capita income or national income
- Technology, for example international R&D flows; a fraction of populations using particular inventions

Since globalization is not just an economic phenomenon, a varied approach to measure globalization is the recent index, which was calculated by KOF (the Swiss think tank).

This index will measure the three important dimensions of globalization, which are social, economical and political aspects of globalization. Besides these three indices measuring those dimensions, an overall general index of globalization and sub indices with refer to actual economic limitations, economic flows, data regarding personal contact, data regarding information flows, and data regarding
cultural proximity are calculated. Data is available annually for more than 120 countries, as described in Dresher, Gaston and Martens (2008).

According to this index, Belgium is the world's most globalized country, and then Austria - Sweden- Great Britain and the Netherlands. According to the KOF-index, the least globalized countries can be listed as Haiti - Myanmar - Republic of Central Africa and Burundi. (Terry-2008)

According to the 2006 index which was published by Foreign Policy Magazine, Singapore - Ireland, Switzerland - the United States of America - the Netherlands - Canada and Denmark are the most globalized countries.

**Effects of globalization**

Globalization affects the world in many different ways such as cultural, social, economical, political, financial, Industrial, informational, language and ecological aspects.

* Cultural - progress of cross cultural contacts brings new categories of identities and consciousness which symbolizes cultural diffusion, the eager to increase people's standard of living and having the advantages of foreign ideas and products, adopt new technologies and practices, and participate in an international culture. Some regret the outcome of this process such as loss of languages, consumerism and also transformation of culture.

* Social (*International cultural exchange*) - increased circulation by people of different nations with fewer limitations.

Spreading of multiculturalism, and much better access of people to cultural diversity (for example by influence of Hollywood and Bollywood movies and
videos). This imported culture might be considered as a danger, as it may supplant the local culture, reducing diversity, while others consider phenomenon of multiculturalism to increase peace and understanding among nations.

Greater international tourism and traveling

Greater migration, including illegal cases

Export of local consumer products to other, usually adapting culture, countries

International sporting events like the Olympic Games and FIFA World Cup.

Incorporation of multinational companies in to new media

As the sponsors of the famous rugby team, Nike and Adidas had created a parallel website with downloadable interactive game for its fans to enjoy, play and compete. (Scherer -2007)

Economical - realization of a worldwide common market, having the freedom of exchange of goods and capital

Political - "globalization" has been used meaning the creation of a world government, or cartels of governments (for example World Bank, WTO and IMF) which regulate the relations among governments and guarantees the rights arising from economic and social globalization. (Stipo,2004). Politically, the United States of America has enjoyed being in the position of a supper power among the world powers; partially because of its wealthy and strong economy. With the help of The United States’ own economy and with the influence of globalization, the People of China have experienced some tremendous growth within the past decade. If China continues to grow at the same rate or the one
projected by the trends, then it is most likely that in the next two decades, there will be a significant reallocation of power among the world leaders. China will have enough industry, wealth and technology to threaten the United States of America for the position of leading world power. (Charles – 2006)

Financial - emergence of global financial markets and having a better access to external financing for borrowers. At the same time though, not necessarily purely globalist is the emergence of under or un-regulated foreign exchange and speculative markets.

Industrial - emergence of global production markets and more wide-ranging access to a variety of foreign products for consumers and companies, mainly movement of goods and material within and between national boundaries.

Informational - increase in flows of information among geographically remote locations. Arguably this is a technological change with the advent of, satellites, and increased availability of telephony and Internet and in general fiber optic communications.
5.5. Hegemonic nature of the Anglo-American culture

Venetia argument against Domestication is due to the ‘hegemonic’ nature of the Anglo American culture. He says that translators put the Anglo American values on translated texts through Localization. This is not a matter of hegemony. Strong cultures such as the Anglo American try to fabricate understanding of other cultures by stamping the norms of their own. This is also not a matter of radically English. If an Arab translator living in a conservative society translating the following sentence ‘I went camping with my girlfriend’ to translate, he would translate that as ‘I went camping with my wife’. The question is if it is radically Arabic? It would be very much difficult to explain to average Arab people the meaning of girlfriend with their own values. Hence, Domestication is the savior. By talking regarding the invisibility of translators, Venuti makes himself visible as a theorist and makes translators able to have a start to be accepted as contributors to knowledge. Whether to use Domestication or to use Foreignization would always be under debate. As far as Arabic language is concerned, native translators of Arabic would be using Domestication most of the time as they translate into Arabic and would be using Foreignization when they translate from Arabic especially when they translate the Quran.

5.6. Globalization and Translation

“Translation as an architect of authority and reality has a long history, and it is possible to apply this viewpoint to how translation impacts globalization. Historically, the dominant culture has always been compelled to impose their language upon the submissive, forcing their language upon those they’ve conquered. Language, in fact, is usually the first thing about a subjugated culture
that the conquerors attempt to take from them. Although the initial motivation for this may be merely to ease communication, the primary motive is to establish control. Forcing a new language upon a people always results in several consequences, all of which serve to the benefit the interests of the dominant party at the expense of the acquiescent” (Sexton Timothy, 2009).

5.7. Modern global trends

Today it is said that with globalization we are entering a borderless world, in which international forces are rapidly eroding the significance of territorial boundaries. Capital, labor, goods, and ideas move largely without regard to political borders, thereby putting a great deal of international pressure on national legal systems through social and economic changes on global, regional and local levels: European unification, world-wide treaties, global institutions etc. The whole development, which threatens the two pillars of statehood, namely territoriality and sovereignty, is described in the concept of globalization.

Globalization seems to roll back a historical development that began with modern statehood based on the Westphalia principles and culminated in the nationalization of legal systems. Globalization softens the once strict barriers of national legislation, but national legal systems will not disappear completely because of democratic legitimacy. Citizens can select the proper rules for their own society; each community can make its own laws. The principle of democracy was one of the achievements of modern statehood, and constituted a major change from the feudalistic, oligarchic and absolutistic systems of the middle ages and later kingdoms and empires. It cannot simply be eradicated by globalization trends. National legal systems will instead be supplemented by a
strong framework of international law for which new democratic mechanisms still must be developed.

Law as a discipline is based on more than one level of legal content inducing us to differentiate between the following info spheres:

Local info spheres resembling national legal systems strongly influenced by national cultures

Regional info spheres on an international level, which still reflect common cultural values (e.g. EU)

Global info sphere, a transnational level (e.g. UN)

5.8. Internet and globalization movement

The power of film to articulate authority and challenge reality, however, pales in comparison to the potential power of the Internet to do the same. It is hardly accidental that the rise of the Internet coincides with the rise of the globalization movement. (Sexton Timothy, 2009) For most people globalization means commerce and economics, and even a cursory session on the Internet reveals that commerce and economics are the driving force behind its success. But the economic power of the Internet is really just an extension of the larger power of authority.

The engine driving the lasting success of the Internet may be commerce, but the oil that lubricates that engine is the ideology of the capitalist culture and the agenda to saturate everyday discourse in every corner of the globe with that ideology. The omnipresent ads that seem to appear on every web site aren’t
really there to sell the item they are advertising, they are there to sell the concept of western culture - advertising that promises happiness through consumption permeates practically every site on the internet and reaches into the least populated sites of every country in the world. It is through advertising these false expectations of an impossible promise that western culture constantly reconstitutes itself by creating its own reality through its unchallenged authority.

This authority has now come to be seen as a natural fact that the Internet is dominated by the English language, that all other languages of the world have a marginalized presence on the web, has been successfully historicized. In fact, the very idea that the dominant language of the Internet could be French or German or Italian, much less Arabic or Chinese seems ludicrous. And yet, we could very easily inhabit a world in which such a thing took place.

The fact that the Internet is dominated by the English language and that the proponents of globalization are predominately English-speaking is anything but accidental. It was absolutely necessary for English to become the dominant language of the Internet. Had those marginalized languages been allowed to carve out large niches for themselves in cyberspace, the globalization movement would have come to, if not a sudden halt, then at least a very slow crawl. Had English not quickly been established as the de facto natural language of the internet, the power of e-commerce might have been divided equally among the less economically empowered nations, thereby giving rise to the power of localized banking institutions. Globalization depends upon the power of centralized western banking interests and if that heart of the global economic system were to take a hit, its ripples would be felt at every point along the process. The global banking system is staked to the US dollar and the English speaking world and interference in that system cannot be allowed. The ultimate
effect of the drive by the global economic powers to make English the official
language of cyberspace is that if you are a foreign producer of internet content
you are forced to hire a translator or invest in translating software if you want
your content to reach a wide audience or make it to the top of the search engines.

5.9. Important factors of cultural connectivity

An alternative theory suggests that translation works to bring cultures closer
together. By translating works of literature, for instance, those who cannot read
Russian are enabled to read the works of Tolstoy and those who cannot read
French are enabled to read Zola. Of course, one isn’t really reading Tolstoy or
Zola; at best one is reading a very close approximation of the intended meaning
of the original work. If the translation is handled correctly, the cultural divide is
barely noticeable. Another example of the benefits of translation on cultural
connectivity would be a subtitled or dubbed film.

It is through the use of either of these translation devices that such international
filmmakers as Ingmar Bergman and Akira Kurosawa achieved international
acclaim. The international success of filmmakers from around the world could
be taken as an example of the positive aspects of globalization through
translation. It would probably be impossible to determine how many Americans
have viewed a film by a Swedish or Japanese filmmaker and subsequently been
moved to further study those societies, much less emigrate there. Less difficult to
determine would be the number of people who have viewed an American film
and been moved to study American society or emigrate there. What undermines
the theory that translation in particular and globalization in general works
ultimately to bring cultures together is, once again, the concept of translation as
a process of negotiating for authority. What differentiates the exportation of
American films from the exportation of films made in other countries is that the ultimate product being sold by American films isn’t the movie itself, but Hollywood and by extension America itself (Sexton, 2009).

America is not interested in importing foreign-language films unless they are proven money makers. And when Americans go to see a foreign language film, it is almost without exception a movie that has been not only commercially successful, but critically successful in its home country as well. In other words, the product being sold is that one particular movie. Foreign language films are sold to America as art; American films are sold to foreign countries as advertisement.

Advertisement for American-style capitalism which is the bedrock foundation of the globalization movement. The film industry—arguably the most important cross-cultural communications medium in the world—stands as a perfect example of how the globalization process is at cross-purposes to the theory that translation works to bring cultures closer. There will always be a dominant player and just as America is the dominant player in the filmmaking world, so it is the major player in the movement toward a global economy. Interestingly, however, the movement toward globalization is less about America in particular than it is about the English-speaking western capitalist world.

While America sits atop the pyramid overseeing globalization, the fact remains that without the rest of the English-speaking world beneath it and supporting it, it could not succeed alone. The relentless push to make English the global language of choice for communication has been an ongoing agenda for more than a century, but it became necessary to put it into high gear with the rise of the Internet. Film still remains the most powerful force in the world for espousing ideology because it is, at heart, a visual medium which can be shared
and understood even with a less than perfect translation. Misrepresentations and misinterpretations of all types in the translation of the script can be forgiven if the accompanying visual image is understandable.

5.10. Internationalization

Herman E. Daly argues that, although there is a slight formal difference, sometimes the terms globalization and internationalization are used interchangeably. The term "globalization" means erasure of national boundaries for economic purposes; international trade, which is governed by comparative advantage, becomes inter-regional trade that is governed by absolute advantage. The term "internationalization" refers to the importance of relations, international trade, treaties etc. International means among or between nations.

The association of Localization Industry Standards describes internationalization as follows:

Internationalization is the process of building a product so that it can handle several languages and cultural conventions with no need for redesign. Internationalization happens at the level of document development and program design.

Generally, a product is internationalized in the cycle of product development as a pioneer for a product to be localized.

A very important aspect of internationalization is separating the text from the source code of software.
Internationalization is not just limited to software industry. Online help, websites and documentation particularly need to be internationalized as well. This process is often called ‘Writing to be Translated’ or ‘Writing for an International Audience’ for technical writers. For web sites, internationalization, translation, and adapting the content to specific target markets is usually referred to as "web site globalization."

5.11. McDonaldization

George Ritzer has taken the core elements of the research of Max Weber, and produced a significant analysis of the influence of social structural change upon human beings interaction and identity. The central theme in Max Weber's research of modern societies was the process of Rationalization; a process whereby traditional models of thinking are being replaced by an ends/means analysis.

George Ritzer suggests that in the later years of Twentieth Century the socially structured format of the fast food restaurant has become a kind of organizational force to represent the process of rationalization further more in the realm of everyday interaction and individual identity. McDonald restaurants serve as the case model of such a process in the 90's.

According to Gorge Ritzer, ‘...McDonaldization,...is the process by which the principles of the fast food restaurant are coming to dominate more sectors every day of American society as well as of the remaining part of the world. (Ritzer, 2003)

Since 1955 McDonald restaurants have grown to over 31,000 branches. The central concepts employed in the fast food industry have been spreading to all
types of restaurants. Everything from lobster to pizza, from ice cream to crescent bread, from wine and beer to Kentucky Fried Chicken is dominated by the *Chain* concept. We do not need to go to the chains. They come to us. They are in the Streets, alleys, suburbs, the central cities, the malls, schools, hospitals, university, airports, etc. ‘During 80s and 90s McDonaldization has covered its reach into different regions of society, and those areas are increasingly remote from the center of the fast food business.’

George Ritzer outlines five different dominant elements within this McDonaldization process:

- *Efficiency*
- *Predictability*
- *Calculability*
- *Increased Control*
- *Replacement of Human by Non-human Techniques*

**Efficiency** is choosing of means to achieve a specific end rapidly, with the least amount of effort or cost. The idea of efficiency is totally to the interests of the industry, but is generally advertised as a benefit to consumers. There are many so examples: the drive through windows - fill your own cup - salad bars - self-service – pick up your tray – clean up your table and etc. The interesting point is that the customer usually ends up with doing the work which used to be done for them. And the customer is being charged for the ‘privilege.’ Eventually we will be spending more time, learning new techniques, remembering more numbers,
and often paying higher prices in order for the industry to operate more efficiently and to make higher profit margin.

**Predictability** refers to the attempt to form our environment in a way that, surprise and disappointment do not come to our sensibilities. Ordinary people need to know what to expect. They want to make sure that the satisfaction – taste - fun and benefits they received last week in San Francisco will be exactly repeated next week in London. A Big Mac in Tokyo is exactly same as a Big Mac in New York.

The concept of predictability guides us to get to follow our favorite habits which make us predictable for many other businesses. Therefore, the producers and publishers will have a guaranteed a predictable profit. Shopping is predictable in the mall, at the same stores – often with the same layout. It seems that our lives have been structured and controlled; our actions are on autopilot.

**Calculability**- Such businesses focus on things that could be calculated, counted and quantified. Quantification has a tendency to emphasize on quantity rather than quality. This leads us to a sense that quality is equal to certain large quantities of things. (Ritzer 2003:142)

Examples of such element include: the **Big Mac**, **Big Gulp**, *Wendy's Biggie Meals*, and **Supper Burger**.

**Increased Control** and **Replacement of Human Techniques** – Gorge Ritzer argues that these two factors are closely linked. Specially, substitution of human techniques by nonhuman techniques is very much oriented to a greater control. The great source of unpredictability and uncertainty in a rational system are
people, either people who work within these systems or the people who are being served by them”. (Ritzer 2003:148)

Everything is pre packaged, pre fabricated, pre measured and also automatically controlled. The human employee is required not to think, but just follow the instructions.

Clerks at supermarkets don't need to think either, just scan the barcode (the product has been already weighed, checked and labeled). The next step in this trend would be to have the customer himself do the scanning." (Ritzer 2003:150). The scanners are replacing the clerks.

Having many conveniences and benefits related to the process of McDonaldization such as round-the-clock banking and shopping, variety, and usually speedier services, there are certain senses that these rational systems have the tendency to lead to irrational outcomes. ‘More specifically, irrationality has the idea that a rational system is an unreasonable system’. (Ritzer 2003:154)

5.12. National Cultures and Cross-cultural Negotiations

Negotiations play an important role in business, as the essential characteristic of economic transactions in a market system is that the parties enter into an agreement of their own free will. In an efficiently functioning market, both parties can also consider alternatives (i.e. there are multiple potential sellers and buyers). In the negotiation process with a particular potential business partner what is at stake is closing a deal that is better than that which could be affected with the most attractive alternative partner. The negotiation process takes place under the shadow of the ‘best alternative to negotiated agreement’, or BATNA (Lewicki et al). Each party’s BATNA will strongly influence what their
minimally acceptable outcome in the negotiation process is. If the other party is not willing to make sufficient concessions, it is better to break off the negotiations and go to the most attractive alternative business partner.

Looking at negotiation processes in a schematic way, two possibilities exist. Either there is an overlap between the parties’ ‘zones of acceptance’ (the set of possible deals they are willing to accept, with the lower limit defined by their BATNAs), or there is no overlap. In the latter case an effective communication process should make this clear to the parties, and the negotiation process will come to an end. The problem is that communication processes are not always very straightforward, and this is particularly the case in international negotiations. In the first case (when there is overlap between the parties’ zones of acceptance) the ultimate outcome of the negotiation remains indeterminate. The parties may end up with any deal that is acceptable to both, depending on their negotiation skills, the quality and quantity of available information, and the circumstances in which the negotiation takes place. But they may also end up without a deal, simply because the communication process makes them believe that there is no overlap between their zones of acceptance. The reason for this is that information is often deliberately misrepresented in negotiations, as negotiators try to get the best deal possible.

Negotiation processes may be ubiquitous in business in general; they are an even more salient characteristic of international business, and levels of complexity and uncertainty in the international arena are also greater. Multinational corporations (MNCs) may negotiate with national governments over the conditions under which they are allowed to invest and to do business in a country. For instance, before Intel Corporation decided to invest in a US$ 300 million chip plant in Costa Rica it went through a lengthy and complex
negotiation process with local political authorities and representatives of institutions.

Companies may also, however, negotiate with other companies in countries that they seek to enter through exports or licensing, or with a strategic alliance or joint venture. Once active in another country, managers of a company may find themselves engaged in negotiations with local institutions like trade unions or employers’ associations. Furthermore, processes within MNCs often have characteristics of negotiation, even if the parties involved are not independent, but parts of the same company. For instance, an MNC’s headquarters may find itself negotiating certain policies with a local subsidiary (rather than commanding it to act in a certain way) because it believes local subsidiary managers’ views and interest have to be taken into account if good results are to be achieved. Finally, managers of one subsidiary of an MNC may negotiate deals with other subsidiaries without much interference from company headquarters, as is increasingly common in complex ‘networked’ MNCs. In many of these cases, the negotiators and their constituencies (the companies of parts of companies they represent in the negotiation process) are from different cultures.

Galfand and Dyer (2001) state that the prevalence of types of social situation is likely to differ between cultures. For instance, in more collectivist cultures the negotiator is more likely to be a member of a group, even at the negotiating table, than in more individualistic cultures. Japanese companies are well known for sending large delegations to negotiations with other companies, to the representatives of whom the roles of the various Japanese delegates often remain unclear. These authors also expect that in cultures high on Schwartz’s mastery dimension negotiators, because they strive for achievement and success, will feel
more time pressure during the negotiation than negotiators from cultures orientated towards harmony. The organizational context is also likely to vary with the cultural environment. Organizations from large power distance societies will have more centralized control, with the effect that key negotiations have to be concluded by the top authority (Hofstede and Usunier).

Culture may also mediate the influence of the social situation on the negotiator. Laboratory experiments show that if negotiators are required to justify their actions to their constituencies after the negotiations, this leads to more cooperative behavior in terms of ego and cooperative interpretations of the behavior of the other for collectivists, but to more competitive behavior and interpretations of the other’s behavior among individualist (Gelfand and Realo). In large power distance cultures, roles have a stronger influence on negotiation processes and outcomes than in cultures with a smaller power distance (Graham et al.).

Culture also influences directly the perceptions, judgments, motivations, goals, and so on, of negotiators. The negotiation context is not given objectively, but is a cognitive construct of the negotiators, based on the information they receive, but also on their culturally colored expectations. Individuals use various kinds of ‘cognitive heuristics’ (subconscious ‘rules of thumb’) to make sense of ambiguous situations.

One way to make sense of a situation is to use metaphors linking the unfamiliar with the familiar. Americans may be more likely to use (competitive) sports metaphors in interpreting negotiation situations, whereas the Japanese would rather be expected to use (more cooperative) family household metaphors (Gelfand and Dyer, 2001).
Culture may influence the goals negotiators pursue particularly strongly. Whereas each party will try to get the best outcome of the negotiation process for him or her and his or her constituency, there are also subsidiary goals like the preservation of a good relationship, which may carry more or less weight, depending on the culture.

In more collectivist cultures maintaining a good relationship and saving both the ‘face’ of the negotiation partner and the respect he or she has for ego may be expected to carry relatively more weight. In more masculine (Hofstede) or mastery-orientated (Schwartz) cultures, there will be a strong emphasis on competitive goals (‘winning’ the negotiation), if necessary at the expense of the relationship.
Chapter VI: Globalization and Religions

Abstract

The focus of this chapter is to go over the interaction between globalization and religions. Different definitions and terms related to this topic will be brought up and challenges and obstacles that are resulted by religious beliefs with respect to globalization will be explored.

6.1. Introduction

The objective of this part is to discuss and to primarily define the term. Secondly, it will discuss the relationship between globalization and religion, through critically studying the positive and negative interactions and repercussions upon each other. Finally, this part will conclude by discussing the relationship between both from the perspective of Religion.

6.2. Definitions and Aspects of Religion

According to Taylor (Taylor, 67), there is no full, legal definition of what constitutes a religion for the purposes of charity law. In this reason, there has been much debate about the origin, development, definition, and utility of the word religion and it originates in humanity's tendency to seek to maximize the meaning and value of our life-experience by (re-) aligning that life-experience with a higher or deeper reality, with "an unseen order" that somehow transcends ordinary human existence. That alignment can serve to integrate diverse aspects of our lives (individually and collectively), and to imbue our lives with a sense of purpose and direction. The concern with establishing and maintaining a harmonious relationship with the higher/deeper reality while conducting our
Everyday life often generates religious values — guidelines for thought and action that often develop into powerful cultural forces.

First of all, it is important to recognize that exploring the etymology of the term religion does not resolve its meaning or preferred usages. Many scholars have explored the roots of the term and its development over time, especially since the Enlightenment in the West.

Drawing on Feil (2000), Auffarth and Mohr explicate what they think is most likely the earliest root of the term. For the Romans, religion especially denoted ritual precision. Having religion or being religious did not mean believing properly or correctly, but performing acts such as oracles or sacrifice at the right point, right time and in the right series of parts: religion, id est. cult us decorum (Lat., ‘Religion, that is, the worship/cult of the gods’). Proverbially, the ‘augur’s smile’ is that of the specialists who preside over the ‘tricks’. Superstition, then, the counter term to ‘religion’, was not aberrant belief, as it is usually translated, but Aberrant activity, wrongly performed, exaggerated, often excessive or unauthorized (Afford and Mohr 2006: 1608-9).

Others suggest the term might be traceable to the Latin root leig, Meaning ‘to bind’ or ‘tie fast’, or to religāre, which could be rendered ‘to reconnect’—from the Latin re (again) and liger (to connect). It is impossible to establish definitively which the earliest roots are, and questionable whether this is particularly important in the contemporary study of religion.

Many scholars elect to focus on the roots that have to do with binding and connecting, finding them more analytically useful.
The Oxford English Dictionary definition for ‘religion’ is:

“...Belief in or sensing of some superhuman, controlling power or powers, entitled to obedience, reverence and worship,... , especially as a means to achieve spiritual or material improvement; acceptance of such belief (especially as represented by an organized Church) as a standard of spiritual and practical life; the expression of this in worship etc. ...”  “A particular system of such belief”  “Devotion; fidelity, conscientiousness, pious attachment”.

Dow states

"Religion" is not mere intellectual assent to certain propositions about the nature of life. Rather, it involves what people do in their lives: "religion" has been called "enacted tradition" or "embodied belief."

The myths, symbols, rituals, and intellectual reflection that grow up around people's experience of the higher/deeper reality form the basis of religious traditions ("religions"). "Religions" evolve within human culture and society, and are affected by the surrounding physical, historical and cultural realities." (Dow, 146)

6.3. Legal definition of a religion

Whilst this is not a legal definition of what constitutes a religion, it does indicate the characteristics that typically feature in a religious belief system. Although the advancement of religion has long been recognized as a charitable purpose, and there are a great many legal cases that deal with the advancement of religion,
none of those cases sets out a legal definition of what is a religion. Some cases do, however, give useful indications as to when the advancement of religion is charitable. Much of the case-law in this area stems from a time when there was not the diversity of faiths widely practiced in England and Wales that there is today. So, although some of that case-law may still be relevant in deciding what constitutes a religion, it needs to be considered in the context of current social and economic circumstances.

In 1999, the Commission reaffirmed the criteria, identified from the relevant case-law, to be applied in deciding whether an organization is charitable for the advancement of religion. At that time they were:

a) Do followers or adherents have a belief in a supreme being?

b) Do followers or adherents worship the Supreme Being?

c) Does the organization advance the religion?

d) Is the organization established for the public benefit?

Religion is a set of behavior that is only unified in our Western conception of it. It does not need to have a natural unity. There is no reason to assume, and good reason not to assume, that all religious behavior evolved together at the same time in response to a single shift in the environment. (Dow, 451)

Religion is a human activity that can be easily accepted only within the framework of reality that it creates for itself (Dow 456).
6.4. Problems regarding the definition of a religion

According to Dow, there are several problems and opportunities inherent in the term religion and its cognates.

First, there is no consensus either about what the word means or what characterizes the phenomena. Does religion have a substantive essence, for example, or does it function typically or universally in certain ways?

The lack of consensus is due in part to the multiplicity of both substantive and functional definitions of religion that have proliferated since scholars began thinking analytically about what they take the phenomena to be.

Second, some scholars have argued that the term has often been used to stigmatize other peoples, often leading colonized or otherwise marginalized peoples to be viewed by more powerful ones as not fully human and undeserving of moral consideration. As David Chidester (Asad, 234) once summarized this perspective, ‘the terms of religion and religious are so damaged by their colonial, imperial, and globalizing legacy that they should be abandoned in cultural analysis’ (Albanese, 2005, 27). In other words, according to this point of view, these terms should be jettisoned in favor of terminology with less violent baggage.

Third, there are different opinions about the boundaries of religion. Are certain things, such as beliefs about extraordinary forces or supernatural beings, essential to it? In particular, such questions become relevant to discussions surrounding what composes ‘nature religion’. For there to be nature-oriented religion and/or spirituality, for example, must people believe in supernatural realities? Or is a more nebulous sense that nature is ‘sacred’ in some way
sufficient to trigger the term religion when describing people who have such perceptions? Is the presence of terminology that usually accompanies religious issues sufficient evidence that associated beliefs and/or practices are religious? (Albanese, 122).

Many people prefer not to use the term "religion" because of its ambiguity and failure to delimits so-called "religions" from "nonreligious," it is still the accepted term employed in the community of Scholars. Here is one working definition that will appear in an upcoming publication, The Sacred Santa by Dell De Chant, a respected scholar from Florida:

Religion has always been about the power. It mediates our relationship with the source(s) of ultimate (sacred) power by suggesting, teaching, or commanding (1) a belief that the ultimate truth and meaning of human life is derived from and related to an order and purpose based on or decreed by the ultimate (sacred) power (e.g. gods, God, nature, cosmic principles, social order). (2) This belief is necessarily shared by a group or community. (3) This belief is maintained because of (A) the community's participation in certain special and uniquely patterned actions either personal or communal, typically called rituals, and (B) special (numinous) narratives, typically called myths, which deal with unique persons and/or events related to the sacred concerns and elements. (4) This belief in the foundational truth and meaning of human life is understood by participants in the religion to allow them (as individuals and as a community) a certain degree of power over material conditions (in so far as they live and act in harmony with the ultimate power) and to supply them with answers to ultimate questions regarding nature and the human condition (such as death, the afterlife, evil, one's place in society, why one succeeds or fails. The definition covers the following items:
• Belief
• Community
• Belief is maintained by
  o Rituals
  o Myths
• Belief is understood by the participants as the *Foundational truth and meaning of human life*, which allows the
• Following:
  • Power over material conditions
  • Answers to the questions which are crucial

### 6.5. Scientific definition of the religion

Science has provided human culture with an excellent understanding of the natural world and human behavior. The scientist defines religion as the complex workings of a human brain that is not responding directly to observable reality. As a result, for the scientist, the logic of religious behavior is not simple and the cause of religious behavior for the scientist does not lie in myth but in an understanding of why human beings do and think what they do. The sociologists Stark and Fink (2000, 232-8) argue that religious behavior is actually rational in an economic sense in spite of the fact that the believers work with unobservable actors and magical processes.

