



Paradigm shift: Challenges for Management Education in Emerging Countries "GXP"

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Zhejiang University*

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Map of China

Locations of provinces,
autonomous regions
and municipalities.



*Economic
Locomotive &
Land of
Entrepreneurship*



Hangzhou: Paradise City





Grand Canal



West Lake
The World Heritage



Qiantang River





浙江大学 管理学院
SCHOOL OF MANAGEMENT
ZHEJIANG UNIVERSITY



Zhejiang University

founded in 1897



Globalization * Innovation * Entrepreneurship * Responsibility



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School of Management



Globalization * Innovation * Entrepreneurship * Responsibility



Outline

- The challenges
- GXP
- Implications

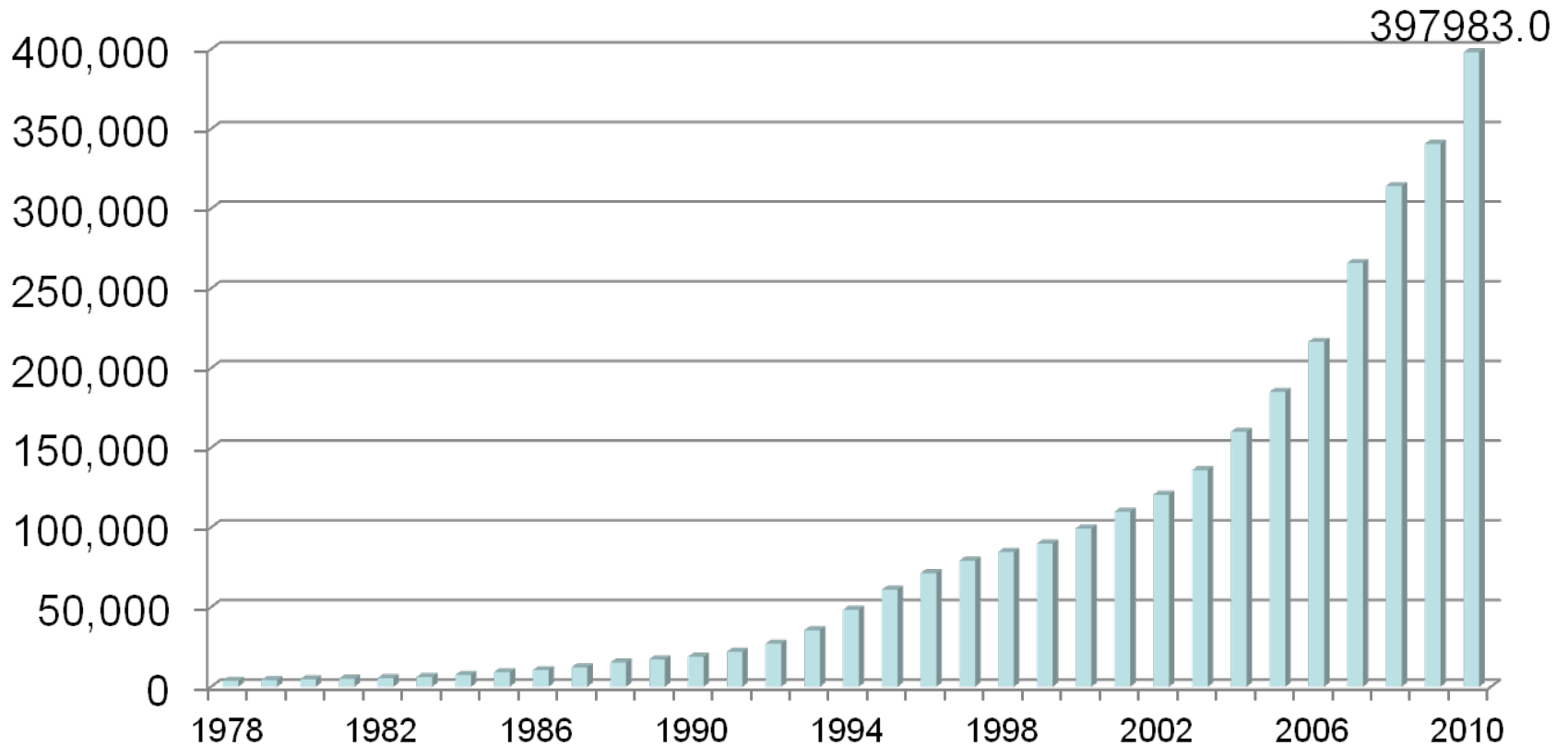


1. The challenges



China's GDP Growth (1978-2010)

