

# **Creating an Integrated Vehicle for Global Participation and Gain-sharing**

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# Creating an Integrated Vehicle for Global Participation and Gain-sharing

## ABSTRACT

Today the forces and the diversity of the factors of globalization push the rules and scales of global gain-sharing in favor of those who dwell in the developed countries. One of the foundational questions regarding this belief relates to whether or not the inhabitants of the fledgling developing nation states should disengage themselves from participating in global social, economic, political, educational, and technological dialogues and income-generating activities with the primary goal of avoiding further negative implications of globalization. In this paper the concept of globalization and its forces are presented and discussed. The general implications of globalization for the citizens of the fledgling developing nation states are highlighted and their impact trajectories and outcomes are duly noted. Having presented these facts, it is wrong and misleading for citizens of these fledgling developing nation states to disassociate themselves from the global scene to avoid the negative implications of globalization. It is also argued that the generally held view that globalization can only mean bad news to the people of the fledgling developing countries is shortsighted. The citizens of these fledgling developing nation states stand an excellent chance to derive great gains from globalization when they concentrate some of their scarce economic resources on programs aimed at the development of positive human factor. For the people of these nation states, it is the existence of positive human factor that will lead them to create an integrated vehicle for global participation and gain-sharing. Arguably, it is only in the presence of severe human factor decay that these people will remain at a great disadvantage and therefore fail to benefit from the forces and agents of globalization.

## 1. INTRODUCTION

*“Imagine making fantasy a reality” (Tim Burton, 2007, p. 5). “Big ideas have the power to change the world. Rethink the problem. Revolutionize the process. Change the paradigm. Turn the status quo on its ear. Big ideas remind us it’s okay to dream. To believe anything is possible. To believe in ourselves (Entrepreneur, March, 2007, p. 9).*

Growing up as a child in a small fishing village in Ghana, West Africa, I watched my most respectfully cherished compeers on several occasions as they distributed proceeds derived from tasks they had performed. Any time I drew closer and humbly requested that some portion of the financial rewards be passed on to me as a gesture of respect and honor, their primary response was without fail: “NCNC.” When I heard this abbreviation for the first time I had no clues as to what it meant. But when I once asked them to provide its full transcription to me, the leader of my youth peer team responded to me in the following manner: “No Contribution, No Chop!” Literally, NCNC carries a basic principle and connotation to the effect that:

You only share in the financial gain when you make contributions toward the production of the value added being distributed among the team members who create it. If you want to share in the gain, you must contribute your personal input toward its production. But without having made any effort to add to the value of what other team members produce, you must not expect any returns; NCNC! [This lesson is drawn from personal childhood memories].

When I finally perceived what NCNC meant, I pulled up my sleeves and began to be a valuable contributor to the team’s productive effort. Each of us received a share of output as according to our individual contributions; at least as per the apprehension of other team members.

In an environment where the quest for *natural liberty, the recognition and honor of those who practice freedom and the pursuit of principle-centered self-interested behavior exist*, it is possible to exercise one’s labor, receive the full financial value of

personal contributions, and enjoy its fruits. In such an environment everyone stands a better chance of procuring the true worth of his or her contributions from the community asset building and wealth creation process. When the unlimited freedom and the inalienable right to participate in the competitive marketplace exist, it is possible to derive gains from one's ability to ride the waves of the forces of global competitive markets.

Yet the ability to derive such gains is dependent on one's willingness and readiness to employ acquired knowledge, understanding, wisdom, skills, abilities, and qualities to serve others in the global marketplace. To do so one must be keenly aware of one's capabilities and prepared to exert them in the value added production process. Such a lifestyle requires daily dynamic transformations in personal, as well as group habitual practices. It is in light of this view that Alan Alda observes correctly that: "You have to leave the city of your comfort and go into the wilderness of your intuition. What you'll discover will be wonderful. What you'll discover will be yourself." Similarly, Osage Saying is precisely right when he too notes: "If you want a place in the sun, you must leave the shade of the family tree." For people in the developing countries to remain ignorant of their potentials and fail to carry out the task of production efficiently is to place themselves in the worst possible bargaining and competitive situation. They will be unable to derive any tangible gains from the forces of globalization.

This paper tells a synthesized but compact version of the story of globalization, the agents that drive it, its implications for governance, the common good, and the sovereignty of fledgling developing nation states. Any attempts aimed at improving the chances of these people to benefit from globalization must begin with the channeling of sufficient financial resources, energy, effort, and time (FEET) into the development of positive human factor. Adjibolosoo (1995, p. 33) defines the human factor as:

The spectrum of personality characteristics and other dimensions of human performance that enable social, economic and political institutions to function and remain functional, over time. Such dimensions sustain the workings and application of the rule of law, political harmony, a disciplined labor force, just legal systems, respect for human dignity and the sanctity of

life, social welfare, and so on. As is often the case, no social, economic or political institutions can function effectively without being upheld by a network of committed persons who stand firmly by them. Such persons must strongly believe in and continually affirm the ideals of society (Adjibolosoo, 1995, p. 33).

Aspects of positive human factor refer to *the can-do attitudes, human qualities, abilities, skills, potentials, and competences* without which people would never derive any substantial or sustained benefits from contemporary globalization even though they may contribute to it (Adjibolosoo, 2006, 2005, 1999, and 1998).

The human factor, a composite variable, is made up of *Spiritual Capital, Moral Capital, Human Capital, Aesthetic Capital, Human Abilities, and Human Potential*. The interested reader should refer to the definitions for each component of the human factor presented in Table 1. The positive dimensions of each of these six component elements of the human factor are viewed as *forms of working capital or asset* that can either be developed or left to decay. The individual experiences severe human factor decay when any of these positive dimensions of the human factor is left to decay. In this event the poor quality of the individual's human factor is now a deadly liability. The key factor that stands in the way and is capable of denying the people of the fledgling developing nation states the real opportunity to tap into and benefit from the forces of globalization is severe human factor decay. As Adjibolosoo (2001) observes:

Severe human factor decay refers to the phenomenon of negative attitudes, behaviors, and actions as evidenced in personal lack of accountability, integrity, honesty, responsibility, and caring. In its severest form, those who suffer from severe human factor decay engage in attitudes, behaviors, and actions that are contrary to principle-centeredness, moral injunctions, and ethical standards. People who suffer from this syndrome find it too difficult to make their development plans, policies, programs, and projects to function as effectively as expected.

**Table 1**  
**The Composition of the Human Factor**

<b>Human Factor (Type of capital)</b>	<b>Description</b>
<b>Spiritual Capital</b>	It is the aspect of the human personality that is usually in tune with the universal laws and principles of human life. It equips the individual to see beyond what the five senses are able to grasp and also furnishes a deeper insight into the non-material world.
<b>Moral Capital</b>	It represents habits and attitudes of the human heart that are based on universal principles regarding right or wrong. It refers to the qualities individuals possess that lead them to conform or not to conform to universal principles of life. Its constituents include integrity, humility, justice, charity, patience, honesty, sensitivity, and fairness).
<b>Aesthetic Capital</b>	A deep sense of and love for beauty. It includes a strong passion for music, art, drama, dance and other artistic capacities (imagination and creativity are strong components).
<b>Human Capital</b>	The know-how and acquired skills (i.e., technical, conceptual, intellectual, analytic and communications); human experiences, knowledge, intelligence, physical well-being, emotional health, etc.
<b>Human Abilities</b>	These constitute the power or capacity of an individual to competently undertake projects or effectively perform tasks requiring mental and physical effort. They are required for the effective use of human capital. Examples include wisdom, vision, commitment, determination, diligence, courage, accountability, judgment, responsibility, competence, motivation, human energy, optimism, endurance, self-control, objectivity, and reliability.
<b>Human Potentials</b>	They are the human talents that may or may not be harnessed and employed for human utilization. These may be referred to as the yet undeveloped and unused dimensions of the human factor.

**Source:** Adjibolosoo, S. 1996. *Human Factor Engineering and the Political Economy of African Economic Development*. Westport, CT: Praeger (pp. 22-23).

This is the case because these people are usually unable to successfully create, administer, and manage the development program. In addition, the people lack the requisite human factor to support continuing economic growth and sustained human-centered development. To minimize problems of underdevelopment a people must begin with the appropriate education and training programs aimed at improving the quality of the human factor.

Real life experiences and field data collected from primary sources in Ghana, Nigeria, Togo, Cote d'Ivoire, Tanzania, and Zimbabwe reveal in no uncertain terms that severe human factor decay is prevalent in these countries as well as other developing nation states.

Instead of rallying together local and international forces with the primary purpose of halting the advance of globalization, it is more wise and profitable to develop positive human factor and use it as a powerful input in the *Canon of Hope* to minimize the degree and intensity of corrupt practices that have heretofore prevented the citizens of the developing countries from benefiting from the advent of globalization. By pursuing education programs that enhance the quality of the human factor, the people of the developing countries stand a better chance of benefiting from the now unstoppable process of globalization. Since globalization is now entrenched and its forces and factors are marching on into every sphere of any people's life, the pursuit of the hope that the poor people too can derive gains from the high volume of global interconnectedness and interactions will definitely enhance the quality of life for all people and promote the common good.

Today the most generally accepted belief is that the forces of globalization unsympathetically tip the rules of participation and scales of global gain sharing in favor of the inhabitants of the developed countries. This matter of fact jeopardizes the quality of the less wealthy people's lives and the common good. In light of these presumptions, three critical questions that demand immediate answers emerge. These are:

1. Should the residents of the developing countries disengage themselves completely from the rest of the world to avoid the perceived negative

implications of globalization?

2. What implications will this disengagement have for the people's quality of life and of the common good?
3. What must the people from the weak nation states do to benefit from the forces of globalization?

These three key questions together define the heart and concerns of this paper. The attempt is made to present meaningful responses to them. To provide well-researched, critically thought out, and enlightening answers to each of these queries, it is argued in the remainder of this paper that as far as being effectively repositioned to derive benefits from globalization the pursuit of the policy of total disengagement from the global political economy and marketplace is neither a sustainable solution nor a productive option. To pursue this course of action is to commit a global suicide of non participation. The comprehension of the nature and reality of the sources and implications of globalization requires clearer and deeper insights into the intellectual foundation of the process of globalization, its possible future impact trajectories, and ramifications for the common good.

The remainder of this paper argues that any activities designed to enhance the opportunities through which the inhabitants of the developing countries can truly benefit from globalization require that these people channel their scarce FEET into the development of positive human factor. This practice will present them with excellent opportunities they can capitalize on to their best advantage. The organization of the remainder of this paper is carried out in the following manner. In section 2 is a presentation on the delineation of the concept of globalization. Section 3 carries the discussion on the impact trajectories and implications of globalization. The concept of gain-sharing is presented and evaluated through the lens of the human factor model in section 4. In section 5 is the presentation of some key concluding lessons and parallel suggestions for public policy in the fledgling developing nation states.

## 2. THE DELINEATION AND SOURCES OF GLOBALIZATION

To support the discussions that make up this paper, it is important I declare to the reader that the primary inspiration for the research that led to the writing of this paper is from a review I wrote on a globalization manuscript written by Held et al, (1999). From this book review emerges relevant questions, ideas, and concepts explored further in this paper. It is the detailed explorations of these that form the chief cornerstone and core of this paper.

### 2.1. The Delineation of Globalization

Globalization reveals the interconnectedness within and across regions of the world due to the growing social, economic, political networks, education, information, and communications technology of different groups of people. It reveals the extent to which the actions of one group of humans exert either positive or negative impact on others. Given the nature of current events in the world today it is arguable that the forces of globalization work to intensify the degree of interconnectedness among people. Its patterns of interaction and flows know neither political boundaries nor any legal limitations nor the degree of intensity of violent and destructive demonstrations carried out by anti-globalization activists all over the world.