The rationality is economic and can be seen in the social and material rewards that flow from participation in religious groups. When there is a market place for different faiths, individuals usually choose, consciously or unconsciously, the faith that brings them the most rewards. The rationality in this case is apparent when one measures the rewards that flow from different religious activities. So,
despite its apparent irrationality, religious activity can have a latent economic rationality.

However, economic rationality is the surface manifestation of underlying tropic tendencies built into the mammalian brain. Thus, evolution can cause economic rationality (Dow, 132). There are two broad types of definitions of religion in use among psychologists, sociologists and anthropologists: functionalist and substantive.
6.6. Religion in psychological science

Psychology does not give explanation on how human beings got to be religious. Although psychological explanations tell us why people do religious things, they do not tell us how religion got started and why it continues.

According to Hinder (1999) and Kirkpatrick (2005):

The mind is a product, of evolution, not its cause. Religion has obvious psychological functions. It takes care of: the need for a comforting parent figure, the need to explain difficult things, the need to fight depression, the need to deny mortality, etc.

However they do not tell us about religion's evolutionary past or future. They tell us how religion works in the mind, but they do not tell us how the mind got that way.

6.9. Concept of religion in Evolutionary Science

Some authors try to define religion in scientific and of course based on evolution of human society. As the evolution regarding forms of living takes place gradually, it cannot be observed easily. We understand it primarily through the traces that it leaves. Understanding the process that produces these traces is difficult. By proposing the "natural selection" Darwin (1859) took a great step forward in recognizing one of these processes. Natural selection takes place when inherited forms within a species duplicate themselves at different rates. Eventually, the fast duplicating forms become more numerous than the slowly duplicating forms. Variation within the species maintains the process the human
central nervous system permits another form of evolution, environmental learning.

More complex species, like humans, have a large central nervous system that human beings can receive information from each other or from the environment and alter behavior to meet the challenges of that environment. When this happens, the learner does not have to pay the costs of the experience itself. What humans acquire culturally from each other comes at a much reduced cost than the original knowledge.

Until its evolutionary history is fully understood, we might regard religion as a type of irrational adaptation. It is irrational in the sense that it does not move individuals to solve problems rationally. Adaptive behavior, however, does not have to be rationally aimed at a clear goal.

Behaviors that appear irrational can evolve by increasing reproductive fitness, often called just “fitness”, which is a measure of the rate at which individuals reproduce. Evolving behavior may increase the fitness of an individual or the fitness of kin, who have a high probability of carrying the behavioral gene themselves. (Eberhard 1975)

If religion is adaptive, it must be irrationally adaptive in this way. Its longevity and its ubiquity argue for its being adaptive in some way at this level. To deal with the complex gene-culture evolution of religion, E. O. Wilson (1978: 182-185) postulated three types of selection: (1) ecclesiastic (2) ecological, and (3) genetic. They are given in the order of how rapidly they respond to environmental change. The quickest would be ecclesiastic selection. It is the response that religions leaders have to changing situations. It is the most irrational: There are hard times. A message from “god” is received, and people
follow a new leader, hopefully, to a better life. It’s the time that ecological selection sets in. Some lives are improved, and the others are not. Some religious changes may be favored by ecology and others may be punished. After a long while, genetic change takes place. The genes that favored the successful religious responses are propagated, and those that did not favor them are lost. No other thing in this process appears as obvious rational behavior.

Religious behavior can be selected in other ways as well. It can be selected sexually. In other words, it could enhance the ability to attract mates. It could also promote the successful rearing of Anthopological Definitions of Religion.

Anthropologists authors do not confine themselves to discussing the narrow range of behavior signified by their concepts, but they use the concepts as a way of organizing the information that they present, and they concentrate on those aspects of religion that support these conceptualizations.

For example Guthrie (1993) defines anthropocentrism as the essence of religion. He sees a projection of human attributes into the perceived world as the essence of religion. According to Kirkpatrick (2005) religion is regarded as psychological attachment, a powerful emotional relationship to things. However lovely to the inquiring mind they may be, essentialist definitions such as these have not been very useful to scientific theory (Saler 1993:81). They confuse evolutionary models by lumping together traits that may have different evolutionary origins. Evolution does not make essences. It makes new genetic codes, not grand conceptions. (Dow, 185)

Anthropological definition of religion is difficult to make, because religion has many facets, many of which do not appear to be religious by themselves. For example, religion is involved with gathering in groups. It involves communal eating. It involves theoretical discourse about the nature of the universe, and so
forth. Theoreticians have proposed countless definitions. The most interesting thing is that the average person can tell when others are engaging in religious behavior while many scholars and scientists have problems defining it. The concept of religion is like the concept of culture. It may be easy to use in ordinary discourse, but difficult to define exactly. Dow, 187)

In nineteenth and early twentieth century, Bronislaw Malinowski as the father of modern empirical anthropology concluded that anthropological definitions of religion in mid nineteen-twenties had become frankly chaotic. Cultural anthropology was not in good shape when it came to defining religion.

Malinowski's definition of religion was the result of other early anthropological theorists beginning with E. B. Taylor (1958) who defined religion as a belief in spirits. Spirits were gods, animating powers, animal-spirit companions, etc, all of which seemed to have a religious cast. (Dow, 196)

Malinowski wrote:

“Our historical survey of theories has left us somewhat bewildered with the chaos of opinions and the jumble of phenomena. While it was difficult not to admit into the enclosure of religion one after the other, spirits and ghosts, totems and social events, death and life, yet in the process religion seemed to become a thing more and more confused, both an all and a nothing. [Malinowski 1948:36]

Malinowski attributed the origin of these religious ideas to dreams rather than to cultural evolution. This was a back-door admission that religion had some sort of biological origin since dreams are produced in the central nervous system. Taylor's book Primitive Culture was aimed at adducing evidence for the great
*doctrine of animism*, his insightful theory about the “origins” of religion (Saler 1997). Many thinkers in the late nineteenth century were searching for these origins, a state of religion in its more pristine form out of which the more “enlightened” religions of

The 19th century evolved. Thus, when so-called “primitive” beliefs such as magic or divination cropped up in 19th century European society, they were regarded as survivals carried over from earlier evolutionary forms in a manner akin to vestigial organs in animal physiology (Taylor 1958:112--159).

Taylor spent time looking at world religions and reduced their fundamentals to his concept of *animism*. He theorized that human consciousness reached out to understand the world by projecting into it beings or souls with very human-like intentions. It was a logical way of thinking, based on the experience of dreams. Taylor saw humans as always improving their intelligences through rational thought. The primitives were basically rational in their idea of souls, but they had little scientific knowledge. Animism was rational and at the same time ignorant. Taylor believed that minds would improve as they acquired more scientific knowledge.

Durkheim later followed this progressive tradition by declaring that science would eventually triumph over religion as the primary human representation of reality.

Nineteenth century ideas about the origins of religion left biology behind and began to speculate about the socio-cultural evolution of religion, a process that, at that time, was clearly connected to concepts of social “progress.” One of the first definitions of religion within this school of thought was proposed by Emil Durkheim (1963[1912]). He defined religion as a collective representation that
made things sacred. Religion was a universal view that created the sacred. The power to do this resided in the collective itself, society. Therefore, society had to create religion. Durkheim felt that religion was the foundation of society.

The problem with Durkheim's definition was that some people practiced religious activities by themselves without the presence of others, without society. You could say that they were surrounded by a society in some environmental sense. But there were persons, shamans, diviners, prophets, charismatic cult leaders, and other holy folk, who communicated directly with the divine without the intervention of social convention and who created religion on their own. Durkheim lumped this sort of behavior into the category of “magic,” said that it was outside of religion, and so, preserved his society-oriented viewpoint at the cost of leaving out a vast panoply of behavior that most people would call religious. Durkheim ignored the possibility that religion was coming out of the human brain, the mind, without the help of “society.”

“Religion” is a folk category in Western culture. Comparative analysis can flounder on efforts to use folk categories in scientific analysis. It is important for scientific investigation to have a clear definition of a phenomenon. Folk categories can be over generalized into essentialist definitions that are of little use. Today's anthropology has often been driven back to the idea that, although we can see basic human behavior in each cultural system, the cultural systems are them- selves ultimately unique. This is true, but defeats the effort to discover the evolutionary history and adaptive processes in human behavior. One of the most well known proponents of an essentialist definition of religion that incorporates the idea of cultural uniqueness is Clifford Greets, who put forward a definition that has been quite influential. Greets (1993 [1966]: 90) defined religion as:
A symbols system which acts to establish pervasive, powerful and long lasting motivations and moods in human beings by formulating conceptions of a wide ranging order of existence and clothing these conceptions with such an aura of factuality in which the motivations and moods seem uniquely realistic.

**6.10. Globalization and religion**

Referring to famous sociological references, it is obvious that religions have also played important roles in bringing about and characterizing globalization. Globalization pretty much encourages religious pluralism. Globalization further provides fertile ground for a variety of no institutionalized religious manifestations and religions identify themselves in relation to one another.

Consideration of the relation between religion and globalization involves two basic possibilities. There are, on the one hand, religious responses to globalization and religious interpretations of globalization. These are, as it were, part of doing religion in a globalizing context. On the other hand, there are those analyses of globalization that seek to understand the role of religion in globalization and the effects of globalization on religion. They focus on observing religion in a global society. By far the largest portion of the literature that relates religion and globalization is of the former sort, and therefore it is well to begin there.

Globalization is regarded as a largely economic, imperialistic, and homogenizing by a great many religious commentators and they share the economic/mass cultural/political perspective, evaluating globalization as anywhere from a threatening challenge to the manifestation of evil in our world. In many respects globalization in this segment of the literature is a successor term for what used to be censured as the capitalist system or cognate terms. Some other resources state
that globalization results in violence and the unjust oppression of the majority of people around the world. It threatens local and indigenous cultures, imposing a particularly heavy burden on women.

It is the chief cause of global and local environmental degradation, again to the principal detriment of the mass of marginalized humanity. Such theologically inspired positions are not restricted to the representatives of a particular religious tradition. Thus, for example, Christians, Buddhists, Muslims, Jews, and those speaking from indigenous traditions all arrive at similar critical assessments of globalization. And far from being a characteristically religious perspective, such arguments are quite common in the overall literature, whether recognizably religious or not. Among other consequences, is that religion and religious sensibilities are at root outside of and contrary to globalization, that globalization and religion are fundamentally incommensurate. Another segment of both the religiously inspired and the secular literature, while often sharing many of the negative judgments, nonetheless sees a much closer relation between the two. As noted, these observers almost invariably share the broader meanings of globalization, especially the dialogical and from below perspectives.

Religious insider perspectives do not necessarily limit themselves to opposition, however. Some theologically oriented observers argue that religion has an essential role in shaping globalization; that the negative outcomes of globalization point to the need for a positive global ethic, which religions can provide. The efforts led by Hans Kung in this direction are perhaps the most well known. For Kung, not only does the globalized world require a guiding global ethic, but key to the development of that ethic is harmonious relations and dialogue among the world’s religions. The combination signals a dialogical understanding of globalization that Kung shares with many other observers.
Here it applies to religion: the globalized whole depends for its viability on the contribution of religion, yet this contribution presupposes a plurality of particular religions that come to understand themselves in positive elation to one another. Unity and diversity are both constitutive of the global. This core assumption of Kung’s Global Ethic Project points to general features of how those contributions to the globalization debate that do not ignore religion have sought to understand its role in the process: as an important dimension of globalization that exhibits the characteristic dynamic tension between global and local, between homogeneity and heterogeneity, between the universal and the particular.

Globalizations perspectives seeking to include religion have taken several directions of which the following are likely the most significant. Certain approaches analyze religion as a global or transnational institution, whose diverse manifestations operate to a large extent independently of economic and political structures and that bind diverse regions of the world together in ways comparable to global trade, international relations, mass media, sport, communications media, or tourism. A second but related focus of observation is the role that religious systems play as powerful cultural resources for asserting identity and seeking inclusion in global society, especially among less powerful and marginalized populations. It is in this context that religion-political movements, including so-called fundamentalisms, receive the most focused attention.

A third strategy goes even further, attempting to show how the formation, reformation, and spread of religions have been an integral dimension of globalization as such. From this angle, what we today conceive as the most typical forms of religion and even the typical understandings that we have of
religion are themselves outcomes and reflections of the historical process of globalization. Although these three directions are by no means mutually exclusive, for the sake of presentation they can be treated separately. Each implies a somewhat different theoretical emphasis, and each also tends to focus on different empirical manifestations of religion in our world.

The relative absence of religion from many globalization perspectives and theories is in some respects quite surprising, especially when one looks at the issue historically. Of the forces that have in the past been instrumental in binding different regions of the world together, in creating a larger if not exactly a geographically global system, economic trade and political empire have certainly been the most obvious; but in conjunction with these, it is equally clear that what we today call religions have also at times played a significant role. Hindu civilization at one time spread throughout South and Southeast Asia. Buddhist teaching and monastic traditions linked together the vast territories from Sri Lanka and the Indian subcontinent, through Afghanistan and China to Korea, Japan, and most of Southeast Asia. In the early Middle Ages the Christian church was the only institution that overarched and even defined as a single social unit that northwestern portion of the Eurasian landmass known as Europe. And this largely over against its neighbor, Islam, which by the twelfth century CE had succeeded in weaving a socio-religious tapestry that extended from Europe and sub-Saharan Africa through all of Asia into the far reaches of Southeast Asia. It informed without doubt the largest world system before the arrival of the modern era.

Yet perhaps most important in this regard is that, as the European powers expanded their influence around the globe between the sixteenth and twentieth centuries, thus setting the conditions for contemporary truly worldwide
globalization, Christian religion and Christian institutions were throughout that entire period key contributors to the process. The churches accompanied European colonizers in Africa, the Americas, and Australasia; Christian missions, whether independently or in conjunction with secular authorities, sought conversions in all corners of the globe.

Consequently, today the vast majority of globally extended religious institutions are in fact Christian organizations and movements. A wide variety of these include, for instance, the Roman Catholic Church (along with many of its religious orders), several Protestant and Eastern Orthodox churches, the World Council of Churches, Seventh-day Adventists, the worldwide Pentecostal movement, and Jehovah’s Witnesses.

Christian missions still crisscross the world: American missionaries are to be found in Latin America, Africa, and Asia; African and Latin American Christians conduct missions in Europe and the United States; Australians serve in India; South Koreans are a major presence in southern Africa; and everyone is trying to spread the word in the countries of the former Communist bloc.

Although Christian establishments thus dominate numerically, they are far from being alone among transnational religious institutions. Muslim movements and organizations or brotherhoods reform movements like the Pakistani Tablighi Jamaat and the Turkish Milli Görüş, and unity foundations like the World Muslim Congress or the World Muslim League are broadly established in different regions. They are far from negligible in importance. Buddhist organizations such as the Foguangshan or the So¯ka Gakkai have a worldwide presence, as do Hindu movements like the Ramakrishna Math and Mission, the Vishwa Hindu Parishad, and the Sai Baba movement.
The specific literature on any of these is fairly substantial. Yet with some exceptions, notably Christian manifestations like the Roman Catholic Church and Pentecostalism, globalization perspectives have not concentrated on these perhaps most obvious of global religious forms as a characteristic dimension of the globalization process. Instead, a growing literature has been focusing on religion in the context of global migration. The more or less permanent displacement of large numbers of people from diverse regions and cultural backgrounds to many other parts of the world, but notably from non-Western to Western countries, has like few other phenomena brought home to an increasing range of observers just how much humanity is now living in a single world where identity and difference have to be renegotiated and reconstructed. Dialogical theories of globalization and those that stress globalization from below have been particularly apt to analyze the consequences of global migration, but the issue is not missing from many that understand globalization primarily in economic or political terms. Like global capitalism or international relations, this question is not susceptible to easy understanding on the basis of theories that take a more limited territory, above all a nation-state or a region like Europe, as their primary unit of analysis. In the context of the various other structures that make the world a smaller place, global migrants in recent times maintain far stronger and more lasting and consequential links with their countries of origin. Globalization approaches allow a better understanding of why they have migrated, what they do once they migrate, and the dynamics of their integration or lack thereof into their new regions.

Given that religious institutions, religiously informed worldviews, and religious practice are so often instrumental in these processes, the growing number of efforts to understand religion’s role among global migrants is not surprising.
Such contributions have focused on the concrete religious institutions of the migrants in their new homes, the immigration and integration policies and attitudes of the host countries, the transnational links and flows that the migrants maintain, and the influence of these Diasporas communities on the global religions that are usually involved. Not infrequently in such analyses, the sorts of transnational religious organizations and movements just mentioned are salient topics, since the migrant communities are often instrumental in bringing about, developing, and maintaining their global character. Thus, for instance, we have consideration of Senegalese presence in the United States, Taiwanese Foguangshan establishments in Canada, Turkish Süleymanli Communities in Germany, Tablighi Jamaat mosques in Great Britain, Japanese Buddhist temples in Brazil, as well as African or Latin American Pentecostal churches in North America and Europe. As this illustrative list demonstrates, the bulk of this literature reflects the fact that it is people in Western countries that carry out most of such globalization analyses. This imbalance needs yet to be corrected. Nonetheless, the examples do demonstrate one of the important ways that globalization perspectives are being applied to religion and conversely how the analysis of religion is coming to inform theories of globalization themselves. Moreover, the consideration of the role of transnational religious institutions in the context of global migration already implicates the second way that religion has been understood as a significant contributor to globalization processes, and that is as a cultural, but especially political resource.
6.11. Globalization and different religions

A further theoretical approach to the role of religion and religions in globalization goes beyond the idea that religious worldviews and institutions have participated in the process. It focuses on the degree to which both modern institutional forms and modern understandings of religion are themselves manifestations of globalization. With the centuries-long development of what is today a globally extended society, religion came to inform what is today a globally extended religious system consisting primarily of a series of mutually identified and broadly recognized religions. These religions, in virtually every region of the globe, include Christianity, Islam, Hinduism, and Buddhism, but a variable list of other religions receives almost as broad legitimacy.

For this approach to religion and globalization, the construction of the religious system is not only recent. It is also very much selective; not every possible religion, not everything possibly religious counts. Symptomatic of both aspects are ongoing and recent debates among scholars of religion concerning the meaning of the concept and its supposed Euro centrism. One perspective in these controversies has it that religion is at best an abstract term, useful for certain kinds of analysis but not something real that is actually out there in the world. A prime argument in support of this position is how the ideas of religion as a separate domain of life and of the distinct religions are so demonstrably products of relatively recent history and so clearly attendant upon and implicated in the concomitant spread of Christian and European influence around the world.

Another is that religions is empirically too narrow, as what is meant by them does not cover nearly everything in our world that is manifestly religious using slightly different notions of religion. Cogent as such arguments are, however,
they point exactly to what the theory under review states: a peculiar way of understanding religion and institutionally embodying religion has developed in conjunction with and as an expression of the process of globalization. It is accepted and contested right around the world. Similar to global capitalism and the global system of sovereign states, the idea and its putting into practice exclude as well as include. It also involves power and imposition, as do all human institutions. And just as ant globalization movements are themselves important manifestations of that which they seemingly oppose, so too is contestation — whether academic, theological, or broadly political—with reference to religion and the religions symptomatic of the social and cultural reality that it contests.

A strict corollary of this theory, a consequence of the selective nature of his religious system, is that new religions will constantly try to form and that much religiosity will escape the system. The existence of this global religious system, simultaneously at the global and local levels, therefore spawns its constant development and the constant challenging of the way it operates. That idea leads logically to consideration of the religiousness of the global system itself.

**6.12. The effect of Globalization on Religion**

As all major religions of the world derive from the same root source, it is importance to realize the significance of mutual respect that has been advocated in all religions. Furthermore, with globalization of free flow of information via high technology and the movement of peoples cross borders can only positively help religious tolerance to increase.

This religious unity is mentioned in all religious doctrines but unfortunately, the events of history up until the present day has unfolded with the emphasis on
differences than that of similarities. But if we are to revert to that which has been stated in all the following Holy verses, perhaps we can shift from religious harmony as a conception and materialize it into a reality.

The Islamic Quran states:

‘O Mankind, we have created you male and female, and have made you races and tribes, that you may know each other’ (Al Quran 49:13).

In Judaism, it states:

“Seek peace and pursue it.... Seek it where you are and pursue it in other places as well.” (Psalm 34: 15)

In the Old Testament, it states:

“Love your enemies, bless them that curse you, do good to them that hate you, and pray for them which despitefully use you and persecute you” (Matt. 5:44)

“May God...grant you to be of the same mind with one another” (Romans 15: 5-6)

In Hinduism, Swami Vivekananda states:

“Help and not fight, assimilation and not destruction, harmony and peace and not dissension are the substance of my faith”
6.13. History of Globalization and Religion

In discussing the issue of Globalization and its relations to religion, very little remains outside these two very significant realms of society. Religion is an institution that has existed since the emergence of the first man and humanity. On the other hand, globalization, as we perceive it today, has been an undergoing process for centuries. Although the term ‘globalization’ emerged as a buzzword in the 1990’s after the collapse of the Soviet Union, the process of globalization had been taking place long before. In the article *Globalization since the Fourteenth Century*, globalization has been defined as ‘the physical expansion of the geographical domain of the global—it is, the increase in the size and volume of global flows—and the increasing influence of global forces of all types on local life. Forces and moments of expansion mark the main turning points and milestones in globalization history’.

We see all the factual events of history, whereby, globalization evolved when since Alexander the Great in 325 B.C., when Chandragupta Maurya turns to be a Buddhist and bring together trade economy, the great powers of a world religion and royal armies for the first time. He uses for peace with Chandragupta in 325 B.C. at Gerosia, marking the eastward link among overland routes between the Mediterranean, Persia, and India ad central Asia. Following this, in the first century, the expansion of Buddhism in Asia makes its first appearance in China and consolidates cultural links across the Eurasian Steppe into India, thus, establishing the foundations of the Silk Route.

From the period of 650-850 A.D, there was a vast expansion of Islam from the Western Mediterranean to India; thus, this not only saw to the adoption of the religion of Islam, but all the cultural, social, and educational aspects brought
about by the Islamic Civilization. An example of this would be the Ottoman Empire in 1300 AD, which spanned from Europe, North Africa, and the Middle East; this created the great imperial arch of integration that spawned a huge expansion of trade with Europe.

Eventually, we come to what scholars observe as the birth of Globalization; the discovery of the Americas and the travels of East and West by Columbus and De Gama. This not only inaugurated the age of European seaborne empires, but it also pioneered the exponential expansion of Christianity in these conquered regions.

The development of the slave trade in 1650, marked as a dramatic factor which sustained the expansion of Atlantic Economy, giving birth to integrated economic/industrial systems across the Ocean with profits accumulating in Europe during the days of mercantilism and the enlightenment.

The ‘integration’ of religions and its cultures took about a natural discourse with the merging of civilizations and their evolving trade routes, which ultimately led to the colonization of the Asia, Africa, Central and South America. Thus, here marks the pivotal point where religion becomes an integral part of globalization and vice-versa.


Although a brief summary of the history between the relationship of religion and globalization has been presented, the term globalization became a topic of much discussion after the collapse of the bi-polar world and Communism. Nonetheless, with recent political climax of the past several years and especially in light of the events of President Bush’s war against terror and the subsequent
wars in Afghanistan and Iraq, religion has been once again been evaluated from a political standpoint, whereby it has often been correlated with the effects of globalization upon it.

Therefore, it is crucial to discuss and bring forth the impact of one another in a time where the two can no longer be seen as separate entities, but rather, the strong effects of globalization on religion and vice versa.
Chapter VII: Interlink among Globalization, Culture, and Religion

7.1. The interrelationship between religion, culture and politics

People who migrate from one part of the world to another in search of a better life often depend on their religions and their religious institutions to address an array of attendant problems.

Religion can furnish them with a strong sense of identity and integrity in a situation where they may be strangers. Churches, temples, mosques, gurdwaras, and synagogues can serve as a home away from home where one can speak one’s language, eat one’s food, congregate with people who share one’s situation, and even attain a measure of status that one is denied in the new host society. For many poorer migrants, religious institutions offer vital social services that make survival and establishment in the new land even possible. They may also provide a principal conduit for maintaining ties with the places of origin. In these circumstances religion both is the means for global connectivity and makes up important content of global flows.

Globalization affords conditions for the elaboration of new and expanded transnational establishments whose primary reason for existence is religious but that also serve an array of other purposes. They are at the same time, however, important local institutions, places where people go in their everyday lives for everyday reasons. Thus, to take but one example, a Christian church founded by Mexican migrants in Atlanta is an important community resource for its participants, but it may also have ties with the church back in the Mexican village from which most of them originate, providing financial and other
resources for that village church as well. The religious institution properly speaking includes both localities and is not properly understood unless one takes both into consideration. Globalization perspectives afford that inclusive view.

The role of religion in providing, broadly speaking, cultural resources in a global context is not limited to the situation of migrants, however. Globalization, irrespective of which meaning one favors, implies a kind of compression of space in which the upheaval and uprooting characteristic of the migratory experience are the lot of a great many of the world’s people, whether they leave their homes or not. Parallel circumstances in Africa and Latin America can serve to make this similarity clear. Both these continents have large regions and large populations that are effectively excluded from the main globalized power structures, yet their lives are nonetheless profoundly affected by them.

Religion and religious institutions are important resources for responding to the situation. In Latin America, for instance, one reason for the rapid rise of Pentecostal Christian churches along with significant growth among Afro-Brazilian religions like Candomblé and certain Roman Catholic movements is that these institutional religious forms provide people with ways of understanding themselves and coping in a world where their situation is changing and often precarious. They afford people Narratives with attendant life practices by which they can give themselves a meaningful and dignified place in this world.

Religion lends them a measure of power. Even more clearly, in sub-Saharan Africa above all Christian and Islamic organizations, centers, networks, and movements offer large numbers of people at least some access to an institution that actually functions reasonably to their benefit. Although they are localized institutions and largely in the control of local people, a far from insignificant part
of the appeal of these religious establishments is that they have links to and represent access to the wider globalized world. This has always been one of the attractions of both Christianity and Islam; they have in effect been global religions for many centuries. In today’s world they continue to fill that role. The degree to which religions contribute to the globalized circumstance as well as their character as globalized institutions becomes evident in these cases.

As noted earlier, the one phenomenon that has attracted the most attention to the global significance of religions is the proliferation of effective religion-political movements in almost all regions of the world. From the rise of Hindu nationalism in India and the heavy political involvement of certain Buddhist organizations in Japan to the many highly politicized Islam cist movements in countries as diverse as Iran, Indonesia, and Nigeria, politicized religion has been a constant feature of the global world since at least the 1960s and in many respects well back into the nineteenth century. Although the literature often analyzes them under the somewhat tendentious label of fundamentalisms, two of their most basic features illustrate quite clearly how relevant they are for theories of globalization and how they manifest the global nature of so much contemporary religion.

The first is simply that they have arisen in so many different countries, and almost always on the basis of the traditions and institutions of one of the globally recognized religions such as Islam, Christianity, Judaism, Hinduism, Sikhism or Buddhism. Religions that are very different from one another provide the resources for remarkably similar political movements. The fact that one of the broadly homologous modern states is invariably implicated by such movements is one reason for this similarity, but so is the explicitly global view that they typically represent. Whether one takes the Islamic revolution in Iran, the
religious Zionists of Israel, the Christian Right in the United States, liberation theological movements in Latin America, Soka Gakkai in Japan, the Hindu nationalism of the Rashtriya Swayamsevak Sangh in India, or a host of other examples, most of these movements have justified themselves explicitly in global terms, in addition to local or national ones. Even the Islam cist Taliban in Afghanistan, a movement with hardly any global consciousness when it formed in the early 1990s, very much saw itself in global terms by the time the American-led invasion ousted its government in 2001. What these religion-political movements therefore also demonstrate once again is how localized religion does not have to be globally extended, let alone positive toward the process of globalization, for it to be globally relevant and therefore for globalization theories to be useful in understanding them.

7.2. Religion, culture and globalization

More than a few theories of globalization explicitly address what one might call its ideal dimension, the way it shapes how people understand the nature and purpose of the world and their place in it. Given that such questions of ultimate concern or purpose often appear as defining features of religion, this ideal dimension can also be conceived as its religious dimension, although thereby not necessarily referring to the role of religious traditions and institutions in it. One can divide the analyses of this dimension of globalization according to whether it is seen as a positive or negative feature, and whether unity or diversity of vision dominates.

Positive and unitary interpretations come in a number of variants. There are still a few that see globalizations as inevitably moving the world toward a future of ever greater material prosperity, political democracy, and technological progress
shared equitably among all peoples. Far more numerous are those that share ideals such as equality and inclusion of all people in the benefits of global society, perhaps under the rubric of universal human rights; but they consider that at the very least human society has a long way to go before these are realizable, and that certain features of globalization actually stand in the way of their realization.

