

Evolving International Management Systems: Transgenic Politics and Transparency Challenges in Realpolitik Space in 2050

**Dr. Denis Caro, Full Professor, Telfer School of Management,
University of Ottawa/Université d'Ottawa, Ottawa, Canada**

ABSTRACT

This paper posits that transgenic system forces are evolving and will engage future international management leaders in a multi-polar world of 2050. Social governance will be a cogent and compelling force in a tomorrow's internationalized world community. This is a call to international management academicians and transformational leaders to understand and engage themselves in the underlying different perceptions and paradigms, or Weltanschauung, of diverse sectors in a world of rising new cultures. They must become "transgenic" in their perspective and seize every opportunity to develop and sensitize themselves to the socio-political dynamics that influence future growth and development of international management systems. An understanding of strategic transgenic forces and challenges serves as an inter-organizational learning paradigm, which fosters innovation and social responsibility for the betterment of humankind internationally.

Keywords: *international management systems; transgenic systems; organizational ecology; context analysis; chaotic systems; transparency challenges.*

INTRODUCTION

The 21st century continues to witness the growth and transformation of inter-organizational systems globally. The literature underscores the critical role of strategic international management systems in fostering efficiencies, sectorial growth and social actualization through innovation and mutual organizational learning (Aguilera, 2007). These systems continue to challenge thinking beyond closed organizational paradigms and embrace complex changes and uncertainty internationally. This paper posits that international management systems are mutually advantageous inter-organizational systems between knowledge cultures, which differ in values, missions, perceptions and evolution (Amaravadi & Lee, 2005; McKay, 2006; Murray & Zhu, 2003). Moreover, international management systems incubate and thrive in socio-cultural politics, which are articulated through the governance systems. This paper proposes a transgenic systems model which underscores Zhu's WRS-Li stage model, in light of tomorrow's rising and more complex socio-political space in which international management systems form, evolve and derive their substance. In particular, it identifies the likely key politics in the year of 2050. Moreover, in the light of the model, it identifies potential international management systems challenges, which invite closer scrutiny by the academic community in international management studies.

BACKGROUND

International management systems thrive through knowledge exchanges, relational and transactional capital transfers and are sustained through transactional processes. Tight coupling of international management systems require transactional and transformational leadership skill sets (Brown & Reilly, 2008). Moreover, it requires an understanding of dynamic socio-political elements that influence international systems behaviour and foster trust within complex economic, socio-cultural and strategic dimensions (Das & Teng, 2001; Fischer & Mansell, 2009; Reus & Lamont, 2009; Witt & Redding, 2009). In-depth knowledge of the socio-political dynamics is tantamount to an understanding "of-the-becoming" (de Rond & Bouchikhi, (2004)). Structural bonding (economic and functional factors that involve explicit benefits) and social bonding (emotional and affective resources) are the prerequisites to

relationship cohesion in international systems (Rodriquez, 2002). Perception, mutuality, trust and understanding are the implicit drivers of international management system behavior and pave the road to cultural consonance (Ridgley, S.K. 2009a. Ridgley, S.K. 2009b). They represent the relational capital, which fosters climates of good faith and open collaboration, which in turn forge efficient and effective international management systems (Chua, Morris & Ingram, 2009; Ibbott & O'Keefe, (2004); Patel, 2007; Roussin-Isett, 2005; Simsarian-Webber & Kimoski, (2004)).

The academic literature is replete with excellent and rigorous studies in international management studies on the importance of the socio-economic dimensions and its impact on performance outcomes and international business competence of alternative inter-organizational forms, such as international joint ventures, multi-national enterprises, non-governmental organizations and small-medium enterprises (Batjargal, 2007; Burgelman & Doz, 2001; Coviello, 2006; Fernandez & Nieto, 2006; Jones & Coviello, 2005; Knight & Kim, 2009; Krause 2003; McDougall & Oviatt 2000). In addition, organizational learning scholars report on the importance of knowledge acquisition, absorptive and learning capacity; knowledge transfer and inter-organizational learning in the internationalization process (Amaravadi & Lee, 2005; Cheng, Henisz, Roth & Swaminathan, 2009; Inkpen & Pien, 2006; Lane, Salk, & Lyles, 2001; Liu, T-L. 2007; Lyles and Salk, 1996; Malhotra & Hinings, 2010; Meyer, 2007; Muthusamy & White, 2005; Noorderhaven & Harzing, 2009; Norman, (2004); Rosenkranz, 2007; Simonin, (2004)). Many studies have scrutinized the importance of the relational, or behavioural, paradigms and the Hofstedeian cultural perspectives of individualism-collectivism, cultural and power distances values and practices (Fischer & Mansell, 2009; Reus & Lamont, 2009; Styles, Patterson & Ahmed, 2008; Rarick, 2007; Tang & Koveos, 2008; Witt & Redding, 2009; Zander & Zander, 2010). No doubt the international management community must continue to invest the time, energy and effort in understanding multiple paradigms, or Weltanschauung (views of the world).