Explicating the meaning, nature, and the agents of globalization, Adjibolosoo (1998a) argues that the process of globalization forces people in their own countries to develop and live with the feeling that humanity is a member of a *Global Village*. Adjibolosoo (1998a, pp. 117 and 119) notes:

As many of us are aware, the world is gradually being transformed into a Global Village. Technological developments and advancements, improved electronic devices, the electronic mail system and its accessories and well-

organized transport and telecommunications systems continually remind humanity that we are more of a well-joined together Global Village, rather than scattered and severely disjointed countries. Disasters in one country have the tendency of impacting the economies and lives of other nations ... Humanity is, therefore, reminded day by day by natural and humanly created events (i.e., earthquakes, famine, floods, wars, oil spills, environmental degradation, and ethnic strife) that its many habitats are intricately intertwined. In view of these observations, it can be argued that the realization that naturally and/or artificially created events in one nation can affect every facet of life in other countries creates the feeling that the many habitats of humanity are, therefore, little fragments of a whole. This perception sets in motion an evolutionary process which calls for concerted group (joint) efforts which in turn lead to the creation of various means for either adapting to or solving the problems and dealing with the numerous concerns of all humanity. It is this realization which is shrinking the size of the world in terms of time, space and distance, and hence promoting the development of the Global Village.

The philosophy buried deeply in the womb of the quotation above is the reality that globalization is a phenomenon that is reflective of a diversity of activities. People from the four corners of the globe are engaged in globalization to create gains for themselves from the changes happening around them. “Things that happen on the other side of the planet can affect you, and things that you do in your community can have worldwide impact. An understanding of such relationships is called awareness” (Helgren and Sager, 2000, p. 622). The globalization of markets, business operations, infrastructure in the form of institutional frameworks, capital, labor, knowledge, R&D, and information is commonplace today (Shenkar and Luo, 2004, p. G-6).

Undeniably, developments in one corner of the world exert waves of positive as

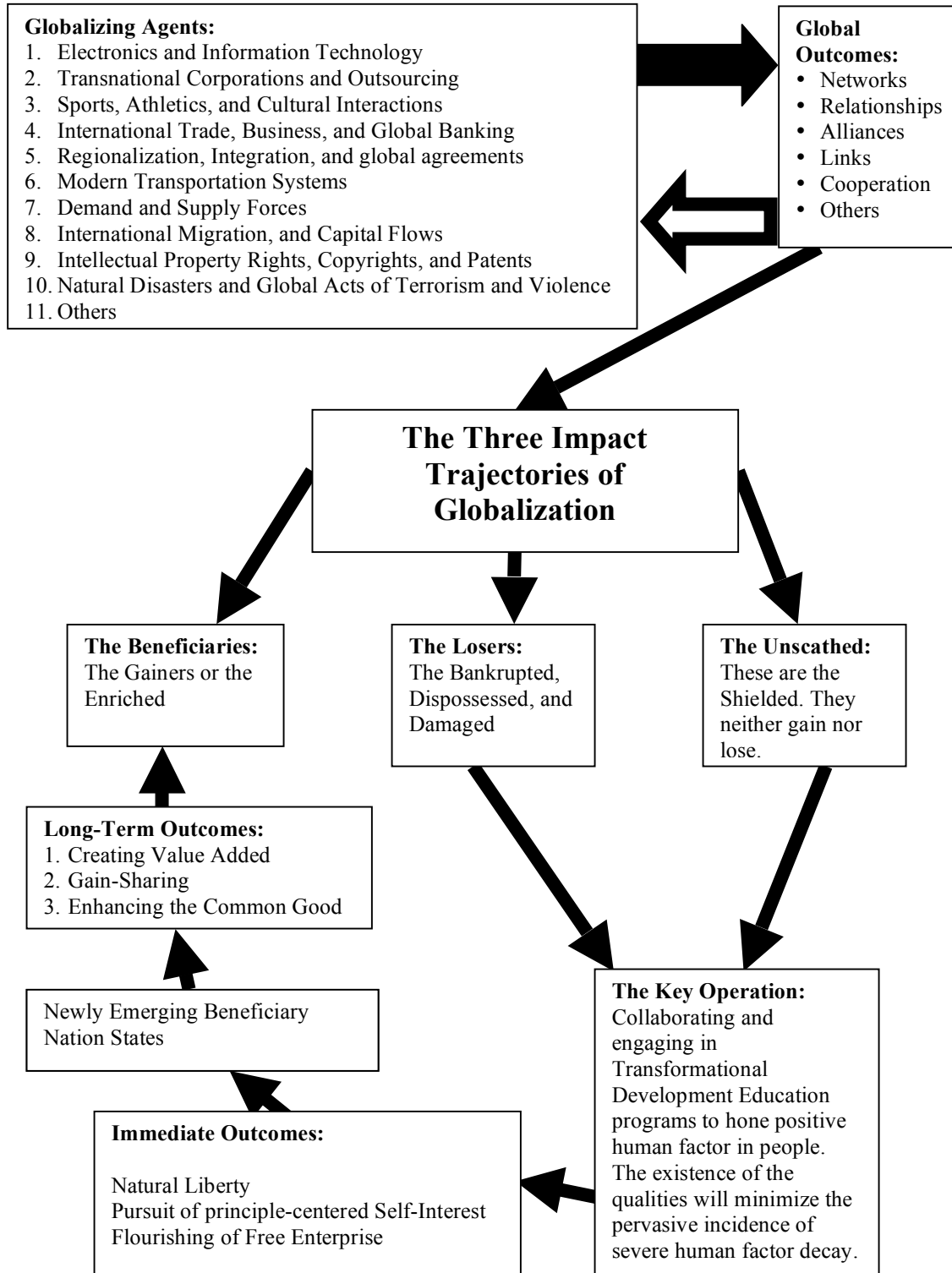
well as negative impact on the quality of life and the common good elsewhere. Its advance and implications for the social as well as economic, political, educational, and technological changes it brings overwhelm and render immobile the capacity of the weak nation states to thrive in the global marketplace. The perception of the nature of the flood of limitations the forces of globalization unleash on the less affluent fledgling nation states leads to the virulent conclusion that global interconnectedness is bad news and must be stopped from any further advances.

This kind of perception engenders scholarly debates as to whether the process of globalization is either a real life phenomenon or an intellectual conception aimed at the achievement of certain objectives of global capitalists and Western leaders (Aninat, 2002; Boughton, 2002, Carr, 1981; Gilpin, 1987; Ruigrok and Tulder, 1995; and Hirst and Thompson, 1996). The formal discussions of opposing points of view underscore the search for procedures through which poor people can derive real benefits from their participation in and contributions to globalization. While scholars on one side of the debate maintain that the people of the fledgling nation states can and do derive net gains from the process of globalization, those on the other side maintain and argue that these people are negatively impacted and must shelter themselves by withdrawing from the global marketplace.

## **2.2. The Portrayal of Globalization**

As is obvious from the presentations made in the foregoing section, global events portray in no uncertain terms that the agents of globalization together constitute a powerful centripetal force (See Figure 1). This dynamic force brings together and intensifies the nature and extent of the global interconnectedness of people from the world over. The forces of globalization, like the consuming battalions of a ruthless conqueror, are on an unstoppable march. Antagonists of globalization argue that this march is out of control and must be tamed. To these people, globalization is on a rampage creating meaninglessness and hopelessness to the inhabitants of the fledgling developing nation states.

**Figure 1**  
**Globalizing Agents and the Three Trajectories of Globalization**



These globalizing factors traverse every environment of the global marketplace, transcending the hitherto protected jurisdiction and jurisprudence of the leaders of the fledgling developing nation states, and trouncing the people's plans for social, economic, political, educational, and technological emancipation and advancement. The fast pace at which the global interconnectedness of people from all cultures happens cements a diversity of relationships among certain countries and emasculating similar relationships among other nation states. The diffusion of cultures and its diverse aspects has been made possible through tremendous human ingenuity and advanced technological inventions and innovations.

Top among the determinants of globalization are a diversity of transportation modes, telecommunications systems, computers, electronic and information technology, and agencies of the media (See details in Figure 1). Shenkar and Luo (2004, p. 199) refer to globalization as “the growing economic interdependencies of countries worldwide through the increasing volume and variety of cross-border transactions in goods and services and of international capital flows, as well as through the rapid and widespread diffusion of technology and information.”

Anderson (2007, p. 200) notes that “globalization is the creation of a worldwide scope for markets, communications, transportation, and ideas.” Other captions for globalization include internationalization, supraterritoriality, universalization, and Westernization. While internationalization refers to the expansion of global interdependence and trade, supraterritoriality signifies reduction of the emphases previously accorded to national boundaries. Universalization implies the diffusion of goods, services, and ideas across national boundaries. The transfer of western ideas to the rest of the world is labeled as Westernization.

The leadership, management, and other employees of global companies are capable of using resources to manufacture commodities anywhere they choose regardless of the location of parent company headquarters. The production processes of companies are now highly decentralized and positioned in a diversity of locations all over the world. Robert D. Haas, a former CEO of Levi Strauss & Co, once observed: “Our company buys denim in North Carolina, ships it to France where it is sewn into jeans, launders these

jeans in Belgium, and markets them in Germany using TV commercials developed in England” (Quoted in Anderson, 2007, p. 200; see also Ray and Rinzier, 1993, p. 103). Deere and Company carries out its business activities in no less than one hundred and sixty countries.

Undeniably activities such as the movement of goods, services, people, factors of production, and intermediate inputs continue to escalate in volume. World markets are becoming more and more integrated at a pace never before known to humanity. Organizations such as the United Nations, the World Bank, the International Monetary Fund, the World Trade Organization and others like these contribute to the globalization of social, economic, political, educational, and technological activities in the world. The existence of these institutions and global treaties and agreements such as the International Multifiber Agreement (1972), the General Agreement on Trade and Tariff, the International Sugar Agreement, the International Coffee Agreement, the Wheat Trade Convention, the International Cocoa Agreement, the International Tin Agreement, the International Natural Rubber Agreement, and multilateral commodity cartels such as the Organization of Petroleum Exporting Countries has facilitated economic integration. Other areas of global collaboration include food, health, labor training, intellectual property, tourism, and environment (See Table 2). The organizations that have been created to oversee the global collaboration in each of these areas are listed in Table 2.

The advent of these activities leads to reductions in trade barriers, restrictions on foreign direct investment, and the provision of the service trade among nations. Regional and sub-regional economic blocks exist in Europe, North America, Latin America and the Caribbean, Asia, and Africa. Since the 1980s supranational businesses such as Siemens, Nokia, Hitachi, Toshiba, Sony, Nissan, Du Pont, 3M, Dow Chemicals, and a whole host of others engage in diversification (See Shenkar and Luo, 2004, pp. 198-224).

To Held, McGrew, Goldblatt, and Perraton (1999) the forces of globalization lead to changes in the global economic order. These forces are today transforming the nature of understanding and reality of national sovereignty. The autonomy of the nation state from uninvited interference from other powerful nation states has been compromised.

**Table 2****Summary of Specialized International Economic Organizations**

Special Area	Name of Organization	Major function/Objective
Food	Food and Agricultural Organization (FAO—1945)	Collect, analyze, interpret, and disseminate information on nutrition, food, and agriculture.
Health	World Health Organization (WHO—1946)	Assist all people in achieving the highest level of health.
Labor Training	International Labor Organization (ILO—1919)	Promote employment, living standards, improve working conditions, and social security.
Standardization	International Organization for Standardization—1947	Promote the development of standardization to facilitate exchange of goods and services throughout the world.
Intellectual Property	World Intellectual Property Organization (WIPO—1967)	Promote the protection of intellectual property through cooperation among nations and intellectual property unions.
Tourism	World Tourism Organization (WTO—1970)	Promote and develop tourism to contribute to economic growth, international understanding and peace.
Environment	United Nations Environment Program (UNEP—1972)	Preserve the environment and natural resources through international cooperation.