Unit: Billion RMB

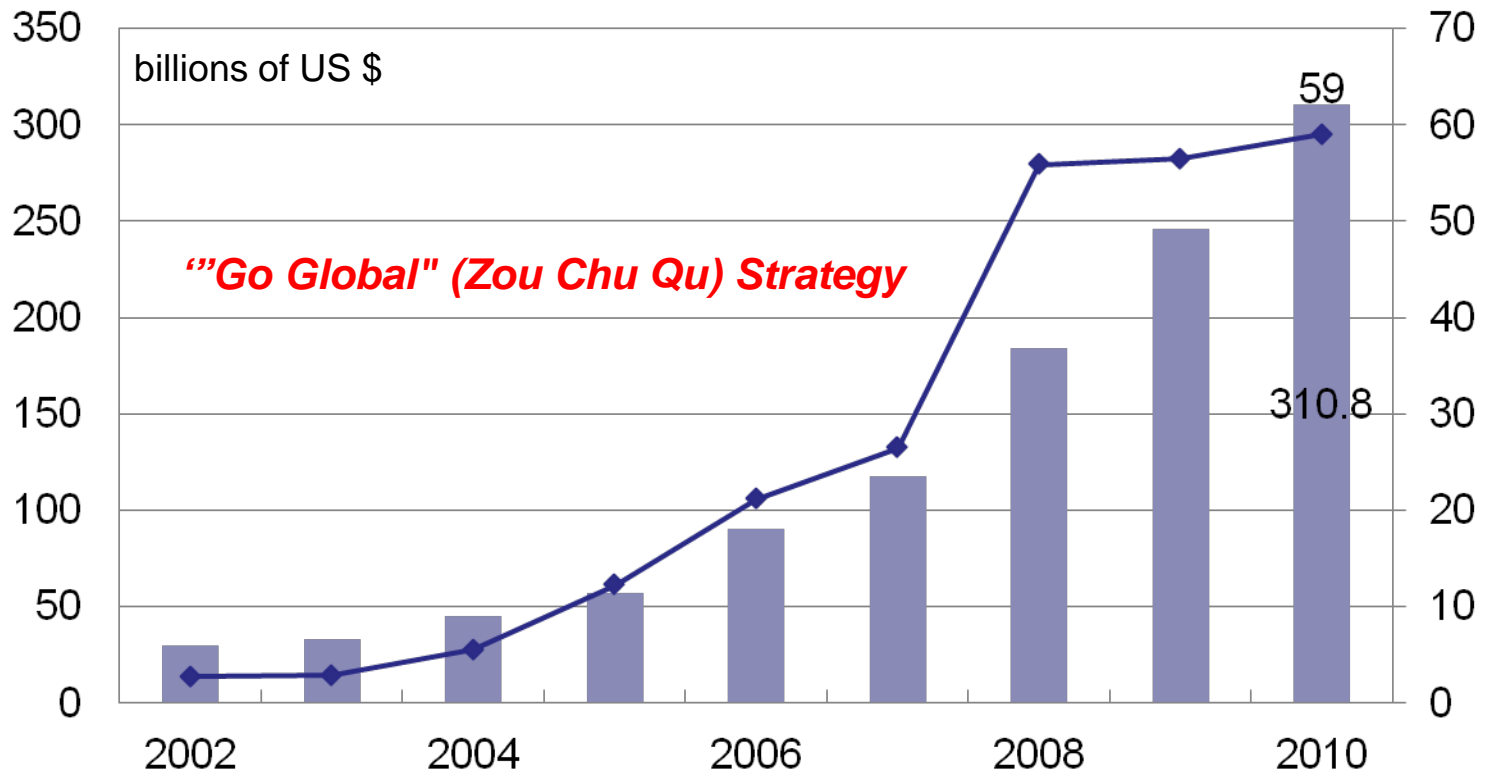


Notes: Data in the table are calculated at current price.
Source: National Bureau of Statistics of China