Yet much of the international management literature appears to focus on the interaction of private enterprises and foreign markets for profit and market share maximization ends (Cheng, Henisz, Roth, & Swaminathan, 2009). This paper takes a broader interdisciplinary perspective which postulates that social governance systems contribute to the evolution of international management systems. Effective international systems are inter-organizational learning paradigms that foster innovation, growth and social responsibility (Chi & Holsapple, 2005; Chi, Holsapple & Srinivasan, 2007; Lin, 2006). Governance systems are of paramount importance in an internationalizing planet with converging transnational values and imperatives. An understanding of the international perceptions, assumptions and values is crucial in creating and sustaining effective international systems. It is posited that the most effective and stable international systems are those where managers understand and closely collaborate with governance systems. Active engagement, financial and political support of international governance organizations is of paramount importance to the evolution to effective international management systems. Governance laws, policy and regulation in market and competitive processes, financing, technological standards, knowledge management, privacy and security, all have a paramount impact on the transformational directions of international management systems.

These governance forces reverberate and impact on a wide gamut of international sectors and industries, be they in aerospace, agriculture, aquaculture, biotechnology, defence, education, emergency preparedness, energy, environmental services, financial services and banking, governance, health care, human capital services, humanitarian services, insurance services, information and communication technology, marketing, mining, ocean technology, pharmaceutical, retailing, space technology and transportation. It is axiomatic that where the ultimate transactional power lies, there rests the ultimate transformational base (Caro, 2007). Governance organizations in effect hold the transgenic power to leverage the growth, stabilize, sustain and transmute international management systems. Symbiotic system networks are the lodestar of future international management systems (Caro, 2008). Symbiotic networks require relational capital (trust), transactional and transformational competencies sustained through transgenic powers of governance organizations.

A transgenic systems model posits that the interaction of the private sector and other nations is mediated by the presence of important transgenic polity forces of social governance and public value constructs within the international community. Moreover, it argues that there are two compelling forces that will shape the private and public world of 2050: "eco-space" and "demo-space" dimensions. The underlying perspective here is that what is important in the 2050 world is the rise of new polity axes, which will transcend and transform the nation-state model as the basis for market

and international interactions. Moreover, there is a countervailing transgenic force in form of the presence and growth of international bribery, corruption and crime emanating from all polities with weak national integrity systems. This countervailing force is the chaotic element which threatens the integrity and social stability of the entire international management community.

TRANSGENIC SYSTEMS MODEL

This paper responds to the call for a multi-paradigmatic and pluralistic perspective to complement scientific and humanist paradigms. It concurs with the growing perspective that international management systems are in some form chaotic in that they are complex open systems with dynamic elements that interact dynamically and nonlinearly in defiance of Gaussian statistics (Sullivan and Daniels, 2008). Moreover, the international management system elements interact synergistically where the whole is more than the summation of the parts. This paper takes a holistic ecological systems approach whereby polities as almost biological in nature underscoring an epistemological framework. The growth and development of polities in the context of eco-space and demo-power transcend the ontological paradigm of strictly scientific principles of rationality, optimization, and efficiency.

In this paper, the international Realpolitik space is the global geopolitical context and realities in which international management systems evolve, develop and change. The Wu-Shi-Ren (WRS) - Li” stage model, proposed by Zhu, provides a framework to understand these dynamics in the Realpolitik of international management systems globally (Zhu, 2001). The model underscores the perspectives, sensing and the psycho-cognitive elements (“Shi-Li”) with socio-political elements and power structures (“Ren-Li”) to leverage resources (“Wu-Li”) (Zhu, 2001). Relational capital is essentially the trust relationship between international management system parties and reflects the “Wu-li” dimension of Zhu’s WRS-Li stage model. Transactional capital is knowledge resources that are exchanged between system agents (international managers) and parties. This corresponds to the “Shi-li” dimension of Zhu’s WRS-Li stage model. In essence, the “sensing and caring” transform the “knowing”, which facilitates the growth of international systems (Zhu, 2002). Based on Zhu’s framework, it is possible to discern yet another critical and additional external dimension, or “Ren-Li” force, which becomes manifest in culturally influenced socio-political dynamics. Transgenic forces are particularly potent “Ren-Li” elements, which reflect the importance of the socio-cultural context (Caro, 2008). These “transgenic” polities are composed are the critical and potent socio-political elements, environments, processes, structures and value constructs that are articulated through governance organizations, in which international management systems take form, evolve and coalesce. They constitute and mirror the vital socio-cultural “Ren-Li” dimension to Zhu’s WRS-Li stage model (Caro, 2008).