**Source:** Shenkar, O. and Luo, Y. 2004. *International Business*. New York: John Wiley & Sons, Inc. (p. 209).

To Held et al (1999, pp. 1 and 2):

Globalization reflects a widespread perception that the world is rapidly being molded into a shared social space by economic and technological forces and that developments in one region of the world can have profound consequences for the life chances of individuals or communities on the other side of the globe. For many, globalization is also associated with a sense of political fatalism and chronic insecurity in that the sheer scale of contemporary social and economic change appears to outstrip the capacity of national governments or citizens to control, contest or resist that change. The limits to national politics, in other words, are forcefully suggested by globalization ... Globalization may be thought of initially as a widening, deepening and speeding up of worldwide interconnectedness in all aspects of contemporary social life, from the cultural to the criminal, the financial to the spiritual.

The forces of globalization work together in a synchronized manner to foster changes in the social, political, economic, educational, and technological ways of life of a people regardless of where they live. These forces have set in motion the establishment and building of intricately interconnected networks (See Figure 1). Different people's lifestyles have become so intertwined with those who live far away from them. There is little they can do to break the spell and power of this impact without causing too much damage to their own quality of life. The resulting impact of such interactions is both positive and negative all over the world.

The process of globalization forces acculturation and cultural diffusion. As people from all cultures interact they impact each other in diverse ways. As Helgren and Sager (2000, p. 70) observe:

In the past decade, modern technology has brought different peoples into closer contact than ever before. Jet airplanes and high-speed trains carry

immigrants, tourists, and travelers quickly from nation to nation. Television, radio, and motion pictures have turned the world into a giant theater. Music television is available in many countries, bringing together performers and audiences from around the world... Modern transportation and communication have bridged the geographical obstacles that once separated countries and cultures ... Throughout the world, customers are mixing and mingling to form a new *world culture*. Although they may live oceans apart, people are exposed to common music, clothing, and ideas [italicized emphasis in the original].

Undeniably people the world over are connected in innumerable ways. Humans are connected through a string of acquaintances. Though one may not know everybody, one's acquaintances know others who also know many more in schools, work places, restaurants, and the community.

Viewed as an agent of transformation in the Global Village, globalization is a double-edged sword in that it is both a virtuous and vicious force. It impacts people both positively and negatively. It is like a powerful *runaway ocean current* and a *giant spider web*. On one hand just as ocean currents do, so also do the forces of globalization enter into every sphere of human endeavor. It dredges, carves the valleys of a people's way of life and livelihood and mows down the hills of their quality of life in its own unique ways. It is not a leveling force in the sense of forging global parity in people's wealth and quality of life. The general feeling of those who are opposed to globalization is that while it heightens the hill of net gains and quality of life for a select group of people, it deepens the valley of livelihood and by so doing unleashing suffering and hopelessness on the abject poor. Globalization exerts a tremendous impact on the quality of people's relationships and interactions. While the process of globalization exerts an indelible impact on these spheres of human life, these environments are in turn influenced by a gamut of human invention, innovation, and creativity (See Figure 1).

To Aninat (2002, p.1) globalization is the process that propels the free flow of data, ideas, information, knowledge, people, goods, services, and capital. The free flow of each of these variables produces the blending together of national economies. The

globalization process stimulates and promotes high volumes of international trade, the diffusion of technology, internal as well as external migration, the cross-fertilization of ideas and cultural practices, capital flows, and information sharing. As the process of globalization increases in intensity, its impact becomes far more reaching. Some of the primary concerns of its chief critics include environmental degradation, the trumping of human rights, the promotion of the migration of highly skilled labor from the poor to the rich nations, and the diminution of people's world. The globalizing phenomenon is viewed by some scholars as a tool being employed by Western leaders and businesses to achieve certain cherished objectives (Carr, 1981; Gilpin, 1987; Ruigrok and Tulder, 1995; and Krugman, 1996).

Häusler (2002, p. 3) points out that in light of the ongoing emergence of these global business organizations:

Banks have been forced to find additional sources of revenue, including new ways of intermediating funds and fee-based businesses, as growing competition from non bank financial intermediaries has reduced profit margins from banks' traditional business—corporate lending financed by low-cost deposits—to extremely low levels. This is especially true in continental Europe, where there has been relatively little consolidation of financial institutions. Elsewhere, particularly in North America and the United Kingdom, banks are merging with other banks as well as with securities and insurance firms in efforts to exploit economies of scale and scope to remain competitive and increase their market shares.

Today corporate power and global production networks forge a diversity of transformations in the world. The role of transportation infrastructure, telecommunications systems, and institutions that support global labor markets and the migratory flow of labor expand at an unstoppable lightening speed (Figure 1). Globalizing forces brought changes to different countries in the 1980s and 1990s (Boughton, 2002). There exist numerous conceptualizations of globalization. Among

these, the views of three schools of thought on globalization are prominent. Unfortunately, due to space limitations, their discussion is beyond the scope of this paper.

### **2.3. Observations Arising from the Preceding Presentation**

As is evident from the foregoing presentation, there are certain common threads that link the diversity of thoughts regarding globalization. These commonalities are evident in the conceptualizations of globalization, the factors that produce its dynamism, the socioeconomic impact it produces, its long-term implications for the fledgling developing nation states, the nature of governance, and its impact trajectories (See Held et al, 1999). The existence of the various concepts of globalization is indicative of the reality that the forces and process of globalization have the power and potential to produce a diversity of unlimited outcomes.

Globalization must neither be viewed as a linear phenomenon nor a process that produces a unitary outcome (See Figure 1). The interactions between the forces of globalization on one hand and global outcomes on the other are cyclically vigorous. They are neither linear nor easily predictable. The intent of the two-way arrows is to reflect the exponentially dynamic interactions between the causes and effects of globalization listed in the two top boxes in Figure 1. Globalization must be treated as a multifaceted force. Its reach encapsulates every sphere of human life. It facilitates the speedy movement of the factors of production.

With this knowledge of the history of globalization, its meaning, and causation factors it is imperative to decipher the various impact trajectories and their implications. A selection of each of these impact trajectories is presented in Figure 1. Using each of these impact trajectory delineations as a springboard for speculating on the future plight of nation states in terms of net gains, it is argued in the remainder of this paper that even though every person holds an unique view about the implications of globalization, the inhabitants of the poor countries can still harness the forces of globalization to their best advantage (See Figure 1). It follows that by being successful in tapping into and deriving gains from the process of globalization, the efforts of the citizens of the fledgling

developing nation states will lead to the maximization of their quality of life and the common good.

### 3. THE IMPACT TRAJECTORIES OF GLOBALIZATION

The debate about the benefits and costs of globalization are often fierce and emotionally draining. While a certain group of scholars believe that globalization is good for everyone there is another group whose members argue that globalization only implies disaster and bad news for the citizens of the fledgling developing nation states. Though we are unable to take up the debate further in this paper, we present ideas about the impact trajectories of globalization and certain outcomes in the following subsections. The reality of these impact trajectories is missed by those who are wrongly and emotionally involved in a globally polarizing and unfruitful debate.

In terms of the production of value added and by so doing earn the right to participate in the global gain-sharing process among the diversity of peoples, there are three distinct impact trajectories into which each nation state fits. The impact trajectories and the consequences of globalization are as presented in Figure 1. These impact trajectories are reflections of whether or not a people have participated in the value added production process and contribute toward the wealth creation process of globalization. These impact trajectories are designated in this paper as the (1) *Beneficiaries*, (2) *Losers*, and (3) *Unscathed*.

1. *The Beneficiaries*:—These are the gainers and the rich. They are the people who receive profits and other advantages for their participation in the process of globalization. They are designated as the honorees and recipients of net gains from the interplay of the factors and processes of globalization. They are gainers in the global gain-sharing process. The benefaction through which members of this group receive their net returns is not an outcome of charitable giving. Instead, it is a reward for their participation and the exertion of scarce FEET in a globally competitive marketplace.

2. *The Losers*:—These are people from nation states that have failed to either participate in or produce value added in the global economy. As a result they have no claim to the wealth created in the competitive global marketplace. Though it is likely that they are able to flood the global marketplace with their cash crops, natural resources, and other agricultural commodities, these items possess little value added and therefore command few financial gains. These people hardly ever derive any gains from the interplay of the forces and factors of globalization. The exertion of their FEET is lavished on productive activities that exclude them from participating in the act of global gain-sharing. They are ruined for failing to excel in the global competitive marketplace. This group of people is also referred to as *the bankrupted or dispossessed*. At best, some fledgling developing nation states in this group do receive pittance development grants in the forms of financial help and other kinds of assistance such as food and other used items. Examples of these gift items include used computers, typewriters, out-of-date books, either just about to expire or actually expired pharmaceutical drugs, hospital beds, linens, and syringes.
3. *The Unscathed*:—These are the communities of people who are sheltered and untouched by the interplay of the process of globalization. They are unharmed because few spheres of their lives depend on what transpires in the global competitive marketplace. Their lifestyle is unperturbed by the process of globalization. The intrusions of the forces of globalization exert hardly any impact on their way and quality of life. They neither gain nor lose in any significant manner as the forces of globalization play out themselves. This is the group of people on which the process of globalization exerts neither any observable positive nor negative influence. They live their lives according to their culturally habitual practices, being oblivious to the characteristics of global market forces. They hardly ever miss what they are neither aware of nor familiar with in the global marketplace.

Among these three impact trajectories of globalization the most powerful nation states belong to the group labeled *the Beneficiaries*. The *Beneficiaries* are the gainers or the enriched. Examples of nation states represented by this impact trajectory are the United States, the United Kingdom, Japan, France, Germany, Switzerland, Sweden (See Tables 3 and 4).

**Table 3**  
**The Scoreboard of the Top Global Corporation: Ranking by 2006 Revenue**

Rank	Company	2006 Value of Brand (\$Millions)	Owner Country
1	Wal-Mart Stores	351,139.0	U.S.A.
2	Exxon Mobil	347,254.0	U.S.A.
3	Royal Dutch Shell	318,845.0	Netherlands
4	BP	274,316.0	Britain
5	General Motors	207,349.0	U.S.A.
6	Toyota Company	204,746.4	Japan
7	Chevron	200,567.0	U.S.A.
8	Daimlerchrysler	190,191.4	Germany
9	Conocophillips	172,451.0	U.S.A.
10	Total	168,356.7	France
11	General Electric	168,307.0	U.S.A.
12	Ford Motor	160,126.0	U.S.A.
13	ING Group	158,274.3	Netherlands
14	Citigroup	146,777.0	U.S.A.
15	AXA	139,738.1	France
16	Volkswagen	132,323.1	Germany
17	Sinopec	131,638.0	China
18	Crédit Agricole	128,481.3	France
19	Allianz	125,346.0	Germany
20	Fortis	121,201.8	Belgium/Netherlands
21	Bank of America Corp.	117,017.0	U.S.A.
22	HSBC Holdings	115,361.0	Britain
23	American International Group	113,194.0	U.S.A.
24	China National Petroleum	110,520.2	China
25	BNP Paribas	109,213.6	France

**Source:** *Fortune*, July 23, 2007, p. 133.

The information presented in Tables 3 and 4 reveals that the greatest winner in the game of global competitiveness is the United States. It is clear from the data presented in

Tables 3 and 4 that the USA controls sixty-two per cent of the global market. The information in Table 3 reveals that the largest numbers of successful companies in the global marketplace are American owned and controlled.