China's ODI (2002-2010)

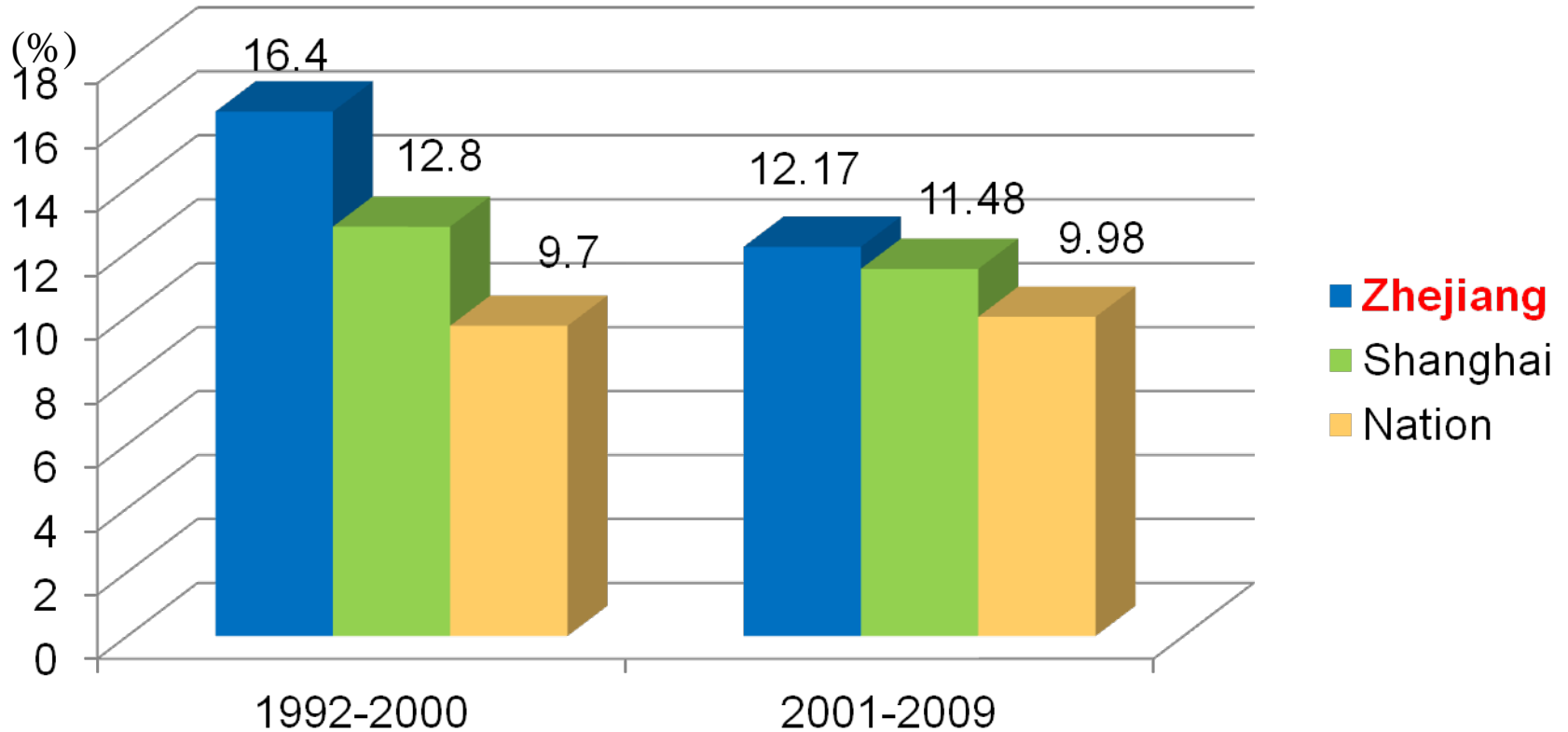
China's ODI flows reached 59 billion US\$ in 2010, and stocks reached 310.8 billion US\$ by the end of 2010