Table 1: International Management System Dimensions and Processes

International Management System Dimensions	International Management System Processes
Transactional (Wu-Li)	Knowledge acquisition Knowledge diffusion Learning Resourcing
Relational (Shi-Li)	Guanxi Management exchanges Mutual understanding Trust relationships
Transgenic (Ren-Li)	Socio-political processes Socio-cultural processes Social governance processes

Social governance systems and values, an extension of Zhu’s Ren-Li’s dimension in socio-political environments constitute an important and added dimension to Zhu’s WRS –Li model: a transgenic one. This is particularly the case in those nations, where social governance values are integral and germane to socio-political domains. The international management community will continue to have critical responsibilities in facilitating dialogue, collaborating and

engaging in knowledge acquisition and diffusion and innovation internationally. The strength and quality of governance leadership and organization is the Realpolitik basis, which unleashes the transformational resources and “transgenic” energy to develop synergistic international management systems. This supra level of social governance holds the key, or “transgenic”, power to leverage the growth, sustain and transmute symbiotic international management systems into a public value. These governance structures promote collaborative action and internal cohesion and collaboration in the pursuit of socio-political goals and objectives. These higher transgenic powers are critical facilitators through which international management systems are substantiated and take form.

A polity is an integrated socio-political entity with a defined and internationally recognized political centrum or capital. It is posited that an internationally significant eco-space power is a polity which is circumscribed, measured by millions of kms² and is ten percent or more the size of the world’s largest geopolitical space of Russia at 17, 075,200 km². A human capital power is a geopolitical polity, which is circumscribed, measured by projected millions of humans by ten per cent or more the largest demographic population of the year 2050, which at 1, 807,000, 000 people is projected to be India. The most significant international transgenic polities of the year 2050 are a function of two key dimensions: eco-space power (measured by millions of kms²) multiplied by the human capital power (demographic size measured by population projections in the year 2050). Using this generic model, in isolating critical polities, nation-states had to meet one of two criteria to discern the structural manifestations of transgenic polity: 1. geopolitical entities, which are greater than 1,707,520 km²) and/or 2. polity entities with a projected population size of 180,700,000) for the year 2050 (United States Census Bureau, 2008). This resulted in a list of 26 nations, which was subjected to a third criterion, whereby only those geopolitical entities whose composite transgenic score was one per cent of the largest were on the final list. In this scenario the People’s Republic of China had a total of score of 13,672, which is the world’s highest transgenic score. This resulted in 17 key transgenic polities, which will likely become the international strategic focal points of the world of 2050. These transgenic nations, included in Table 2, will be central and critical forces in the world of 2050. They will likely facilitate, strongly influence, if not, dominate the direction of international management systems growth and development for the betterment of humankind.

Table 2: International Management Transgenic Polities of 2050

Transgenic Polity	Eco-space (000,000) (km²)*	Demo-space (projected 2050 demographics) (000,000)*	Transgenic power score (Rounded)
1. Argentina	2.8	53.5	150
2. Australia	7.7	29.0	223
3. Brazil	8.5	260.7	2216
4. Canada	10.0	41.1	411
5. China	9.6	1424.2	13672
6. Congo	2.4	189.3	454
7. Ethiopia	1.1	278.3	306
8. European Union	4.0	472.0**	1888
9. India	3.3	1807.9	5966
10. Indonesia	1.9	313.0	595
11. Iran	1.7	81.5	139
12. Mexico	2.0	147.9	296
13. Nigeria	.9	264.3	238
14. Pakistan	.8	295.2	236
15. Russia	17.1	109.2	1867
16. Sudan	2.5	88.2	221
17. USA	9.8	439.0	4302

*United States Census Bureau, 2008.

**Mcdougall,2008.

Moreover, one can discern two orders of transgenic polities, as shown in Table 2. Transgenic order A polities will constitute over 90 per cent of the total international significant transgenic power forces. These are projected to constitute the principal global world drivers and leader-polities of the year 2050 and their world influence will transcend

their geopolitical, socio-cultural and temporal boundaries. They include the People’s Republic of China, followed by India, the USA, Brazil, the European Union and Russia—all projected to be the pivotal international management drivers 2050. Transgenic order B are polities, which are less than ten per cent of the total international composite power of 33180, but over ten per cent of that of the People’s Republic of China, the world’s largest transgenic power. These order B polities include Indonesia, the Congo, Canada, Ethiopia, Mexico, Pakistan, Nigeria, Australia, Sudan, Argentina and Iran. They will also be of import on an international scale, but projected to be subordinate to the transgenic order A ones.