Several perspectives grounded in institutionalized religion fall under this heading, for instance, the already discussed Global Ethic Project led by Hans Kung, or the Justice, Peace and Integrity of Creation program of the World Council of Churches. Typically, these and other examples consider such values as equality among peoples, religions, classes, and genders to be completely unquestionable. With equal self-evidence they exhibit strong ecological sensibility and valorize the natural environment. Into this category also belong those social-scientific approaches that stress the global preponderance of idealized models, especially models of progressive economy, the nation-state, education, legal structures, mass media, art, and culture.

Unitary but negative visions share most of these characteristics but reject the idea that any of these developments can have a positive outcome. Sometimes these take world rejecting communitarian directions, advocating retreat from the globalized world. Ironically perhaps, it is not uncommon for these visions to espouse precisely the sort of egalitarian values typical of the positive versions but insist that this is only possible in a separated—and usually quite small-scale—society.

Some subdivisions of environmental and back-to-nature movements exemplify this possibility. In many re-specs they are mirror images of globalized society, and in that respect reflections of it. By contrast, there are those rejections of a
unitary globalization that insist on the unique validity of a particular culture or society. Some so-called fundamentalist visions fall in this category, but it must be stressed how comparatively rare they are. The Afghan Pashtu Taliban, in contrast to most Islam cist perspectives, may have been one of the few.

Pluralist visions of the world are variations on the unitary ones, putting greater stress on, respectively, the difference or the irreconcilability of diverse worldviews. The clash of civilizations model made famous by Samuel Huntington is representative of a negative version, dependent as it is on the idea—not to say ideal—that quasi-essential civilizations with particular characteristics actually exist logically prior to the globalized context in which mutually identifying them might make sense. Pluralist positive perspectives, by contrast, are even more mere variations on the unitary variety: the value of pluralist and egalitarian inclusion here is simply more strongly emphasized.

What is therefore especially noteworthy of all these representations of globalization’s ideal dimension is just how close they are to one another. Without in the least underplaying the degree to which globalization entails vast differences in power and influence among different regions and different people; without denying the significant contestation, even conflict, between different visions of what the global world is or should be; this seeming narrowing of alternative world visions may in the end be one of the most powerful symptoms of the social reality which the idea of globalization seeks to name.

**7.3. Unwanted impacts of Globalization on Religion**

Given the previous stated definitions of globalization by various scholars, it can be noted that the global dominance of globalization has affected religious and cultural values, whereby its process is seen as a threat to these traditions. For
reasons such as diversity and its threat to the religious traditional values, globalization is seen as a polarization factor within these defined religious identity and its practice.

The *Economic and Political Weekly* on March 27, 2004 stated the following arguments on the major interface between religion and globalization in India: (1) the major consequences of globalization have been the transmogrification of traditional religions and belief systems and (2) the beginning of the disintegration of the traditional social fabrics and shared norms by the invasion of consumerism, cyber culture, newfangled religions, social fads, and changing work ethics and work rhythms, (3) allowing people to fall back on religion for moral and social support, attributing to religion the creation and acceleration of extremist, fundamentalist, and terrorist tendencies in the third world countries, which are intended to destabilize them, and strike at the root of their civilization, and multicultural and pluralistic nature.

The paper later argues that globalization is the first truly world revolution. And ‘all revolutions disrupt people’s customs and traditions. Indeed, they threaten safety, security and even identity of people. The world revolution which is globalization, to some extent, threatens the security of all people”’. For example, with the infringement of these religious and traditional cultural values by Western Capitalists, values such as the attainment of wealth often contradicts what Islam allows as a means of wealth accumulation.

The inevitability of globalization and adjustment or submission of peoples all over the world to free market capitalism depends on the capacity of the dominant and ruling classes to bend people to their will and convince people that their interests are the people’s interests, make them see the capitalist as their own. It also depends on the capacity of these dominant classes and their ideologues to
undermine the growing resistance to the model of free market (Economic and Political Weekly, 2004).

Samuel Huntington as the political scientist stated “money becomes evil not when it is used to buy power… economic inequalities become evil when they are translated into political inequalities.” This misuse of power acquired though economic dominance has been a pattern that has increased with globalization. The monopoly of Multi-National Companies and Foreign Direct Investment of first world nations in third world nations has given them a substantial level of authority which extends from economic control to shaping political policies.

This can be clearly observed in the example of the Middle East and its ongoing conflicts. The political turmoil in the whole Middle Eastern region is as much as an issue of capitalizing on the global oil market as is the issue of political and religious dispute. Although the issues of the Middle East has been primarily portrayed as one that is religious and territorial, one cannot ignore that these disputes may have been solved long ago if the policies of that region were not shaped and affected by nations who control the oil cartel, which is so crucial to the survival of many first world nations. Therefore, globalization and religion cannot be seen as separate entities, but rather, they are intertwined in a way that influences the course of political and economic discourse.

Using examples from Bangladesh, even though statistics show that Bangladesh is underdeveloped, there are sufficient features in the developments works both in public and private sectors which will expose that the rich are reaping the benefits whilst the under privileged remain at the bottom of the socio-economic stratum. The consumer market economy does not in any way indicate any concern for welfare of the poor in particular. On the contrary, the economy assumes that the poor will get their share of development and benefits along the
normal course of development. This is a true exposition of a laissez-faire economy, where profit making gets priority over welfare and ethics. This is where there is a direct contradiction between Islam and capitalism/consumerism. Even though a country such as Bangladesh does gain from the process of globalization, when compared to wealthier nations, there lies a stark contrast.

Furthermore, with the advancement of technology and its means of media and the free flow of information, terror groups have used their political agendas by using religion as a tool to fulfill these political gains. Simultaneously, the same source of media and information has been successful to portray this global misconception of Islam or Muslims as extremists or terrorists.

Perhaps the larger issue at hand is not religion per se, but the growing disparities of the rich and the poor, between classes and between developing and first world nations. These economic, political and cultural disparities that are the growing repercussions of globalization often are misconstrued as a fundamentalist religious cause.

### 7.4. Desirable impacts of Globalization on Religion

Thus far, the negative repercussions and complexities of globalization and its infringement on religion and culture and its attribution to class differences have been presented. That is not to say that globalization is all negative. It has also brought about a culture of pluralism, which is so prevalent in all religious teachings.

With globalization, we have seen the emergence of global human rights and environmentalist groups that protect the interests of those often victimized by globalization. Furthermore, with the creation of Organizations such as the United
Nation, World Health Organization and World Bank, etc., whether effective or not, has increased means of transparency and security. In this regard, the creation of a peaceful ‘global village’ has allowed the issues of poverty, war, and environment to have a global consensus and participation.

This integration has allowed the erosion of cultural, ethnic and religious differences that often pertained as ideologies that divided in the past. Therefore, with the free movement of populations and the immigration, we have seen the development of multiculturalism and perhaps mutual understanding and respect.

**The Quran declares:**

“We have sent three Inspirations to Ibrahim (Abraham), Ismail (Ishmael), Ishaq (Issac), Ya’qub (Jacob) and the Tribes, to Isa (Jesus), Ayyub (Job), Yunus (Jonah), Harun (Aaron) and Solaiman (Soloman), and to Dawud (David) we gave Psalms. Of some messengers we have already told thee the story...(Surah Al Nisa 4: Verse 163-164).

Essentially, all religions teach these shared principles of love, patience, peace, justice and equality. The Unity of the Creator and mankind are the essence of all religions as sent trough the Holy Prophets and messengers of God; from the first Man and Prophet, Adam (AH), to successive Prophets such as Prophets Noah (AH), Abraham (AH), David (AH), Moses (AH), Jesus (AH), and Prophet Mohammad (SAW), (Peace Be Upon Them), there has been a call for human understanding and peace. They have all carried the messages of God to bring forth a perfect equilibrium towards our existence on earth. They have shown us the way to obtain this harmony in the institutions of Society, Marriage, Politics,
An Islamic View

Islam recognizes all the Messengers and makes no discrimination among them.

The Holy Quran says:

“The Messenger Mohammad (SAW) believes in what has been sent down to him from his Lord and so do the believers. Each one believes in: a) Allah, (b) His Angels, (c) His Books and (d) His Messengers. They say we make no distinction between one and another of His Messengers. We hear and obey, oh! Lord and seek your forgiveness” (Surah Baqara 2 vs.285).

Referring to the honorary status bestowed upon Prophet Ibrahim (Abraham) (AH) as a Friend of our Lord it is mentioned in the Holy Quran:

“And who can be better in religion than one who submits his face (Himself) to Allah; and he is a Mushin (a Doer of good). And follows the religion of Abraham the Han if (Monotheist). And Allah did take Abraham as a Khalil (an intimate friend).” (Sure Al –Nisa: vs125).

As the descendants of Prophet Ibrahim (AH), prophets of our Creator, Prophet Musa (AH), and Prophet Mohammad (SAW) share the religion and teachings of their ancestor, Prophet Ibrahim (AH). Given this fact, it is only appropriate all religions collectively seek inter religious cooperation through dialogue to further seek knowledge on the prayers that were asked by the holy Prophets. The Holy Quran repeatedly declares that the high status and dignity must be given to these
Prophets as an essence of Islam, which reveals the acceptability of other Prophets.

In the era in which the term globalization has been given concrete definitions by which most of the world and its diverse religions, cultures, languages are an integral part of its process, it is crucial that we look upon something that is more definite to unify us in a positive direction. By utilizing the free flow of communication easily available through advanced technology, religions should focus more on the humanitarian and pluralistic aspects of their teachings as a means to lessen the divide. Furthermore, religion understanding can be one of the most essential means by which foundations of peace and harmony can be achieved. By overlooking differences and uniting under the doctrines of our Creator, we can oversee that the functioning of global groups and their strive towards humanitarian equality is not just rhetoric but a reality. Whereas the adoption of economic aspect of globalization overrules those of the spiritual needs of humanity, let religion be the principles by which we follow to fill the vacuum of inequality that is so often created by globalization of capitalist economies and free markets. The integrated economic, social, and political needs are subordinate to imperatives of faith and morality.

Faith as a whole should be seen as a collective unity of all religions, so that they may emancipate themselves from the negative consequences of globalization. As stated in the Holy Quran and so eloquently practiced by Prophet Mohammad (SAW) in his roles as a spiritual guide, a head of state and leader of community, a supreme judge and arbitrator of dispute, a reformer of society; that we all descend from the religion of Prophet Abraham (AH) and we all look upon our Creator as the ultimate source of perfection and emancipation. The source of
religion is not to divide but to unite to bring upon this justice and equality in this world, whatever the challenges and adversaries may be.
Chapter VIII: Hofstede Cultural Dimensions.

8.1. Definitions of Hofstede's Cultural Dimensions

According to Geert Hofstede’s research there are five dimensions in cultural diversities as follows:

**Power Distance Index (PDI):** this index focuses on degree of inequality among the members of an organization, for example a family. A higher degree of power distance indicates that inequality of wealth and power is allowed to maintain and grow within an organization. It indicates that the followers and the leaders of an organization expect and accept the level of inequality. Power and inequality are very much fundamental facts of an organization. Anyone with international experiences acknowledges that all societies are clearly unequal. But some of them are more unequal comparing to other ones.

**Individualism (IDV):** this index focuses on the degree that a society tends to individualism or collectivism. The individualist society is a society in which ties among individuals are weak. Everybody is expected to be looking after himself and his immediate family members. The collectivist society is a society in which people are integrated in groups with strong relations, mostly extended families. Collectivism in this regard does not have any political meanings. This is a highly fundamental dimension of all societies all around the world.

**Masculinity (MAS):** this index’s focus is on the degree of gender differentiation in a society. If a society has a high ranking in masculinity means the society is a traditional masculine model of mail control and power. A society with low masculinity ranking shows that it has low level of discrimination between genders. In this society females are equally treated as males in all aspects.
The IBM studies show that women's values variation is less than men’s among different societies. The women in feminine societies have modest and caring values same as the men, while in the masculine society they are somehow assertive and competitive but not as much as the men.

**Uncertainty Avoidance Index (UAI):** this index is dealing with tolerance for uncertainty in a society. It eventually refers to people’s search for truth. A high degree of uncertainty avoidance means that the society has low tolerance for ambiguity and uncertainty. A low degree of uncertainty avoidance means that the society has fewer concerns about ambiguity and uncertainty, and that society has more tolerance for different opinions. People in uncertainty avoiding countries are more emotional and motivated, while people in uncertainty accepting societies are much more tolerant for different opinions.

Long-Term Orientation (LTO): this index focuses on the degree that a society embraces or does not embrace devotion to traditional values. A society with high degree of long-term orientation means that this society prescribes long term commitments for traditions. A society with low degree of long-term orientation means that this society does not reinforce long term commitments for traditional values. In the society with low degree of long term orientation change can happen more rapidly compared to the societies with high degree of long term orientation; which means values associated with long term orientation society are perseverance and thrift.
8.2. Iran's Hofstede cultural dimensions and its analysis

Iran, like the other Muslim countries, has high degree of Power Distance (PDI) and Uncertainty Avoidance (UAI) regarding Geert Hofstede Dimensions. We should note that these Dimension rankings for Iran are much lower than many other Muslim countries, though. This shows that there are more moderate applications of these two Cultural Dimensions of Hofstede within Iranian society.

Highest Dimension ranking of Iran was Uncertainty Avoidance at 59, compared to 68 for the Muslim world ranking, which indicates the society’s low level of tolerance for uncertainty. In an effort to reduce or minimize this level of uncertainty, laws, strict rules, regulations and policies are implemented and adopted. The final goal of this nation is to control everything in order to avoid or eliminate the unexpected. Because of this high Uncertainty Avoidance characteristic, the society is very risk adverse and does not readily accept change.
Power Distance (PDI) for Iran would be the second highest Hofstede ranking, at 58, compared to Power distance of the Muslim world ranking of 80.

The high Power Distance (PDI) is implying a high level of inequality of wealth and power within the society. This condition is not necessarily subverted on the population, but rather accepted as their cultural heritage by the society.

![Graph showing Power Distance Index for various countries]

Figure 2: Muslim World’s Hofstede Dimensions
Lowest Hofstede ranking for Iran would be Individuality (IDV) at 41, while this index for the Muslim countries has the average of 38. The low ranking on this Dimension reveals that the society is Collectivist rather than Individualist.

This is manifest in a close long-term commitment to the family, extended family, or extended relationships. In a collectivist culture, loyalty is dominant, and over rides most other societal regulations and rules. The society encourages strong relationships where everyone feels responsible for fellow members of their group.
8.3. A Comparing table on Hofstede’s dimensions for Iran and fifteen other countries.

Table 2: Comparative Table of Hofstede’s Dimensions

<table>
<thead>
<tr>
<th>Country</th>
<th>Power Distance Index (PDI)</th>
<th>Individualism (IDV)</th>
<th>Masculinity (MAS)</th>
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<tbody>
<tr>
<td>Iran</td>
<td>59</td>
<td>42</td>
<td>44</td>
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<tr>
<td>Muslim World</td>
<td>81</td>
<td>39</td>
<td>53</td>
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<td>India</td>
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<td>Indonesia</td>
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<td>Thailand</td>
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<tr>
<td>China</td>
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<td>Hong Kong</td>
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<td>South Korea</td>
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<td>Turkey</td>
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</tr>
<tr>
<td>Canada</td>
<td>40</td>
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</table>
Chapter IX: Methodology, Analyses and Results

Abstract

In this section the analysis of the cases will be explained in detailed. The data gathering techniques, data analysis styles and nature of questionnaires are explained. Later in this chapter the conclusion of this study and also the limitations of this research are presented. The suggestions for future research are also given as a direction for follow-up studies on this topic.

9.1. Sample Data and Interviews and Hypotheses

Our data collection techniques are face-to-face interviewing and written questionnaires. We have selected 32 Companies in different sectors of industries and placed face-to-face interviews with their top managers. Our goal was to have their viewpoints on globalization in connection with religion and culture. Selection of the cases is purposive sampling.

This research is based on theory of constructivism.

Hypotheses

- Globalization and its different characteristics do not have any negative effects in managing medium size Iranian companies especially in the private sector of the economy. Globalization does not function as forces that reduce performances of these companies. This view is supported by most recent theories of globalizations; and economic models of globalization show similar results as well.
• There are not any negative influences of cultures that could lower the performances of Iranian companies when facing different cultural issues. This perspective is more convincing in private sector of the economy; this view is also supported by different theories and also validated by researchers that worked on similar studies.

• Religions do not negatively affect the performance of medium size Iranian companies. Although, there are issues associated with religions that could be addressed by key managers of companies; and proper cautionary policies should be implemented.
9.2. Individual Case Studies

Company No.1

Face to face interview with manager of Company number 1.

Industry sector: Textile

Product: Machine-made carpets

Company background, profile and expansion strategies

Company No.1 is one of the largest companies with great success in machine made carpet industry. Total production of machine made carpets in Iran is roughly 40 million square meters per year, while this company has more than 10% of the market with yearly production of 4,500,000 square meters. Production site of the company is located in Mashad but marketing department and show rooms are Tehran.

Company No.1 was established in 1985 and launched its production soon after construction operation and mounting of machinery and production equipment in 1988. The starting capacity of the company was 1,200,000 square meters and then during 1990's and beginning of 2000's with three expansion projects the capacity was increased to 5,000,000 square meters. Capacity utilization of the company is 90%.
Expansion strategy

While increasing production capacity, management of the company focused on high quality carpet in good variety and attractive colorful designs. Nowadays in addition to carpets with traditional Iranian designs such as Tabriz, Esfahan, Qom and Kashan they produce carpets with modern designs as well. This diversity in designs and high quality of machine made carpets are the main reasons of improving and maintaining the market share the company. Long term goals of the company have two dimensions expanding and increasing the production capacity and having a market share of 15% by 2016 and improving the efficiency of marketing plans on one hand and upgrading the quality of carpets on the other hand.

Management of the company argues that Iranian handmade carpet are very popular and recognized as high Quality carpet all over the world, but as a matter of fact machine made carpets do not have the quality and elegance of handmade ones.

Therefore research and development department (R&D) of this company has been working hard to improve quality, durability and elegance of their machine made carpets. Management of the company has set plans to produce carpet with the same quality and characteristics of handmade carpets by 2016.

Management background

The chairman of the company is a gentleman of 69 years old. He is a textile engineer and has been in textile industry for almost 40 years. Before establishing this company, he was working in a large textile company as production manager
for more than ten years. He is very much experienced in textile industry. He is one of the main shareholders of the company.

The Managing Director of the company is a gentleman of 48 years old. He is a textile and has a master degree in economics from London school of economics (LSE). He is very much active and motivated, he knows his business very well, and he seems very much loyal to his company and confident that company will achieve its goals and targets on time.

The CFO of the company is a man of 55 years old; he has a B.A. degree in accounting and master degree in auditing in auditing. He has 28 years of experience in cost accounting. He is very smart and very conservative.

**Personnel qualifications:**

Production of machine made carpet is very much labor intensive. Company No.1 has a total of 1200 employees including 40 carpet designers, selected from the best carpet designer in Iran. 180 of them are university graduates with PhD, masters, engineering and B.A. degrees, 220 of them with high school diploma and the rest below high school diploma.

During our interview and in follow up meeting with the chairman of the board of the company he mentioned that in order to maintain their position in the market as a high ranked player, they have to increase their market share to a level of 15-20 percent.

He was very optimistic and comfortable about future of the company and then added "by positioning our company as a high ranking player. We believe that increasing the volume of production is very good, but not enough. We have to
improve the quality of our products and the quality of services which we provide to our clients."

When I asked about his views regarding cultural difference and its influence on the international business of the company he said, "cultural differences between nations who are doing business with each other are very normal. The main members of WTO are coming from different cultures. USA, Japan, China, Europe, India, Brazil are the main member of WTO, their cultures are very much different, but none of them consider these difference as obstacles in doing business."

He then added "Globalization means that every nation, regardless of its culture is a member of the world community" when I asked about his points of view regarding religion difference his reaction and response was interesting, he said "look, you know Mashad is the most religious city in Iran, there are two companies in Meshed which are producing Pepsi cola and coca cola under the license of PepsiCo and coca cola corporation. When you do international business no one asks about your religion or whether you pray or not. You must be competitive both on quality and price that's all."

He said that the company is very active in exporting machine made carpets, they are selling machine made carpets in Germany, Belgium, Italy, England, Netherland, Russia, Japan and many other countries. We have managed to establish fruitful mutual business relations, cultural differences and religious differences never have been negative issues in our business relations."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning
transparency, tax system loyalty, black market, sanctions price fixing, government control, and labor union in relation with company No1.

He said "our business is fairly transparent" then he added" private sector companies should take care of themselves, we have to be flexible somehow; otherwise we must give whatever we earn to tax authorities. We must be realistic, we have to survive"

Concerning loyalty of employees he said, "we have more than 1200 employees, they are good people, but I can't say our employees are very much loyal to the company. People are getting more and more calculative nowadays."

Regarding black market and price fixing he said "more than 80 percent of our sales are being done through official sales channels, and the rest are sold through our private agents, it helps us to earn a bit more and to same taxes." Then he added "we are a member of machine made carpet producers association, at our meeting there, we coordinate the prices. We call that coordination, not price fixing." He said "there are no strong labor unions in Iran. Our employees have their own labor council, but not union."

Regarding the impact of sanctions on the business activities of the company he said "yes, sanctions have serious negative impacts on our business. We need to import raw materials from international companies; we need to export our products to foreign countries. Sanction is a big STOP SIGN for us. Sanction has blocked our banking connections."
Company No.2

Face to face interview with managers of Company number2.

Industry sector: Agricultural machinery

Product: Different sizes of agricultural tractors

Company background, profile and expansion strategies

Company No.2 is the largest manufacture of agricultural machinery in Iran. The company was established during 1970's but after the revolution and nationalization of many industries, company No.2 was not active for a while. The manufacturing site of the company is located in Tabriz and the sales and marketing department is located in Tehran.

During 1990's a group of young managers were assigned to restructure the company and bring it back to operation. The new management started production under the license and according to the standards of a British agricultural machinery manufacturing company. Company No.2 started production of three types of tractors with power capacities of 150 Horse Power, 250 Horse Power and 380 horsepower.

Expansion strategy

Total production of the first year in 1996 was 5000 units of tractors, but the new management production strategy was to increase the production by 25% every year for ten years. They succeeded to fulfill this strategic target and the current production of the company is more than 25000 tractors of different power capacity per year. The management of the company aims to increase the
production even more. They believe since agricultural lands are limited and prices of agricultural lands are going up, the solution for feasible agricultural industry is to get higher output per hectare. In order to achieve that goal farmers need more agricultural machinery and demand for company No.2 will grow up. The long-term target of the company is to expand production equipment and facilities and increase the production capacity to the level of 60'000 tractors by 2015.

The current monetary turnover of the company No.2 is about 400 million U.S. Dollars. Approximately 20% of this revenue comes from exporting agricultural tractors to foreign countries.

The company holds the international certificates of ISO 9001 and ISO 14001 and a safety certificate from institute of standard and industrial research of Iran.

**Management background**

The company has a board of management of seven members; all of seven members are graduates of engineering or management studies.

The chairman of the board is an agricultural engineer and has a master degree in industrial management. He is 56 years old and has been working in different industries for almost thirty years.

The managing director of the company has master degree in mechanical engineering from Heidelberg University of Germany. He is 48 years old, hard working and very much serious. He is a member of the board of management as well. The CFO of the company is a man of 50 years old. He has a bachelor's
degree in cost accounting and a master degree in auditing. He is also a member of the board of management.

**Personnel qualifications:**

Company No.2 has five different workshops and the main assembly line. 1950 employees are working in workshops and assembly line site and 1150 employees are working in administrative, financial, R&D, sales and marketing and general service departments. Out of the total 3100 employee of company No.2 there are 85 with PhD and master degrees, 140 with engineering degrees, 122 with bachelor's degree and the rest with high school diploma or below high school diploma.

I had interviews and follow up interview with chairman of the board and managing director of the company No.2. Chairman of the board was discussing the issues in a very general manner, but managing director of the company was ready to discuss in detail.

During my interview with the managing director I asked him how they are dealing in the context of Globalization and its impacts on trade and industry. He said, "we are dealing well, we have no problem, from the beginning we welcomed this development, and always I have said Globalization is in our favor." He was very much optimistic about the future of the company and said "the future of our company is bright, traditional methods don't work, farmers need to have agricultural machinery and equipment, whatever they want to do. They need tractors. Demands for different types of tractors are increasing years by year. "I asked him if they have any problem regarding cultural differences in their business relations with their agents and customers in their export markets."
He said "we have to accept that cultures and behaviors of different nations are different. We should be careful not to make any misunderstanding; we have to respect other cultures. But in general we have managed our business relations with our foreign business partners in a way that we don’t have any problem in this regards."

Then I asked him about religious difference, he replied, "no, we never had any difficulties in our business relations coming from religious differences, we respect their beliefs and religion and they respect our beliefs."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, and labor union in relation with company No2.

He said, "…our business activities are very much transparent. Our company is a semi private company, our shares are being traded at stock market, and therefore we have to prepare clean and clear financial statements every quarter.

Concerning loyalty of employees he said, "in our five different workshops plus administrative department, altogether we have more than 3000 employees. They respect their company and we are happy with them, but in my opinion this doesn't mean loyalty. People are loyal to their own interest."

Regarding black market, government control and price fixing he said "No, we don’t deal with black market, because sensitive issue of agricultural sector, the government checks our activities carefully. We have to present our cost price to the government bodies; they analyze our calculations and set sales price for us."
These approved prices are our sales prices; therefore there will be way for price fixing or price manipulations."

Regarding strong labor unions he explained that "employees are supporting their common interest, but we don’t have labor unions in Iran as they exist in Europe or United States. Many of our labors are members of labor's home."

Labor's home is a semi official organization to protect labors. Labor's home has close links with government and a few MPs in the Iranian parliament. Labor's home acts as a so called national labor's union."

Concerning the impact of sanctions on their manufacturing and business activities he said, "step by step and gradually sanctions are getting more and more serious. We have to have close business contacts with international markets and international companies. Now a day we realize that we have difficulties to get our raw materials and components from international companies. In some cases when we are not able to receive our materials and components directly from the main supplier, we have to do triangle business and import those items through a third country."

Then he added "one of the most difficult aspects of the sanctions is the impact on banking and financial activities. Transfer of money and foreign currencies is getting more difficult."
Company No.3

Face to face interview with managers of Company number3.

Industry sector: Home appliances

Product: Refrigerators and freezers

Company background, profile and expansion strategies

Company No.3 is one of the well-known refrigerator manufacturers in Iran. The company was established in 1985 and started production in 1988. The starting capacity of the company was 180'000 refrigerators per year and freezers per year.

During 1990's and 2000's three expansion projects increased the capacity of the company to the level of 750'000 different sizes of refrigerators per year and freezers annually.

The domestic market share of the company for smaller size of refrigerators is 12 percent, but for side-by-side types and larger sizes of refrigerators the company has a market share of 20 percent. Company No.3 exports about 15 percent of its production to Iraq, UAE and CIS countries. The company holds the international certificates of ISO 9001 and ISO 14001.

Expansion strategy

The long-term strategy of the company No.3 is to increase the production capacity of refrigerators to the level of 1'200'000 per year and to add washer machines and dishwasher machines to their production range. According to this
expansion plan company will be able to manufacture 1'200'000 refrigerators of different sizes, 200'000 washer machines and 200'000 dishwasher machines by 2015.

CIS countries or commonwealth of independent states are the former republics of Soviet Union

**Management background**

Company No.3 has a board of management of seven members. The chairman of the board is a man of 60 years old. He has a master degree in industrial management. He has been working in different managerial levels for more than 30 years.

The managing director has a master degree in mechanical engineering. He is 56 years old. He has been working in home appliances industry for about 25 years. He joined the company No.3 ten years ago as production manager. After six years of service as production manager and operation manager, board of managers appointed him as managing director of the company. The CFO of the company is a man of 60 years old with a master degree in industrial accounting.

**Personnel qualifications:**

The company employs 1350 employees including 68 of them with PhD and master degrees, 108 with engineering degrees, 125 with bachelor's degrees, 480 with high school diploma and the rest below high school diploma.

During my interview and follow up interview with the managing director of company No.3 I asked him about his views regarding Globalization and free trade environment. He said, "there are some concerns about aggressive
marketing and dumping of low price products from foreign countries, for instance china. But I personally believe that Globalization is an environment in which capable and well-managed companies will benefit and poor-managed companies will lose. I hope and I'm confident that our company is not going to be a looser."

I asked him if they have any difficulties with their foreign business partners coming from cultural differences.

He said "dealing with CIS countries like Russia, Ukraine, Azerbaijan, Armenia and Kazakhstan is much easier for us. We have cultural differences but we understand and respect each other. But dealing with Arab countries like Kuwait, United Arab Emirates and Iraq is somehow more difficult. But we try to make them happy and satisfy with our products and maintain our strong positions in those markets."

Then I asked him about his opinion on religious differences and its impact on business relations. He said, "Russians, Ukrainians and Bella Russians are orthodox Christians. Other CIS countries have other religions. We have no religious difficulties in our business relations with CIS countries.