**Table 4**  
**Global 500 Ranking of Countries**  
**Revenues and Market Shares of the First 100 Largest Corporations: Global Brand**

Country	Number of Corporations Counted Among the first 100 largest	Total Revenue \$ Millions	Market Share
U.S. A.	34	3,808,414	0.368 (36.80%)
Germany	12	1,149,617	0.111 (11.10%)
France	9	940,134.2	0.091 (9.10%)
Britain	9	904,917.5	0.087 (8.70%)
Japan	8	778,290.5	0.075 (7.50%)
Netherlands	5	728,408.9	0.070 (7.00%)
China	3	349,341.7	0.034 (3.40%)
Switzerland	4	342,061.3	0.033 (3.30%)
Italy	4	334,975.3	0.032 (3.20%)
South Korea	4	283,898.2	0.027 (2.70%)
Belgium	2	217,048.4	0.021 (2.10%)
Spain	3	195,343.8	0.019 (1.90%)
Mexico	1	97,469.3	0.009 (0.90%)
Russia	1	81,115.0	0.008 (0.80%)
Brazil	1	72,347.0	0.007 (0.70%)
Norway	1	66,280.3	0.006 (0.60%)
<b>Total</b>	<b>100</b>	<b>10,349,662.0</b>	<b>1.00 (100.0%)</b>

**Source:** *Fortune*, July 23, 2007, p. 133.

This result shows that Americans are in general the greatest beneficiaries of the process of globalization. Americans are excellent competitors in the global marketplace. Even among the winners in the global business game the disparity in net gains is obviously horrendous. According to *Fortune* magazine, while the United States bagged \$3,808,414.00 million in 2006 among the first one hundred best ranked global companies, China netted \$349,341.70 million. Japan took home \$778,290.50 million in 2006. Brazil gained \$72,347.00 million. The details regarding the scoreboard of global

brands by countries are presented in Table 4. Nations from which this group of companies emerges are members of powerful and effective global networks, relationships, and strategic alliances.

They possess propelling links with each other and benefit tremendously from the advent of their technological advancements. They compete among themselves on each others tuffs. For example, just as American as well German companies operate in Japan so also do Japanese companies serve consumers in these two powerful nations. They compete against each other at home and abroad. Their effectiveness in the pursuit of foreign direct investment, global research and development, and the creative process is evident in their inventive and innovative practices. These create enabling forces that forge their successful participation in the global marketplace. They are well-positioned to derive large net gains from their ability to tap into, tame, and harness the forces of globalization to their best advantage.

Unlike the fledgling developing nation states that are mostly *the losers* for being locked in the practice of cash crop production and the pursuit of enervated emotionally reactive practices, the developed nations or the Beneficiaries are more proactive in their global outlook, business practices, and overall strategies. They pursue global business policies with the sole purpose of winning and earning the right to derive windfall gains from the global marketplace. American businessmen and women are aggressive and neither step aside nor stop for any one. They leave no stones unturned as they reconnoiter for opportunities and take advantage of them when found. It is therefore not stupefying that they rank best among all top performing businessmen and women in the world. They commanded approximately 38% of the global market share for all manufactured goods and services in 2006 (See details in Table 4).

As the data presented in Tables 3 and 4 reveal, the general belief is that only people from the developed countries possess the requisite knowledge, skills, abilities, and business acumen to derive any positive net benefits from the process of globalization. These nations fall in the impact trajectory referred to as *the beneficiaries* of the globalization process (See Figure 1). It is arguably true that this belief has persisted for decades because most of the agents of globalization are created by the

people living in the developed nation states. And because these people contribute tremendously to the creation of the agents of globalization, they are most frequently successful in harnessing them to their best advantage. The net gain they derive from the process of globalization is therefore positive.

The second impact trajectory represents *the Losers*. These are the bankrupted, dispossessed, and damaged. This group of people is made up of the largest number of nation states that depend mostly on the production and export of agricultural staples and cash crops. Examples of this group of nation states include Costa Rica, Afghanistan, Pakistan, the Philippines, Ghana, Nigeria, Nicaragua, Jamaica, Myanmar, Togo, Benin, Zimbabwe, Mexico, Argentina, Brazil, Ethiopia, and Estonia. No business companies that are indigenously owned in the fledgling developing nation states shows up in Table 3. Neither are any of these fledgling developing nation states themselves listed in Table 4. These nation states are less successful in integrating their way of life into the global political economy. Their presence at the global marketplace is based on the production and export of primary goods and the import of manufactured commodities. However, since they produce primary products that are used solely as intermediate inputs, their net financial gains do not place them among the top players in the global marketplace. At best, they are more of spectators rather than active and powerful players in the global marketplace where value added is what nails the right to participate in gain-sharing.

The volume of foreign exchange earnings they derive from their participation in the global market is dependent on the magnitude of the supply of the cash crop or primary commodities they export and the nature of demand. And since the quantity supplied of such commodities often outstrips the amount of effective demand these people end up with negligible financial rewards. Regardless of what each individual nation state represented by this impact trajectory does, it is unable to derive any sustainable long-term positive net gains from its participation in the global marketplace. These nation states miss out because they are not members of the most powerful global networks, relationships, and strategic alliances. They hardly ever boast of any vital links they have with the most powerful nation states. At best they are mere appendages and privy to international conventions. These are the only main relationships they have with the developed nations.

The third impact trajectory, representing the group of *the unscathed* people in certain nation states, is made up mostly of people who are less well off. These people are yet to be impacted in any way by the forces of globalization. They neither acquire any financial gains nor do they incur any noticeable financial losses from the globalization process. These communities of people dwell in the fledgling developing nation states and remain untouched by most global events. Their lifestyles and livelihood have not yet been visibly impacted by global events and transformation in any ways. The people practice simple lifestyles. They do not depend on sophisticated industrial services and commodities. They are mostly agrarian, fishing, gathering, nomadic, and hunting communities. They live on what they are able to gather from their land and water resources by engaging in the most primary and simple economic activities. Examples of these people's groups include those in certain parts of Ethiopia, Congo, China, India, Afghanistan, Pakistan, certain Polynesian Islands, The Pitcairn Islands, Micronesian Islands, the Philippines, and Papua New Guinea. Though these people's groups live in the poorest nation states it is impossible to find whole nation states of people today that have not been impacted by the forces of globalization.

#### **4. A HUMAN FACTOR PERSPECTIVE ON GLOBAL GAIN-SHARING**

With these realities of globalization and the limitations people in the developing countries face, the general consensus is that they will never derive any long-term benefits from their participation in the global political economy. This is one of the primary reasons given to explicate why the poor people are incapable of taking advantage of the opportunities created by globalization. The general conclusion is that since people who live in the fledgling developing nation states are unable to tap successfully into the forces of globalization, they must disengage from the global political economy. The primary argument in support of this belief is that by so doing these people stand a better chance of protecting their inhibiting cultural practices and quality of life.

From a human factor perspective this view that since the fledgling developing nation states are severely disadvantaged and cannot derive any long-term benefits from

globalization, they must totally disengage themselves from the global political economy *is dead wrong and misleading*. The pursuit of this view will lead to an ongoing decline in the people's quality of life. It will leave them far below the highest level of advancement they are capable of attaining and sustaining when they find better ways to tap into the global political economy. It is this misconception about the forces and realities of globalization that force each one of us to search for better and workable solutions to the misleading belief that only the advanced countries benefit from globalization.

The only sure route for the poor people to derive long-term benefits from globalization is to channel their scarce FEET into the development of positive human factor. For without positive human factor none of the orthodox plans, policies, programs, and projects (i.e., the 4Ps Portfolios) will bring gains from their participation in the global marketplace. To date almost every 4Ps Portfolio aimed at cushioning the poor people from the shocks of globalization has failed. Global as well as local rallies and violent street protests and demonstrations characteristic of those of Seattle (1999), Genoa (2001), and Cancún (2003) against the World Trade Organization, the Super Powers, and the supranational business organizations hardly ever produce any positive reprieve or long-term hope for the poor people. Yet participants of these protest movements were from all over. Efforts made by global non-governmental organizations such as the IMF, World Bank, and the United Nations produce nothing more than empty promises. These realities and the emerging plight of the less wealthy people spawn a diversity of pressing questions of which two critical ones are:

1. What must the poor do to derive some benefits from the process of globalization?
2. In what ways can leaders of governments and civil servants in the fledgling developing nation states reposition their economies to enhance their choices and quality of life?

Answers to each of these queries are provided in the balance of this paper. Specifically the inhabitants of the fledgling developing nation states must channel their scarce FEET into developing positive human factor to derive benefits from the forces of globalization.

By developing positive and minimizing negative human factor qualities in themselves, they stand a much better chance of repositioning their social institutions to overcome the destructive implications of severe human factor decay. In what follows we take up this issue and discuss it in detail.

#### **4.1. Identifying the Potential Sources of Gain: The Creation of Economic Value**

Just as it is the nature of a spider to create a sensitive web that emits vibrations when a foreign object either touches its edges gently or is caught in its mesh, so also must those do who are engaged in the process of globalization. In terms of an actual spider web, once a prey gets caught in its mesh and the spider receives accurate information about its exact location, it travels hurriedly to it to harvest the kill for sustenance. While some prey is able to break free through a relentless and determined effort to escape others that give up too soon and never abscond. Once the agents of globalization show up at any particular location in a nation state, be it either a developing or developed country, the ramifications of their reverberations are felt elsewhere. To derive net gains from the process of globalization, each group of people touched by it must create their own powerful web made up of value added producing activities that facilitate their harnessing of net benefits by minimizing the negative impact.

The movement of the forces of globalization can be likened to the flow of ocean currents. First, just as ocean currents are able to drag along with them anything in their path, so also does the process of globalization. Its currents impact every country they touch. Secondly, just as any living thing caught in a current fights instinctively for life by swimming against the current's direction is finally drowned, so also is any nation state that decides to fight against the strength of flow and vigor of the powerful forces of globalization. To avoid this plight, any living thing that gets caught in a furious ocean current first swims intelligently along the direction of flow for a little while. Then at a later point it begins to gently and gradually swim out of the path of the current. By so doing it takes advantage of the current's propelling force to save its life.

These real life examples reveal that the processes of value added creation and gaining-sharing in the Global Village are such that those who create and apply technologies that produce commodities and services that have high utilities will gain access to existing economic gains and harvest them. By making the kill, they either take it all or lay an uncontestable claim to the lion's share. What one gets out of the process of globalization is dependent upon one's ability to diligently construct, lay wisely, traverse brilliantly, and patrol judiciously a global spider-like web of production. It is this web that provides the global superhighway by which the integrated vehicle of value added production and gain-sharing travel to ensure the not so very fortunate people's transition from the status of *Losers* to that of *Beneficiaries* (See Figure 1). For the less wealthy people to have fashioned and perfected the design and efficient operation of this integrated vehicle is to have intelligently equipped and repositioned themselves to derive tremendous net gains from the process of globalization.

The transformational impact of the intensity and velocity of the process of globalization produces global networks and interactions that affect how leaders of nation states make use of their authority, associated powers, and available technology. Some of the major aspects of globalization include the flow of goods, services, and people from one location to another, the transfer of cultural practices, and the dissemination of data, information, and knowledge. These events are reflective of the nature of the evolving relationships and interactions among people from all over the world. The diversity of the exchanges that take place in the Global Village either enriches or diminishes a people's quality of life.

The principles of global gain-sharing in an environment of competitive market forces require that a people develop and perfect their *can-do attitudes* and channel them into the production of economic value added. The value added derived from these commodities and services must yield high marginal utilities and possess effective demand for most people in the global marketplace. It is for this value added and high marginal utility they are rewarded financially in the global marketplace. The successes attained and sustained by the people of the fledgling developing nation states will increase the volume of global trade and their net financial gains. It will bring about a larger share of the global pie. Any successes achieved in this regard will enlarge the common good and enhance

the people's quality of life. The development and perfection of *the can-do attitudes* in the citizens of the fledgling developing nation states will equip and reposition them to make their own value added contributions for which the global market forces will reward them accordingly.