Table 3: Projected transgenic orders of the year 2050

Transgenic order	Transgenic scores	Rank ordered key 2050 transgenic polities	Transgenic composite total (%)
Order A	<i>>1367</i>	<ol style="list-style-type: none"> 1. China 2. India 3. USA 4. Brazil 5. European Union 6. Russia 	90%
Order B	<i>136-1367</i>	<ol style="list-style-type: none"> 1. Indonesia 2. Congo 3. Canada 4. Ethiopia 5. Mexico 6. Pakistan 7. Nigeria 8. Australia 9. Sudan 10. Argentina 11. Iran 	10.0%

Interestingly, the list does not include Japan, which from its declining population and relative small size has not made the composite transgenic list. Even if there is economic resurgence of current middle powers, such as Japan, these changes will not overshadow the growth and influence of the larger transgenic powers. Although not of international transgenic power, Japan may well exert great regional influence in 2050. Another hypothesis is that Japan may form a common market with the People’s Republic of China, as may the Philippines, Thailand and Vietnam, all of which will also exert great regional impact. One could also hypothesize that Bangladesh may form a common market with India. The same may be said of many nations of the Arab world that are currently politically and economically fragmented. Common markets and political unions may well set the stage for new and strong transgenic polities emanating from the Arab part of the world.

Clearly, many of the traditional European states, such of the France, Germany, Italy, Poland, Spain and the UK, stand little chance as individual and separate polities to impact international management directions in the face of the colossal transgenic changes that will sweep the world by 2050. Only the European Union, as a unified polity, will assure a place as an international focal center in the middle of the 21st century. Moreover, it is clear that a Euro-centric world stands no chance in a 2050 world, which will be dominated by the transgenic power of the China and India (Ramamurti, 2010). The emerging 2050 picture points to a multi-polar world with six clear polities, which will likely together have a very significant impact on all facets of international management in every conceivable sector of humankind activity.

TRANSPARENCY IMPERATIVES

The academic literature abounds with a plethora of studies, which point to the significant disparity of incomes, educational standards, e-readiness, health care systems, infrastructure capacity between these transgenic polities.

Developmental chasms and management challenges exist between first world polities, such as Australia, Canada, the European Union (EU) and the USA and emerging or re-emerging polities, such as Argentina, Brazil, China, India, Indonesia, Iran and Mexico (Bagchi, Hart, & Peterson, (2004); Gregorio, Kassicieh, & de Gouvea Neto, 2005; Raven, Huang & Kim, 2007). There is an even greater chasm with the Congo, Ethiopia, Nigeria, Pakistan and Sudan which have yet to see the lift-off of their economies.

Among the myriad of urgent international management challenges, there is one that is a particular countervailing force to the evolution of all transgenic polities—that of the existence and pervasive and endemic growth of political and organizational corruption, bribery and money laundering. Transgenic polity development is mitigated by the “dark side” forces of corruption and bribery (Aguilera, 2007). The systematic exploration of causation and consequences of corruption in the corporate organizations is relatively new (Aguilera & Vadera, 2008; Lindgreen, (2004); Luo, 2008; Luo, 2005; Matsumura & Shin, 2005; Ramamurti, R. 2010; Robertson & Watson, (2004); Rodriguez, Uhlebruck & L. Eden, 2005). This germane and interesting academic literature draws attention to the interplay of opportunity-motivation-justification factors, which that set the stage for organizational bribery and corrupt acts. These inherent criminal processes, which are driven through greed and poverty, detract from the full development of all transgenic polities and their ability to provide social good and humane social development.

A global non-government organization which is calling international attention to the problem of global pervasiveness of these problems is Transparency International (TI). This international organization has promulgated the need for all nations to form national integrity systems, which focus on the rule of law, sustainable development, quality of life, through values of accountability, integrity and transparency (Transparency International, 2009). The components of such a system touches all facets of national life, including legislative frameworks, public governance, judiciary systems, law enforcement services, audit institutions, anti-corruption systems, political systems, public communication channels, social justice and the business communities (Transparency International, 2009). As part of its many activities, the TI reports on the perceived rates of bribery and corruption within nations. In this paper, this researcher argues that the Corruption Perception Index (CPI), as espoused by Transparency International, could be useful as a proxy index to point to relative discrepancies of national integrity systems globally.

Table 4 is a summary of the transgenic potential of the polities adjusted by their corruption perceived indices as reported through Transparency International. It is noted that Denmark had the world’s lowest perceived corruption score of 9.4 out of a scale of 10. If one multiplies the CPI by the transgenic power of each polity by the 9.4 score one has a proxy of the comparative and relative projected coherence of the polity integrity systems, all assuming a steady state environment. There is an apparent NIS chasm between Australia, Canada, the European Union and the United States on the one hand and thirteen other projected transgenic polities, including Argentina, Brazil, China, the Congo, Ethiopia, India, Indonesia, Iran, Mexico, Nigeria, Pakistan, Russia and the Sudan, which have enormous potential based on their resources and population talent for the future world community. It would seem on the surface that unless major strides are made in building in national integrity systems infrastructures and rooting out corruptive governance and management practices, they will not be able to realize their full potential. Furthermore, in an internationalized world community, Bribery and corruption are universal challenges that know no boundaries.