But again we have to be very careful with our Arab countries agents and customers. We are all Muslims, but Iranians are Shiee Muslims and Arabs are Sunny Muslims. We have to be very careful not to provoke critical religious sensitivities with them. We must make business in those countries."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning
transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No3.

He said, "our manufacturing system is totally transparent everyone is welcome to visit our manufacturing sire and assembly line."

Then he added "but our production technical knowhow and financial activities are secrets of the company, I can't say these areas of operation are open to everyone. Private sector companies have their own observations. We are paying 25% tax on our net profit, but tax agents are always trying not to accept our statement and to maximize the payable taxes, we have to be careful, we go bankrupt otherwise."

Regarding loyalty of their employees he said "loyalty yes I believe most our employees are loyal. They are loyal to the company and loyal to the management of the company. I think this is the moral of majority of our employees, not all of them."

Regarding black market and price fixing he said "don’t call that a black market. A part of our actual sales is not reflected in our official tax books. This part is sold in free market."

Then he added, "we don’t do any price fixing, the home appliances market is very much competitive. There are domestic producers and also foreign brands of appliances especially from Korea and China. The prices are set by supply and demand."

Concerning the influence of sanctions he said "yes, the influence of sanctions on our manufacturing side and business side is very considerable. It's practically
impossible for a business like us to live without having business relations with foreign markets. The most serious impact of the sanctions is sanction on banking activities."

He said there are no labor unions here in Iran, but "labors have other forms of consuls and gathering to protect them."
Company No.4

Face to face interview with managers of Company number 4.

Industry sector: Tire and rubber

Product: Tires

Company background, profile and expansion strategies

Company No.4 is one of the most successful tire producing companies in Iran. This company was established in 1991 and started production in 1995. The main products of the company No.4 are regular tires for cars, radial tires for cars, heavy duty tires for trucks and buses and agricultural tires for tractors and combines.

The starting production capacity of the company No.4 was 12000 metric tons per year. The management of the company performed two expansion projects in 1990's and 2000's which increased the total production capacity to the level of 30'000 metric tons per year. The market shares of the company No.4 in the domestic market are 10%. For regular tires for cars, 22% for radial tires for cars, 25% for heavy duty tires for trucks and buses and 70% for agricultural tires for tractors and combines.

The company is located in the province of Kerman. This company is exporting roughly 20% of its production to United Arab Emirates, Kuwait, Iraq, Tajikistan, Armenia and North African countries. The main export items are heavy-duty tires and agricultural tires.

The monetary turnover of the company No.4 is roughly 60 million U.S Dollars.
Expansion Strategy

The management of the company believes that tire industry is a very competitive industry. In order to maintain as a player, we have to produce good quality at competitive prices. The only solution to achieve this position is mass production.

Therefore the management of the company has planned an expansion project to increase the production capacity to 75'000 metric tons by 2015. In this expansion strategy the core and the focus of production will be on producing heavy-duty tires and agricultural tires.

Management background

The company has a board of management of five members. The chairman of the board of the company is a man of 58 years old; he is a mechanical engineer and has a master degree in finance. He has been in tire business as a trader in the past. Before establishing company No.4 He was importing and distributing Bridgestone tires throughout the country. He knows the tire market very well. He himself is taking care of sales and marketing and export business of the company.

The managing director of the company is a man of 50 years old; he has a master degree in chemical engineering. He used to work as production manager in a Turkish tire producing company in Istanbul for 6 years before joining this company.

The Financial Manager of the company is a lady with master degree in accounting.
**Personnel qualifications:**

The company No.4 has 280 employees including 21 with master degrees, 25 with engineering degrees, 35 with bachelor's degrees, 130 with high school diploma and 69 with below high school diploma.

I had three interviews with the chairman of the company. He is a very smart businessman, somehow traditional and Bazari minded, but he knows the international tire industry and the domestic tire market very well.

Regarding Globalization and free trade he said, "globalization like every other thing is good and bad. Its good because it opens new markets to us and spreads technology and know all over the world, and it's bad because it puts great pressure on small and medium size industries".

I thought that they have been under the pressure in some markets therefore I asked him if they have lost any market. He said "we have not lost markets, but we are facing tough competition with international tire producers in our export markets and in our domestic market as well. The only solution is mass production, we have to increase production to reduce costs, and we have to be competitive, pricewise and quality wise."

When I asked about his point of view regarding the impact of cultural differences on their foreign trade and export business he said "if you look at the tire market in Iran you will see that Korean producers, Taiwanese producers and Chinese Producers are very active in this market. None of these producers have the same culture as our Iranian culture, but they are selling their product here. Cultural difference is not a stop sign, if we are not able to sell our products in
other markets; the problem is either with the quality of our product or with the price and services."

I asked about his opinion regarding the influence religious difference on international business relations. He said "businessmen all over the world are looking for their business interests, short term interest, and long term interests. They don’t care if you are Muslim or Christian or Buddhist. As long as you are providing competitive prices and good qualities and good services, you are fine."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No4.

He said "I don’t know what you mean by transparency: my duty is to produce high quality of tires and sell them at the best market price, that’s what I am doing. If you mean I must open my business and my financial books to everyone, no I don’t do that and I don’t recommend you to do so."

Then he added, "my first priority is to protect our company and to manage a bright future for it. We don’t want to show off and to show all our details to public."

Regarding loyalty of employees of the company he said "yes I believe so. We have been somehow loyal to our employees and I think they are loyal to their company as well. We try not to fire them even during recession period and give them a feeling of job security and job satisfaction. I believe they are let say loyal to us."
Regarding black market, price fixing and tax systems he said "we coordinate our selling prices with other manufactures of tires in Iran in order to avoid price fluctuations in the market. These prices should be finally approved by the government."

Then he added "there is a so called black market in tire market. Yes sometimes we sell a little part of our production in that market." Regarding the influence of sanctions on tire industry he said "tire industry is very much dependant on international markets. We must import raw materials and on the other hand we have to export our products to foreign countries. Sanction closes our hands. The outcome of sanctions will be shortages and higher prices."

He said our employees are not members of a labor union.
Company No.5

Face to face interview with managers of Company number5.

Industry sector: Automotive

Product: Diesel Trucks

**Company background, profile and expansion strategies**

Company No.5 was established during 1980's and started production in 1991. The products of this company are medium size diesel truck with loading capacities of 3-7 tons.

The starting production capacity of the company was 1800 medium size diesel trucks and later on by having two expansions projects in 1999 and 2006 the production capacity increased to the current level of 8600 medium size trucks of 4.2 tons capacity per year.

The company No.5 holds international certificates of ISO 9001-ISO 14001 and OHSAS 18001. It also has the environmental standards of Euro2 and Euro4.

**Expansion Strategies**

Demands for medium size diesel trucks has been quite strong in recent years and the outlook of demand seems positive, therefore the management of company No.5 has planned an expansion project to increase the production capacity to be able to produce 15000 medium size diesel trucks by 2014. In the other hand the management has decided to make pheasability studies for producing 7.5 tons capacity diesel trucks.
The current monetary turnover of company No.5 is 95 million U.S. Dollars.

Management background

Company No.5 has board of management of five members. All members of the board have engineering background. The chairman of the board has a mechanical engineering degree and a master degree in management. The managing director of the company is a man of 45 years old, he is a mechanical engineer. He has been working in diesel division of Mercedes Benz in Germany for more than ten years.

The CFO of the company has master degree in accounting. He is a very hard working man and very much professional.

Personnel qualifications:

The company No.5 has 980 employees including 12 with master degree 210 with engineering degrees, 125 with bachelor's degrees and the rest with high school diploma or below high school diploma.

During my interview and follow up interviews with the managing director he stated that "our company is affiliated with Mercedes Benz group of Germany. We are manufacturing diesel trucks under the license and according to technical specification of Mercedes Benz; this is a credit for our company and quality satisfaction for our customers. This is a fruit of international industrial cooperation. Globalization opens the gate for industrial managers to benefit from international trade and business cooperation." I asked him about his points of views regarding the influence of different cultures and religions on their business activities and export markets. He said "we have not been able to export our
trucks yet. The domestic demand is more than our existing production capacity; we will be able to export once we increased our manufacturing capacity. But we are in constant business relations with German engineers and managers. I have not noticed any negative elements due to difference in religion or culture. The big problem is the sanction. Sanctions are putting big pressures on us. It's not easy to get the necessary parts and components these days."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No5.

He said "our manufacturing and business activities are fully transparent, we have nothing to hide. We are manufacturing trucks under the license of a German company. Therefore every step should be clear and transparent."

Then he added, "of course, there are some technical details of manufacturing techniques which should be kept secret."

Regarding loyalty of employees he said "our technical and manufacturing people are skilled workers. We do our best to keep them happy and satisfied and not to lose them. It's not easy to replace them."

Then he said "we don't expect them high degree of loyalty, we have to be realistic. If they get better wage offers and better opportunities, they will think about that."

Regarding black market price fixing he said "transportation sector is a very important sector in Iranian economy. Therefore the government has close
observation on this industry. We don’t have any kind of price fixing or dealing with black market in our manufacturing and business activities."

Then he said "our employees are not members of labor unions, but a good number of our skill labors are members of labor's home. Labor's home acts as a strong labor union in order to support and protect labor interest."

Regarding the influence of sanctions on the manufacturing and business activities of company No.5 He said "in fact sanction against Iran is my biggest concern. Our company is in close cooperation with a major German company. If this technical and business cooperation goes down, not only our production goes down, we lose our image."

Then he said "people trust us because of our link with Mercedes Benz. Many of our parts and components are genuine Mercedes components. We would like to maintain this standard of quality; we would like to keep trust of our customers with us."

Then he added "even German managers of Mercedes Benz want to support us, but they are under the pressure of international organizations."
Company No.6

Face to face interview with manager of Company number 6.

Industry sector: Software Programming

Product: Software for Network Distribution and Sales

Company background, profile and expansion strategies

Company No.6 is one of top five software companies in Iran that are focused in products in the fields of sales and distribution. The company was established in 2001 and started production in early 2002. The main products of the company No.14 are distribution and sales software for medium and large companies as well as major distribution companies in Iran and also neighboring countries.

This company started with 8 employees of whom 6 of them were in the field of IT, and in 2 years they expanded in different fields and had 25 employees.

As of 2009 they had a payroll of 46 people.

Expansion strategy

The managing director of company No.14 believes that the future of software industries in Iran are very bright specially in the fields of sales and distribution since these 2 fields are fairly new in this country.

The long-term target of the company is to increase its domestic market share to 30% in Iran, which currently is roughly 10 to 12 %. And also they are looking forward to having aggressive marketing strategies for Persian Gulf region states.
The other aspect of the expansion strategy is to diversify the product range and add computer-aided design (CAD) and computer aided manufacturing (CAM) software's to the product range of the company. This will help this company to be active in the industrial area of the business as well.

**Management background**

The company has a board of management of five members. The chairman of the board of the company is a man of 47 years old and he has a master degree in software programming. The managing director of the company is an active young man with computer engineering degree.

**Personnel qualifications:**

The company No.6 employs 46 employees including 12 of them with master degrees, 21 of them with computer science and software degrees, and the rest with high other university degrees.

I had an interview and a follow up interview with the chairman of the board of the company. He was not concerned at all regarding cultural difference and religious beliefs differences.

But his concern was the sanctions. He said "in IT industry we all belong to the World Village of IT. Our management believes that we cannot live in a separate Island".

Regarding transparency, loyalty of employees; black market, price fixing, sanctions and government control he said "our business is fully transparent we have nothing to hide. Everything is quite clear. Loyalty of employees, no, I can't say our employees are very much loyal to our company. Its people are very
special." Then he added "the nature of our business is in a way that we are not dealing with price fixing or black market. Government control on our business is very moderate."

Concerning the quality of their products he said "the quality and compatibility of our products, let's say our. Software's are very good. Before producing a software, we study the details of activities of the business which we to write a software for them. This helps our engineer and technicians to develop software exactly suitable for those businesses."
Company No.7

Face to face interview with manager of Company number 7.

Industry sector: Food & Nutrition

Product: Different varieties of Pasta

Company background, profile and expansion strategies

This company was established in 1994 and started with production of different type of pasta in 1997. At the beginning production volume was 20000 metric tons but after three expansion project the existing production volume is 120000 metric tons per year. This company is operating under the license and according to the know-how and technology of a well-known Italian macaroni company. The company is located in Tehran.

Per capita consumption of in Iran about 5.5 kilogram, and total annual consumption of Pasta in Iran in about 380000 metric tons, therefore the market share of company No.7 is around 30%

Per capita consumption of pasta in France, Germany and Turkey is 9 kilograms, in the United States 10 kilogram and in Italy about 30 kilograms. The association of Pasta producers of Iran are advertising and giving information to people in order to increase per capita consumption of Pasta up to 10 kilograms by 2015.
Expansion strategy

The expansion of company No.7 is to increase its own production capacity or to acquire existing capacity to have a total production capacity of 250000 tons with 40 varieties of Pasta by 2015. The management is determined to maintain the market share of the company as consumption is growing.

Management background

The CEO of the company is a gentleman of 68 years old. He is an agricultural engineer and has a master degree in industrial management. He has been in food and nutrition industries for more than 30 years. He is very much export oriented and has been able to promote export of their products successfully.

The managing director of the company is a gentleman of 52 years old. He is a mechanical engineer and has an executive MBA degree from a well know American university.

The CFO of the company is a lady who has master degree in accounting and coast accounting.

Personnel qualifications:

Company No.7 has a total of 350 employees including 12 with PhD degree, 25 with master degree, 40 with B.A, and B.S. degrees and the rest with high school diploma or below high school diploma.

During our interview with the managing director of company, he explained the tough competition in this industry and mentioned "total capacity of pasta
production in Iran is about 750,000 tons which is twice as much as annual
demand and this shows close competition in domestic and export markets." 

He explained that, "long term strategy of the company is providing information
about quality and benefits of pasta to increase per capita consumption, and
gaining more market shares."

He went on and said, "besides sales in domestic market, about 10,000 tons of our
products are annually exported to other countries. In long term, it is expected to
export 20% of our production until 2015."

Regarding cultural differences with European societies, the managing director stated
that:

"There is no doubt that our culture is different from their cultures, but we have many
cultural overlaps with Europeans as well. The management of our company and our
European partners believe that cultural differences are normal and are not obstacles
to mutual cooperation in an international level."

Top managers of this company believe that "in export business, we don’t see cultural
differences as limiting factors in our activities. The main challenge for export is
competition with global companies. Export goods should have very good quality,
competitive prices and developed services."

Regarding transfer of technology the managing director explained:

"After intense negotiations during several meeting in Iran and Europe, transferring of
technology and producing under the license of the Italian company started. Now the
two parties are pleased with this joint cooperation. In my opinion cultural differences
are by no means an obstacle for globalization." He added "Besides transfer of
production technology, our cooperation with the Italian company brought transforming management methods, especially new methods of productions and quality control management."

As far as having any challenges regarding religious differences he said "Islamic beliefs are different from Christian ones but these religious difference are not obstacles for joint cooperation in international levels specially when Abraham religions are from same root and there are many common issues between them, we all respect other religions and beliefs."
Company No.8

Face to face interview with managers of Company number 8.

Industry sector: Cellulosic

Product: cartons and boxes

Company background, profile and expansion strategies

Company No.8 is one the largest Cardboard and Carton producers in Iran. This company was established in 1983 and started production in 1986. Starting production capacity of the company was 15000 tons per year. The main products of the company are cardboard papers, craft papers for cardboard and cardboard boxes with different sizes. Their cardboard boxes are used in a vast range of industries, agricultural companies and several service sectors. Most of industrial products especially home appliances are packed in cardboard boxes, agricultural products such as fruits and vegetables are packed in cardboard boxes as well.

Company No.8 started production with annual production capacity of 15000 tons, but soon after that the management of the company launched an expansion project and the capacity was increased to 30'000 tons in 1989. During 1990's and 2000's other expansion projects increased the production capacity of the company to the current level of 60000 metric tons per year. The monetary turnover of the company is around 80 million U.S dollar per year.

This company has three major of production lines one is to produce cardboard papers and cardboard sheets this line of production is the main production line of the company. Company No.8 uses 60-70 percent of cardboard sheets in its
cardboard box production line and the rest is sold to local cardboard box producing companies.

Line two is the printing line. There are a number of flexouniversal and MDS printing machines to print on the cartons.

Line three is the box manufacturing line, which produces different types of cardboard boxes with different sizes. The company has international standards of ISO 9001-ISO 14001 and OHSAS18001.

**Expansion strategies**

Demands for cardboard boxes especially for agricultural products are increasing every year; therefore the management of the company has approved an expansion project to double the current production capacity by 2015. On the other hand management is focusing on a project to produce newspaper and magazine paper.

**Management background**

The company is managed under a board of management of five members. The CEO is a man of 60 years old; he is an agricultural engineer with MBA degree in Management. He is active in the management of the company and works in coordination with managing director.

Management Director of the company is a man of 60 years old too. He has an engineering degree in mechanical engineering and a master degree in industrial management. He has been working in cardboard industry for more than thirty years. CFO of the company is a lady with master degree in accounting and cost accounting. She used to work with national bank of Iran for several years, then
she decided to resign and join private sector. She joined the company No.8 five years ago.

**Personnel qualifications:**

Company No.8 has 280 employees including 45 with engineering degrees and master degrees, 32 with bachelor's degrees and about 200 employees with high school diploma and below high school diploma. The average age of the employees is 35 years of age.

During my interview and follow up interview with chairman and CEO of the company I asked him about company, he said "it depends, Globalization is very good for update managers and active company, but it's not good for lazy and old fashioned companies. We are benefiting from Globalization and the way we have access to the world market. We can buy the best quality of pulp and other raw materials for paper industry at best competitive prices. We can sell our products in foreign markets; these are the advantages of Globalization. The disadvantage of globalization is that poor managed companies are not able to compete with other producers and they go bankrupt." That’s the fact.

Then he added, "another negative point of globalization is that if there was a sanction or embargo against a company or a country. Globalization makes that bigger and bigger, then we face Globalized sanctions."

When I asked him about impacts of different cultures and different religions on the business of company No.8, he said "of course there are different nations with different cultures and different religious beliefs all over the world. We are in business and industrial relationship with many of them. We have not had any negative experience in this respect. Sometimes we have had minor differences
with Arab countries which we try by pass that. You know traditionally always there has been some differences and minor misunderstanding between Iran and Arab countries."
Company No.9

Face to face interview with managers of Company number 9.

Industry sector: Chemical

Product: Phetalic anhydride

Company background, profile and expansion strategies

Company No.9 is the leading manufacturer of phetalic anhydride and plastisizers in Iran. The company is very much successful in producing and exporting basic chemical products.

This company was established in 1975 and started production in 1978. Products of the company are mainly phetalic anhydride and industrial plasticizers such as D.O.P (Di-Octyl-Phthalate) and DBP (Di-Butyl-Phthalate) products of company No.9 are mainly used in plastic industries, tire industries, paint and resin industries, foam industries, adhesive industries etc.

The starting production volume of company No.9 was 3000 tons of phetalic anhydride flakes and 10000 tons of plasticizers. During 1990's and 2000's expansion projects increased the production capacity. The current production capacity of the company is 8000 metric tons of phetalic anhydride and 40000 metric tons of different type of plasticizers. The monetary turnover of the company is about 70 million U.S. Dollars.
Expansion Strategies:

Demands from domestic industries and export markets are developing every year; therefore the management of the company has started an expansion project to increase the production capacity more than double to the level of 16000 metric tons of phetalic anhydride and 100000 tons of plasticizers by 2014.

The raw material, which is used in company No.9 is basically from oil and gas and since Iran is one of the major producers of oil and gas, this gives a comparative advantage to this company. Consequently the export prices of their products are more attractive. The production plant of this company is located in a Persian Gulf port; therefore their transportation costs of receiving raw material and exporting finished products are considerably low. Company No.8 holds international standard certificates such as ISO 9001 and ISO 14001.

Management background

The board of management of company No.9 has five members. Managing director of the company is not a member of the board but he attends to the board meetings. The chairman of the board of the company is a man of 65 years old. He is a university graduate in chemical fields. The managing director joined the company 12 years ago; he was working in a petrochemical complex before joining company No.9. He is a chemical engineer, very much industrial minded, he is more focused on plant and production rather than marketing and sales, it seems they don’t have lot of difficulties in marketing and selling their products.

The CFO of the company is a man of 48 years old graduated from university of Tehran with master degree in accountancy.
Personnel qualifications:

Company No.9 employs 320 employees including 25 with PhD and master degrees, 42 with bachelor's degrees in different fields and about 250 workers with high school diploma and below high school diploma.

I had a face-to-face interview and a follow up interview with the chairman of the board of the company. He is very much excited with their expansion plan which increases their production capacity to the level of almost 120'000 metric tons. He Says "we are going to be the leader in the region, we are having the best quality raw material and the availability is secures. At the production capacity of almost 120'000 tons our cost of production will be much lower, therefore our export position will be very much stronger.

I mentioned the export port position of the company and asked him if cultural and religious differences would be obstacles for their export plans. He said "may be, I don’t know, but we have to remove any obstacle or any difficulty. We want to export our product, so we have to be flexible. From cultural point of view, we have not had any negative issue ever since. From religion side, I don’t know, if there was a case we have to cautiously explain that our main goal is to supply the best quality material at the best competitive price and to offer the best possible service."

He was welcoming Globalization concept during our meeting "our management in our company welcomes this trend, Globalization and free international market will be in our favor. We have to be ready to deal with different aspects of that.

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning
transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No9.

He said "we 100% transparent. Our production and our financial statements are fully transparent. I don’t see high degree of loyalty our employees towards the company, most of them are loyal to their own interest."

Then he added "there are sometimes government checks on activities, therefore we are not able and in fact we don’t want to do price fixing or to sell our products in black market."

Regarding impact of sanctions on their business he said "we receive our raw material from local petrochemical complexes, that’s not a big problem for us. But that’s not good at all for our exports. Sanction is very bad for everyone."
Company No.10

Face to face interview with managers of Company number 10.

Industry sector: Textile

Product: children and teenagers clothing's

Company background, profile and expansion strategies

Company No.10 is one of the main producers of clothing's. This company produces different types of products but their main products are fashion clothing for children and teenagers.

The company was established in 1992 as a small workshop with only seven employees, but today the company employees more than 300 employees and a turnover of around 80 million U.S Dollar per year.

The company has had 20% growth in turnover in recent years and management target is to keep the trend for next five years.

Expansion strategy

Company's strategy for future expansion is to focus on quality products, high volume of production and promoting their brand. Management of the company has established the brand development department to introduce and improve the brand image of the company. The company is exporting 40% of its production to other countries and its local market share is around 20%. The expansion plan is to promote the quality and variety of designs and to increase the business
volume by 300%. The management of company has planned to focus more on children clothing in coming years.

**Management background:**

The chairman of the company, who is one of the main share holders, doesn't have a university degree but he has been in this business for more than 35 years, he knows this business and market quite well. He is a man of 60 years old and well accepted in the industry.

Managing director of the company has a master degree in textile engineering from university of Tehran, He has been working in this company for more than ten years and was promoted to managing director two years ago. The CFO of the company is a lady with B.A. Degree in commerce and a master degree in industrial accounting.

**Personnel Qualifications:**

The company employees 310 employees, 40 of them are children clothing designers, 105 of them working in administration, sales and marketing, financial and brand development departments and the rest of 165 employees are working in production sites.

Among employees there are 25 with master degrees, 46 with BS and BA degrees and the rest with high school diploma or below high school diploma. 25-30 of the personnel are working in designing department. Most of them are ladies with university degrees in arts, designs and textile engineering. This department is a very active, colorful and pleasant department.
I had an interview and a follow up interview with the managing director of the company. He is very happy with the children clothing business, he believes that there are very much potentials in this field. I asked him about the influences of cultural and religious differences on their businesses, he said "we have been exporting children clothing to many countries including Europe and Canada. We have not faced any difficulty because of religious or cultural differences. Let me tell you, our chairman of the board knows this industry very well, but he is a very traditional, let say Bazari man, when we have meetings with our European business partners, he communicates with them very well and our partners enjoy making business with him."

When I asked him about Globalization, he said "we have no problem with Globalization. The only concern I have is that due to the recent sanctions against Iran, I feel that our business partners are somehow reluctant to buy product with the sign made in Iran. We are trying to find a solution for that."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No10.

He said "I don’t want to say that our business is fully transparent, but we are open to answer questions from anybody. Our business activities are quite lawful. Our employees are very good, we take care of them and they are loyal to our company. You can go and talk to him."

Then he added "no, government has very little control on us. Sometimes they have a look at our prices and on our distribution channels. We ourselves decide about our selling prices in domestic market and our export prices. We don’t
coordinate our pricing policies with others. Yes, we sell a part of our products in free market."

Again he emphasized on his concern about sanctions and said" my biggest concern in trade sanctions, this is very much dangerous for every business. Especially sanction is very dangerous for our company, we are gradually losing our export marketing."
Company No.11

Face to face interview with managers of Company number 11.

Industry sector: Chemical

Product: Petrochemical products

Company background, profile and expansion strategies

Company No.11 is one of the largest petrochemical complexes in Iran with vast variety of products. The company was established in 1986. The first phase was feasibility studies, designing industrial plans and preparing utilities and the final phase was mounting and placing production facilities and equipment. All these steps took four years and production started in 1990.

The products of company No.11 is categorized in three categories: base products, polymer products and chemical products. Base products of the company are ethylene and propylene; these two products are the main raw material for petrochemical industries.

Polymer products are:

High Density Poly Ethylene (HDPE)

Low Density Poly Ethylene (LDPE)

Poly Propylene (PP)
Poly Butadiene Rubber

Chemical products are:

Vinyl Acetate Monomer, Ethylene Glycols, 2 Ethyl Hexanol and Other Chemicals.

These products are used in vast range of industries such as Plastic, Rubber, Foam, Adhesive, Leather, Carpets, Synthetic Carpets, Tires, Refineries, Textile, Hygienic, Pharmaceutical and many other industries.

The starting production capacity of company No.11 was 400'000 metric tons of different petrochemical products. During 1990's and 2000's the company performed four expansion projects therefore the Existing production capacity of the company is 1'200'000 metric tons of petrochemical products.

**Expansion strategy**

The long term target of the company is to be the main player of petrochemical industry in the region. The management of the company believes that since Iran has one the largest resources of oil and gas, there are comparative advantages for petrochemical industries in this country.

The goal of the company is to increase its production capacity to the level of 2'400'000 metric tons by 2015. On the other hand the management of the company has approved a long term plan to diversify the product range. According to this plan many other monomers and polymers including different categories of polyols and TDI, different type of solvents etc. will be added to the product range.
Company No.11 exports a part of its products to Japan, China, Korea, Taiwan, Malaysia, Turkey and a number of European countries. The monetary turnover of the company depends very much on international petrochemical prices; it is roughly 800 million US dollars per year.

**Management background**

The company has a board of management of seven members. The chairman of the board is a man of 68 years old. He has a master degree in petrochemical engineering and a PhD degree in chemical engineering from Princeton University of the United States. He has been working in oil and gas industries and petrochemical industries for about forty years.

The managing director of the company is a chemical engineer and has a master degree in business administration (MBA). He is a member of the board of management, he is very much technical and his main office is in the main site of the production plants.

The CFO of the company is a man of 60 years old. He is also a member of the board of management. He has a master degree in accounting. In his department there is a sophisticated computerized accounting and cost accounting system. More than 100 employees are working in financial department. The CFO has academic engineering background, but he knows all the petrochemical products and their fields of application very well.

**Personnel qualifications:**

The company No.11 employs 1460 employees including 90 of them with PhD and master degrees, 350 with chemical and mechanical engineering degrees, 400
with bachelor's degrees, 350 with high school diploma and 270 below high school diploma.

I had an interview and follow up interviews with the chairman of the board of the company. When we talked about globalization, religions and cultures and there influences on Iranian companies he said "even before the new era of Globalization Iranian companies have been interacting with the world economy. Centuries ago Iranian merchants took their famous Iranian carpets to the foreign markets and introduced themselves to the international market. Therefore I personally believe that Globalization has positive influence on Iranian companies". Regarding religions and cultures he added "I don’t see considerable difficulties with different cultures and different religious beliefs. The main concerns from my point of view are political misunderstandings and sanctions. Both of these elements are very much critical."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No11.

He said "our company is a very transparent company, our manufacturing facilities and our financial activities are fully transparent. We have roughly 1500 employees; it's not possible to hide our operation, production operation, or financial operation." Then he said "since we receive our raw material from NIGC (National Iranian Gas Company). Government has close control on our business activities; everything must be quite clear and transparent. We don’t do price fixing and we don’t sell our products in black market."
Regarding employees he said "our employees are not loyal to the company, in fact we don’t expect loyalty from our employees. What we expect is doing their job well. They have a labor consul which acts exactly like a labor union. Almost all of them are members of their labor consul. I can say they are loyal to their labor consul."