The exertion of these can-do attitudes is laden with an inherent promise of generating positive net financial gains for those who develop and apply them to production activities that generate value added. These abilities propel the people to become more selective and efficient in their production activities. Since the exertion of the can-do attitudes leads to improvements in macroeconomic conditions, the marginal product of each input and total factor productivity increase. These can-do attitudes are developed in people through their personal and group engagement in informal or formal education programs. These training programs are aimed at honing positive human factor qualities (See Figure 1). The presence of positive human factor is *sine qua non* to the minimization of the incidence and implications of severe human factor decay.

Those people who possess positive human factor qualities are the real productive assets the fledgling developing nation states possess. They can be counted upon with great certainty for the successful identification and exploitation of the gains to be derived from various *sunrise business and industrial activities*. They must engage in these to create and market commodities to which they have added value and brought to the global marketplace. They must learn to realign their scarce FEET and strategies with which to ride the rising tides of globalization over time. As portrayed in Figure 1 the human factor development program leads to the creation of environmental conditions that are conducive to the birthing of *natural liberty, the freedom to pursue personal self-interests in line with the dictates of universal principles, and the flourishing of the free enterprise system*. These outcomes are critical for their success in contributing to and deriving long-term gains from the globalization process. In the absence of propelling free enterprise environmental conditions the people will remain in economically barren locations and spin their wheels of manufacturing unproductively. They will remain in their stupor and derive few gains from the process of globalization

The primary natural outflows of well-developed positive human factor qualities in the global environment include the:

1. Development of an integrated vehicle for the production of value added and global gain-sharing.
2. Actual creation of value added.
3. Attainment of opportunities for global gain-sharing.
4. Enhancement of the people's quality of life.
5. Promotion of the Common Good.

The long-term outcome from these events is that a people who were previously represented by globalization impact trajectories 2 (the losers) and 3 (the unscathed) are transformed gradually into impact trajectory 1 (the beneficiaries) of the globalization process. Over time they are catapulted into the impact trajectory 1 which is representative of the beneficiaries in the global competitive marketplace (See Figure 1). This status cannot be reached through the pursuit of the policy of disengagement.

#### **4.2. Globalization: Its Implications and Future Directions**

With the realities of the various impact trajectories and how nation states can transition from an unproductive to productive impact trajectories in perspective, let us proceed further to present and analyze the implications and future directions of the forces of globalization. The earlier wave of developing countries that jumped on to the bandwagon of globalization includes Japan, Singapore, Taiwan, South Korea, and Hong Kong. Four developing countries that have recently found their way into this niche in the global marketplace are India, China, Dubai, and Ireland. Since 1997 various global information technology companies have set up R&D centers in India (See Table 5). This reality continues to expand in India, catapulting it into an elevated position to contribute to and participate in global gain-sharing. Their main objective for doing so is to take advantage of research resources in existence in India.

**Table 5**  
**Determinant of the Location of Foreign Investment**

FDI Receiving Country	Determinants of FDI	Key Companies & Areas
Japan	A variety of technology, talent, management know-how, competitiveness, fewer legal restrictions, deregulation across sectors, fundamental revision of the country's corporate law, synchronizing accounting standards with global practices, low business costs—rents, declining communications and logistic costs, improved business environment, fount of creativity and product development, arena for technological innovation, high levels of R&D spending, top-class universities, research facilities; well-educated labor force, technological hub, free economic zone, advanced materials, precision engineering and quality control, value added products, talented people, high commitment to quality, and easy accessibility.	High tech, Environmental Technologies, Computer Games, Movies, goods and services for the elderly  Google, Cisco, AMD, Sumitomo 3M, Nobel Biocare Japan,
Germany	Closeness to one of the most industrialized regions in Europe, strategically situated, its location gives excellent access to universities in sixteen European countries. Availability of academically and professionally qualified scientists and engineers.	Ford
USA	Excellent technological developments, tremendous multiplier effects, powerful forward and backward linkages, the acceleration of private business start-up efforts, the expansion of the private sector, easier company adaptation to the changing business environment, the production of environmentally friendly goods, business friendliness, high-skilled and well-paying jobs in manufacturing, low tax rates, increased federal spending, venture capitalists, inventors, and innovators.	Most major global companies

**Sources:** Various Magazines and Newspapers.

Table 5 Continued

FDI Receiving Country	Determinants of FDI	Key Companies & Areas
Pakistan	The major propelling factors are windfall financial assistance from the United States' federal government as incentive and compensation for participating in the War on Terror since September 2001. investors.	
Kazakhstan	Offers excellent tax incentives to global investors.	
India	There exist a drove of software engineers, the existence of excellent research institutes such as the India Institute of Science, National Aerospace Laboratory, Central Manufacturing Technology Institute, Aeronautical Research Center, and Jawaharlal Center for Advanced Scientific Research in this area.	IBM, Lucent, Sony, HP, Telesoft, Texas Instruments, Philips, Motorola, Nokia, Bell Labs, and Microsoft
Columbia	The existence of confidence, trust, safe daily transactions of business dealings, lower inflation rate, declines in instances of abductions and killings, the development of financial and physical infrastructure, investor confidence, and improvements in personal safety and lower risks and costs for doing business, no debt defaults, low inflation rate, the spread of entrepreneurial thinking. Living standards are rising.	Toyota, Philip Morris, and Renault.
Kazakhstan	Tax incentives	
Brazil	Big profits, private equity, well-educated entrepreneurs.	Ethanol—Sugarcane, Agribusiness  Brazilian Renewable Energy Company, Adecoagro, Riverstone

**Sources:** Various Magazines and Newspapers.

In India there exist in Bangalore a drove of software engineers. Worthy of note are companies such as IBM, Lucent, Sony, HP, Telesoft, Texas Instruments, and Philips. Other companies such as Motorola, Nokia, Bell Labs, and Microsoft are located in the Hyderabad. The attraction to locate in Bangalore is made possible because of the

existence of excellent research institutes such as the India Institute of Science, National Aerospace Laboratory, Central Manufacturing Technology Institute, Aeronautical Research Center, and Jawaharlal Center for Advanced Scientific Research in this area. The existence of these institutions and other vital resources has lured many American companies to locate in this area (See Table 5). Other areas that provide similar advantages as well as opportunities to advanced country companies in India include Mumbai and Delhi (Shenkar and Luo, 2004, p. 340).

In recent years other developing nation states that seem to be making their way into contributing to and participating in the global gain-sharing process include Columbia, Botswana, Romania, Pakistan, and Kazakhstan (See details in Farzad, 2007, pp. 50-58). The primary reasons for the emergence of Columbia as a hot spot for foreign direct investment include the existence of confidence, trust, safe daily transactions of business dealings, lower inflation rate, declines in instances of abductions and killings, the development of financial and physical infrastructure, investor confidence, and improvements in personal safety and lower risks and costs for doing business (Farzad, 2007, p. 52 and Table 5). The main implication of these for Columbia is a boon for all kinds of investments. These range from stocks to real estate development. Columbians are now experiencing lower unemployment rates, no debt defaults, low inflation rate, the spread of entrepreneurial thinking, and the hosting of Toyota, Philip Morris, and Renault. Living standards are rising! For Pakistan the major propelling factors are windfall financial assistance from the United States' federal government as incentive and compensation for participating in the War on Terror since September 2001. Kazakhstan offers excellent tax incentives to global investors (See Table 5).

The phenomenon described above has been a common feature of the US economy for many decades. There are certain hot spots in the US for the location and development of technology (See Table 6).

Examples of excellent locations for technological developments in the US include Albuquerque, Austin, Boston, Orange County, Huntsville, Portland, Research Triangle Park, San Francisco Bay, and Seattle. The nature of technological activities happening in each of these areas creates tremendous multiplier effects. The existence of powerful forward and backward linkages propel the accelerated efforts of private business people,

the expansion of the private sector, the enhancement of value added, and the solidification of the American claim to global gain-sharing. It is therefore not surprising that most of these areas attract new entrepreneurial activities regarding technological development and advancement.

**Table 6**  
**Hot Spots in the U. S. for Technology Development**

<b>Location</b>	<b>Technology</b>	<b>Major Companies</b>
Albuquerque	Chips	Intel, Motorola, Philips, Honeywell
Austin, Texas	Computers, software, and biotechnology	IBM, Samsung, Motorola, TI, and 3M
Boston, MA	Computers, telecom, and biotechnology	Hundreds of start-ups
Orange County, CA	Computers & Electronics	Over 300 high-tech start-ups
Huntsville, AL	Aerospace	Cummings, Honeywell, Hughes, Lockheed, and UTC
Portland, OR	Electronics	Intel, Tektronix, and US West
Research Triangle Park, NC	Pharmaceuticals, micro-electronics, computer, telecom, and biotechnology	98 Research Companies
San Francisco Bay, CA	Software, computers, and electronics	HP, Intel, Xerox, Oracle, Sun, and Silicon Graphics
Seattle, WA	Aerospace, communications, biotechnology, and software	Boeing and Microsoft

**Source:** Shenkar, O. and Luo, Y. 2004. *International Business*. New York: John Wiley & Sons, Inc. (p. 344).

America's most admired companies continuously adapt to the changing environment. These companies are intent on discovering what they must do to keep their products environmentally friendly (Fisher, 2007, pp. 88-130). Albuquerque has now become business friendly. It attracts new businesses and creates high-skilled and well-paying jobs in manufacturing (Tatge, 2007, p. 178). The major propelling factors of Albuquerque's rise to business fame in recent times include low tax rates, increased federal spending, cheap housing, low labor costs, and lots of cheap developable but idle landed property.

Any locations in a country can serve as excellent draws for venture capitalists, inventors, and innovators as long as it offers to these entrepreneurs co-operant factors. These are the factors that propel business development, asset building, and wealth creation. It is the effort of these individuals that create the opportunity for the production of value added and long-term gain-sharing. The group of entrepreneurs and community leaders who possess positive human factor qualities believe in “hard work. Dedication. Eating, breathing, and living your dreams, every day. Pushing harder. Taking risks when others won’t. Never stopping. Never surrendering. Being fearless. Being a leader. Inspiring yourself. Inspiring those around you. Every day” (*Entrepreneur*, March 2007, p. 49). The companies that gravitate to areas where industrial foundries exist evolve into industrial giants in the long-term. These are oligopolies that control and reign in their own industries in the global marketplace. A list of names of such companies is presented in Table 6.

Another illuminating example of a location niche in the advanced countries is that of Aachen in Germany (See Table 5). Since Aachen is close to one of the most industrialized regions in Europe, it has been chosen by Ford as its R&D location. Aachen is strategically situated because its location gives excellent access to a countless number of universities in sixteen European countries. This reality makes it easier for Ford to recruit academically and professionally qualified scientists and engineers.

The value of the locations discussed in the foregoing paragraph is a revelation that the positive image of any nation or region can be leveraged for the purpose of value added production and global gain-sharing. Astute businesspeople take advantage of a country’s reputation in terms of the people’s friendliness and welcoming nature. These are underscored by the people’s positive human factor qualities. This is a viable asset that most leaders of the fledgling developing nation states have failed to address with their citizens. Speaking to this issue, a British journal observes that “The United States is rated best for many key sectors, including retail, computers, and telecom; Germany is top for sectors such as engineering, cars, and beer; France for cosmetics, food, health care, spirits; Japan for consumer electronics and domestic appliances; Britain is rated top for just one commercial area: air travel” (Quoted in Shenkar and Luo, 2004, p. 423).