It is also hypothesized that weak national integrity systems detract and distort vital development resources in education, health care and ICT infrastructures and destabilize the entire international management systems community. It is imperative that rigorous academic management research be drawn to this area. The continued viability and growth of inter-organizational system forms, such as international joint ventures, multi-national enterprises, nongovernmental organizations and small-medium enterprises will depend and the strengthening of national integrity systems internationally. Far more attention is needed to decipher the real socio-political and management dimensions of this problem and the extent to which it threatens to corrode polity infrastructures and dispossesses future generations of what could otherwise be a remarkable and rich future for those yet unborn. If this is not done, the alternative scenarios may even elude chaos theoreticians.

Table 4: Projected NIS strengths in transgenic polities in the year 2050

Transgenic Polity	Corruption Perception Index (CPI)*	Potential Transgenic Score (PTS) (Rounded)	CPI x PTS	9.4***x PTS	Projected National Integrity Systems Strength
1. Argentina	2.9	150	435	1410	31%
2. Australia	8.7	223	1940	2096	93%
3. Brazil	3.7	2216	8199	20830	40%
4. Canada	8.7	411	3576	3863	93%
5. China	3.6	13672	49219	128517	38%
6. Congo	1.9	454	862	4268	20%
7. Ethiopia	2.7	306	826	2876	29%
8. European Union**	6.3	1888	11894	15859	76%
9. India	3.4	5966	20284	56080	36%
10. Indonesia	2.8	595	1666	5349	31%
11. Iran	1.8	139	250	1307	19%
12. Mexico	3.3	296	977	2782	35%
13. Nigeria	2.5	238	595	2237	27%
14. Pakistan	2.4	236	566	2218	26%
15. Russia	2.2	1867	4107	17550	24%
16. Sudan	1.5	221	332	2077	16%
17. USA	7.5	4302	32265	40439	80%

*<http://www.transparency.org>. 2009

**Based only on a weighted average of the major European Union nations of France, Germany Italy, Poland, Spain and the United Kingdom.

***based on the highest CPI score of 9.4 in Denmark in 2009.

Ultimately the peace and stability and social justice rests on the ability of the world community to build on the educational and health care infrastructures and cogent national integrity systems, which will be the basis of the growth and stability. The continuing major responsibility of the academic research community in international management: to bring to light truths and insights to full and rigorous understanding and a new and synergistic Weltanschauung of world management structures and dynamics for the turbulent world between 2010 and 2050: to build bridges of peace and mutual understanding and international accommodation.

International management professionals have special responsibilities to foster mutually beneficial partnerships and strategic alliances and in improving the national integrity systems of all world nations. International managers must become essentially transformational leaders and active systems agents of change, with a core set of beliefs where they shape the organizational knowledge structures. They are at the forefront of transgenic business ventures and interactions and productive organizational learning. To the extent that conflict is managed as a positive process mechanism, it will involve increased interaction and communication and ultimately more effective knowledge acquisition and organizational learning (Sirmon & Lane, (2004)).

DISCUSSION

In the light of the current academic literature in international management systems, the transgenic systems model presented points to several challenges. First of all, the role of current international inter-organizational forms, such as joint international ventures, multi-national enterprises, non-governmental organizations and small-medium enterprises will continue to be manifestly important, as they are today. The issues of organizational efficiency, innovation, trust, capability, knowledge acquisition, inter-organizational systems competencies and performance, return on investments, risk management will continue to be of paramount importance in evolving international strategic alliances (Liu, 2007). However, this researcher posits that the character of these organizations will have to fundamentally change to reflect and integrate the values and character of the transgenic polities of tomorrow.

This implies that fundamental changes in management paradigms and management styles will have to reflect the value set of these transgenic entities. This, in turn, implies a global paradigm shift to accommodate, integrate and

transcend the diverse value constructs be they of Argentinean, Brazilian, Chinese, Congolese, Ethiopian, Indian, Nigerian, or Russian communities. Moreover, the Islamic perspectives of management practices in polities, such as Indonesia, Iran, Pakistan and Sudan cannot be marginalized nor ignored. They will also become a proactive part of international management community of the year 2050.

The process of reconciliation of diverse ethical and value systems internationally will not be without risk or conflict. In this transgenic polity paradigm, the management values and ethics of each of the transgenic orders A and B will no doubt clash and result in significant stresses and conflicts. The international management community will have to recognize and understand these inherent values and ethical bases in all their diversity. They will play a special role in conflict resolution and evolve a truly international management paradigm that reflects and integrates all this diversity.

The proposed transgenic model has a number of constraints. Given the current turbulence of the economic environments, it does not include projected Gross National Product (GNP) of key nations, which might drive the form of future international management systems. Moreover, the model does not account for the internal divergent ethnical compositions within each political entity, which, in some cases, could destabilize and fragment the political integrity of these polities. Nor does the model include the scenario of possible political unions, or the formation of new common markets, which might result from the global socio-economic turbulence. The proposed model assumes that there will not be catastrophic events that would substantially alter the current political integrity, nor the demographic patterns of these nations. Yet there are many unsettling forces in our current world, such as pandemics, over-militarism, severe overpopulation and chronic underdevelopment. These multivariate possibilities form the backdrop for further investigation.