Regarding sanctions and political issues he added "you know an important part of our revenues come from exports. Unfortunately sanction has affected the volume of our exports. That’s a big threat for us. Banking system is not functioning well. Our export markets are very sensitive about trade sanctions and political issues. We are very much concerned about the future of our export business."
Company No.12

Face to face interview with managers of Company number 12.

Industry sector: Chemical

Product: Paint and Resin

Company background, profile and expansion strategies

Company No.12 is one of the largest paint and resin producing company in Iran. The company was established in 1972 and started production in 1974. The main products of the company No.12 are decorative paints, protective coatings, industrial finishes, powder coatings, floor coatings and water base paints.

The starting production capacity of the company was 4000 tons per year, but the capacity was increased during past years and the current production capacity is 20'000 metric tons per year.

Expansion strategies

The managing director of company No.12 says, wherever you look, you will see paints, on cars, on buses on walls, on furniture, on wash machine, on everything. Paints are used mainly in construction industries, car industries, households, refineries, petrochemical complexes, gas & oil industries, home appliances, furniture's and you name it.

The long term target of the company is to double its production capacity to 40'000 tons by 2014 and to expand its export market to Europe and North African courtiers. The export market of company no.12 included Pakistan, Iraq,
Kuwait and CIS Countries. CIS countries are the former Soviet Union republics. The company holds international certificates of ISO 9001 and ISO17025. The monetary turnover of the company No.13 is about 36 million U.S. Dollars per year.

**Management background**

The company has a board of management of five members. The chairman of the board of the company is a man of 55 years old and he has a master degree in management. The managing director of the company is an active young man with chemical engineering degree.

The financial manager the company is a lady with bachelor's degree in accounting

**Personnel qualifications:**

The company No.12 employs 210 employees including 16 of them with master degrees, 24 of them with chemical and polymer engineering degrees, 26 with bachelor's degrees, 64 with high school diploma and 80 with below high school diploma.

I had an interview with the managing director of the company. when I asked him to explain his views about the influence of Globalization, religions and cultures on his company he said "frankly speaking our company is a small to medium size company and these factors don’t have significant influence on our activities'.

I asked if they faced any problem with their export market concerning these factors, he replied "I can say no. our management believes that we have to offer the best
quality and the best competitive prices to our customers abroad. This is the most important point for our foreign customers. They are not interested in our cultural differences or religion differences."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No12.

He said "we are a medium size paint and resin manufacturing company. We have to be very careful in order to survive. We have to be careful, our technical know-how and manufacturing formulations should be kept secret. The nature of our industry is in a way that we are not able to be fully transparent."

Then he said "our employees are almost loyal to the company. They are hard working and good. Government control on our business and production activities is limited. We coordinate our selling prices with other producers, but we are not selling our products in black market."

Regarding the impact of sanctions he said "trade sanction is putting big pressure on us. We are facing difficulties in importing raw materials and exporting our products. Our problems with sanctions are serious."
Company No.13

Face to face interview with managers of Company number 13.

Industry sector: chemical

Product: Chemical Products

Company background, profile and expansion strategies

Company No.13 is one of the main chemical products producing companies in Iran. This company has a very good name for high quality products. The company was established in 1988 and started production in 1992.

The main products of the company are Xylene, toluene, Benzene, Orthoxyylene and Phetalic Anhydride. These chemical products are mainly used in detergent industries, textile industries, resin industries, melamine industries, pesticide industries and adhesive industries.

Starting production volume of this company was 120'000 metric tons. During 1990's and beginning of 2000 two expansion projects took place and the existing total production capacity is 250'000 metric tons per year. The monetary annual turnover of the company depends very much to the international market prices, but it's between 200-220 million U.S. dollars.

Expansion strategy

Demands for the products of company No.13 is growing 20% every year, therefore management of the company is designing an expansion plan to
increase the capacity of production of current products to 400'000 tons per year and to add few more new products to the product range by 2014.

Company No.13 was owned and managed by government until 2003 but it was privatized then, and it operates as a private public company and stocks of the company are being traded at stock market.

The production plant of company is located in Esfahan and the administrative department, marketing department and sales department are located in Tehran.

**Management background:**

Chairman of the company is a man of 62 years old. He has a master degree in chemical engineering from Sharif Industrial University. He chairs a board of managers of five members; all of them are university graduates in engineering or management.

Managing director of the company is a man of 58 years old; he has also a master degree in chemical engineering from Sharif industrial university. Sharif industrial university has very good fame for its high standard and high quality graduates. He is very much active and hardworking, he runs his company successfully.

Financial Manager of the company is a man of 55 years old; he has a bachelor's degree in accounting and a master degree in management. He is a member of the board of management as well.
Personnel qualification:

The company employs 480 employees including 32 of them with PhD and master degrees 125 with engineering and bachelor's degrees 180 with high school diploma and the rest with below high school diploma.

I had an interview and a follow up interview with the managing director of the company. He has no concern about the problem negative consequences on Iranian companies. He said "what concern, we are doing business with foreign companies; we are not going to church or to mosque with them. If you are of same culture and same religion but the quality of your product is not good, you cannot sell it. In international business the most important issues are quality and competitiveness."

I asked him if he has any concern. He said "our recent concern is sanctions and embargoes. I hope sanctions are not going to put big pressures on industrial companies and private businesses."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No13.

He said "all our production and manufacturing systems, all our business activities and transactions are fully transparent. Our auditors are auditing and checking all activities of the company. Employees of the company are very good, we are happy with them, but I can't say they are loyal to the company. if they a better offer they take it."
Then he said "government keeps close on our company. Authorities are checking our production and financial activities regularly; therefore our procedures should be completely clean. We don’t coordinate our prices with other producers and we never sell our products in black market."

He repeated his concern about sanctions and added" international trade sanctions has a very negative impact on all industries and businesses. We must have free business and trade relation with all nations. Any limiting factor has its own negative impact." Employees of this company are not members of any labor union
Company No.14

Face to face interview with managers of Company number 14.

Industry sector: Electrical

Product: Cables

Company background, profile and expansion strategies

The company No.14 was established in 1984 and started production in 1986. The products of the company at the starting phase were electrical cables for low voltage and high voltage electricity. The starting production capacity of the company was 5000 tons per year.

With expansion projects during 1990's and 2000's the management of the company succeeded to increase the production capacity and add more products to the product range of the company.

Currently company No.14 produces different types of electrical cables, telephone cables, computer cables and connections, TV antenna and cables and many related accessories. In the meantime the total production capacity of the company has been increased to the level of 36000 tons per year.

The company holds international certificates of ISO 9001 and ISO 14001.

The monetary turnover of the company is 40 million U.S Dollars.

The long-term target of the company is to increase its production capacity to 50'000 metric tons and to produce fiber optic cables. The management is
negotiating with LG of Korea and a Taiwanese electrical company in order to produce fiber optic cables under the license and according to the technology of one of these companies.

**Management background**

The company is managed by a board of management of five members. The chairman of the board is a man of 54 years old; he has an engineering degree in mechanical engineering and a master degree in management.

The managing director of the company is a man of 50 years old; he is an electrical engineer and has a master degree in electronic engineering as well. The financial manager of the company has a master degree in accountancy.

**Personnel qualifications:**

The company employs 320 employees including, 38 of them with PhD and master degrees, 51 with engineering degrees, 45 with bachelor's degrees and the rest with high school diploma or below high school diploma.

I managed to have an interview and a follow up interview with the chairman of board of the company. He is very much busy with establishing a joint venture. I asked him to explain his views regarding Globalization, religion difference and cultural differences.

He said "we have been in business cooperation with western countries and eastern countries as well. They all have different cultures and different cultures
and different religious beliefs. Every nation is having business cooperation with other nations).

I asked about his views regarding globalization. He said "no doubt, globalization is in favor of Iranian companies, but as long as there are limitations - let's say sanctions - coming our way, it is not easy to get benefits of so called Globalization."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No14.

He said "we have nothing to hide but we don’t like to open our files to everyone. Every company has its own secrets. We don’t believe in full transparency. Most of our employees are loyal to the company. May be not all of them, but most of them are loyal."

Then he added "we are producing electrical cables and because of that government authorities check the safety factors and quality of our products regularly. We don’t do price fixing and we are not selling our cables in black market."

Regarding sanctions he mentioned again "my concern is sanctions. It can be very much dangerous for the future of our company. We must import our manufacturing components in order to continue our production"."
Company No.15

Face to face interview with managers of Company number 15.

Industry sector: Air Conditioning

Product: Aluminum Heating Radiators

Company background, profile and expansion strategies

Company No.15 is the largest Aluminum Heating Radiators producer in Iran. The company was established in 1983 and started production in 1985. The main products of the company are Aluminum Heating Radiators in different sizes and shapes which are used in both residential and commercial buildings in Iran.

The starting production capacity of the company was 4000 tons per year, but the capacity was increased during past years and the current production capacity is 24'000 metric tons per year.

Expansion strategy

The long-term target of the company is to increase its production capacity to 35'000 tons by 2015.

The company holds international certificates of ISO 9001. The monetary turnover of the company No.15 is about 40 million U.S. Dollars per year.
Management background

The company has a board of management of five members. The chairman of the board of the company is a man of 64 years old and he has a master degree in management. The managing director of the company is a 45-year-old man with mechanical engineering degree and an MBA from LSE in London, England.

The financial manager of the company is a gentleman with bachelor's degree in accounting. The management of the company has also approved a plan to produce heater packages and absorption chillers by 2016.

Personnel qualifications:

The company No.15 employs 950 employees including 20 of them with Ph.D. and master degrees, 50 of them with chemical and mechanical engineering degrees, around 60 with bachelor's degrees, 200 with high school diploma and rest with below high school diploma.

I had an interview and a follow up interview with the chairman of the board of the company. He is very much comfortable about the existing position of the company but has some concern about future of the company.

He said "I'm not worried about cultural or religion differences and their impacts on our business activities. My concern is about our mutual cooperation with large international companies."

Then he added "in order to manufacture absorption chillers we need to transfer the required technology either from Ebara Company, or Mitsubishi Company of Japan or Hyundai Company of South Korea. Recently we feel less interest from their sides. Who knows, maybe that's because of the new sanctions".
I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No15.

He said "transparency in private sector companies is different from transparency in government and state owned companies. State owned companies are using national budget, they must be fully transparent. Private sector companies should take care of their interests. Our employees are more or less loyal, we are happy with them and they are happy with their jab".

Then he added "government control on our company is very low, that’s not a big concern for us. Sometimes we check our selling prices with others, but not all the times. Yes, we sell a part of our products in free market, we need to do that." Again he mentioned his concern and said "due to these sanctions our future plans are under question. We have planned to manufacture the new generation of absorption chillers in order to fulfill that we need to establish a joint venture with a Japanese or a famous Korean company. Our negations with them are not going on constructively." The employees of this company don’t have labor union.
Company No.16

Face to face interview with managers of Company number 16.

Industry sector: Food Industry

Product: Dairy products

Company background, profile and expansion strategies

Company No.16 is one of the largest companies active in food industries in Iran. The company was established in 1994 and started production in 1995. The main products of the company are different dairy products such as milk, ice-creams, cheeses, pastries and variant snacks and refreshments that are used in almost all provinces of Iran especially in Tehran and other major cities like Isfahan, Shiraz and Tabriz.

The starting production capacity of the company was 2500 tons per year, but the capacity was increased two times during past years; in 2001 it was increased to 8'500 tons a year; and the current production capacity is more than 18'000 metric tons per year.

Expansion strategy

The long term target of the company is to increase its production capacity to 30'000 tons by 2014.

The company holds international certificates of ISO 9001. The monetary turnover of the company No.16 is about 45 million U.S. Dollars per year.
Company No.16 is also very much focused on expanding its exports to other countries. They are targeting CIS countries and also some of the Persian Gulf Neighbors are being studied as possible markets to have. The CEO of the company believes that in 2 years this company can increase its domestic market share to more than 20% in major cities of Iran, and more than 15% overall.

The other goal of the company is to increase the product range and to add other products such as frozen yogurt and milk shakes.

This company is also considering 2 different joint ventures with European countries in order to expand its products range and also being able to target different segments of food markets.

Management background

The company has a board of management of five members. The chairman of the board of the company is a man of 61 years old and he has a bachelor degree in management. The managing director of the company is a 42-year-old man with university degree in agricultural engineering and an MBA from a well-known US university.

The financial manager of the company is a lady with bachelor's degree in finance and accounting and a master degree in auditing.

Personnel qualifications:

The company No.16 employs 600 employees, 15 of them with Ph.D. and master degrees, around 35 of them with degrees related to food industries and, around 60 with bachelor's degrees, 150 with high school diploma and the rest with below high school diploma.
In my interviews with managing director of the company his main concern was regarding their joint venture plans with two European companies.

He said "we are producing and selling our products mainly inside our country. But we are a bit concerned about our joint venture negotiation with two major European dairy products producing companies. Recently they postponed our meeting which was already planned."

He doesn’t see any problem with cultural or religion difference.

He said "you know, we have different cultures and different religious beliefs inside Iran. We have Kurds, Azaris, Fars, Balouch etc. we have Muslims, Christians, Jews etc. in Iran. We never had any problem with them. We are negotiating with two European food companies in order to form a joint venture company here in Iran. Cultural and religion differences are normal and natural issues".

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No16.

He said "transparency is very relative. Usually private companies are less transparent than governmental companies. I think employees are loyal to our company. Their working condition is good and they are happy and satisfied with their job."

Then regarding other issue he added "since we producing dairy products, our production line and laboratories are being checked by government bodies
regularly. Sometimes we coordinate our selling prices with other dairy products producers and sometimes we sell a small part of our products in free market." Regarding sanctions he said "we get our main raw material (milk) from domestic farm, therefore sanction is not a big threat for our supply chain. From our point of view the danger of sanction is if it affects our joint-venture plans. That’s our biggest concern."
Company No.17

Face to face interview with managers of Company number 17.

Industry sector: Food Industry

Product: Meat and Deli Products.

Company background, profile and expansion strategies

Company No.17 is a large company active in food industries in Iran. The company was established in 1989 and started production in 1991. The main products of the company are different deli products such as meat, chicken, and sausages in different categories. These products are used in almost all parts of Iran especially in western provinces like Azerbaijan, Ardebil and Zanjan.

The starting production capacity of the company was 1200 tons per year, but the capacity was increased during past years; and the current production capacity is more than 6500 metric tons per year.

Expansion strategy

The long term target of the company is to increase its production capacity to 9'000 tons by 2016.

The monetary turnover of the company No.17 is about 20 million U.S. Dollars per year.
Company No.17 is also very much focused on expanding its exports to other countries as well as being more active in all metropolitan areas of Iran. The chairman of the company hopes that in the next 3 years this company can increase its domestic market share to more than 15%.

This company is also considering joint ventures with European companies in order to expand its products range.

The management of the company has planned to add other products to their product range by 2016 as well. The main new products are sea food products such as fish and shrimps.

Management background

The chairman of the board of the company is a man of 48 years old and he has a Masters degree in Marketing. The managing director of the company is a 42 year old man with a nutrition engineering degree and a management degree from Tehran University and cost accounting.

The Financial manager of the company is a lady with bachelor's degree in accounting and cost accounting.

Personnel qualifications:

Company No.17 employs 250 employees, 2 of them with Ph.D. degrees; and 15 master degrees, around 30 of them with degrees related to food industries and, 80 with high school diploma and the rest with below high school diploma.

In my interview with chairman of the board of the company he said "we are importing some components and machinery parts from abroad. Recently it's
difficult to receive directly from the producers, but we have been able to get from third countries".

Regarding the negative influences of cultural differences and religion differences on the business of the company, he said "I personally don’t believe that these differences have negative impacts on any business. People are not all the same, people have different view and ideas, that doesn’t mean that they act negatively against each other, especially against businesses."

Then he added "globalization opens the doors of opportunities to everyone, capable people can benefit from the opportunities."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No17.

He said "all production action activities and financial actives of a private sector company must be fully transparent for the management of the company, but not for others. Every company has its own secrets. Secrets of company should not be opened for everyone. Regarding loyalty of employees, I must say that our employees are good employees, but they are not loyal to our company. People are loyal to their interest and their future".

Then he added "since we are producing food products, our production procedure And our quality control laboratories are being checked regularly by government bodies."
In few occasions we coordinate our selling prices with other producers and sometimes we sell a small part of our products in free market".

Regarding sanctions he said, "sanctions have limited impact on our business. The main concern of our management is our planned joint venture. We would like to have this joint-venture done as soon as possible, but it seems that our foreign partners are not interested as they were before".
Company No.18

Face to face interview with manager of Company number18.

Industry sector: Automotive Lubricants

Product: Motor Oil

Company background, profile and expansion strategies

Company No.18 is one of the well-known producers of Motor Oil in Iran. The company was established in 1985 and started production in 1986. The starting capacity of the company was 24'000 tons per year.

The main products of the company are different types of motor oil for gasoline cars and diesel cars, and also grease and industrial lubricants.

Expansion projects increased the capacity of the company to the level of 36'000 tons per year.

Expansion strategy

The long term strategy of the company No.18 is to increase the production capacity to 60'000 tons per year and to add other products such as anti-freeze and automotive supplements, heat transferring oils, and lubricants for aviation industry to their product range.

The turnover of the company is 60 million US Dollars per year.
Management background

Company No.18 has a board of management of 5 members. The chairman of the board is a man of 61 years old. He has a Ph.D. degree in Chemical engineering from a high ranked US University.

The managing director has a master degree in management. He is 51 years old.

The financial manager of the company is a man with master degree in managerial accountancy both managing director and financial manager are members of the board.

Personnel qualifications:

The company employs 450 employees including 25 of them with PhD and master degrees, 40 with engineering degrees, 55 with bachelor's degrees, 150 with high school diploma and the rest below high school diploma.

We had an interview and a follow up interview with chairman of the board of the company. He said, "we receive base oil which is our main raw material from NIOC (National Iranian Oil Company). But we import from abroad the necessary additives which play very important and sensitive roles in our production." He added "we have not been facing any problem coming from religion differences in the past, not from exporting partners nor from importing partners. But recently we have difficulties in getting the necessary additives. They call some of these additives are of double usage materials. It means this material could be used in other sensitive industries as well.

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning
transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No18.

He said "our total activities are fully transparent. All our production and manufacturing systems, all our financial system and financial and transaction activities are 100% clear and transparent. Regarding our employees I can say that they like and respect their company but it doesn’t mean that all of them all loyal to the company".

Then he said "government control on us is limited. We don’t do price fixing and we don’t sell our products in black market".

Regarding the impact of sanctions he said "our main raw material is base oil which we get from local refries. But sanctions impact on getting additives and required technology is quite serious".

The employees of company No.18 are not members of any labor union.
Company No.19

Face to face interview with manager of Company number 19.

Industry sector: Food

Product: Vegetable oil

Company background, profile and expansion strategies

Company No.19 was established during 1980's and started production of vegetable oils in 1989. The products of the company are mainly soya bean oil, sunflower oil and margarine oil.

The starting production capacity of the company was 50'000 tons of different vegetable oils. During 1990's and 2000's there have been three expansion projects which finally increased the production capacity of the company to the level of 200'000 metric tons.

Expansion strategy

Company No.19 has a market share of 25 per cent in domestic market and in order to maintain this market share the management of the company has approved an expansion plan to increase the production capacity of the company to 420'000 tons by 2014. They believe that the total consumption of vegetable oil is growing by 6-7 percent every year. They have planned to produce olive oil as well.
Company No.19 is exporting about 10 percent of its production to other countries. The company holds international certificates of ISO 9001 and ISO 14001.

**Management background**

The company has a board of management of five members, all of them university graduates. The chairman of the company has an agricultural engineering degree and a master degree in management. The managing director of the company is a man of 50 years old he has a master degree in mechanical engineering. The financial manager of the company has a bachelor's degree in accounting and a master degree in auditing.

**Personnel qualifications:**

Company No.19 has 580 employees including 64 of them with PhD and master degree, 75 with engineering degrees, and 148 with bachelor's degrees and 293 with high school diploma and below high school diploma.

I had an interview and a follow up interview with the managing director of the company. I asked him about his views on the influences of Globalization, religions and cultures. He said "I don’t believe in any influence of religious beliefs or cultural differences on business, positive or negative"

Then he added "regarding Globalization, the nature of globalization is very good and positive. But there are other issues involved such as government issues, Political issues and so on. This has very negative impact on Globalization itself."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning
transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No19.

He said "our business is transparent, but if you mean all aspects of production activities and financial activities of the company is fully transparent to everyone, that’s not the case. We don’t have to open our business and our accounts to public. Regarding loyalty of our employees I must say most of them like our company but it doesn’t mean that they are loyal to us".

Then he said "we never discuss our pricing strategy with others, but sometimes we need to sell a part of our products in free market, that helps our cash flow".

Regarding sanction he said "sanctions have great negative impact on our business. We import raw oil as our main raw material from abroad. On the other hand we export more than 10% of our total production to foreign countries. You see how dangerous sanction is for our company. It seriously affects our sources of raw material and also our export markets."

Employees of company No.19 have no labor union.
Company No.20

Face to face interview with manager of Company number 20.

Industry sector: Chemical- Hygienic

Product: Detergents

Company background, profile and expansion strategies

Company No.20 was established during 1980's and started production in 1991. The starting production capacity of the company was 24000 tons but due to three expansion projects during 1990's and 2000's the current production capacity of the company is 60'000 metric tons per year.

The main products of the company are soaps, shampoos detergents for washing machines and dishwasher machines, liquid detergent etc.

The overall market share of the company in domestic market is around 20%. It exports roughly 5-6 percent of the total production to other countries. Company No.20 holds the international certificates of ISO 9001 and ISO 14001.

Expansion strategy

The long-term target of the company is to increase its production capacity to 120'000 metric tons per year by 2014. To reach this target the management has approved the expansion project, which starts in 2011. Diversification of product range is included in the expansion strategy.

Management background
Board of management of the company consists of five members.

The chairman of the company is a man of 55 years old; he has a bachelor's degree in finance.

The managing director of the company has a master degree in chemical engineering. The financial manager of the company is a man of 50 years old; he has a bachelor's degree in industrial accounting and a master degree in accountancy.

**Personnel qualifications:**

The company employs 240 employees, 25 of them with master degrees, 40 with engineering degrees, 75 with bachelor's degrees and the rest with high school diploma and below high school diploma.

I had an interview and due to recent development and imposing sanction a follow up interview with the chairman of the board of the company.

He said "we have been in business and international business for so many years. Always cultural differences and religion differences were existing among nations, but businesses were going on Globalization itself is very positive for all nations. Managers must be hard working and smart enough to take benefit of that."

Then he added "the recent developments are not pleasant. An industrialist or a business man is not a politician, or a government body. Governments should challenge their differences between themselves. They should leave the industries and businesses alone."
I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No20.

He said "we are more or less transparent. All aspects of our production activities are transparent, but our financial part of our business is transparent for internal user only. Most of our employees have been working in our company for years and I can say they are loyal to the company.

Then he said "the role of government control in our company is high. They are checking our production and selling and distribution channels regularly. We are not able to do price fixing or to sell our products in black market".

Regarding the impacts of sanctions on their business he said "the impacts of sanctions on our business are very much serious. We need to import raw materials and technology from western countries, and also we need to export our products. Sanction is a big headache for us these days".

The employees of company No.20 are not members of any labor union.
Company No.21

Face to face interview with manager of Company number 21.

Industry sector: Building material

Product: Cement

Company background, profile and expansion strategies

The company No.21 was established during 1970's and started production in 1981. The starting capacity of the company was 1000 tons of Portland cement per day. The first expansion project was performed in 1988 with increased the production capacity to 2000 metric tons per day. The second expansion project was performed in 2001 and increased the production capacity to 3000 metric tons of Portland cement per day.

Expansion strategies

The management of company No.21 argues that cement is a relatively inexpensive product with heavy weight, therefore transportation cost of that is very high. Since demand for cement in our region is growing fast, our company must be able to meet the demand.

As a result of that the management has approved a new expansion project to increase the production capacity of the company to 6000 tons per day. Ten percent of this new production capacity will be allocated to produce white cement.
Management background

The company is managed by a board of management of five members. The chairman of the board is a man of 65 years old. He has a bachelor's degree in financial management. He has been in the field of construction materials for almost 40 years.

The managing director of the company has a master degree in civil engineering; he has been working in cement industry for more than 25 years. The financial manager of the company is a man of 50 years old with bachelor's degree in accounting and a master degree in cost accounting.

Personnel qualifications:

The company employs 450 employees including, 32 with master degrees, 45 with engineering degrees, 35 with bachelor's degrees and the rest with high school diploma or below high school diploma.

I had an interview and a follow up interview with the chairman of the board of the company.

To answer my question about influences of religions, cultures and Globalization on Iranian companies, he said "we produce cement and sell it to builders and constructors. If the quality of the cement was good everyone is happy and no one is asking about your religion or your culture. But if the quality of cement was bad most probably they ask about your religion" laughing while saying this.

Then he said "we have business relation with a large German company since years before. We buy machinery and spare components from this German
company. We never have felling that cultural or religion differences have any role in our relations or communications".

He said "the nature of Globalization is very much positive. Managers should prepare themselves and their companies to take advantage of this development".

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No21.

He said "our company is 100% transparent. Production system and financial statements are completely transparent. Many of our employees are loyal to the company. We have employee who have been working here for more than twenty years."

Then he added "government control on our company is moderate. We are not coordinating our prices with other cement producers, but once in a while we sell a part of our products in free market".

Concerning new development and sanctions he said "yes, it's tough. In cement industry we are very much dependent on spare parts. Nowadays it's not easy to get, although there are some deviation ways."
Company No.22

Face to face interview with manager of Company number 22.

Industry sector: Food Industry

Product: Soft Drinks

Company background, profile and expansion strategies

Company No.22 is the largest soft drink producing company in Iran and is also the largest soft drink producer in Middle East among companies not related to Coke or Pepsi.

The products of the company are different soft drinks in different flavors and packages. These drinks are used in all parts of Iran and are accessible in all cities and provinces. The products of this company dominate the markets especially in rural areas.

This company started production in 1980 with one plant, but soon after, they rapidly grew their market share and were able to increase their production capacity as well as the number of their plants.

Currently they have 17 active plants in Iran that are supplying both domestic and foreign markets. The products of this company are being exported to more than 10 countries. Last year this company established its own distribution company in order to be more effective in supplying the domestic market and targeting smaller towns and villages of Iran.

Expansion strategies
Since soft drinks production is a weight gaining procedure, the economical way of production is to place production plants as closer as possible to consumption markets. The long-term target of the company is to increase its production capacity by 50% in the next 5 years and to expand its export market to more than 40 countries.

The monetary turnover of the company No.22 is about 180 million U.S. Dollars per year.

This company is also considering joint ventures with European countries in order to expand its products range. The management of the company plans to establish a joint venture with a subsidiary of Schweppes in Italy in order to produce their products in Iran.

**Management background**

The chairman of the board of the company is a man of 68 years old and he has a Masters degree in Management. The managing director of the company is a 51 year old man with an MBA degree from Sharif University; he also holds a degree in chemical engineering.

The Financial manager of the company is a gentleman with Master degree in cost accounting.

**Personnel qualifications:**

Company No.22 employs more than 2500 employees, 60 of them with Ph.D. or master degrees, around 200 of them with degrees related to food industries and, 400 with high school diploma and rest with below high school diploma.
I had an interview and a follow up interview with the chairman of the board of the company. He is very much optimistic about the future of the company. But his concern is regarding the planned joint venture. He says "we have no concern about the future of our business activities. The future is bright."

Then he said "I am fully confident that Globalization is in favor of our company. Our management has planned to expand our export markets, Globalization will be in our favor to succeed. Cultural differences or religion differences will not be of any problem, we are confident that we will succeed to expand our export markets".

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No22.

He said "all aspects of our business and financial activities are fully clear and transparent. But I can't say our employees are loyal to the company. We don’t expect them high loyalty, we expect them to do their job well."

Regarding the impact of sanctions on their company he said "the only concern of our board of management is regarding our planned joint venture. It seems that due to recent sanctions the European Company is not quite interested anymore."
Company No.23

Face to face interview with manager of Company number 23.

Industry sector: Lighting Systems

Product: variant types of lamps and lighting systems

Company background, profile and expansion strategies

Company No.23 is a large producer of lighting systems in Iran. The company was established in 1988 and started production in 1989. The main products of the company are different lighting systems that are used both indoor and outdoor. The products of this company are used in commercial and residential places; these products are also used in parks and other recreational areas in different provinces of Iran. Aluminum-framed lights, which are used on walls and ceilings are other products of this company.

The starting production capacity of the company was 4'000'000 items per year, but the capacity was increased during past years and the current production capacity is 12'000'000 items per year.