Data Source: Ministry of Commerce of the People's Republic of China



Average Annual GDP Growth Rate

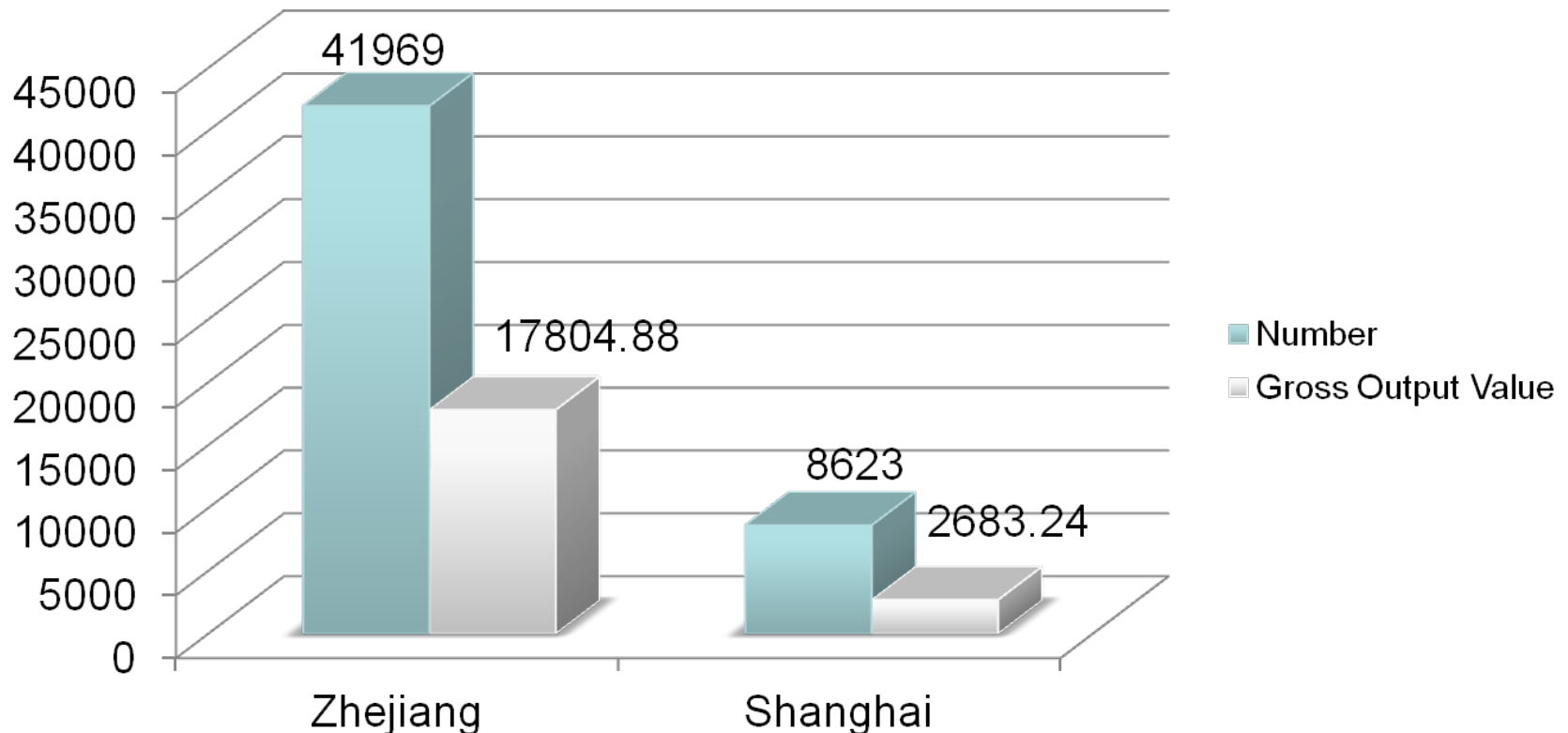


Source: Zhejiang Provincial Bureau of Statistics; Shanghai Bureau of Statistics; National Bureau of Statistics of China