The implications for international management research are manifold. Research must take into account an in-depth understanding of the larger socio-cultural environment in which international systems are developed and evolve. This requires more research into the transgenic system dimensions of critical international management milieus. For example, how does the internal socio-cultural development of the People's Republic of China affect the systemic patterns of international trade? What are the implications of transgenic forces on the interchange of international products and services between the European Union and the Brazil, for example?

The patterns and development of international management systems has the potential to either promote or hinder world development and peace. Understanding the backdrop of the transgenic forces with its governance and socio-political dimensions is the key to the evolution of international systems thinking and evolution. By virtue of their eco-space and projected demographic dimensions size, the class order A polities, including the Peoples Republic of China, the India, the United States of America, Brazil, the European Union and Russia will likely be the superpowers of the mid-21st century. An understanding of the governance dimensions within and between these critical nations will drive the future of international management growth and regulations in the world of 2050. To the extent that these nations stabilize and become fully developed and interact synergistically, the global socio-political climate and environment for international systems of the year 2050 will be a positive one.

An understanding of strategic transgenic system forces serves as an inter-organizational learning paradigm, which fosters innovation and social responsibility for the betterment of humankind internationally. This transgenic systems model is based on the following systemic assumptions that: 1. these polities will grow socio-cultural stable ones; and 2. the world will grow into a more inspiring and peaceful milieu with national and international governance policies will promote peace and equitable development. These assumptions are far from certain given the turbulent socio-economic environment that the world is currently facing. However an understanding of the dynamics within and between these 17 transgenic nations will become the key to international efficiency and effectiveness in all sectors and industries. An understanding of the socio-cultural dynamics and environments of these polities will become instrumental in international management initiatives, growth and evolution. The world's economic health, world stability and humankind development will depend largely in the understanding of the transgenic system forces in these critical nations.

CONCLUSION

This paper posits that the transgenic governance forces that are evolving will engage future international managers in a multi-polar world of 2050, where social governance will become cogent and compelling in tomorrow's integrated world community. This is a call to future international professionals to understand and engage themselves in the underlying different perceptions and paradigms, or Weltanschauung, of diverse sectors in a world of rising new cultures. They must become "transgenic" in their perspective and seize every opportunity to develop and sensitize themselves to the socio-political dynamics that influence future growth and development of international management systems.

A cautionary note is warranted: over-militarism, overpopulation and declining economic possibilities for humankind well-being form an ominous brew that may set the stage for world catastrophes. The positive development, stability and international cooperation between these 17 transgenic forces will set the stage for global peace and harmony. The failure to do so will increase the chances of regional, if not world conflagrations. It behoves the international management community to comprehend the new emerging Realpolitik landscape being forged internationally. That these transgenic system forces be understood and reckoned with the emerging Weltanschauung internationally is a sine qua non. This understanding will be one of the keys to world peace and harmony, in which international management systems will thrive and have their substance.

Transgenic forces are the social governance agents and values of the socio-political environments that provide the international context in which international systems take form, develop and have their substance. This model suggests that the international world faced with transgenic forces and changes internationally may have to engage in a process of unlearning and reengagement in a process of second-order learning. The future of effective international systems will depend on the reorientation and understanding of the world dynamics, as we know it. It will require the unlearning of current Weltanschauung, or world-views (Gharajedaghi, 2007). Ironically, the temporal path between 2010 and 2050 is fraught with global threats and vulnerabilities and yet at the same time untapped opportunities and possibilities. It is safe to say, however, that the world of 2050 will be substantially different than the one of 2010. It is incumbent on academicians and international transformational leaders to take careful heed of the global seismic changes that will soon become apparent to all.

REFERENCES

- Aguilera, R.V. (2007). Translating theoretical logics across borders: organizational characteristics, structural mechanisms and contextual factors in international alliances. *Journal of International Business Studies* 38(1):38-46.
- Aguilera, R.V. & A. K. Vadera. (2008). The Dark Side of Authority: Antecedents, Mechanisms, and Outcomes of Organizational Corruption. *Journal of Business Ethics* 77(4): 431-449.
- Amaravadi, C.S. & Lee, I. (2005). The dimensions of process knowledge. *Knowledge and Process Management* 12(1): 65-76.
- Bagchi, K., Hart, P., & Peterson, M. (2004). National culture and information technology product adoption. *Journal of Global Information Technology Management* 7(4): 29-46.
- Batjargal, B. (2007). Network triads: transitivity, referral and venture capital decisions in China and Russia. *Journal of International Business Studies* 38(6): 998-1012.
- Brown F.W & M.D. Reilly.(2008). Emotional Intelligence, Transformational Leadership and Gender: Correlation and Interaction Possibilities. *The Journal of International Management Studies* 3(2):1.
- Burgelman, R.A. & Doz, Y.L. (2001). The power of strategic integration. *MIT Sloan Management Review* 42(3): 28-39.
- Caro, D. (2007). Evolving e-health symbiosis: Theoretical constructs in international Realpolitik space. *The International Journal of e-Business Research* 3(4): 67-78.
- Caro, D. (2008). Deconstructing symbiotic dyadic e-health networks: Transnational and transgenic perspectives. *International Journal of Information Management* 28(2): 94-101.
- Cheng, J., Henisz, W., Roth, K., & Swaminathan, A. (2009). From the editors: Advancing interdisciplinary research in the field of international business: Prospects, issues and challenges. *Journal of International Business Studies* 40(7): 1070-1074.