Expansion strategies

The long-term target of the company is to increase its production capacity to 24'000'000 items by 2015. The company holds international certificates of ISO 9001. The monetary turnover of the company No.23 is about 35 million U.S. Dollars per year.

Management background
The company has a board of management of five members. The chairman of the board of the company is a man of 54 years old and he has a bachelor degree in industrial engineering. The managing director of the company is a 42-year-old man with an MBA from Mashad University.

The Financial manager of the company is a gentleman with bachelor's degree in accounting.

**Personnel qualifications:**

The company No.23 employs 280 employees including 15 of them with Ph.D. or master degrees, around 25 with bachelor's degrees, 100 with high school diploma and rest with below high school diploma.

I had an interview with the chairman of the company. To answer my question about the impact of Globalization cultures and religions on his business he said "we export a large part of our products to Ukraine, Russia and Kazakhstan. We have never had any cultural or religious problem in our business with them. We have enjoyed the advantages of Globalization which helped us to be able to export our products, cultural or religion differences didn’t make any problem for us."

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No23.
He said "our company is a small-medium size company. Our business is clear, but we don’t claim that our company is a very transparent company. Our employees are loyal to us and we are loyal to them as well".

Then he added "government control on our company is very low. We are not coordinating our selling prices with other producers, but we sell a part of our products in free market".

Regarding impacts of sanctions on their business he said "sanction has serious impacts on our business. We might lose our export markets".

Employees of company No23 are not members of any labor union.
Company No.24

Face to face interview with manager of Company number 24.

Industry sector: Home appliances

Product: Dish Washers

Company background, profile and expansion strategies

Company No.24 is one of the well-known dishwashers manufacturers in Iran. The company was established in 1982 and started production in 1984. The starting capacity of the company was 150'000 dishwashers per year.

During 1990's and 2000's two expansion projects increased the capacity of the company to the level of 300'000 different sizes of dishwashers per year.

The domestic market share of the company for smaller size of dishwashers is 15 percent- and for larger ones the company has a market share of 20 percent. Company No.24 exports about 15 percent of its production to Iraq, and CIS countries. The company holds the international certificates of ISO 9001 and ISO 14001.

Expansion strategies

The long-term strategy of the company No.24 is to increase the production capacity to 1'000'000 units per year and to add washing machines and refrigerators to their product range by 2015. The management of that company has planned to increase the export volume to the level of 25% of the total production.
Management background

Company No.24 has a board of management of 5 members. The chairman of the board is a man of 58 years old. He has a mechanical engineering degree and a master degree in finance.

The managing director of the company is also a mechanical engineer and has a master degree in management. He is 51 years old. The financial manager of the company has a master degree in accounting.

Personnel qualifications:

The company employs 1100 employees including 55 of them with PhD and master degrees, 100 with engineering degrees, 117 with bachelor's degrees, 300 with high school diploma and the rest below high school diploma.

I had an interview and a follow up interview with the chairman of the board of the company.

He said "it's more than 25 years that we are in home appliance business. We have had no problems in our international business and in our export markets. We have been in business contacts with people of different culture and different religions, we never discussed seed these issues. We must adjust our management policies with the trend of Globalization".

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No24.
He said "our company and all our business and financial activities are fully transparent. Our employees are very good and most of them are loyal to our company. Government control on our company is low".

Then he added "we don’t do price fixing and we don’t sell our product in black market at all. Our serious concern is trade sanctions against Iran. Sanction affects badly our components supply and our export market". The employees of company No.24 are not members of any labor union.
Company No.25

Face to face interview with manager of Company number 25.

Industry sector: Home appliances

Product: Washing machines

Company background, profile and expansion strategies

Company No.25 is one of biggest washing machines manufacturers in Iran. The company was established in 1988 and started production in 1989. The starting capacity of the company was 240'000 washing machines per year.

This company had 3 expansion projects increased the capacity of the company to the level of 500'000 washing machines per year.

The domestic market share of the company for washing machines is 20 percent. Company No.25 exports about 15 percent of its production to other countries. The company holds the international certificates of ISO 9001 and ISO 14001.

Expansion strategies

The long-term strategy of the company No.25 is to increase the production capacity to 1'000'000 per year and to add refrigerators and freezers to their product range by 2014.

Management background
Company No.25 has a board of management of 7 members. The chairman of the board is a man of 66 years old. He has a master degree in management.

The managing director has a master degree in mechanical engineering. He is 48 years old.

The financial manager of company is a lady with bachelor degree in accounting and master degree in auditing.

**Personnel qualifications:**

The company employs 820 employees including 28 of them with master degrees, 85 with engineering degrees, 110 with bachelor's degrees, 250 with high school diploma and the rest below high school diploma.

I had an interview with the managing director of the company.

He said "in our domestic market we are doing very well, we are increasing our market share. But export markets are not quite satisfactory. A part of that is because of tough competition with Korean and Chinese producers. We have to increase our competitiveness. In our business relations with our foreign partners we have had cultural issues or religious issues as problems".

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No25.

He said "our production systems and all our financial systems are completely clear and transparent and our employees are more or less loyal to us".
Then he added "we don’t have lost of government controlling in our company. We don’t coordinate our selling prices with other producers and we do not sell our products in black market at all".

Then regarding sanctions he said "it's gradually getting more and more serious. Because of sanctions we have several problems in receiving our needed materials and components and also we facing difficulties in our export markets."
Company No.26

Face to face interview with manager of Company number 26.

Industry sector: Beauty Care

Product: Perfumes and Colognes

Company background, profile and expansion strategies

Company No.26 is one of the well-known producers of perfumes and colognes in Iran. The company was established in 1992 and started production in 1993. The starting capacity of the company was 800,000 bottles per year.

During 2000's two expansion projects increased the capacity of the company to the level of 2,400,000 bottles per year.

The domestic market share of the company for domestically produced perfumes and colognes is more than 40%. Company No.26 exports about 5 percent of its production to Iraq, and CIS countries. The company holds the international certificates of ISO 9001 and ISO 14001.

Expansion strategies

The long term strategy of the company No.26 is to increase the production capacity to 5,000,000 bottles per year and to add shampoos and conditioners and after shaves to their product range. The turnover of the company is 20 million US Dollars a year.

Management background
Company No.26 has a board of management of 5 members. The chairman of the board is a man of 69 years old. He has a bachelor degree in law.

The managing director is an industrial engineer and has a master degree in management. He is 51 years old. The financial manager of the company is lady with a bachelor degree in coast accounting.

**Personnel qualifications:**

The company employs 160 employees including 12 of them with master degrees, 20 with engineering degrees, 25 with bachelor's degrees, 40 with high school diploma and the rest below high school diploma.

I had an interview with the managing director of the company. Regarding the influence of Globalization, cultures and religions on the business of the company he said "in our business cultural differences and religious beliefs differences don’t play a considerable role. We are dealing with our business partners very well, regardless of our cultures or our religious beliefs".

I explained that this interview and related information are strictly confidential and no name is mentioned on that. Then I asked few more questions concerning transparency, tax system loyalty, black market, sanctions price fixing, government control, labor union in relation with company No26.

He said "we are not a very not a very large company. Full transparency is not our first priority. Our employees are somehow loyal to our company".

Then he added "government control on our company is not high. We usually do not coordinate our prices with other beauty care producers but we sell a part of our products in free market."
Regarding impact of sanctions on their business he said "we are very much depended on perfume concentrates which we import from European countries. Our export markets are developing well. The most serious concern of our management is the negative impacts of sanctions on both areas".
9.3. Quantitative Analysis by implementing Hierarchical Models with Ward Method

In this part of study we do some quantitative analysis to see if the data that are collected from interviews could be quantitatively analyzed and whether the results will reinforce our hypotheses and our qualitative findings. This part of the study will test different aspects of globalizations, religions and cultures in medium size Iranian companies in a quantitative framework.

Using Ward Methods different attributes of the proposed models are tested and as a result of that proper models are proposed. Different managerial attributes of these companies are compared to each other based on a prioritized sequence, and more influential and focal characteristics are recognized and studied in more details.
Breakdown of Categorization and Coding of Variables with Respect to Companies Characteristics:

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<tr>
<th>Type of variables</th>
<th>Codes</th>
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<tr>
<td>[Business Characteristics]</td>
<td>C1</td>
<td>Industry, Sector</td>
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<td>C2</td>
<td>Type of product/service</td>
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<td>C3</td>
<td>Age of the Company</td>
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<td>[Company Experience &amp; Background]</td>
<td>C4</td>
<td>Company Background (ie: experience)</td>
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<td>[Strategy]</td>
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<td>C26</td>
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<td>[Management &amp; Employee’s abilities]</td>
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<td>Staff qualifications (ie: grades)</td>
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<td>C20</td>
<td>Government Control</td>
</tr>
<tr>
<td></td>
<td>C21</td>
<td>Price Fixing</td>
</tr>
<tr>
<td></td>
<td>C22</td>
<td>Sales in Black Market</td>
</tr>
<tr>
<td></td>
<td>C24</td>
<td>Labor Union</td>
</tr>
<tr>
<td>[Environment Variable]</td>
<td>C23</td>
<td>Impact of Sanctions</td>
</tr>
</tbody>
</table>
As mentioned before, this research is focused on how globalization affects the way medium size Iranian companies are managed within the international scope? Characteristics associated with cultures and religious beliefs that have influences on performances of medium size Iranian companies are also examined.

32 managers of medium-size Iranian companies were selected for this research. The following table gives a breakdown on the participants’ selection:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Interviews</th>
<th>Participants</th>
<th>Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data Collections</strong></td>
<td><strong>Interviews</strong></td>
<td><strong>Participants</strong></td>
<td><strong>Locations</strong></td>
</tr>
<tr>
<td>Interviews</td>
<td>32</td>
<td>Chairmen and CEOs</td>
<td>9</td>
</tr>
<tr>
<td>Follow up Interviews</td>
<td>19</td>
<td>Managing Directors</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Export Managers</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Experts</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Faculty</td>
<td>2</td>
</tr>
<tr>
<td>Total Interviews</td>
<td>51</td>
<td>Total Enrolled</td>
<td>42</td>
</tr>
<tr>
<td><strong>Total Selected Locations</strong></td>
<td></td>
<td></td>
<td>17</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stage</th>
<th>Interviews</th>
<th>Participants</th>
<th>Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data Analysis</strong></td>
<td><strong>Interviews</strong></td>
<td><strong>Participants</strong></td>
<td><strong>Locations</strong></td>
</tr>
<tr>
<td>Dropped</td>
<td>10</td>
<td>Dropped from Study</td>
<td>10</td>
</tr>
<tr>
<td>Joint Interviews</td>
<td>15</td>
<td>Chairman and CEO</td>
<td>2</td>
</tr>
<tr>
<td>Experts</td>
<td>6</td>
<td>Managing Director</td>
<td>3</td>
</tr>
<tr>
<td>CEOs and MDs</td>
<td>17</td>
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<td>5</td>
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<tr>
<td>Faculty</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted Total Interviews</td>
<td>26</td>
<td>Total Remaining Participants</td>
<td>32</td>
</tr>
<tr>
<td><strong>Total Locations</strong></td>
<td></td>
<td></td>
<td>14</td>
</tr>
</tbody>
</table>
When meeting started, we explained about the research topic and problem. Then the participants introduced themselves, and every person had enough time that he/she explained his/her viewpoints and experiences.

It should be mentioned that given the objectives set out for this study, the method of interviewing was selected as the most appropriate. This is because this method is well suited to open discussion of issues, and because the topic here is one marked by ambiguous terms and less than well-formed opinions.

The following was the first preliminary research model proposed for this study.
Research model

Other contingency variables
- Business Characteristics Variables
- Company Experience & Background Variable
- Management & Employee’s abilities Variables
- Country & company Variables
- Environment Variable

Main explanatory variables
- Behavioral Attitudes
- Results
As it is shown in the figure, variables that influence the quality of products are categorized into two different classes. Behavioral attitudes are the main factors that affect the quality of products and other variables are seen as the second group of variables that will influence the main dependent variable of our model which is the quality of the products.

**Sample**

We have a sample of 26 companies that are used for this research.

An analysis of variable C1 and C2 shows that the sample is diversified and can be representative of several sectors. This is important for validity and reliability of results.

**Methodology**

We first examined to see if it is possible to classify companies through the results variables, and see if we can identify some clusters or groups with distinct results characteristics. Variables of results are C10, C11, C12, C13 and C25. C25 is a mixed variable that could be classified as a *strategy variable*, but we consider this variable as also a *result variable* or dependent variable.

The cluster analysis is achieved through the Ward method; by doing so two or three groups are identified.
As we see in the following graph, the hierarchical tree is as follows:

A first possibility is to consider groups A and B relatively close to each other (high similarity and high correlation), and they are far away from group C to identify only two groups. Another model would consider three groups, making a significant difference between A and B and consider three dependent groups (appendix 1).

We decided not to choose only one of the first or the second proposed model, and instead we decided to analyze both of them.

The quantitative analysis of our data shows that only two results variables have significant different values between groups (see appendix 2 and 3). These variables are C13 (capacity utilization) and C25 (quality of products). For this reason, we have decided to launch again the cluster analysis but with only these two variables (appendix 4). The hierarchical tree obtained is similar to the previous one, and the cross-table between groups and the variable C25 shows clearly that the only significant variable at the origin of the three groups is C25, which is the quality of products (appendix 6).
Our next test was performed to analyze the relationship between the Behavioral Attitudes variables and the quality of product (C25) variable.

Two behavioral variables can be excluded from the analysis just because there is no variance between them. That is the case for C14 and C16 (appendix 13) these two variables had the same given value from all participants in all interviews; therefore, there is no need to include both of them in our model; all interviewed managers have answered the effects of globalization were positive and that cultural variables had no effect.

For C15 (*the perceived effects of religious variables*) only two managers consider that it may have an impact. It is also possible to test through a chi-square test if there may be a relationship with the product quality variable. This hypothesis is rejected since the chi-square coefficient was not significant (p-value = 0.474) (appendix 12).

We also have tested to see if other contingency variables could have a significant impact on results. Chi-square tests show that following variables are positively and significantly related to product quality:

- Company background (C4) (appendix 7)
- Export strategy (C5) (appendix 8)
- CEO qualification (C7) (appendix 9)
- Manager’s background (C8) (appendix 10)
- Staff qualifications (C9) (appendix 11)
- Loyalty of employees (C18) (appendix 15)
- Growth Ambition (C26) (appendix 18)
But results of the tests also show that the following variables were not significant: C17 (transparency), C20 (government control) and C22 (black market).

It was also interesting to see if some of these variables were similar to each other. We performed a factorial analysis (appendix 19), and have identified two groups of variables:

- The first one is based on background and qualifications (C4, C7, C8, C9). (first axis, representing 41% of variance) ; the new variable for this axis is called FAC1_1
- The second one is based on export strategy (C5) and growth ambition (C26). (first axis, representing 23% of variance) ; the new variable for this axis is called FAC1_2
- All other axis is ignored because of the Eigen values are less than 1 which means that they are not significantly influential.

We then used a logistic regression analysis in order to see how product quality was affected by these two general dimensions (appendix 20 and 21).

The model is as follows:

\[ C25 = \text{Logit}(\text{FAC1}_1 ; \text{FAC1}_2) \]

The results of the logistic regression show that only the first dimension (background and qualifications or FAC1_1) has a significant impact on product quality (p-value = 0.009). The second explanatory variable is not significant (p-value = 0.133 for FAC1_2).
After taking all the above findings and results into consideration, our final model is simplified as follows:

Other contingency variables

- Background and qualifications
- Export strategy & Growth ambition

Main variables

- Behavioural Attitudes
- Results (Product quality)
The following is the main result for this analysis using Hierarchical Tree with the Ward Method.

In this figure we clearly see two groups of companies, and also more precisely three clusters. The two main groups are codified in a first variable entitled CLU1_2. The three groups are codified in second variable entitled CLU2_3.
Results of quantitative analysis show that according to the tests, the only variable where differences are significant is C25 (quality of products).

We also performed a separate cluster analysis with the Ward Method but only with the C13 (capacity utilization) and C25 (quality of products) variables for further analysis.

Again, we identify two main groups and three sub-groups.

The two groups are codified in a variable entitled CLU3_2

The three groups are codified in a variable entitled CLU4_3

Results clearly show that according to the relation between the C25 variable and the classification in three classes, the two variables C25 and CLU4_3 are strictly similar.

That is a significant relationship between C04 (company background) and C25 (quality of products). This is very important and means that when company background is high the quality of products is more likely to be higher. There is also a significant relationship between C05 (Export strategy) and C25 (quality of products) which means when the company exports a part of its products, the quality of company’s products is higher. Another important finding is that there is a significant relationship between C07 (CEO qualifications) and C25 (quality of products) (p-value = 0,000). This means that when the CEO qualification is high, the quality of products is higher.

We also see a significant relationship between (manager’s background) and C25 (p-value = 0,000). This means that when the Managers’ background is high, the quality of products is more likely to be higher. One of the most important results
is having a significant relationship between C09 (staff qualification) and C25 (p-value = 0.032). This means that when the Staff qualifications are high, the quality of products is higher. Staff qualifications play a very important role on how companies are managed and will strongly influence the performances of companies, especially in the private sector of economy.

It is interesting to know that there is no significant relationship between C15 (Perceived Effects of religious beliefs) and C25 (p-value = 0.474). This means that the “Perceived Effects of religious variables linked with globalization” is not influencing the quality of products; therefore, religious beliefs have no negative effects on performances of these 26 companies. This is one of the focal findings of this research.

There is no significant relationship between C17 and C25 (p-value = 0.289). This means that transparency and quality of products (checked by consumers) are not correlated to each other.

Having a significant relationship between C18 (loyalty of employees) and C25 (p-value = 0.087) means when the Employees’ loyalty is high, the quality of products is higher. Results also show that governmental controls and black markets are not influencing the quality of products and we can ignore them in this analysis.

There is a significant relationship between C26 (growth ambitions) and C25 (p-value = 0.029). When companies have growth ambitions, the quality of products is higher.

BACKGROUND & QUALIFICATIONS and EXPORT STRATEGY & LOYALTY OF EMPLOYEES are very strong factors that influence the quality of products in
medium size Iranian companies. Most importantly this part of analysis shows that *company background and qualifications* has a major impact on product quality.
9.4. A Qualitative Report by Hofstede Analysis

By implementing Hofstede's cultural dimensions for Iran and analyzing its measures compared to other regions, coupled with other models and theories we found out that there are not negative influences of cultures and religions that could lower the performances of medium size Iranian companies when facing different cultural and religious issues. This perspective is more convincing in private sector of the economy.

Iran, like other Muslim countries, has Uncertainty Avoidance (UAI) and Power Distance (PDI) as their highest Geert Hofstede Dimensions. It is crucial to note that both these Dimension rankings for Iran are lower than many other Muslim countries. This indicates a more moderate application of these two Hofstede Dimensions within the society.

Iran's highest Dimension ranking was Uncertainty Avoidance at 59, compared to the Muslim world ranking of 68. Highest ranking of Uncertainty Avoidance (UAI) of Iran explains the society’s low level of tolerance for uncertainty. In order to minimize or reduce this level of uncertainty, strict laws, rules, policies and regulations are implemented and adopted. The ultimate goal of this nation is controlling everything to eliminate or avoid the unexpected. As a result of this high Uncertainty Avoidance characteristic, the society is reluctant to accept change and is very risk adverse. The second highest Hofstede ranking for Iran is Power Distance (PDI) at 58. The Power distance rank of 58 compares to the Muslim world ranking of 80.

The high Power Distance (PDI) is indicating a high level of inequality of power and wealth in the society. This condition is not necessarily subverted on the population, but it is accepted by the society as their cultural heritage.
Lowest Hofstede ranking for Iran is Individuality (IDV) at 41, compared to the Muslim countries average of 38. The low ranking on this Dimension points out the society is Collectivist as compared to Individualist. This is manifest in a close long-term commitment to the family, extended family, or extended relationships. Loyalty in a collectivist culture is paramount, and over rides most other societal regulations and rules. The society promotes strong relationships where everyone takes responsibility for the members of their group.

9.5. Final Discussions

The results of this study clearly show that globalization has been very positive for these companies. Considering the fact that there are some cultural and religious differences between western countries and Islamic countries that affect different aspects of the societies and their companies, the positive gains of globalization will undoubtedly outweigh the negative aspects.

In order to be more specific and draw a more convincing conclusion this study was focused on a narrower topic: influences of globalization, cultures and religions on medium size Iranian companies and for this purpose thirty two interviews, and later nineteen follow-up interviews were arranged with key managers if these companies. From the total forty one collected interviews (there were fifteen joint interviews); twenty six interviews were chosen as the main data for this research. After dropping some of participants due to lack of clarity and low explanatory power of their interview data, the final participants were categorized into four groups as are explained in the following.

Chairman and CEOs – 7 participants

Managing Directors – 8 participants
Export Managers, and other experts – 15 participants

Faculty members – 2 participants

Four major provinces of Iran were locations that were under study for this research. Tehran had seven locations, Isfahan had three locations, Mashad had two and Tabriz had three locations. All factories were located in the abovementioned locations in these four provinces of Iran.

In order to make sure that results are valid, I decided to diversify the industries and fields that are chosen for this study: pasta producers, machine-made carpet manufacturers, detergents producers, software companies, truck manufacturers, tire producers, agricultural machinery, petrochemical companies, textile companies, paint and resin, electrical, air conditioning, dairy products, and companies active in production of different home appliances were specifically chosen to enrich this study.
Conclusions

Abstract

This research is focused on how globalization affect the way medium size Iranian companies are managed within the international scope? Characteristics associated with cultures and religious beliefs that have influences on performances of medium size Iranian companies are also examined. This research is conducted based on qualitative methods; and is based on theory of constructivism. Constructivism is a theory of knowledge which argues that human beings generate knowledge and meaning from their experiences. Information and data are collected by in-depth and face to face interviews with key managers and directors of relative institutions. According to nature of this research the most suitable type of data analysis is content analysis.

32 managers of medium-size Iranian companies were selected for this research: I selected these managers based on their qualifications and experiences. Questions are semi-structured, open-ended. But sometimes, some participants presented new dimensions to the discussions. Questions were presented to participants and tried to make sure that all participants have contributions and give their own ideas and perspectives.

Analyzing the data using conceptual frameworks and theoretical models, we concluded that the interviews clearly show that globalization and its different characteristics do not have negative effects in managing medium size Iranian companies. Although there are a number of Muslim countries and developing countries that do not welcome globalization with open arms, Iran seems to be different and has responded positively. By implementing Hofstede's cultural dimensions for Iran and analyzing its measures compared to other societies,
coupled with other models and theories we found out that there are not negative influences of cultures and religions that could lower the performances of management of medium size Iranian companies when facing different cultural and religious issues. This perspective is more convincing in private sector of the economy.

**Summary of Findings and Conclusion**

As explained before, given the previous stated definitions of globalization by various scholars, it can be noted that the global dominance of globalization affects religious and cultural values, whereby its process is seen as a threat to these traditions.

As explained in chapter seven of this study, the negative repercussions and complexities of globalization and its infringement on religion and culture and its attribution to class differences are presented. That is not to say that globalization is all negative. It has also brought about a culture of pluralism, which is so prevalent in all religious teachings.

With globalization, we have seen the emergence of global human rights and environmentalist groups that protect the interests of those often victimized by globalization. Furthermore, with the creation of Organizations such as the United Nation, World Health Organization and World Bank, etc., whether effective or not, has increased means of transparency and security. In this regard, the creation of a peaceful ‘global village’ has allowed the issues of poverty, war, and environment to have a global consensus and participation.

This integration has allowed the erosion of cultural, ethnic and religious differences that often pertained as ideologies that divided in the past. Therefore,
with the free movement of populations and the immigration, we have seen the development of multiculturalism and perhaps mutual understanding and respect.

Analyzing the data using conceptual frameworks and theoretical models, I concluded that the interviews clearly show that globalization and its different characteristics do not have negative effects in managing medium size Iranian companies.

All the companies in this study had some international businesses or had some joint ventures with foreign partners. Analysis of interviews clearly exhibit that globalization played a helping hand for these companies in order to expand their businesses both domestically and internationally. There is a significant, positive correlation between degree of adoptability within globalization, and their success especially in medium and long term.

Surely there are challenges to be faced and obstacles to overcome through implementing suitable and constructive policies by the key managers of companies, but these problems do not negate all the advantages that are resulted from these interactions. Interviews suggest that the most important gains could be mentioned as transfer of technology, having access to better know-how's and production systems as well as achieving the new managerial ways and manners that will definitely enhance the efficiency of the companies in all layers. This perspective is also supported with most globalization theories and also is validated by similar studies on this topic.

It is crucial to mention that some of these gains will be earned in long term and sometimes it takes time to adapt to the new environment and surroundings that these companies will face, but the potential gains to be achieved are significant and also obvious. There are lots of advantages and gains to be exploited via such
transitions by going through globalization; the roles of key managers in such processes are immense and important. To summarize, the results show that globalization results in a win-win situation for both parties and by taking the right actions and making the appropriate choices there will be huge benefits from globalization despite all the religious and cultural differences that are presented for managers of companies.

It should be mentioned that interviews suggest that for medium size Iranian companies the different cultures should not be seen as obstacles at all. All these companies have been working in different international markets and as a result of that have been in interactions with variant cultural issues. It is remarkable to know that Iran itself is a very multicultural country as well. Farsi, Turkish, Kurdish and Armenian are some of the languages that are spoken in Iran; all these languages are associated with their own cultures – Fars, Kurd, Turk and Armenian. There are more than thirty dialects and many cultures and subcultures that form the Iranian culture and identity. Therefore, all these companies have to be flexible and be able to work with different cultures to be successful even in their domestic market, Iran.

It is seen as an important finding of this study that different cultures do not function as diminishing factors for medium size Iranian companies. Interviews show that these cultural differences do not lower the performances of such companies and will not negatively affect their international businesses and joint ventures. These findings are in accordance with Hofstede's cultural dimensions that were explained in details in chapter eight. Comparing graphs and tables for Iran versus other Muslim countries and for Iran versus western countries also supports these findings. These results are also supported by most theories and academic findings in this field.
Like multiculturalism, historically Iran has been a land of different religions. Islam Christianity, Judaism and Zoroastrian have been the most common religions in Iran. In Iran we have a number of the oldest churches in the world. Christian communities have been living in different parts of Iran for centuries, and were integrated in the society. It should be mentioned that they always have had MPs in the parliament. Though, after the Islamic revolution of 1978 the number of Christian communities living in Iran decreases over time.

Results of interviews also show that different religions also do not reduce the performances of medium size Iranian companies, and different religious beliefs do not alter the long term plans and visions of medium size Iranian companies, especially in the private sector of the economy. Although there are some opposing views on this matter; and opinions are not as unanimous as they are regarding cultures.

There are many Muslim countries and developing countries that their main concern about the concept of globalization is their national identity. These societies argue that globalization brings western symbol of McDonaldization and Cocacolanization to their people and consequently their people are gradually going to be worshipers and consumers of foreign consumer goods. They think the outcome of this trend will be bankruptcy of their companies on one hand, and diminishing their cultural values and religious beliefs on the other hand. But Iranian managers seem to be different and have responded quite positively.

There have been strong quotes in favor of Globalization from Iranian managers and directors such as "Globalization means every nation regardless of its culture or religion, is a member of the world community" or – "from the beginning we welcomed Globalization as a positive development. Always I have said Globalization is in our favor" or – "The main members of WTO are coming from
different cultures and different religious beliefs. USA, Japan, China, Europe, India, Brazil are the main members of WTO. All of them welcome the concept of Globalization and take benefit of that. None of them believe that Globalization destroys their cultures or religious beliefs"

"We never had any difficulties with our business partners coming from religious differences. We respect their religious beliefs and they respect ours."

"Regarding religion differences, we have to be very careful with our local agents and customers in Arab countries. We are all Muslims, but Iranians are Shiee Muslim and Arabs are Sunni Muslims; we have to be careful not to provoke critical religious sensitivities with them. We must make business in those countries."

All these quotes and other strong quotes of Iranian managers show that Globalization is very welcome in Iran and Iranian managers are very much flexible and accepting of other cultures and religions.

To summarize, all these interviews and quotations clearly show that Iran and Iranian companies have perceived the phenomena of globalization very positively. Different managers brought up rationales and reasons showing that positive attributes and characteristics of globalization are definitely much greater than any potentially negative outcome. Hofstede cultural dimensions also reinforce these findings by explaining the cultural differences between Iran and other Muslim countries. Iran has been more open to different religions and cultures and over time we have observed higher degree of openness and reception regarding interaction and communication with other societies. The fact that Iran is a multicultural country has been a supporting factor for medium size
Iranian companies to cope better in the international scope that they are now facing.