Private Companies' Number and Gross Output Value, Zhejiang & Shanghai (2009)

Unit: 100 million RMB



Source: Zhejiang Provincial Bureau of Statistics; Shanghai Bureau of Statistics



Bamboo capitalism

- **China's success owes more to its entrepreneurs than its bureaucrats. Time to bring them out of the shadows**



Economist >Mar 10th 2011



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苹果配件 iPad iPhone 防尘塞

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电视 3d电视 空调 冰箱 洗衣机

个人护理 护膝 剃须刀 按摩器

视听 耳机 家庭影院 音响 播放器

烤箱 面包机 豆浆机 微波炉

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美体美发 纤体 丰胸 洗发水 假发

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母婴用品

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奶粉 牛奶粉 钙铁锌 鱼油 辅食

孕产 卫衣 裤子 防辐射 待产包

用品 纸尿裤 奶瓶 睡袋 推车 润肤

新生儿 礼盒 婴儿床 抱毯 消毒器

玩与学 玩具 童车 早教 积木 绘画

婴幼儿服 爬服 内衣 外出服 学步鞋

家居建材

【11.11】家居嘉年华预售来了!

家具 床 沙发 衣柜 餐桌 电视柜

建材 龙头 墙纸 瓷砖 马桶 浴室柜

家饰 装饰 摆件 墙贴 婚庆 装饰画

主材 顶灯 台灯 水晶灯 吊灯 LED

布艺 十字绣 窗帘 桌布 坐垫 地毯

家纺 被子馆 床品 枕头 抱枕 拖鞋

本地生活团购

吃喝玩乐



- 汽车养护, 节后放价, 3折起
- 太极1/飓风营救2/环形使者
- 买房30万起, 抢红包最高4999

聚划算团购



团购价 **169.0元** 百雀羚补水保湿套装
折扣 **3.1折**
原价: 533元

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- [酒店客栈] 节后抄底价, 酒店机票全场



淘宝网

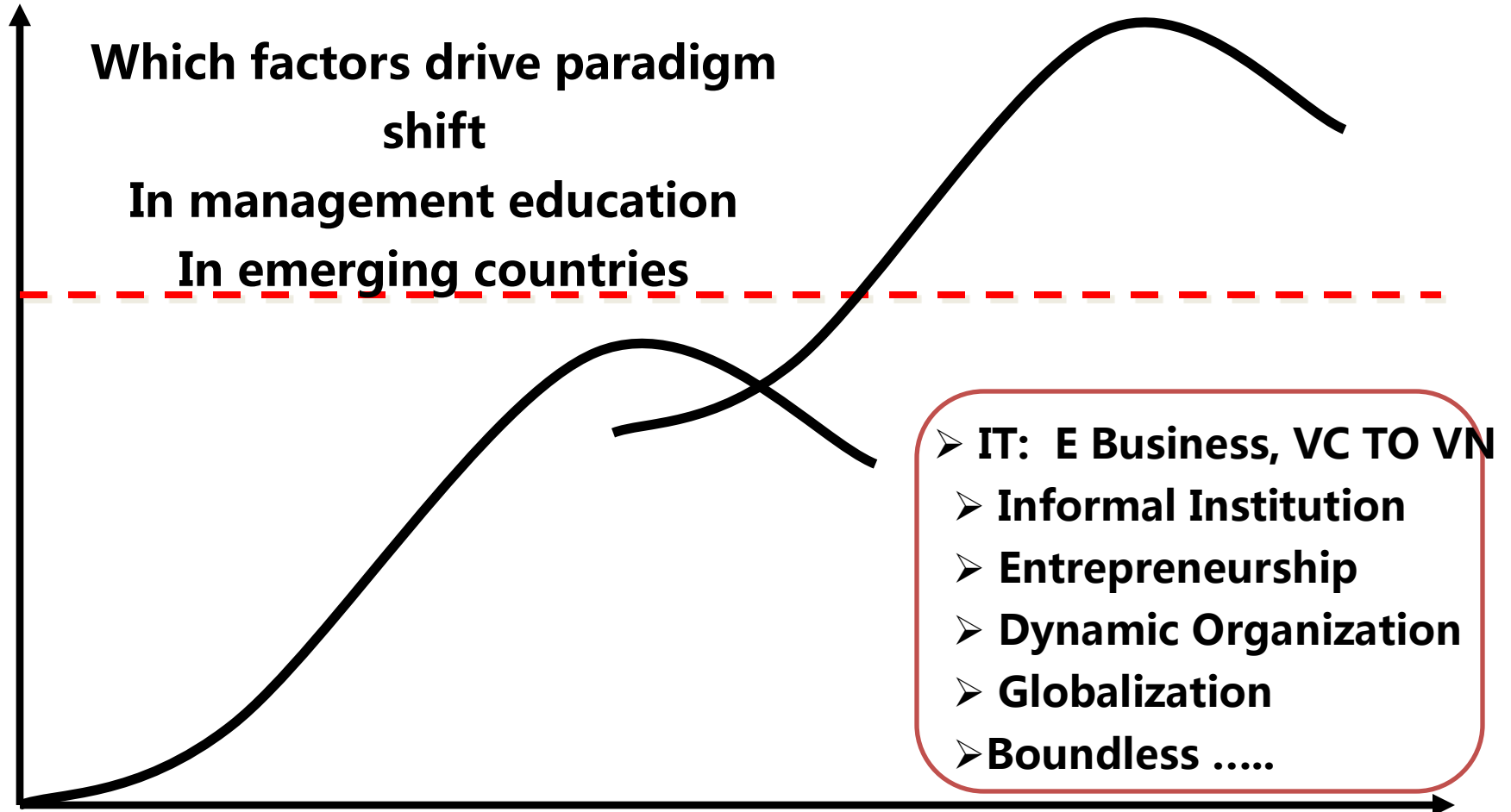


- 600M Subscribers
- 900M goods on line
- Daily sales: 5 B
- Daily 100M visitor
- Daily over 20M transactions
- 5% whole retail of China