- Chi, L. & Holsapple, C.W. (2005). Understanding computer-mediated inter-organizational collaboration: A model and framework. *Journal of Knowledge Management* 9 (1): 53-75.
- Chi, L., Holsapple C. W. & Srinivasan, C. (2007). The linkage between IOS use and competitive action: A competitive dynamics perspective. *Information Systems and eBusiness Management* 5(4): 319-356.
- Chua, R., Morris, M., & Ingram, P. (2009). Guanxi vs networking: Distinctive configurations of affect- and cognition-based trust in the networks of Chinese vs American managers. *Journal of International Business Studies* 40(3): 490-508.
- Coviello, N. (2006). The network dynamics of international new ventures. *Journal of International Business Studies* 37(5): 713-731.
- Das, T. K. & Teng, B.S. (2001). Trust, control and risk in strategic alliances: Integrated framework. *Organization Studies* 22(2): 251-284.
- De Rond, M. & Bouchikhi, H. (2004). On the dialectics of strategic alliances. *Organization Science* 15(1): 56-70.
- Fernandez, Z & Nieto, M.J. (2006). "Impact of Ownership on the International Involvement of SMEs" *Journal of International Business Studies* 37(3): 340-351.
- Fischer, R., & Mansell, A. (2009). Commitment across cultures: A meta-analytical approach. *Journal of International Business Studies* 40(8): 1339-1358.
- Gharajedaghi, J. (2007). Systems thinking: A case for second-order learning. *The Learning Organization* 14(6): 473-479.
- Gregorio, D. D., Kassiech, S. K., & de Gouvea Neto, R. (2005). Drivers of k-business activity in developed and emerging markets. *IEEE Transactions on Engineering Management* 52(2): 155-166.
- Ibbott, C. J. & O'Keefe, R.M. (2004). Trust, planning and benefits in a global inter-organizational system. *Information Systems Journal Oxford*: 14(4): 131-152.
- Inkpen, A.C. & Pien, W. (2006). Find more like this: an examination of collaboration and knowledge transfer: China-Singapore Suzhou Industrial Park. *Journal of Management Studies* 43 (4): 779-811.
- Jones, M.V. & Coviello, N. (2005). Internationalization: Conceptualizing an entrepreneurial process of behavior in time. *Journal of International Business Studies* 36(3): 284-303.
- Knight, G. & Kim, D. (2009). International business competence and the contemporary firm. *Journal of International Business Studies* 40(2):255-273.
- Krause, O. (2003). Beyond BSC: A process based approach to performance management. *Measuring Business Excellence* 7(3): 4-14.
- Lane, P.J., Salk, J.E. & Lyles, M.A. (2001). Absorptive capacity, learning, and performance in international joint ventures. *Strategic Management Journal* 22(12): 1139-1161.
- Lin, H.F. (2006). Inter-organizational and organizational determinants of planning effectiveness for Internet-based inter-organizational systems. *Information & Management* 43(4): 423-433.
- Lindgreen, A. (2004). Corruption and unethical behavior: Report on a set of Danish guidelines. *Journal of Business Ethics* 51(1): 31-39.
- Liu, T-L. (2007). International strategic alliance: Past research and future directions. *Journal of International Management Studies* 2(2): 66-77.
- Luo, Y. (2008). The changing Chinese culture and business behavior: The perspective of intertwinement between guanxi and corruption. *International Business Review* 17(2):188-193.
- Luo, Y. (2005). An organizational perspective of corruption. *Management and Organization Review* 1(1):119-154.
- Lyles, M.A. & Salk, J.E. (1996). Knowledge acquisition from foreign parents in international joint ventures: an empirical examination in the Hungarian context. *Journal of International Business Studies* 27(5): 877-903.
- Malhotra, N. & Hinings, C. (2010). An organizational model for understanding internationalization processes. *Journal of International Business Studies* 41(2): 330-349.
- Matsumura, E. M. & J. Y. Shin. (2005). Corporate governance reform and CEO compensation: Intended and unintended consequences. *Journal of Business Ethics* 62(2):101-113.
- McDougall, P.P. & Oviatt, B.M. 2000. International entrepreneurship: The intersection of two research paths. *Academy of Management Journal* 43(5): 902-906.
- Mcdougall, R. (2008). *Too Many People Europe's Population Problem*. Optimum Population Trust. www.optimumpopulation.org/opt.europe.html Accessed April 25, (2008). pp.1-6.
- McKay, S. (2006). The limits of likemindedness. *International Journal* 61(4): 875-894.
- Meyer, K.E. (2007). Contextualizing organizational learning: Lyles and Salk in the context of their research. *Journal of International Business Studies* 38 (1): 27-37.
- Murray, P.J. & Zhu, Z. (2003). Systems thinking: Managing complexity and change. *Systems Research and Behavioral Science* 20(5): 385-386.
- Muthusamy, S.K. & White, M.A. (2005). Learning and knowledge transfer in strategic alliances: a social exchange view. *Organization Studies* 26 (3): 415-441.