Historically Iran has been very accepting of all other cultures and religions with respect, and we see people of different cultures and religions living in different provinces of Iran and integrating into the society. Globalization has brought very positive and helpful consequences for Iranian companies, transfer of technology and knowhow, flow of information, access to new managerial values and merits are some of very major and significant gains of globalization. Interaction with new markets and huge potentials for business expansions both domestically and internationally are also indirect results of globalization that are very valuable for Iranian managers. Globalization and its benefits have played important roles for prosperity and success of Iranian companies especially in the private sector of economy and will be a major factor for shaping the future and prospects of these companies.
Limitations of this Research

Some of the managers of companies that participated in these interviews are also working in government or having political responsibilities that could limit their volunteer involvement in this research. They did their best to participate and provide reliable and accurate information that were used as the main data source for the analysis of this research. The nature of their jobs and positions that they hold in major companies that are owned by government should be seen as a limiting factor for this study.

This research is a qualitative one and might lack the attributes that are associated with quantitative studies. Implementing statistical analyses will enrich this study and further more will reinforce and support our qualitative results and findings. This is referred to as triangulation method that will cross check a set of results using two or more different techniques in order to validate the results and findings using other methods.

Implementation of quantitative theories and testing hypotheses that are driven from conceptual frameworks will elaborate the structure of this study and enhance the methodology that has been used for this research. Addition of a quantitative part to this study is beneficial and adds a whole new dimension for follow-up research and future studies.

Categorizing the managers into different classes based on their own background and qualification should also be considered. In this study companies are mainly differentiated due to their industrial fields – classification of interviewees independent of their fields of activities did not take place in this study and should be addressed in more complex models.
Suggestions for Future Studies

The very nature of globalization and its process could be in conflicts with different cultural values, religious beliefs and also with nationalistic perspectives. In this research we had an extensive study on this topic; and different aspects of globalization and its challenges and consequences were explained in details.

This research was conducted based on a blend of both qualitative and quantitative methods. Although for future research there could be more focus on the quantitative aspect of this study. More statistical and econometrical data will be needed and consequently better comparisons could be made between different countries and also different companies in same regions or different ones. Different points of view could be brought up and analyzed in more details. The results will be very beneficial for decision-making processes for key managers of companies in variant fields.

The managerial aspect of globalization could be studied in more details to have a measurement of the impact of globalization on productivity of companies and their financial statement both during and after the joint ventures. There are economic models that could be used to estimate the impact of different aspects of globalization, cultures and religions on performances of medium size companies. Regression analysis could be implemented for each company and compare the financial indicators for before and after a joint-venture or entering an international market to determine if that specific process was beneficial for that company. One other thing that has yet to be studied in a comprehensive way is the speed of globalization, and to determine if there could be negative or
positive side effects by speeding up or slowing down the process of globalization.

The focus of this study was on religion of Islam and Islamic societies and their cultures; for future research other cultures and religions and their variant characteristics should be studied. The interrelations between Islam and other religions, as well as the inter-link between different branches of Islam could be studied in more details in future studies. Regarding religions there are opposite point of views that should be brought up and studied in order to have the framework we need to investigate and examine all characteristics of religions that could potentially play important roles for Iranian companies.

As it was explained before, the focus of this study was on medium size Iranian companies that are active in the private sector. It seems rational and interesting to undertake similar studies for bigger governmental companies as well. The nature of their challenges and problems and their political and governmental involvements are different from private companies; and should be separately analyzed in more depth.
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Chem.

Text.

Petro.

Chem.

Chem.

Elect.

Air-C.

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H.Apl.

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CyX5

CyX6

CyX7

CyX8

CyX9

CyX10

CyX11

CyX12

CyX13

CyX14

CyX15

CyX16

CyX17

CyX18

CyX19

CyX20

CyX21

CyX22

CyX23

CyX24

CyX25

CyX26

Agri.

CyX2

CyX3

C1
Text.

CyX1

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D.Wash

Lamps

S.Drink

Cement

Deterg.

V.Oil

M.Oil

Meat

Dairy

Radi.

Cable

Chem.

Paint

Petro.

Cloth

Ph. A

C. Box

Pasta

SoftW.

Trucks

A.Tires

Refrig.

Tract.

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Carp.

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**LEGENDS**

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Appendix 1

5 performance variables: C10 C11 C12 C13 C25

CLUSTER C10 C11 C12 C13 C25

/METHOD WARD

/MEASURE=SEUCLID

/PLOT DENDROGRAM HICICLE

Hierarchical Tree with the Ward Distance Method
Appendix 2.

Descriptive statistics

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Appendix 3.

Non-parametric statistics with the 5 performance variables

Differences between the two groups (variable CLU1_2)

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Differences between the three groups (variable CLU2_3)

**Kruskall Wallis test**

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a. Test of Kruskal Wallis

b. Grouping criteria: Ward Method (3 classes)
Appendix 4.

CLUSTER C13 C25

/METHOD WARD

/MEASURE=SEUCLID

/PLT DENDROGRAM HICICLE.

Hierarchical Tree with the Ward Distance Method
Appendix 5.

Differences

Mann-Whitney test

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a. Uncorrected for ex aequo.

b. Grouping Criteria: Ward M 2 (2 classes)
### Kruskall Wallis test

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#### Test<sup>a,b</sup>

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<sup>a</sup> Test of Kruskal Wallis

<sup>b</sup> Grouping Criteria: Ward M 2 (3 classes)
Appendix 6.

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Appendix 7.

COMPANY BACKGROUND (C04)

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Tests of Chi Square

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a. 6 cells (66.7%) have a theoretical lower than 5. The theoretical minimum is, 15.
b. The standardized statistic is -5.000.
Appendix 8.

EXPORT STRATEGY (C05)

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a. 6 cells (66.7%) have a theoretical lower than 5. The theoretical minimum is, 15.

b. The standardized statistic is-5,000.
Appendix 9.

CEO QUALIFICATION (C07)

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a. 6 cells (66.7%) have a theoretical lower than 5. The theoretical minimum is, 15.

b. The standardized statistic is -5,000.
Appendix 10.

MANAGERS’ BACKGROUND (C08)

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a. 7 cells (77.8%) have a theoretical lower than 5. The theoretical minimum is .08.

b. The standardized statistic is 2,888.
Appendix 11.

STAFF QUALIFICATION (C09)

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Chi square Test

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a. 4 cells (66.7%) have a theoretical lower than 5. The theoretical minimum is, 23.
b. The standardized statistic is 2.229.
Appendix 12.

C15 : Perceived Effects of religious variables linked with globalization
[Behavioral Attitudes]

Cross Table C15 * C25

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Chi square Test

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a. 4 cells (66.7%) have a theoretical lower than 5. The theoretical minimum is, 15.
b. The standardized statistic is, 656.
Appendix 13.

It is not useful to test the relationship between other behavioral attitudes (C14 and C16) and C25 (quality of products) because we do not observe any differences between companies for these two variables.
Appendix 14.

TRANSPARENCY (C17)

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</table>

a. 8 cells (88.9%) have a theoretical lower than 5. The theoretical minimum is 54.

b. The standardized statistic is 764.

No significant relationship between C17 and C25.
### Appendix 15.

**LOYALTY OF EMPLOYEES (C18)**

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**Theoretical**

The values under the **Theoretical** column are calculated based on the given data and represent theoretical expectations or projections.
### Chi square Test

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a. 7 cells (77.8%) have a theoretical lower than 5. The theoretical minimum is, 31.

b. The standardized statistic is 1,597.
## Appendix 16.

### GOVERNMENT CONTROL (C20)

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a. 8 cells (88.9%) have a theoretical lower than 5. The theoretical minimum is 38.

b. The standardized statistic is 176.
### Appendix 17.

**BLACK MARKET (C22)**

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</tr>
<tr>
<td>C22</td>
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<tr>
<td>,00</td>
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<tr>
<td></td>
<td>1,0</td>
<td>7</td>
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<tr>
<td></td>
<td>1,0</td>
<td>7,5</td>
<td>4,5</td>
<td></td>
<td>13,0</td>
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<tr>
<td></td>
<td>1,0</td>
<td>8</td>
<td>4</td>
<td></td>
<td>13</td>
</tr>
<tr>
<td></td>
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<td>7,5</td>
<td>4,5</td>
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</tr>
<tr>
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<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>15</td>
<td>9</td>
<td></td>
<td>26</td>
</tr>
</tbody>
</table>

a. 4 cells (66.7%) have a theoretical lower than 5. The theoretical minimum is 1.00.
b. The standardized statistic is -, 325.
Appendix 18.

GROWTH AMBITION (C26)

Cross Table C26 * C25

<table>
<thead>
<tr>
<th></th>
<th>C26</th>
<th>C25</th>
<th></th>
<th></th>
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<tbody>
<tr>
<td></td>
<td>.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Effective</td>
<td>1</td>
<td>7</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Effective</td>
<td>.6</td>
<td>4.6</td>
<td>2.8</td>
<td>8.0</td>
</tr>
<tr>
<td></td>
<td>Theoretical</td>
<td>1.4</td>
<td>10.4</td>
<td>6.2</td>
<td>18.0</td>
</tr>
<tr>
<td></td>
<td>1,00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Effective</td>
<td>1</td>
<td>8</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Effective</td>
<td>1.4</td>
<td>10.4</td>
<td>6.2</td>
<td>18.0</td>
</tr>
<tr>
<td></td>
<td>Theoretical</td>
<td>2</td>
<td>15</td>
<td>9</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>2,0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Effective</td>
<td>2.0</td>
<td>15.0</td>
<td>9.0</td>
<td>26.0</td>
</tr>
<tr>
<td></td>
<td>Theoretical</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Chi square Test

<table>
<thead>
<tr>
<th>Test</th>
<th>Value</th>
<th>ddl</th>
<th>Asymptotic significance (bilateral)</th>
<th>Exact Specifications (bilateral)</th>
<th>Exact Specifications (unilateral)</th>
<th>Point of Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi square</td>
<td>6,127a</td>
<td>2</td>
<td>.047</td>
<td>.050</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>8,596</td>
<td>2</td>
<td>.014</td>
<td>.024</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fisher’s Exact Test</td>
<td>6,675</td>
<td>2</td>
<td>.024</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Linear by Linear Association</td>
<td>4,926b</td>
<td>1</td>
<td>.026</td>
<td>.035</td>
<td>.029</td>
<td>.026</td>
</tr>
<tr>
<td>Number of Valid Observations</td>
<td>26</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. 4 cells (66.7%) have a theoretical lower than 5. The theoretical minimum is 62.
b. The standardized statistic is 2.219.
Appendix 19.

FACTORIAL ANALYSIS OF SIGNIFICANT VARIABLES RELATED TO QUALITY OF PRODUCTS

Diagram of components in space after rotation
Total variance explained

<table>
<thead>
<tr>
<th>Components</th>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of squares of factors selected</th>
<th>Sum of squares of factors retained for rotation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of Variance</td>
<td>% Cumulative</td>
<td>% of Variance</td>
</tr>
<tr>
<td>Initial</td>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2,502</td>
<td>41,697</td>
<td>2,502</td>
</tr>
<tr>
<td>2</td>
<td>1,398</td>
<td>23,303</td>
<td>1,398</td>
</tr>
<tr>
<td>3</td>
<td>763</td>
<td>12,711</td>
<td>1,398</td>
</tr>
<tr>
<td>4</td>
<td>617</td>
<td>10,290</td>
<td>2,502</td>
</tr>
<tr>
<td>5</td>
<td>459</td>
<td>7,654</td>
<td>1,398</td>
</tr>
<tr>
<td>6</td>
<td>261</td>
<td>4,345</td>
<td>2,502</td>
</tr>
</tbody>
</table>

**Extraction Method:** Principal Component Analysis.

**AXIS 1** : is related to BACKGROUND & QUALIFICATIONS

**AXIS 2** : is related to EXPORT STRATEGY & LOYALTY OF EMPLOYEES
Appendix 20.

LOGISTIC REGRESSION

C25 is transformed in a dummy variable (if product quality is high then the value becomes 1, otherwise it is 0)

League table\(^a\)

<table>
<thead>
<tr>
<th>Observations</th>
<th>Whether</th>
<th>C25b</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>%</td>
</tr>
<tr>
<td></td>
<td>.00</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>1.00</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>Overall Percentage</td>
<td></td>
<td>80.8</td>
</tr>
</tbody>
</table>

\(^a\) The value is hyphenation, 500

Summary of models

<table>
<thead>
<tr>
<th>Step</th>
<th>-2log-likelihood</th>
<th>R-squared of Cox &amp; Snell</th>
<th>Nagelkerke R-squared</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>21,133(^a)</td>
<td>.380</td>
<td>.524</td>
</tr>
</tbody>
</table>

\(^a\) The estimate was interrupted at iteration number 5 because parameter estimates changed by less than, 001.

Variables in equation

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>E.S.</th>
<th>Wald</th>
<th>ddl</th>
<th>Sig.</th>
<th>Exp(B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1(^a)</td>
<td>FAC1_1</td>
<td>1,756</td>
<td>.673</td>
<td>6,803</td>
<td>.009</td>
<td>5.789</td>
</tr>
<tr>
<td></td>
<td>FAC2_1</td>
<td>.907</td>
<td>.604</td>
<td>2,254</td>
<td>.133</td>
<td>2.478</td>
</tr>
<tr>
<td></td>
<td>Constant</td>
<td>-.984</td>
<td>.587</td>
<td>2,808</td>
<td>.094</td>
<td>.374</td>
</tr>
</tbody>
</table>
League table\textsuperscript{a}

<table>
<thead>
<tr>
<th>Observations</th>
<th>Whether</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>C25b</td>
<td>.00</td>
<td>1,00</td>
</tr>
<tr>
<td>Step 1</td>
<td></td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>C25b ,00</td>
<td></td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>C25b 1,00</td>
<td></td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Overall Percentage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>16</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2</td>
<td>7</td>
</tr>
</tbody>
</table>

|          |         |          |          |
| Percent  |         | 82,4     |          |
|          |         | 77,8     |          |
|          |         | 80,8     |          |

a. Variable (s) entered at step 1: FAC1_1, FAC2_1.
Step number: 1

Observed Groups and Predicted Probabilities

4 +  
+  
  I  
  I  
  I  
F  
I  
R  3 +  1  
+  
E  I  1  
I  
Q  I  1  
I  
U  I  1  
I  
E  2 +  0  00  0  1  
  1  
  I  
N  I  0  00  0  1  
  1  
C  I  0  00  0  1  
  1  
Y  I  0  00  0  1  
  1  
  1 +0  00  000  0  0  01  0  0  1  
  00  1  1  1  1  +  
  00  1  1  1  1  1  
  I0  00  000  0  0  01  0  0  1  
  00  1  1  1  1  1
Predicted Probability is of Membership for 1,00

The Cut Value is .50

Symbols: 0 - .00

1 - 1.00

Each Symbol Represents .25 Cases.
Appendix 21.

League Table

<table>
<thead>
<tr>
<th>Observations</th>
<th>Whether</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>C25b1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>.00</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Overall Percentage</td>
<td>80.8</td>
<td></td>
</tr>
</tbody>
</table>

a. The value is hyphenation, 500

Summary of models

<table>
<thead>
<tr>
<th>Step</th>
<th>-2log- likelihood</th>
<th>R-squared of Cox &amp; Snell</th>
<th>Nagelkerke R-squared</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>23,781a</td>
<td>.313</td>
<td>.432</td>
</tr>
</tbody>
</table>

a. The estimate was interrupted at iteration number 5 because parameter estimates changed by less than, 001.

Variables in equation

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>E.S.</th>
<th>Wald</th>
<th>ddl</th>
<th>Sig.</th>
<th>Exp(B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1a</td>
<td>FAC1_1</td>
<td>1.559</td>
<td>.605</td>
<td>6,645</td>
<td>.010</td>
<td>4.752</td>
</tr>
<tr>
<td>Constant</td>
<td>-.891</td>
<td>.537</td>
<td>2,749</td>
<td>1</td>
<td>.097</td>
<td>.410</td>
</tr>
</tbody>
</table>

a. Variable (s) entered at step 1: FAC1_1.
Résumé - Les influences de la mondialisation, les cultures et les religions sur les moyennes entreprises iraniennes

Ce travail de recherche est concentré sur la façon par laquelle la mondialisation affecte la méthode modalités de la gestion des entreprises moyennes iraniennes, sur le plan international. Les caractéristiques liées aux cultures et croyances religieuses qui ont une influence sur les performances des entreprises moyennes iraniennes sont également l'objet de notre étude. Cette recherche est menée sur la base des méthodes qualitatives, et se fonde sur la théorie du constructivisme. Le constructivisme est une théorie de la connaissance selon laquelle les êtres humains ont commencé à produire les connaissances et les définitions à partir de leurs expériences. Les informations et données sont collectées en détail et via les entretiens face à face avec les principaux managers et directeurs des entreprises concernées. Compte tenu de la nature de cette recherche, le type le plus approprié d'analyse des données, est l'analyse de contenu.

Trente-deux managers des entreprises iraniennes de taille moyenne ont été sélectionnés pour cette recherche: J'ai choisi ces managers en fonction de leurs qualifications et expériences. Des questions ont été semi-structurées et ouvertes. Mais parfois, certains participants ont présenté de nouvelles dimensions aux discussions. Des questions ont été présentées aux participants et j'ai essayé de faire en sorte que tous les participants aient des contributions et donnent leurs propres idées et perspectives.

Après avoir analysé les données en utilisant des cadres conceptuels et des modèles théoriques, nous avons conclu que les entretiens montrent clairement que la mondialisation et ses différentes caractéristiques n'ont pas d'effets négatifs sur la gestion des entreprises iraniennes de taille moyenne. Bien qu'il existe un certain nombre de pays musulmans et pays en développement qui n'ont pas accueilli la mondialisation à bras ouverts, l'Iran semble être différent, et y a répondu positivement.

En mettant en œuvre les dimensions culturelles de Hofstede pour l'Iran et l'analyse de ses mesures en comparaison avec d'autres sociétés, couplées avec d'autres modèles et théories, nous avons découvert que les influences négatives des cultures et des religions ne peuvent pas faire baisser les performances de la gestion des entreprises iraniennes de taille moyenne une fois ces entreprises se trouve en face des questions culturelles et religieuses différentes. Cette perspective est plus convincing dans le secteur privé de l'économie.
Questions de recherche:

Question principale de l'étude:

La mondialisation affecte-t-elle la méthode de la gestion des entreprises moyennes iraniennes, sur le plan international ?

Sous-questions:

1. Y a-t-il les caractéristiques associées aux cultures qui ont une influence négative sur les performances des entreprises iraniennes de taille moyenne?

2. Est-ce que les différentes religions et croyances religieuses jouent un rôle important sur la méthode de la gestion des entreprises iraniennes de taille moyenne?

Hypothèses de recherche:

- La mondialisation et ses différentes caractéristiques n'ont pas d'effets négatifs dans la gestion des entreprises iraniennes, de taille moyenne, en particulier dans le secteur privé de l'économie.
- Il n'y a pas d'effets négatifs des cultures pouvant faire baisser les performances des entreprises iraniennes une fois ces entreprises se trouvent en face des questions culturelles différentes. Cette perspective est plus convaincante dans le secteur privé de l'économie.
- Les religions n'affectent pas négativement la performance des entreprises iraniennes de taille moyenne. Cependant, il existe un certain nombre des soucis et problèmes relatifs aux religions qui peuvent être abordés par les principaux gestionnaires.

Contexte et objectif:

Se référant aux dictionnaires culturels, nous constatons que l'expression «mondialisation», signifie «faire les choses d'une portée globale ou de l'application." La mondialisation est un phénomène transcendant, mais certainement pas un phénomène moderne comme on le pense, qui s'inscrit de façon significative dans la vie quotidienne de, pratiquement, tous les
individus sur la planète. Ses effets peuvent être ressentis dans tous les domaines, de marketing et de publicité à des institutions politiques et sociales. Sa portée s'est même insinuée dans beaucoup de valeurs et mœurs des personnes. (Sexton, 2009).

Noam Chomsky (Ritzer, 61) fait valoir que l'expression « la mondialisation » est aussi utilisée, dans un sens doctrinal, pour décrire la forme néolibérale de la mondialisation économique. Concernant les concepts globaux, la mondialisation a produit des effets sérieux sur la plupart des aspects de notre vie quotidienne. Dans le domaine des affaires, la mondialisation est un facteur important qui doit être pris en considération pour tout processus de la prise de décision par les managers des entreprises. Afin de disposer une entreprise réussie et fleurissante, de nombreux managers ont adopté les concepts de la mondialisation dans leurs plans marketing de futur.

Cette étude évaluera les effets de la mondialisation ainsi que ceux de la culture et de la religion sur la réussite des entreprises internationales. En d'autres termes, cette étude portera spécifiquement sur les entreprises iraniennes et leurs stratégies dans l'amélioration de leur système de commercialisation basé sur la mondialisation.

**Analyse documentaire**

La mondialisation est un phénomène transcendant, mais elle n'est certainement pas un phénomène moderne comme on le pense, qui s'inscrirait de façon significative dans la vie quotidienne de, pratiquement, tous les individus sur la planète. Ses effets peuvent être ressentis dans tous les domaines, de marketing et de publicité à des institutions politiques et sociales. Sa portée s'est même insinuée dans beaucoup de valeurs et mœurs des personnes. (Sexton, 2009)

La mondialisation est généralement définie comme un rétrécissement de notre monde et la possibilité de communication instantanée à travers le monde. La mondialisation est souvent désignée par des métaphores omniprésentes d'une mobilité accélérée, telles que celles de flux et de l'autoroute de l'information, qui créent une image du monde étant comme un réseau des lieux hautement interconnectés dans lesquels l'espace est conquise.

**Mondialisation**: Le terme «mondialisation» est d'origine assez récente. Sa première apparition dans la sphère d'entreprise et de la littérature sociologique des années 1980,
mais à la fin du siècle, il était devenu une expression largement invoquée dans les discours académiques et populaires à travers le monde.

La mondialisation - définitions

Dictionary.com définit le terme «mondialisation» comme ce que se suit:

"Faire mondial ou mondialiser le champ d'application." (Dictionary.com-2008).

Selon Castells, la mondialisation est liée principalement à la révolution dans le domaine des technologies de l'information des années 1970. A cette époque quelle mondialisation est devenue le moteur du développement industriel et finalement à la fin du 20e siècle, de la révolution industrielle? D'autre part, la prédominance des technologies de l'information qui a été présentée par Castells comme «Informational», a proposé ce fait que la principale source de la productivité est l'action de la connaissance plutôt que la connaissance elle-même (Castles: 17).

La mondialisation dans son sens littéral est le processus ou de transformation des phénomènes locaux ou régionaux dans ceux mondiaux.

Elle peut être décrite comme un processus par lequel les peuples du monde entier sont unis dans une même société et fonctionnent ensemble. Ce processus est une combinaison des forces économiques, technologiques, socioculturelles et politiques. L'expression «mondialisation» est souvent utilisée pour designer la mondialisation économique, qui est, l'intégration des économies nationales dans l'économie internationale via le commerce, l'investissement étranger direct, les flux de capitaux, la migration et la propagation de la technologie. (Jagdish Bhagwati 214).

Tom G. Palmer (Palmer, 75) de l'institut Cato définit le terme «mondialisation» comme «la diminution ou l'élimination des restrictions appliquées par l'Etat sur les échanges à travers les frontières et le système complexe de plus en plus intégré et global de production et d'échange qui s'est émergé à la suite ».

Thomas L. Friedman (2007, 47) étudie l'impact de l'«aplanissement de la planète», et fait valoir que les échanges mondialisés, la sous-traitance, l'approvisionnement en chaîne, et les forces politiques mondialisées ont changé le monde de façon permanente, pour le
meilleur et pour le pire. Il fait également valoir que le rythme de la mondialisation s'accélère et continuera d'avoir un impact croissant sur l'organisation des entreprises et de leurs fonctionnements.

Noam Chomsky ((Ritzer, 61)) fait valoir que cette expression de «la mondialisation» est aussi utilisée, dans un sens doctrinal, pour décrire la forme néolibérale de la mondialisation économique.

Deux éléments fondamentaux de la mondialisation sont le franchissement des barrières spatiales et la centralisation des connaissances et d'informations. Ces évolutions, qui se traduisent par la mobilité accrue des personnes et des biens et un contact croissant entre les différentes communautés linguistiques (flux de tourisme de masse, celui des migrations, de l'information et des médias) signale, en dépit de la prédominance de l'anglais comme lingua franca mondiale, une croissance exponentielle de l'importance de la traduction, qui devient un médiateur clé de la communication globale. (Bielsa, 89). Pourtant, la langue et la traduction ont été systématiquement négligées dans la littérature actuelle abordant la mondialisation.

La mondialisation semble être une notion floue qui est interprétée différemment dans de nombreuses disciplines. Dans un sens plus étroit, le terme «mondialisation» est utilisé par les entreprises pour décrire tous leurs efforts pour pénétrer les marchés internationaux. Dans un sens plus large, la mondialisation décrit une tendance sociale qui intensifie les relations entre les sociétés et les nations, un processus par lequel les décisions, les événements et les activités d'une partie du monde ont une forte influence sur d'autres régions plus éloignées; en ce sens qu'elle implique «l'intensification des relations sociales mondiales qui relient des lieux éloignés de telle sorte que les événements locaux sont modelés par des événements survenant à des milliers de kilomètres de là, et vice versa» (Giddens, 345).

Robertson tente de combiner la tendance historique à la prise de conscience personnelle, et cela par la définition suivante: «La mondialisation en tant qu'un concept désigne à la fois la compression du monde et l'intensification de la conscience du monde dans son ensemble» (Robertson, 8), mais plus tard, il distingue deux termes:

Mondialisation « dans son sens le plus général, désigne un processus par lequel le monde devient un endroit unique» (Robertson, 135) et la globalité désigne «la circonstance de
prise de conscience approfondie du monde dans son ensemble" (P.78), ainsi, nous utilisons la mondialisation dans un sens large comme tout phénomène culturel et social global, qui sape les cultures traditionnelles et les sociétés dans leur lutte pour le pouvoir et l'identité (Beck, 28).

Un autre concept flou, il s'agit d'une idée sur la culture, utilisée par de nombreuses disciplines dans de nombreuses significations. Se référant à Sperber, qui considère la culture comme un «sous-ensemble flou de l'ensemble des représentations mentales et publiques qui habitent un groupe social donné» (Sperber, 33), une compréhension plus large de la culture est réalisée sans imposer la restriction traditionnelle aux cultures nationales. Sur la base d'une telle évolution du modèle, Sperber (45) l'appelle l'épidémiologie des croyances - non seulement de nouvelles connaissances sur la diffusion des idées et des croyances peuvent être acquises, mais aussi les différents niveaux de la culture peuvent être définis en fonction des groupes sociaux: culture d'une nation, celle d'une société, d'une équipe de travail, d'une discipline. En d'autres termes, la culture est fondamentalement une variable avec une relation étroite avec les concepts socio-économiques de chaque société et ces liens importants doivent être considérés dans l'analyse de l'impact de la culture sur les personnes venant de différentes parties du monde.

En outre, Knapp (Knapp, 13) distingue les différents niveaux de coopération dans l'économie et décrit une hiérarchie des actions culturelles: le régime individuel culturel, la culture d'équipe (groupes de projets), la culture fonctionnelle (ministères, les forces de travail), la culture organisationnelle (société, joint-ventures), les cultures nationales (économie nationale) et les schémas culturels universels (économie mondiale). Knapp tente certainement d'apporter les concepts économiques dans la définition de la notion de culture en se concentrant sur l'importance des liens existants entre l'économie et la culture organisationnelle en sciences de management. Ces concepts sont très routines dans le domaine de management et de différentes études s'y sont référées au cours de ces dernières décennies.

Comme Durham a mentionné (Durham, 76), les traits de la définition de la culture adoptés par les anthropologues sont: la réalité conceptuelle, la transmission sociale, le codage symbolique, l'organisation systémique, et l'histoire sociale. La définition consensuelle des cultures serait donc «des systèmes de codage symbolique des phénomènes conceptuels qui sont socialement et historiquement transmis à l'intérieur des populations et entre les populations» (Durham, 8).
Méthodologie de la recherche

Cette recherche sera effectuée sur la base d'une combinaison de deux méthodes qualitative et quantitative. Certaines informations et données nécessaires seront collectées via les interviews face à face avec les principaux managers et directeurs d'institutions concernées. Questionnaires appropriés seront également complétés.

Théorie de la recherche

Cette recherche est basée sur la théorie du constructivisme. Le constructivisme est une théorie de la connaissance qui fait valoir que les humains produisent la connaissance et les définitions, à partir de leurs expériences. Le constructivisme est une théorie de l'éducation mise au point par Seymour Papert. La théorie de Piaget concernant l'apprentissage constructiviste avait un vaste impact sur les théories de l'apprentissage, et celles des méthodes d'enseignement dans l'éducation et reste un thème sous-jacent de nombreux mouvements de réforme de l'éducation.