Obviously none of these nation states have earned its reputation by a sudden flight. It has taken each nation state in this group several decades to achieve its reputable status. A positive national image attracts globally powerful companies into the country to jump-start its business development program. Nations that possess excellent national image use it to leverage their ability to produce value and participate in the global gain-sharing process. Such an image promotes niche marketing. Available niches have the potential for serving as foundations for business expansion and value creation. Niche identification is a viable option the fledgling developing nation states must research and exploit to their best advantage.

To be successful in creating value added and earning the right to participate in the global gain-sharing process, leaders of every developing country must seek answers to each of the following questions. These queries are:

1. Is it true that the forces of contemporary globalization, without fail, limit the creative and productive powers of the fledgling developing nation states and by so doing demolish their economies and cause precipitous decline in their quality of life?
2. Do the less wealthy people have what it takes to tap into the core of the fast paced forces of globalization and play the global business and economic game and win?
3. If they do have a chance to exploit the diversity of forces that create the realities of globalization, what must these less rich people be doing now to derive financial benefits to improve their quality of life?

Honest and enlightening answers to each of these questions will guide the leaders of the fledgling developing nation states to discover the implications of the process of globalization for them. This knowledge will guide them to design an effective social, economic, political, educational, and technological program of activities that is capable of enhancing their quality of life (See Figure 1). It is their success in doing so that will lead them to maximize their own personal welfare as well as the common good.

The reader must bear it in mind that the argument here does not in any way

suggest that the inhabitants of the fledgling developing nation states are unproductive. Rather, since their contributions are in the form of the production and export of primary products, they are unable to command as much value as does manufacturing goods. They are failing in this regard as a result of severe human factor decay. To participate in the process of global gain-sharing the inhabitants of the fledgling developing nation states must follow certain steps that can lead them to produce and offer value added to others in the global marketplace.

First, the initial effort aimed at being effectively equipped to benefit from the forces of globalization must emphasize the development of positive human factor (See Figure 1). If this objective is not achieved, it is impossible for these people to derive any meaningful and sustainable gains from globalization. This failure will hinder their asset accumulation and wealth-creation process. People who possess well-developed positive human factor qualities are capable of identifying and developing specific business and economic activities that can be used to generate financial gains from the globalization process. The global marketplace opens its arms and welcomes these people to share in the financial gains. This reality enhances the people's quality of life and the common good.

Second, as Adjibolosoo (2004) observes, the leaders and intelligentsia of these countries, working hand-in-hand with their citizens, must identify precisely the social, economic, business, political, educational, and technological activities to create commodities and services that possess the potential to command higher marginal utilities and value added over time. This is what will produce a greater financial remuneration for them both at home and abroad. The inhabitants of the developing countries must be intentional about the types of commodities and services into whose production they channel their scarce economic resources. They must identify the various commodities, services, and activities for which there exists effective demand from internal as well as external sources.

The inhabitants of the fledgling developing nation states must be aware of the nature of effective demand in financially wealthy countries and put plans and programs in motion to compete for the global right to satisfy this demand. Through their global research activities they must scout for possible *sunrise goods and services* that have the potential to emerge in the future as what people in the global marketplace want and are

willing to pay for. They must make every effort to produce and merchandize these goods and services in the global marketplace. Any successes attained and sustained in doing so will minimize the gap of long-term inequality in the global gain-sharing process. The citizens of these nation states must intentionally as well as intelligently steer their economies away from the production of cash crops that fetch minimal revenues in the global marketplace.

To derive long-term gains from the process of globalization people in their own countries must work in cooperation with the forces of globalization rather than oppose them. This objective can be accomplished by developing a strategy made up of ***an integrated vehicle for global participation and gain-sharing***. The component parts of this integrated vehicle are:

1. Positive Human Factor;
2. A Set of Value Added Economic and Business Activities; and
3. Active Responsibility Centers.

Working together in a synchronized fashion, the component parts of the integrated vehicle catapult a people into the class of those who exploit the forces of globalization and make positive contributions to their own quality of life and the common good. The synchronicity of the interplay between these components of the integrated vehicle leads to the enhancement of a people's ability to profit from the process of globalization. This outcome is the result of their combined strength in increasing the value of net gain to each participant in the game of globalization (See Table 5).

Working in harmony and exploiting their interdependencies, the components of the integrated vehicle for global participation and gain-sharing reinforce and validate a people's resolve to contribute to and benefit from globalization. The ***engine*** of this vehicle is the quality of the human factor. Its ignition is ***the set of value added income-generating activities***. Its ***transmission mechanism*** is the set of active responsibility centers. Working together these component parts of the integrated vehicle for global participation and gain-sharing produce value added, promote asset formation, and ensure wealth creation. By so doing the poor people earn the right to participate in the global

gain-sharing process. The value added generated increases the fledgling developing nation states' share of the global pie. Nations that successfully create the integrated vehicle for global participation and gain-sharing derive the largest net gain from their engagement in the global business game. The existence and effective use of this vehicle ensures the less wealthy people's long-term performance in the global marketplace and the gain-sharing process. Fledgling developing nation states that were hitherto either losers or sheltered will now be better positioned to derive positive net gains from the process of globalization. The overall implications of these attainments are improvement in the magnitude and quality of the Common Good.

The desire and ability to accomplish this vision are neither a piece of cake nor a task for the faint at heart. Just as the building of the pyramids of Egypt was accomplished through many years of unrelenting hard work, so it is for those who desire to perfect and derive concrete benefits from the integrated vehicle for global participation and gain-sharing. Writing about the amount of the FEET it took to construct the Great Pyramids of Khufu (Cheops) at Giza in the twenty-sixth century B.C., Herodotus (484-424) observes:

A hundred thousand men labored constantly and were relieved every three months by a fresh lot. It took ten years' oppression of the people to make the causeway for the conveyance of the stones, a work not much inferior, in my judgment, to the pyramid itself ... The pyramid itself was 20 years in building (Quoted in *The Encyclopedia Americana*, 1961, Volume XXII, p. 479).

Establishing the integrated vehicle of global participation and gain-sharing and using it to improve the quality of life for all people is a Herculean task that requires a tremendous amount of FEET to make the desired dream a reality (See Adjibolosoo, 2006). Like the construction process leading to the building of the Great Pyramid of Khufu, it requires a group of dedicated leaders and citizens who are committed to guiding their compatriots to reposition their nation states to contribute to and benefit from globalization. Such an accomplishment will lead to the betterment of the Common Good.

Let us now proceed to discuss the various aspects of the integrated vehicle and how each of its components can be built and utilized to attain the maximum gain for all participants in the competitive business activities that ensue in the global marketplace.

### **4.3. Bagging the Gains: A Human Factor Perspective**

The most important determinant of great significance to a people's ability and readiness to participate in and benefit from globalization is positive human factor. The most magnificent path to this reality is presented in Figure 1. The pursuit of this path, *the Human Factor Way*, offers a golden opportunity for the people to transform their lives for the better (See Adjibolosoo, 1998a).

The definition presented in section 1, *the introduction*, of this paper for the human factor deals with the main realities regarding how a people can either advance or regress in the global marketplace depending on the quality of their human factor. Truly the quality of the human factor forms the basic foundation on which the integrated vehicle of producing value added and global gain-sharing either progresses or retrogresses. While the presence of positive human factor is a sure indicator of the poor people's readiness to participate in and benefit from the forces of globalization, its absence is an excellent predictor of their inability to triumph and derive benefits from it.

As is evident from the definition for the human factor its positive qualities are representative of *the can-do attitudes, human qualities, abilities, skills, and the understanding of appropriate knowledge* without which few people can tap into the forces of globalization to improve their quality of life (See Table 1). These can-do attitudes are made available through extensive expenditure of FEET on education reform aimed at honing positive human factor. In the presence of the can-do attitudes people are capable of making positive changes in their quality of life. Yet in their absence it is impossible for any group of people to tap into and derive any substantial and sustained benefits from contemporary globalization (Adjibolosoo, 2006, 2005, 1999, and 1998).

To provide answers to the critical questions posed earlier in this paper it is imperative to comprehend what the human factor is and the significance of its development or underdevelopment. In the academic setting where fierce debates rage

about the forces of globalization and their implications for the fledgling developing nation states, few contributors to this debate recognize the quality of the human factor as the key determinant of whether these people are able to tap into and benefit from globalization. As a result of this ignorance the true place of the human factor is glossed over and totally ignored. This reality is a grave mistake and a destructive oversight. It must be corrected immediately if the less well off people are to maximize their potential gains from the process of globalization.

Yet to do so these scholars must become better acquainted with the human factor concept and its significance to the poor people's ability to benefit from the forces and causes of globalization. It is true that regardless of what people think, say, and do by way of work, the quality of a people's combined human factor and those of other people they interact with affects their effectiveness in tapping into and benefiting from globalization.

What makes the presence of severe human factor decay in the fledgling developing nation states a great hindrance to progress is that it is system-wide. There are few whistleblowers in these countries to serve as checks and balances on leaders and civil servants who are entrusted with the task of citizenship development and nation building. Unfortunately the prevalence of severe human factor decay in these nation states denies them the ability to take advantage of the benefits of globalization. Severe human factor decay stands in the way of the effective functioning of the market forces and the practice of free enterprise. Yet in a world that is experiencing a growing volume of globalization, those who suffer from severe human factor decay incapacitate the forces and power of the demand and supply factors within a competitive free market economy. These people fail to make any significant contributions to the global political economy. And since they are unable to make any contributions in the form of value added, they are unable to derive any remuneration from the interplay of the forces and process of globalization.

#### **4.4. Human Factor Development: Hope for Global Gain-Sharing**

In the presence of positive human factor the process of contemporary globalization neither possesses any power nor force to destroy the social, economic, political, educational, and technological life of the abject poor people. The only time these global

forces can decimate the quality of life and the lifestyles of these people is when there exist excessively high levels of severe human factor decay. For it is only through the permissions granted by those who suffer from the syndrome of severe human factor decay that negative globalizing elements open the doors for the destruction of the quality of a people's way of life. Negative globalizing agents exploit those who suffer from the syndrome of severe human factor decay and coerce them to yield to their power of destruction. They play on the emotions and the hope for deriving financial windfall gains.

To benefit from the quality of the human factor people must develop all of the dimensions simultaneously through formal as well as informal education reform programs. Since the various dimensions of the human factor are complex, they can be developed using diverse combinations of techniques of education. If positive human factor is not developed and utilized as a productive asset, negative human factor will emerge and serve as a liability to the individual in particular and community members in general. The education program must be transformational in nature, leading to the production of moral citizens and honest and compassionate leaders.

Regardless of any well-intentioned policies and programs the developing countries pursue today or in the future, none will work as effectively as expected in the presence of severe human factor decay. Though people in every fledgling developing nation state possess social institutions their leaders and civil servants lack positive human factor. These are the individuals assigned with the task of making these institutions to function. And because these institutions are unable to function well over time, the people are never successful in exploiting global business opportunities and economic activities that can lead to gains from the process and forces of globalization.

People with positive human factor must study any existing human activities, programs, technological advances, social networks, and institutions with the sole purpose of identifying those needs that are yet to be satisfied (See Adjibolosoo, 1995 and 1998a). Citizens as well as leaders involved in guiding their nation's social, economic, political, educational, and technological life must develop positive human factor qualities required for the exercise of personal transparency, trustworthiness, responsibility, accountability, integrity, love, caring, and commitment.

In the presence of severe human factor decay it is impossible for those who push for and pursue *laissez faire* 4Ps Portfolios, democratization, empowerment, and girl-child education to enhance the gains people can derive from globalization. The success of every one of these policies and activities requires positive human factor. To succeed at achieving each of them, people must become aware that global gain-sharing is only possible when they are adept in positive human factor. The possession and application of positive human factor will equip the citizens of the developing countries to enhance their welfare and gains from the free functioning of the market forces in the global political economy. As is portrayed in Figure 1 these nation states are moved either from the impact trajectory 2 (the losers) or 3 (the unscathed) to impact trajectory 1 (the beneficiaries). Those who possess positive human factor are they who are equipped to tame, harness, and nurture the forces of globalization to their benefit.