- Noorderhaven, N., & Harzing, A. (2009). Knowledge-sharing and social interaction within MNEs. *Journal of International Business Studies* 40(5), 719-741.
- Norman, P.M. (2004). Knowledge acquisition, knowledge loss, and satisfaction in high technology alliances. *Journal of Business Research* 57(6): 610-619.
- Patel, T. (2007). The role of dynamic cultural theories in explaining the viability of international strategic alliances. *Management Decision* 45(10): 1532-1559.
- Ramamurti, R. (2010). Getting China and India right: Strategies for leveraging the world's fastest growing economies for global advantage. *Journal of International Business Studies* 41(3): 557-560.
- Rarick, C.A. (2007). Confucius on Management: Understanding Chinese Cultural Values and Managerial Practices. *Journal of International Management Studies* 2(2): 22-27.
- Raven, P.R., Huang, X. & Kim, B.B. (2007). E-Business in developing countries: A comparison of China and India. *International Journal of E-Business Research* 3(1): 91-108.
- Reus, T., & Lamont, B. (2009). The double-edged sword of cultural distance in international acquisitions. *Journal of International Business Studies* 40(8): 1298-1316.
- Ridgley, S.K. (2009). Cultural Consonance and Cultural Dissonance: The Role of Culture in Institutional Success and Failure. *The Journal of Global Business Management* 5(2): 274-284.
- Ridgley, S.K. (2009). Getting Russia wrong: The role of misperception in generating flawed analyses. *The Journal of International Management Studies* 4(3):45-55.
- Robertson, C. J. & A. Watson. (2004). Corruption and change: The impact of foreign direct investment. *Strategic Management Journal* 25(4): 385–396.
- Rodriquez, C.M. (2002). Relationship bonding and trust as a foundation for commitment in US –Mexican strategic alliances: A structural equation modeling approach. *Journal of International Marketing* 10(4): 53–77.
- Rodriguez, P., K. Uhlebruck & L. Eden. (2005). Government Corruption and the Entry Strategy of Multinationals. *Academy of Management Review* 30:383–396.
- Rosenkranz, S. (2007). Strategic positioning of alliances. *International Journal of the Economics of Business* 14 (1): 135-149.
- Roussin-Isett, K. (2005). The evolution of dyadic inter-organizational relationships in a network of publicly funded nonprofit agencies. *Journal of Public Administration and Theory* 15(1): 149- 165.
- Simonin, B.L. (2004). An empirical investigation of the process of knowledge transfer in international strategic alliances. *Journal of International Business Studies* 35(5): 407-427.
- Simsarian-Webber, S. & Kimoski, R. J. (2004) Client-project manager engagements trust and loyalty. *Journal of Organizational Behaviour* 25(8); 997-1014.
- Sirmon, D.G. & Lane, P.J. (2004). A model of cultural differences and international alliance performance. *Journal of International Business Studies* 35(4): 306-319.
- Styles, C., Patterson, P., & Ahmed, F. (2008). A relational model of export performance. *Journal of International Business Studies* 39(5): 880-900.
- Sullivan, D. & Daniels, J. (2008). Innovation in international business research: a call for multiple paradigms. *Journal of International Business Studies* 39(6): 1081-1090.
- Tang, L. & Koveos, P. (2008). A framework to update Hofstede's cultural value indices: economic dynamics and institutional stability. *Journal of International Business Studies* 39(6): 1045-1063.
- Transparency International. (2009). <http://www.transparencymonitoring.org> Accessed March 30, 2010.
- United States Census Bureau. 2008. *International Data Base*. Updated 12-15-(2008). www.census.gov/cgi-bin/ipc/idbrank.pl Accessed April 24, 2009.
- Witt, M., & Redding, G. (2009). Culture, meaning, and institutions: Executive rationale in Germany and Japan. *Journal of International Business Studies* 40(5): 859-885.
- Zander, U., & Zander, L. (2010). Opening the grey box: Social communities, knowledge and culture in acquisitions. *Journal of International Business Studies* 41(1), 27-37.
- Zhu, Z. (2001). Towards an integrating programme for information systems design: An oriental case. *International Journal of Information Management* 21(1), 69-90.
- Zhu, Z. (2002). Evaluating contingency approaches to information systems design. *International Journal of Information Management* 22(5), 343-356.