Le constructivisme est une théorie de la connaissance (épistémologie) qui désigne que les hommes génèrent les connaissances et les définitions via une interaction entre leurs expériences et leurs idées. Durant l'enfance, il y a une interaction entre leurs expériences et leurs réflexes ou le comportement de leurs modèles. Piaget a appelé ces systèmes de connaissances schemata.

Le constructivisme n'est pas une pédagogie spécifique, même si elle est souvent confondu avec le "constructionism", le constructivisme étant une théorie de l'éducation mise au point par Seymour Papert, inspiré par l'expérience et les idées constructivistes d'apprentissage de Jean Piaget. La théorie de Piaget concernant l'apprentissage constructiviste avait un grand impact sur les théories de l'apprentissage, et celles des méthodes d'enseignement dans l'éducation et s'avère un thème sous-jacent de nombreux mouvements de réforme de l'éducation. Le support des techniques d'enseignement constructiviste a été associé à certaines recherches supportant ces techniques et d'autres recherches contredisant ces résultats.
Design de la recherche

• Techniques de collecte des données

Les techniques de collecte de données nous permettent de recueillir systématiquement des informations sur nos objets d'étude (personnes, objets, phénomènes) et sur les contextes dans lesquels ils se produisent. Concernant la collecte des données, nous devons être systématiques. Si les données sont collectées de façon irrégulière, il sera difficile de trouver les réponses appropriées à nos questions de recherche, de manière concluante.

Nous allons utiliser les techniques de collecte de données suivantes:

Entrevue

Une entrevue est une technique de collecte de données qui implique l'interrogation orale des répondants, soit individuellement soit en groupe. Les réponses aux questions posées lors d'un entretien peuvent être enregistrées via les inscrire sur les papiers (soit au cours de l'entrevue elle-même ou immédiatement après l'enterview) ou par l'enregistrement magnétique des réponses, ou une combinaison des deux. Des entrevues peuvent être menées avec divers degrés de flexibilité. Les deux méthodes, le haut degré et le bas degré de flexibilité, sont décrits ci-dessous.

Haut degré de flexibilité:

La méthode flexible de l'entrevue est utile si le chercheur a seulement une maîtrise faible sur la situation ou sur l'objet de l'enquête, ou si le sujet est sensible. Cette méthode est fréquemment appliquée dans les études exploratoires. L'instrument utilisé peut être appelé un guide d'entretien ou un plan d'entrevues. La méthode non structurée ou peu structurée de poser des questions peut être utilisée pour interroger les individus ainsi que les groupes d'informateurs clés.

Faible degré de flexibilité:

Des méthodes moins flexibles de l'entrevue sont utiles lorsque le chercheur est relativement bien informé sur les réponses attendues ou lorsque le nombre de répondants à interroger, est relativement grand. Les questionnaires peuvent être utilisés avec une liste
fixe des questions dans un ordre standard, qui ont essentiellement les réponses fixes ou pré-classées. Lors de l'examen de différentes techniques de collecte des données et de leurs avantages et de leurs inconvénients, il est très important de savoir qu'ils peuvent se compléter mutuellement.

Une utilisation habile d'une combinaison de différentes techniques peut réduire le risque de partialité et offrir une compréhension plus globale de l'objet de l'étude. Les chercheurs utilisent souvent une combinaison de techniques de recherche souple et moins flexible.

• Méthode d'échantillonnage

J'ai choisi la forme échantillonnage dirigé (échantillon choisi à dessein).

Habituellement, les personnes sélectionnées à cet effet sont interrogées. Contrairement aux échantillons à l'aveuglette, les échantillons ciblés sont soigneusement sélectionnés pour atteindre un objectif spécifique. Un échantillonnage dirigé sélectionne les cas riches en informations pour une étude approfondie. La taille et les cas spécifiques dépendent de l'objectif de l'étude.

Type d'analyse des données

Nous avons choisi pour notre recherche, le style d'analyse des données, comme la théorie de base. Dans l'analyse documentaire de la qualité académique il y a des théories et des modèles différents. Après avoir terminé notre analyse documentaire, nous choisissons la théorie la plus appropriée pour notre étude.

Type d'analyse de données

Compte tenu de la nature de notre recherche, le type le plus approprié d'analyse des données, est l'analyse du contenu. Nous mettons en œuvre une analyse de contenu afin d'examiner les différents thèmes qui émergent, pour les débats centraux de notre étude.
Mener les interviews pour cette recherche

Choix des entreprises

J'ai sélectionné 38 managers qui ont participé à cette recherche: j'ai choisi ces personnes en fonction de leurs qualifications. La recherche comportait dix questions principales et les sous-questions. Des questions ont été semi-structurées et ouvertes. Mais parfois, certains participants ont présenté de nouvelles dimensions aux débats. J'ai présenté les questions aux participants et essayé de faire en sorte que tous les participants contribuent et donnent leurs idées et leurs perspectives.

• Débat

Lorsque la réunion a commencé, j’ai expliqué le sujet de recherche et le cœur de problème. Ensuite, les participants se sont présentés, et chaque personne avait le temps nécessaire pour expliquer son point de vue et ses expériences.

• La collecte de données

J'ai utilisé des magnétophones pour ne manquer aucune information utile. J'ai encouragé les participants à s'exprimer librement et activement; j'ai préparé une déclaration écrite concernant les données collectées. Dans la première étape, j'ai retranscrit toute l'entrevue complète. Dans la seconde étape, j'ai analysé le contenu des débats séparément. Les phrases ont été tirées à partir du texte et plus tard ont été classés.

• La méthode choisie

Compte tenu des objectifs fixés pour cette étude, a été choisie la méthode d'interview comme la plus appropriée. Car cette méthode est bien adaptée aux débats ouverts sur les problèmes, et car le sujet est ici marqué par des termes ambigus et moins par des opinions bien formés.

Résultats de la recherche

Cette recherche est axée sur cette question : Comment la mondialisation influence-t-elle les entreprises iraniennes de taille moyenne sur le plan international? Les caractéristiques
associées à des cultures et à des croyances religieuses qui ont une influence sur les performances des entreprises iraniennes de taille moyenne sont également objet de notre étude. Cette recherche est menée sur la base des méthodes qualitatives, et est basé sur la théorie du constructivisme.

Le constructivisme est une théorie de la connaissance qui soutient que les êtres humains peuvent générer des connaissances et définitions à partir de leurs expériences. Les informations et données sont collectées en détail et via les entretiens face à face avec les principaux managers et directeurs des entreprises concernées. Compte tenu de la nature de cette recherche, le type le plus approprié d'analyse des données, est l'analyse de contenu. Nous mettons en œuvre une analyse de contenu afin d'examiner les différents thèmes qui émergent.

Trente-deux managers des entreprises iraniennes de taille moyenne ont été sélectionnés pour cette recherche: J'ai choisi ces managers en fonction de leurs qualifications et expériences. Des questions ont été semi-structurées et ouvertes. Mais parfois, certains participants ont présenté de nouvelles dimensions aux discussions. Des questions ont été présentées aux participants et j'ai essayé de faire en sorte que tous les participants aient des contributions et donnent leurs propres idées et perspectives.

Chaque séance de travail commencée, nous avons expliqué le sujet de recherche et la question principale. Ensuite, les participants se sont présentés, et toute personne avait le temps nécessaire afin d'expliquer son point de vue et ses expériences.

Il convient de mentionner que, compte tenu des objectifs fixés pour la présente étude, la méthode d'interview a été désignée comme celle la plus appropriée. Car cette méthode est bien adaptée aux débats ouverts sur les problèmes, et car le sujet est ici marqué par des termes ambigus et moins par des opinions bien formés.

Comme expliqué précédemment, compte tenu des définitions précédemment présentées de la mondialisation par des chercheurs différents, on peut noter que la domination mondiale de la mondialisation affecte les valeurs religieuses et culturelles, à cause de quoi le processus est perçu comme une menace pour ces traditions.
Comme il est expliqué dans le chapitre sept de l'étude présente, les répercussions négatives et les complexités de la mondialisation et son infraction par rapport à la religion et à la culture et de son attribution aux différences de classe sont présentés. Cela ne veut pas dire que la mondialisation est totalement négative. Il a également apporté une culture de pluralisme, qui est tellement répandue dans tous les enseignements religieux.

Avec la mondialisation, nous avons vu l'émergence des droits de l'homme mondiaux et des groupes écologistes qui protègent les intérêts de ceux qui sont souvent victimes de la mondialisation. En outre, avec la création d'organisations comme les Nations unies, Organisation mondiale de la Santé et la Banque mondiale, etc., que ces organisations soient efficaces ou non, les moyens de la transparence et de la sécurité ont été améliorés. A cet égard, la création d'un "village global" pacifique a permis d'avoir un consensus et une participation mondiaux sur les questions comme la pauvreté, la guerre, et l'environnement.

Cette intégration a permis à l'érosion des différences culturelles, ethniques et religieuses qui souvent concernaient les idéologies qui ont divisé les gens par le passé. Par conséquent, avec la libre circulation des populations et de l'immigration, nous avons vu le développement du multiculturalisme et peut-être la compréhension et le respect mutuels.

Une fois les données analysées en utilisant des cadres conceptuels et des modèles théoriques, j'ai conclu que les entretiens montrent clairement que la mondialisation et ses différentes caractéristiques n'ont pas d'effets négatifs sur la gestion des entreprises moyennes iraniennes. En mettant en œuvre les dimensions culturelles de Hofstede pour l'Iran et l'analyse de ses mesures par rapport à d'autres régions, couplé avec d'autres modèles et théories, nous avons découvert qu'il ne se trouve pas les influences négatives des cultures et des religions qui pourraient diminuer les performances des entreprises iraniennes de taille moyenne face aux différentes questions culturelles et religieuses. Cette perspective est plus convaincante dans le secteur privé de l'économie.

Les dimensions de « la réduction d'incertitude » (UAI) et « la distance hiérarchique » (PDI) selon le classement de « Geert Hofstede Dimensions » sont les plus hautes. Il convient pourtant de noter que ces deux indices sont inférieurs à ceux de nombreux autres pays musulmans. Cela indique une application plus modérée de ces deux dimensions Hofstede au sein de la société iranienne. Cependant, avec la chute forcée du Shah en Janvier 1979, et l'émergence ultérieure du gouvernement islamique en Iran, les
dimensions Hofstede actuelles pour l'Iran se conforment plus étroitement avec celles d'autres pays musulmans dont les « la réduction d'incertitude » (UAI) et « la distance hiérarchique » (PDI) sont les plus élevés par rapport aux autres dimensions définies à cet effet.

Le rang le plus élevé d'Iran sur ce plan, concerne la dimension de « la réduction d'incertitude » (UAI) étant à 59, par rapport au classement du monde musulman de 68. Le rang le plus élevé de l'Iran concernant la dimension de « la réduction d'incertitude » (UAI) indique le faible niveau de tolérance à l'incertitude de la société. Dans un effort pour minimiser ou réduire ce niveau d'incertitude, de nombreuses règles strictes, des lois, des politiques et règlements ont été adoptés et mis en œuvre. Le but ultime de cette population est de tout contrôler afin d'éliminer ou éviter les imprévus. En raison de cette caractéristique de l'incertitude élevée, la société n'accepte pas facilement le changement et le risque y est très défavorable. Deuxième rang élevé de l'Iran selon la norme Hofstede concerne « la distance hiérarchique » (PDI), étant à 58, par rapport à celui du monde musulman s'affichant 80.

Ce rang élevé de PDI est indicative d'un niveau élevé de l'inégalité des pouvoirs et des richesses au sein de la société. Cette condition n'a nécessairement pas un effet subversif sur la population, mais plutôt est acceptée par la société comme un héritage culturel.

Le rang le plus bas d'Iran selon la norme Hofstede est celui d’Individualisme (IDV) étant à 41, contre une moyenne de 38 pour les pays musulmans. Le mauvais classement sur cette dimension indique que la société est plus collectiviste qu'individualiste. Ceci est manifeste dans un engagement étroit de long terme à la famille, à la famille élargie, ou aux relations étendues. Loyauté dans une culture collectiviste est primordiale, et s'avère plus importante que la plupart des autres règles et règlements de la société. La société favorise de bonnes relations où chacun prend la responsabilité de membres de son groupe.

Les résultats de cette étude montrent clairement que la mondialisation a été très positive pour ces entreprises. Compte tenu du fait qu'il y a de toute façon, un certain nombre des différences culturelles et religieuses entre les pays occidentaux et les pays islamiques qui touchent différents aspects des sociétés y compris les entreprises, il faut dire que les apports positifs de la mondialisation emportent sur les aspects négatifs.
Pour être plus précis et pour tirer une conclusion plus convaincante de cette étude, elle s’est concentrée sur un objet plus précis à savoir: les influences de la mondialisation, des cultures et des religions sur les sociétés iraniennes de taille moyenne et à cet effet trente-deux entretiens, et plus tard dix-neuf entrevues de suivi ont été organisés avec les principaux managers de telles entreprises. Parmi un total de quarante et une entrevues recueillies (il y avait quinze entrevues conjointes), 26 entrevues ont été choisies comme les principales données de cette recherche. Après avoir éliminé quelques-uns des participants en raison du manque de clarté et de données faiblement exposées pendant l’entrevue, les participants ont été finalement classés en quatre groupes à l’ordre suivant:

Président et PDG - 7 participants

Directeurs généraux - 8 participants

Les managers à l'exportation, et d'autres experts - 15 participants

Membres faculté - 2 participants

Les endroits de quatre principales provinces d'Iran ont été objet de l'étude dans le cadre de cette recherche. Téhéran avait sept endroits, Ispahan avait trois endroits, Mashad en avaient deux et Tabriz avait trois endroits. Toutes les usines étaient situées dans les endroits ci-dessus mentionnés dans ces quatre provinces de l'Iran.

Afin de s'assurer que les résultats sont valables, j'ai décidé de diversifier les industries et les domaines qui sont choisis pour cette étude: les producteurs de pâtes, fabricants de tapis faits à la machine, les producteurs de détergents, les sociétés de logiciels, fabricants des poids lourds, les fabricants de pneumatiques, machines agricoles, des entreprises pétrochimiques, les entreprises du textile, de peinture et de résine, et de l'électricité, de la climatisation, les produits laitiers, et les entreprises actives dans la production de différents appareils électroménagers ont été spécifiquement choisies pour enrichir cette étude.

Toutes les entreprises dans le cadre cette étude effectuaient des opérations de commerce international ou avaient des joint-ventures avec des partenaires étrangers. L’analyse des entretiens montrent clairement que la mondialisation a aidé ces entreprises afin de développer leurs activités à l'échelle nationale et internationale.
Il y a une importante corrélation positive entre le degré d'adoptabilité avec la mondialisation, et leur succès en particulier au moyen et long terme.

Il y a sûrement des défis à relever et les obstacles à surmonter dans la mise en œuvre des politiques adaptées et constructive par les principaux managers des entreprises, mais ces problèmes n’effacent pas tous les avantages issus de ces interactions. Les interviews suggèrent que les gains les plus importants issus de cette interaction, pourraient être cités comme le transfert de technologie, le fait d’avoir accès à de meilleurs savoir-faire et à de meilleurs systèmes de production ainsi que la réalisation des nouveaux modes de gestion qui vont assurément améliorer l'efficacité des entreprises à tous les niveaux. Cette perspective est également soutenue par la plupart des théories de la mondialisation et est également validée par des études similaires sur ce sujet.

Il est crucial de mentionner que certains de ces gains seront acquis dans le long terme et il faut parfois du temps pour s'adapter au nouvel environnement et ses environs que ces entreprises devront faire face, mais les gains potentiels à réaliser sont importants et évidents. Il y a beaucoup d'avantages et de gains à exploiter via des transitions dans le cadre de la mondialisation, et le rôle des managers clés dans certains processus est immense et très importante. Pour résumer, les résultats montrent que les issus de la mondialisation dans une situation gagnant-gagnant pour les deux parties, tout en prenant les bonnes mesures et effectuant les choix appropriés, auront d'énormes avantages, et cela malgré toutes les différences religieuses et culturelles qui sont présentées pour les managers d’entreprises.

Cette étude démontre que le processus de la mondialisation est un ordre international qui a conduit à l'intégration progressive du monde à travers la suppression des barrières du commerce et grâce à la mobilité accrue des facteurs de production. En outre, l'innovation technologique donne également élan à l'intégration progressive des nations. Les éléments de la mondialisation comprennent la libre circulation des biens et services, flux de capitaux, la libre circulation des travailleurs et le transfert de technologie. De nombreux pays en développement ont bénéficié de ce processus par la libéralisation et l'ouverture accrue au commerce.
Au fur à mesure que la mondialisation a progressé, les conditions de vie se sont nettement améliorées dans presque tous les pays. Cependant, les bénéfices plus importantes ont été obtenues par les pays avancés et seulement quelques-uns des pays en développement. Le fait que l’écart entre les revenus élevés et ceux des pays à faible revenu s'est augmenté, est un sujet de préoccupation. Mais il est injuste d’en conclure subitement que la mondialisation a entraîné une divergence, ou que rien ne peut être fait pour améliorer la situation. Au contraire: il est vrai que les pays à faible revenu n'ont pas été capables de s'intégrer à l'économie mondiale plus rapidement que les autres, en partie à cause des politiques qu'ils ont choisies et aussi en raison de facteurs hors de leur contrôle. Aucun pays, même les plus pauvres, ne peut se permettre de rester isolé du monde. C'est la façon de s'assurer de ce que toutes les personnes dans tous les pays ont accès aux avantages de la mondialisation.

Outre les avantages économiques, la mondialisation indique également la circulation des idées, des normes, de l'information et du travail. Il y a une grande différence dans le degré de mondialisation dans le temps et entre pays et régions du monde, ainsi que dans les pays eux-mêmes. Les forces de la mondialisation qui nous font rapprocher toujours davantage vers une société mondiale unique - la communication de masse, une facilité accrue de voyager, le commerce, l'Internet, et la culture populaire - doivent être incluses comme variables dans des projets de recherche futurs.

Il convient de mentionner que les entrevues dans le cadre de cette recherche suggèrent que les différentes cultures ne devraient pas être considérées comme des obstacles devant les entreprises iraniennes de taille moyenne. Toutes ces entreprises ont travaillé dans les différents marchés internationaux et se sont trouvées en contact avec les questions culturelles variées. Il est remarquable de savoir que l'Iran lui-même est un pays très multiculturel, ainsi, le persan, le turc, le kurde et l'arménien sont quelques-unes des langues qui sont parlées en Iran, toutes ces langues sont associées à leur propre culture - fars, kurde, turc et arménien-. Il y a plus de trente dialectes et de nombreuses cultures et de sous-cultures qui forment la culture et l'identité iraniennes. Par conséquent, toutes ces entreprises doivent être flexibles et pouvoir travailler avec des cultures différentes pour réussir, même dans leur marché intérieur, de l'Iran.

Un des résultats importants de cette étude, c’est que la différence culturelle ne joue pas un facteur diminuant ou négatif pour les entreprises iraniennes de taille moyenne. Les entretiens objets de notre étude, montrent que ces différences culturelles ne baissent pas
les performances de ces sociétés et ne sont pas nuisibles pour leurs filiales internationales ou pour les joint-ventures. Ces résultats sont d’ailleurs conformes aux dimensions culturelles de Hofstede qui ont été expliquées en détail dans le chapitre huit. La comparaison des diagrammes et tableaux descriptifs concernant l'Iran avec ceux d'autres pays musulmans et également la même comparaison entre l'Iran et les pays occidentaux, confirme ces résultats. Ces résultats sont également confirmés par la plupart des théories et des apports académiques dans ce domaine.

Comme ce que nous avons vu sur l'aspect « multiculturalisme », sur le plan religieux aussi, l'Iran a été historiquement une terre d'accueil de différentes religions. L'Islam, le christianisme, le judaïsme et les zoroastriens ont été les religions les plus répandues en Iran. En Iran, nous pouvons répertorier un certain nombre des plus anciennes églises dans le monde. Les communautés chrétiennes ont vécu dans différentes parties et régions d'Iran depuis des siècles, et ont été intégrées dans la société iranienne. Il convient de mentionner qu'elles ont toujours été représentées au parlement. Pourtant il est vrai qu'après la révolution islamique de 1979, le nombre de communautés chrétiennes qui vivent en Iran diminue avec le temps.

Les résultats des entrevues montrent également que les différences religieuses ne réduisent non plus les performances des entreprises iraniennes de taille moyenne, et des croyances religieuses différentes ne modifient pas les stratégies et les plans à long terme de ces entreprises, en particulier dans le secteur privé. Pourtant, l'on constate les points de vue opposés sur cette question, et les opinions ne sont pas aussi unanimes qu'elles l'étaient sur les cultures.

Il y a beaucoup de pays musulmans et des pays en développement dont leur principale préoccupation concernant le concept de la mondialisation, est leur identité nationale. Ces sociétés font valoir que la mondialisation amène les symboles occidentaux de McDonaldisation et Coca-colonisation pour leur peuple et par conséquent, leurs populations vont peu à peu être des fidèles consommateurs de biens de consommation étrangers. Ils pensent que le résultat de cette tendance sera la faillite de leurs entreprises d'une part, et la diminution de leurs valeurs culturelles et leurs croyances religieuses d'autre part. Mais les managers iraniens semblent être différents et ont réagi très positivement à la mondialisation.
Les managers iraniens ont largement soutenu la mondialisation avec les phrases telles que «La mondialisation signifie que chaque nation quelle que soit sa culture ou sa religion, est un membre de la communauté mondiale» ou - «Dès le début, nous avons accueilli la mondialisation comme une évolution positive.

Toujours j'ai soutenu que la mondialisation est en notre faveur " ou " Les principaux membres de l'OMC viennent de différentes cultures et croyances religieuses de tel que les Etats-Unis, Japon, Chine, Europe, Inde, le Brésil sont les principaux membres de l'OMC . Tous les managers prenant part aa la recherche ont a accueilli le concept de la mondialisation et estiment profiter de cela. Aucun d'entre eux ne croit que la mondialisation détruit leurs cultures ou croyances religieuses". " Nous n'avons jamais eu des difficultés avec nos partenaires d'affaires provenant de différences religieuses. Nous respectons leurs convictions religieuses et qu'ils respectent la nôtre".En ce qui concerne les différences religieuses, nous devons être très prudents avec nos agents et nos clients régionaux dans les pays arabes. Nous sommes tous musulmans, mais les Iraniens sont musulmans chiites et les Arabes sont des musulmans sunnites, nous devons faire attention de ne pas provoquer les sensibilités religieuses par rapport à eux. Nous comptons continuer nos affaires dans ces pays

Toutes ces citations et d'autres citations fortes des managers iraniens montrent que la mondialisation est la bienvenue en Iran et ces managers sont très flexibles en acceptant d'autres cultures et religions.

Pour résumer, tous ces entretiens et citations montrent clairement que l'Iran et les entreprises iraniennes ont perçu les phénomènes de la mondialisation de façon très positive.

Différents managers iraniens confirment que les apports et les caractéristiques positifs de la mondialisation sont certainement beaucoup plus importants que tout aspect négatif potentiel.
Egalement les dimensions culturelles de Hofstede renforcent ces résultats en expliquant les différences culturelles entre l'Iran et d'autres pays musulmans. L'Iran a été plus ouvert aux religions et de cultures différentes et au fil du temps, nous avons observé plus haut degré d'ouverture et d'accueil en matière d'interaction et de communication avec d'autres sociétés. Le fait que l'Iran est un pays multiculturel, a été un facteur déterminant pour les entreprises moyennes iraniennes pour qu'elles se présentent mieux sur le plan international.

Historiquement l'Iran a été très tolérant et respectueux vis à vis de toutes les autres cultures et religions et nous constatons des gens de différentes cultures et religions qui vivent dans différentes provinces de l'Iran et qui y sont intégrés. La mondialisation a entraîné des conséquences très positives et utiles pour les sociétés iraniennes, le transfert de technologie et de savoir-faire, circulation de l'information, l'accès à de nouvelles valeurs et de nouveaux mérites de management sont quelques-uns des apports très importants et significatifs de la mondialisation. L'échange et l'interaction avec les nouveaux marchés et un énorme potentiel d'expansion économique à l'échelle nationale et internationale sont aussi des résultats indirects de la mondialisation qui sont très précieux pour les dirigeants des entreprises iraniennes. La mondialisation et ses prestations ont joué un rôle important dans la prospérité et la réussite des entreprises iraniennes en particulier dans le secteur privé et sera un facteur important pour façonner l'avenir et les perspectives de ces entreprises.

Les limites de cette recherche

Certains des dirigeants d'entreprises qui ont participé à ces entretiens, travaillent également au sein du gouvernement ou titularisent les responsabilités politiques qui pourraient limiter leur participation bénévole et franche à cette recherche. Ils ont fait de leur mieux pour participer et fournir des informations fiables et précises qui ont été utilisés comme source principale de données pour l'analyse de cette recherche. La nature de leurs emplois et les postes qu'ils occupent dans les grandes entreprises, détenues par l'Etat doit être considérée comme un facteur limitatif de cette étude.
Cette recherche est qualitative et manque les apports quantitatifs. La mise en œuvre des analyses statistiques pourraient enrichir cette étude et en plus la renforcer et soutenir nos résultats et conclusions qualitatifs. C'est ce qu'on appelle la méthode de triangulation qui contre-vérifie un ensemble de résultats en utilisant deux ou plusieurs techniques différentes afin de valider les résultats et les conclusions issus des autres méthodes.

La mise en œuvre des théories quantitatives et le fait de tester des hypothèses qui sont exclues de cadres conceptuels, peut élaborer la structure de cette étude et améliorer la méthodologie utilisée pour cette recherche. Ajout d'un volet quantitatif à cette étude est bénéfique et ajoute une toute nouvelle dimension pour le suivi de la recherche et les études futures.

La classification des managers en différentes catégories en fonction de leurs propres expériences et de leurs qualifications devraient également pris en considération. Dans le cadre de cette étude, sont généralement présentées ceux issus des différents secteurs industriels - la classification des personnes interrogées indépendamment de leurs domaines d'activités n'a pas eu lieu dans cette étude et devraient être traitées dans des modèles plus complexes.

**Suggestions d'études prospectives**

La nature même de la mondialisation et de ses processus pourrait être en conflit avec les différentes valeurs culturelles, les croyances religieuses et aussi des perspectives nationalistes. Dans cette recherche, nous avons eu une étude approfondie sur ce sujet, et les différents aspects de la mondialisation et ses défis et ses conséquences ont été expliqués en détail.

Cette recherche a été menée sur la base d'un mélange des deux méthodes qualitatives et quantitatives. Bien que des recherches futures qu'il pourrait y avoir davantage l'accent sur l'aspect quantitatif de cette étude. Plus de données statistiques et économétriques y seront nécessaires et du coup une meilleure comparaison pourrait être faite entre les différents pays et différentes entreprises dans des régions similaires ou différentes. Ainsi de différents points de vue pourraient être mis en œuvre et analysés d'une façon détaillée. Les résultats seront très bénéfiques pour les processus de décision pour les manager clé des sociétés dans les secteurs variés.
L'aspect managérial de la mondialisation pourrait être largement étudié en détail pour avoir la mesure de l'impact de la mondialisation sur la productivité des entreprises et de leurs états financiers à la fois pendant et après la mise en œuvre des joint-ventures. Il existe des modèles économiques qui pourraient être utilisés pour évaluer l'impact des différents aspects de la mondialisation, des cultures et des religions, sur les performances des entreprises de taille moyenne. L'analyse de régression pourrait être mise en œuvre pour chaque entreprise et de comparer les indicateurs financiers concernant les phases avant et après la mise en place des joint-ventures ou lorsqu'une entreprise rentre sur un marché international afin de déterminer si ce procédé spécifique a été bénéfique ou non. Un autre élément qui n'a pas encore été étudié de manière globale, est la vitesse de la mondialisation, et de déterminer si elle pouvait y avoir des effets secondaires négatifs ou positifs en accélérant ou en ralentissant le processus de la mondialisation.

L'objectif de cette étude portant sur la religion de l'Islam et les sociétés islamiques et leurs cultures, dans le cadre des recherches futures, il faut étudier les autres cultures et religions et leurs caractéristiques variées. Les interrelations entre l'Islam et les autres religions, ainsi que les interrelations entre les différentes confessions de l'Islam pourraient être étudiées plus profondément dans les études futures. En ce qui concerne les religions il y a des points de vues opposés qui devraient être pris en charge et étudiés afin d'avoir le cadre nécessaire dont nous avons besoin pour enquêter et examiner toutes les caractéristiques des religions qui pourraient jouer un rôle important dans les activités des entreprises iraniennes.

Comme il a été expliqué précédemment, l'objet de cette étude était sur les entreprises iraniennes de taille moyenne qui sont actives dans le secteur privé. Il nous semble rationnel et intéressant de mener des études similaires pour les grandes entreprises gouvernementales. La nature de leurs difficultés et problèmes et de leurs engagements politiques et gouvernementaux sont différentes des entreprises privées, et doit être analysé séparément de manière plus approfondie.