Wriston (1974) is accurate when he maintains that the quality of the person who runs programs, the social institutions, cities, and business ventures is germane to effectiveness. Discussing this issue Wriston (1974, p. 16) notes:

I believe that the only game in town is the personnel game. If you have the right person in the right place, you don't have to do anything else. If you have the wrong person in the job, there's no management system known to man that can save you ... Basically, if the fellow you have running London is a highly intelligent and charged up person, with brains and judgment, he will do a fantastic job. If he is dumb and lazy, you can write him all the memos you want and nothing will happen.

To comprehend the perspective presented in Wriston (1974) is to possess a more accurate knowledge and better chance of designing, implementing, and managing 4Ps Portfolios that can enhance the gains of the citizens of the fledgling developing nation states. Wriston's (1974) insight reveals that when the right caliber of people is missing few social institutions, organizations, business enterprises, cities, communities, and nation states will function and remain functional. Those who create, implement, establish, and operate efficient Responsibility Centers put in motion the process of citizenship

development and nation building.

Big is not better all of the time. Small is beautiful too (Schumacher, 1973). The desire to transform the life of a whole group for the better does not have to concentrate on mega projects alone. Even small as well as mid-size companies can strengthen the global competitiveness of their nations if their leaders and other employees possess positive human factor. This was exactly what the leaders, managers, and employees of Italian business companies did in the late 1990s and early 2000s to deal with difficult labor laws and costs, poor education, ineffective R&D programs, and crippling regulatory taxes. Coupled with these hindrances, the Italians were experiencing a period of dilapidating roads and railways. Monopolists crippled the forces of local markets and rendered them uncompetitive. The courts were non-functional as a result of severe human factor decay among judges, lawyers, government officials, and representatives (See Edmondson, Carlisle, and Pierce, 2001, p. 46).

What makes the difference between being in the position to either benefit from or lose to the forces of globalization is the quality of a people's human factor. Using their positive human factor individuals who work within an efficient and effective Responsibility Center do the job of contributing to the general welfare of the whole nation state (See details in Cho, 1998). The quality of the human factor underscores a country's competitiveness in manners that are reflective of the people's acumen in fostering creativity and efficiency. The interactions among people provide a glorious opportunity for them to pursue and make the best out of global competitiveness.

#### **4.5. Establishing and Running Responsibility Centers**

If the people of the fledgling developing nation states are truly interested in benefiting from the factors of globalization it, is imperative that they identify accurately unique techniques they must employ to accomplish this objective. These procedures must be applied to a program of income-generating activities that has the potential to produce economic value added (See Figure 1). These economic and business activities together form the ignition of the integrated vehicle for global participation and gain-sharing. The transmission mechanism through which these income-generating activities impact the

economy of the developing country is the Responsibility Center. Inherent in every Responsibility Center are unique divisions charged with specialized functions.

#### ***4.5.1. Responsibility Centers***

The setting up of effective education programs to develop positive human factor, the engine of the integrated vehicle is a *sine qua none*. National leaders as well as trustworthy civil servants placed in key positions of trust must participate in the selection process of people who possess positive human factor qualities. These individuals must be assigned to Responsibility Centers. These are the creative and productive groups that are constituted by qualified and capable individuals. Those who belong to each Responsibility Center form a coherent team. One of their members serves as the team leader. This person is assigned with the obligation of managing and steering the day-to-day affairs and operations of the whole Responsibility Center.

Each team, working together as a unified Responsibility Center, is a vibrant and critical nerve center that serves as home for a specific gain-producing activity for the whole nation state. Every Responsibility Center is made up of intelligent, knowledgeable, highly skilled, and quality individuals. They are visionaries, inventors, and innovators. They are knowledgeable, insightful, and action oriented. They are skillful in wisdom, artful in applying knowledge, and understand the significance of science and technology. They are able to discern the characteristics of the present times and glean future directions from them. They are in tune with spiritual and moral principles of this universe. Each member of the team is in charge of and accountable to others for tasks in his or her areas of expertise (See Anthony and Herzlinger, 1975, pp. 17-18). Though leadership is based on the plurality of peers, there is *a primus inter pares*, the first among equals. The primary task of this individual is to oversee individualized tasks as well as team functions by facilitating team *esprit de corps*, cohesiveness, and effectiveness. Every individual member of each Responsibility Center is assigned certain tasks he or she must perform within a predetermined set time frame. Through individual diligence and conscientiousness team members are caring, compassionate, forgiving, and

trustworthy. They can be relied on for the accomplishment of the team's desires in good time.

Speaking to the effectiveness of members of each Responsibility Center Anthony and Herzlinger (1975, p. 17) observe:

Except for those at the bottom of the organization, these Responsibility Centers consist of aggregations of smaller Responsibility Centers. The entire organization is itself a Responsibility Center. One function of top management is to plan, coordinate, and control the work of all these Responsibility Centers; this is the management control function.

By being intentional about what it is they must do to derive gains from globalization, those who lead and guide each Responsibility Center's members must keep the group as well as organizational vision, mission, and plan alive. It is critical that every individual involved be transparent, honest, and devoted to the fulfillment of the commitment to achieve the overall purpose. Each Responsibility Center aims at certain strategic activities in the spheres of the social institutions. As a vital force the primary purpose of every Responsibility Center is to create goods and services from which positive net gains are derived for the benefit of all citizens. The worth of each of these commodities or services is derived from its high marginal utility and corresponding strong effective demand it calls for.

At the initial stages the pursuit of each income-generating activity must be based on the principle of least cost methodology and locally appropriate technology. Relevant, affordable, and sound foreign scientific and technological practices must be brought in as the need arises. The primary reason for this is that such activities are easier for the inhabitants of the developing countries to engage in without having to face any costs and advanced technologies they can neither afford nor use. By engaging in those business and economic activities that create value added and doing everything possible to perfect their manufacturing procedures, quality improvement will emerge as a natural outflow in the long-term. The reality of this outcome will make their commodities and services palatable to all people in the global marketplace. The

people's arrival at this stage implies that they have established some form of comparative advantage and are able to produce using the least costly method.

Certain areas through which members of well-organized and developed Responsibility Centers can improve quality and create value added and marketable surplus include:

1. Honing positive human factor qualities in every member of each Responsibility Center.
2. Producing and manufacturing domestic staples and other commodities and developing internal as well as external markets for them. Developing indigenous technology foundries to evolve scientific and technological methods will lead to the creation of goods and services that satisfy local needs in the short-term as well those of the global community in the long-term (See details in Adjibolosoo, 1996, pp. 39-59).
3. Getting involved with key international sporting and athletic events. Examples of these activities include volleyball, golf, basketball, baseball, cricket, soccer, tennis, football, and a diversity of athletic events. Appropriate resources and facilities for effective training to produce sportsmen and women equipped and capable of competing effectively in and winning international contests. Competencies attained in any of these events will ensure great successes in personal as well as national participation in these events. These achievements will lead to the creation and securing of windfall gains that result from the exhibition and exercise of personal and group prowess in any of these activities.
4. Identifying, developing, and promoting a selection of viable indigenous cultural activities and repositioning them as sources of entertainment and value added production. Some of these can be displayed in local areas and promoted to tourists. Others that fall in the domain of the performing arts must be taken to other nations, especially to the developed countries. These are the locations where effective demand exists for these thrillers. Events of this nature have excellent potentials for the generation of great value added. These

goods and services can be sold to those who desire and are prepared to pay to enjoy them. The gains to be derived from such ventures of cross-cultural interactions are mutual. The development and marketing of documentary films on indigenous music, drama, drumming, and dancing provides excellent opportunities for value added creation in the fledgling developing nation states. The establishment and operation of dance troupes to provide entertainment services to people from other nation states enhances the poor people's opportunities and abilities to tap into and benefit from global networks and interactions. An excellent example is the innovation and development of Jazz. Its origin is found in Africa. It is a powerful blend of African music. As is well-known Paul Simon's musical inspiration is drawn from South African and Brazilian music. The members of Shang Shang Typhon, a Japanese music group, combine the sounds and rhythm of reggae, funk, and salsa with Japanese traditional musical styles (See Helgren and Sager, 2000, p. 71). Each of these attempts to blend the various facets of diverse cultural practices has been a resounding success. By creating value added, these innovators generated high marginal utility value added commodities. These have translated into excellent access to the global marketplace and participation in gain-sharing.

5. Establishing, developing, and perfecting social, economic, political, educational, and technological infrastructure required if the people truly desire to participate in global production and gain-sharing.

Take, for example, the case of global athletes, sportsmen and women, film stars, and professional motivational speakers and consultants. Most of these individuals take their skills and knowledge to people in the four corners of the world. By displaying their knowledge and skills to benefit others in a diversity of ways, they receive excellent payoffs. Soccer stars such as Michael Assien from Ghana, Didier Drogba from Côte d'Ivoire, Ronaldino from Brazil, and many others have capitalized on their knowledge of and skills in playing soccer. These soccer stars play for a diversity of European teams. They earn tremendous economic rent for their participation in professional soccer.

Examples of similar nature abound in golf (Tiger Woods), basketball (Michael Jordan), tennis (Agasi), and beach volleyball (\*\*\*\*). The top players in most of these sporting activities are from the developed countries. This reveals that there exists a niche to be filled in these sporting arenas. The opportunity exists for sportsmen and women from the fledgling developing nation states to enter into every one of these sporting battlefields.

These sporting activities have become global events that must be taken advantage of to improve the chances of the poor people to contribute to and benefit from them. These sports are loved and are watched by people from all corners of the world. They offer popular entertainment for their staunch fans. One of the most fascinating examples of this reality is baseball in the United States. Though baseball is an American sport, its fans are spread all over the world. In the late 1990s over thirty percent of the professional baseball players in the U.S. were born outside the country. America's baseball fans are spread across more than one hundred nations (See Helgren and Sager, 2000, p. 67).

For the citizens of the fledgling developing nation states to get into this game there is the need to create new Responsibility Centers for new sports. These must be introduced and children encouraged and assisted to take them up as per individual desires and interests. When these Responsibility Centers perform well, it will be just a matter of a few decades before the poor people begin to excel in the global sporting fields. And because they are equipped to produce value added, they will participate in the global gain-sharing process. The leaders of the fledgling developing nation states must get on board and design policies that create adequate infrastructures through which interested sportsmen and women can take advantage of these lucrative global sporting activities in the entertainment industry.

Another area of great consideration is the international film and music industry. It offers similar opportunities to the inhabitants of the developing countries. To prepare for and distinguish oneself as a global actor or actress, one must be in a vantage position to win leading parts in screenplays, especially in the advanced countries. To possess the ability and skills required to take advantage of these opportunities is to reposition oneself to earn huge positive net financial payoffs. By being successful in seizing these opportunities, the citizens of the fledgling developing nation states have an equal chance to contribute to the global gain-sharing process. What these people must do is to be

engaged in the appropriate education programs to prepare them to play by exhibiting their prowess on the stage of international theater. This theater presents golden opportunities to those who are interested in creating value added in this industry. Personal and team preparations made to engage is invaluable and must never be neglected.

#### ***4.5.2. Global Motivational Speaking and Consultancy***

Another area of great value is the global consultancy and motivational speaking industry. Yet glaringly missing from this industry are players from the fledgling developing nation states. One of the fastest growing industries within which positive net payoffs are astronomically high is motivational speaking and consulting. Sadly, though, today the top players in this industry are academicians and professionals from the developed countries. The inhabitants of the fledgling developing nation states have yet to jump on this bandwagon and stake out their own claims to the huge economic rent currently being earned by the few participants in this industry from the advanced countries.

The inability of the less well off to participate in this industry is a result of the absence of an effective integrated vehicle which can serve as a powerful springboard for training and readiness to dive into and profit from the currents of the globalization process. These conclusions hold true for other gainful globalized activities such as scholarly research effort in the physical and social sciences. The packaging, display, and merchandizing of the unique and productive aspects of culture are excellent income-generating activities. There is room in this industry for indigenous fabric designs and fashion. When made to shine, it will hold its own place and service its unique niche in the global competitive marketplace.

#### ***4.5.3. Developing the Indigenous Fabric Industry***

Undeniably the area of indigenous fabric development and the design of clothing is another domain that offers excellent opportunities for the establishment of profit centers that can be exploited. Today, Blue Jeans are globally popular (Helgren and Sager,

2000, p. 70). This reality creates glaring and unlimited global opportunities for the interested to exploit by meeting people's needs as they migrate from one area to another.

#### ***4.5.4. The Development of Pharmaceutical Drugs***

The development of pharmaceuticals is another lucrative area to consider. Entry into this industry requires heavy start-up financial capital. Efforts in this industry take several decades to yield any promising financial payoffs. The initial cost is intimidating and makes entrance into this industry unappealing to the entrepreneurs from the fledgling developing nation states. Yet with great reflection and planning these people will realize easily that they stand a great opportunity in this industry. What is required is to set up an appropriate Responsibility Center that develops the kinds of infrastructure the people require to succeed in the long-term. But to ignore this industry and fail intentionally to participate in it is to have closed the door of opportunity through which the people can contribute their quota to and benefit from this globalized industry. Leaders of the fledgling developing nation states have an invaluable role to play to make this dream a reality.

Undeniably the reality is that without positive human factor the people from fledgling developing nation states cannot tame the agents and process of globalization. Nation states in which people are committed to honing positive human factor qualities have a better chance of creating great value in the global marketplace. It is the members of this group who invent and innovate to create relevant social, economic, political, educational, technological, business, and environmental programs from which great gains are derived. These are utilized to improve the people's quality of life and strengthen the global common good.

#### **4.6. Some Observations Regarding Participation and Global Gain-sharing**

It is neither a piece of cake nor a child's play to enter into any of these industries and win great net gains instantaneously in a globalized marketplace. But those who are willing to learn and exert the required amount of FEET to lay claims to the existing

economic rent in any of these industries have the opportunity to do so (Adjibolosoo, 2005). This is the true beauty of free enterprise and one's decision to participate in it. For the less well off people the way forward is being intentional about participating in the process of globalization *with great intentionality*. Gain-sharing in the global marketplace is not through the imposition of stringent restrictions, excessive tax burdens, and draconian regulations.

To erect regulations that cripple the people's ability to create wealth through value added business activities is to shoot oneself in the foot. Being able to create value added and earn the right to participate in the global gain-sharing process is about having an unrestricted freedom and access to fashion one's integrated vehicle and making the best use of it. This reality will catapult the people into contributing to and benefiting from the process of globalization. Agents of globalization such as telecommunications satellites, the telephone in its diverse forms, banks, and high school computer laboratories are excellent tools of the information age. The less rich people must learn, master, and use them to enhance their gains from the globalization process.

To succeed in these income-generating ventures to achieve profitable inroad into the gains from the process of globalization, the people with lesser financial means must acquire knowledge and understanding regarding how they can apply it to their best advantage. The people must search for and develop the wisdom they require to establish Responsibility Centers. This is their real opportunity for the creation and perfection of any acquired comparative advantage. This advantage will strengthen the effectiveness of every Responsibility Center. Those involved will employ their comparative advantage to satisfy the effective demand that originates from the advanced countries.

It is disheartening to know that the presence of severe human factor decay denies the fledgling developing nation states the ability to profit from the global financial opportunities that become available and causes the people who lack adequate financial means to fail to harness and profit from the forces and agents of globalization.

#### **4.7. The Vital Role Government Leaders Must Play**

If the leaders of the developing countries have any roles to play to ensure that their nation states derive long-term benefits from the process of globalization, they must engage in roles propelling activities that support and complement the competitive energy and efforts of private business people who have the acumen required for making contributions to global gain-sharing process (See examples in Table 5).

Just before we conclude our discussions regarding how to identify the potential sources of gain to support the effort and energy of those who make the wheels of the private enterprise turn, it is imperative to provide a listing of certain action steps with which leaders must concern themselves. They must ensure that whatever entrepreneurs in the private enterprise economy require to perform to the best of their ability is made available to them. Examples of critical roles national as well as international leaders must pursue as vital preceding action steps toward the initiation of the process leading to the production of value added and global gain-sharing include:

1. Providing infrastructure that ensures the smooth running of the integrated vehicle to propel the pursuit of principle-centered self-interested action that animate and guide private enterprise. Such infrastructure must be made up of a first class education program, a set of practical scientific and technological activities, cultural practices that push forward a relevant research and development agenda, efficient transportation system, and an unfailing information and communications technology. To start with, the scale of any of these activities is immaterial. What is required to get started is to make sure that the supporting infrastructure in each of these areas exists, managed, and maintained to function efficiently.
2. Crafting, implementing, and enforcing the required standards the quality of commodities and services must meet. Excellent healthcare facilities must exist to promote healthy lifestyles. Business people as well as all other citizens must

- ensure that these standards are properly implemented, enforced, and met. Quality must be seen as every person's responsibility and demanded. Sloppy and shoddy workmanship must be punished by way of rejecting it. This action step is only possible in the presence of people who possess positive human factor. These are the patriotic individuals who ensure that the enactment of the law and its enforcement work. The aspiration to be second to none in terms of quality improvement and assurance must be promoted and duly rewarded.
3. Issues of safety, environmental upkeep, and cleanliness must be brought to the forefront. A general nation-wide campaign is required to educate the citizens regarding the importance of each of these to the long-term success of the national development program. This campaign is long-term. All forms of media, public as well as private, must be involved to make it work.
  4. Minimizing the strength and influence of monopoly power in the fledgling developing country through effective antitrust laws is an imperative. The opportunity to enter into any industry of choice and the desire to excel must be promoted and sustained. It is unconscionable to ravish and promote business behavioral practices that are inimical to the long-term development of the private enterprise system. The promotion of local as well as global competitiveness must be one of the topmost priorities of the political leaders of any developing country.
  5. Pursuing the kinds of plans, policies, programs, and projects that promote and ensure the development of more efficient and effective business organizations. These are the enterprises that will mature into advanced stages where they are capable of competing effectively against other global firms. Business practices that promote creativity in the form of invention and innovation must be encouraged and rewarded. In cases where mergers, acquisitions, and strategic alliances are perceived as being conducive to the creation of value added and the derivation of positive gains from the process of globalization, they must be promoted and rewarded accordingly.
  6. Courting short-term and promoting long-term foreign direct investment opportunities and ventures is a task national leaders must perform. It is the duty

of government leaders to make policies that encourage private enterprisers to participate willingly in wealth-generating activities. Any tax policies must be conducive to the development of the people's desire to create long-term lucrative business opportunities.

7. Initiating a long-term nation-wide domestic savings, loans, and investment plans program that encourages citizens to put financial resources aside for re-investment. This scheme must be deigned to include every citizen, from the youngest to the oldest, regardless of one's gender, race, and creed. This program, when done effectively will put every financial resource, including those currently being wasted, to its optimal and best use.
8. Setting up special economic zones as is the case in India and China today. Such zones must offer tax breaks, relaxed labor laws, expedited business licenses, and other perks that promote the efficiency of the market forces (See Wonacott, 2007, pp. A1 and A15).

With these policies in place leaders must proceed to work with private business people to pursue what their own researchers identify as *the prospective sunrise industrial activities*.

If these leaders do their best by being intentional in facilitating the growth of the private sector business people will excel at what they do best. They will unleash unstoppable global competitive forces that will catapult their nation into a powerful position of value added production and global gain-sharing. This is the main reason why it is crucial to identify the key potential sources of gain, tap into them, create economic value added, and earn the right to participate in global gain-sharing process. The primary objective of leaders in government is to ensure that the appropriate conditions and infrastructure are made available to the members of the business community. As leaders in government continue to achieve their side of the bargain, they must not interfere with the plans and activities of the private businesspeople. Unless these businesspeople break the rules, they must be given the liberty to see the sky as the limit (See Table 5). It is through the combined efforts and synchronized collaborative activities of the leaders of

government (public sector) and members of the business community (private sector) that will ensure the effectiveness and efficiency of the functioning of the integrated vehicle in the fledgling developing nation states.

## **5. CONCLUDING REMARKS AND PROPOSITIONS FOR POLICY**

The reality of the implications of globalization for all people cannot be denied. People in the developed as well as the developing countries are being affected in a diversity of ways. With the exception of a few groups that may not have been impacted in any real ways, it is imperative that efforts be made to ensure that the positive effects of globalization are maximized and its negative implications are minimized. If no such efforts are made there is a great likelihood that the people in the fledgling developing nation states will experience hunger, starvation, disease, hopelessness, and helplessness. These realities will lead to the total degradation of these people's quality of life and the decimation of the value of the common good. To permit these negative outcomes to prevail in these countries is wickedness, unconscionable, and unacceptable. This is the primary motivation for the recommendation that the social, economic, political, educational, and technological forces unleashed into the global political economy be intelligently confronted, tamed, harnessed, and guided for the benefit of all people and to enhance the common good for the global community.

Regardless of how ruthless the process and forces of globalization may be, it is possible to civilize and turn them into net benefits for all humanity. The era of globalization can be a period of time for the attainment of win-win solutions for all groups of people. The development of positive human factor presents an excellent opportunity and hope for all people. The development of positive human factor will present promising opportunities to the inhabitants of the fledgling nation states. Through these favorable times they will successfully participate vicariously in the global market and therefore derive net benefits from the process of globalization.

To move forward from a point of inaction to that of producing value added and earning the right to participate in the global gain-sharing process, people from the

fledgling developing nation states must collaborate to act creatively in the global marketplace to succeed. Through effective Transformational Development Education programs they must hone positive human factor. By so doing they will produce visionary thinkers who are able to see into the future. They must possess the capability to bring others along with them. These must be able to peer into the future with a high degree of accuracy. They must go up against the grain of archaic knowledge and stale wisdom. They must think and birth new perspectives. They must perceive and articulate the big picture.

These leaders must possess vivid and creative imagination. They must be flexible. They must develop “agile minds with a unique capacity to initiate, and innovate, without being directed. Always thinking on their feet. Adapting and improving. Generating new knowledge and new ideas. Working together to find new ways of getting things done. Better and faster” (IDA Ireland’s advertising message, *Fortune*, May 14, 2007, p, 72). And when they have arrived at this point, they must affirm daily to themselves:

We know what it takes to be a Tiger. True high performers aren’t defined by what they do to reach the top, but what they do to stay there. It’s what we call continuous renewal and it’s one key to finding from our proprietary research into the world’s most successful companies (*Fortune*, May 14, 2007, p. 47).

Any successes attained in honing positive human factor in people will lead to the minimization of the degree of intensity of the negative implications of globalization for the poor people.

In conclusion it is imperative that if the impact trajectories 2 and 3 of globalization that bring either negative or neutral implications to the people in the fledgling developing nation states are to be transcended the people cannot turn these negative implications into positive ones without having developed positive human factor; abandoning ineffective orthodox policies; serving as producers of cash crops and primary commodities; and

developing new opportunities through which they can exploit the forces of globalization to their best advantage. These efforts will pave golden paths toward their entry into the global information superhighway, the production of value added, and gain-sharing. These people will become beneficiaries rather than either losers or the unscathed as the process of globalization advances and takes all humanity into the unknown future.

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