1. 1T of 2012
2. World's Biggest Retail Platform

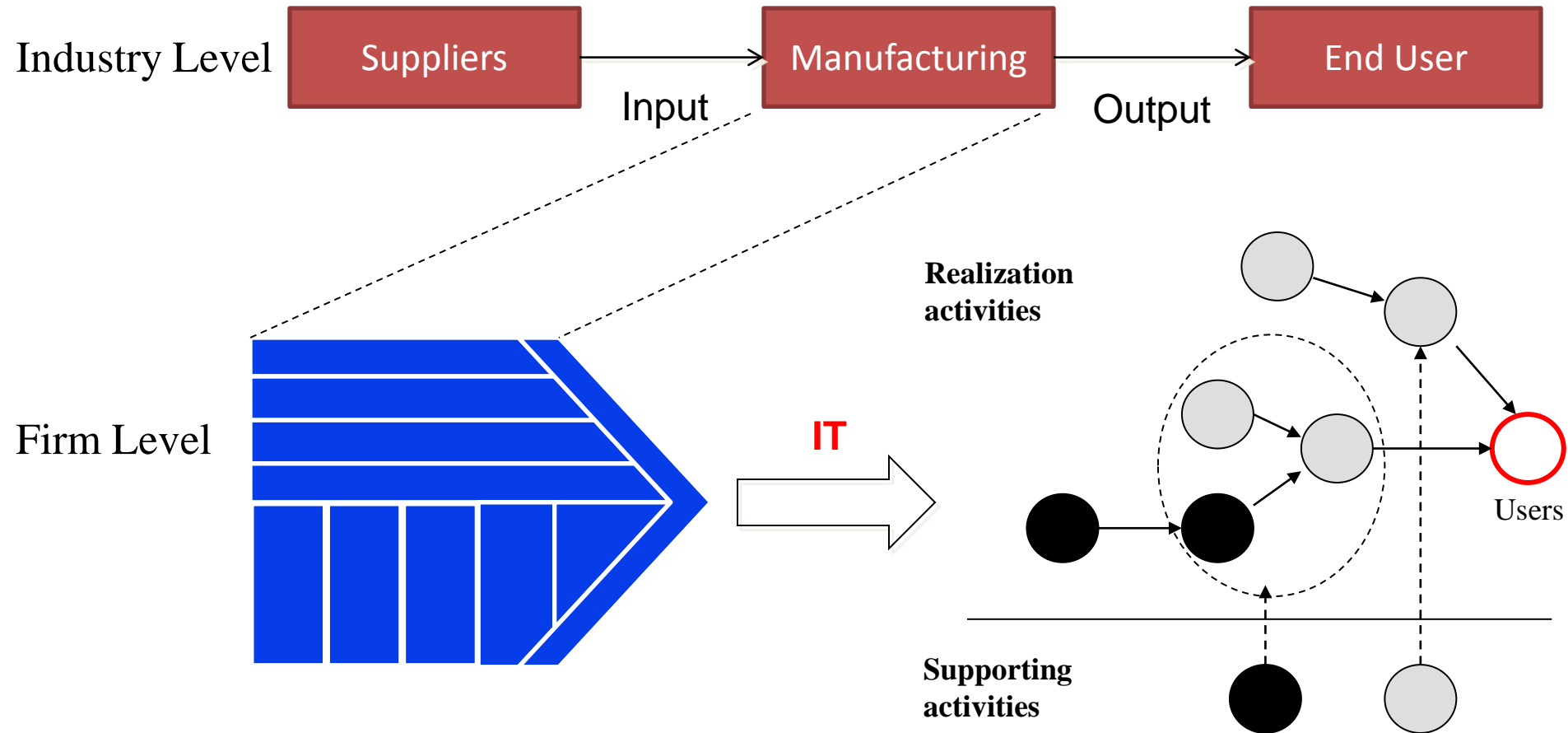


What is paradigm shift



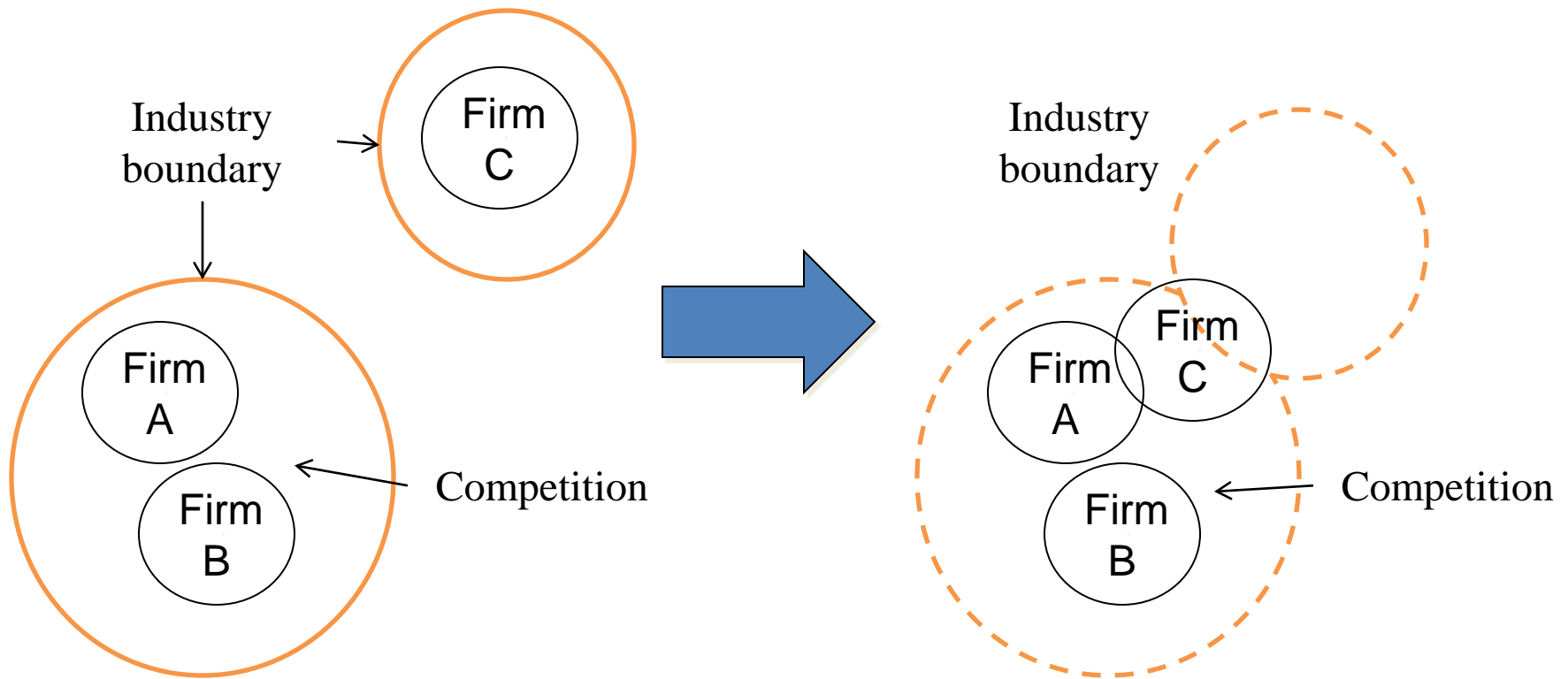


IT: E-business, VC to VN





Dynamic Organization





Challenges

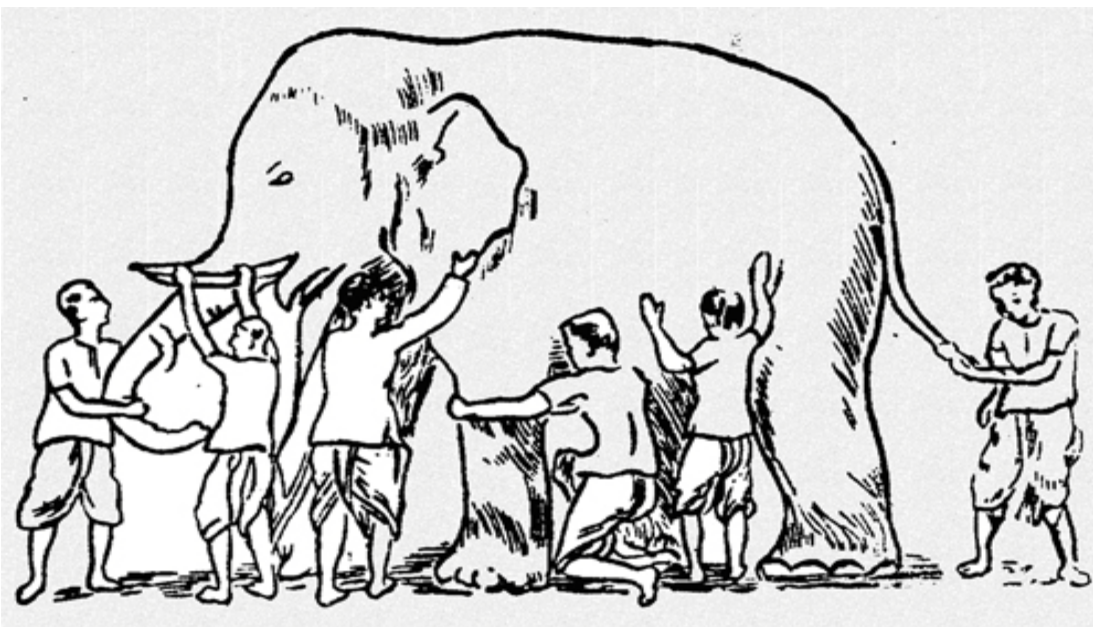
Adapted from David Dunne, Roger Martin(2006)

Feature	Traditional firms	Dynamic firms
Source of status	Managing big budgets and large staffs	Solving “wicked problems”
Mode of thinking	Deductive Inductive	Deductive Inductive Abductive
Dominant Attitude	We can only do what we have budget to do Constraints are the enemy	Constraints increase the challenge and excitement
Flow of work style	Ongoing tasks Permanent assignments	Projects Defined terms
Style of work	Defined roles Wait until it is “right”	Collaborative Iterative
Skill requirement	Specialist (sole function)	Generalist (versatility)



Challenges

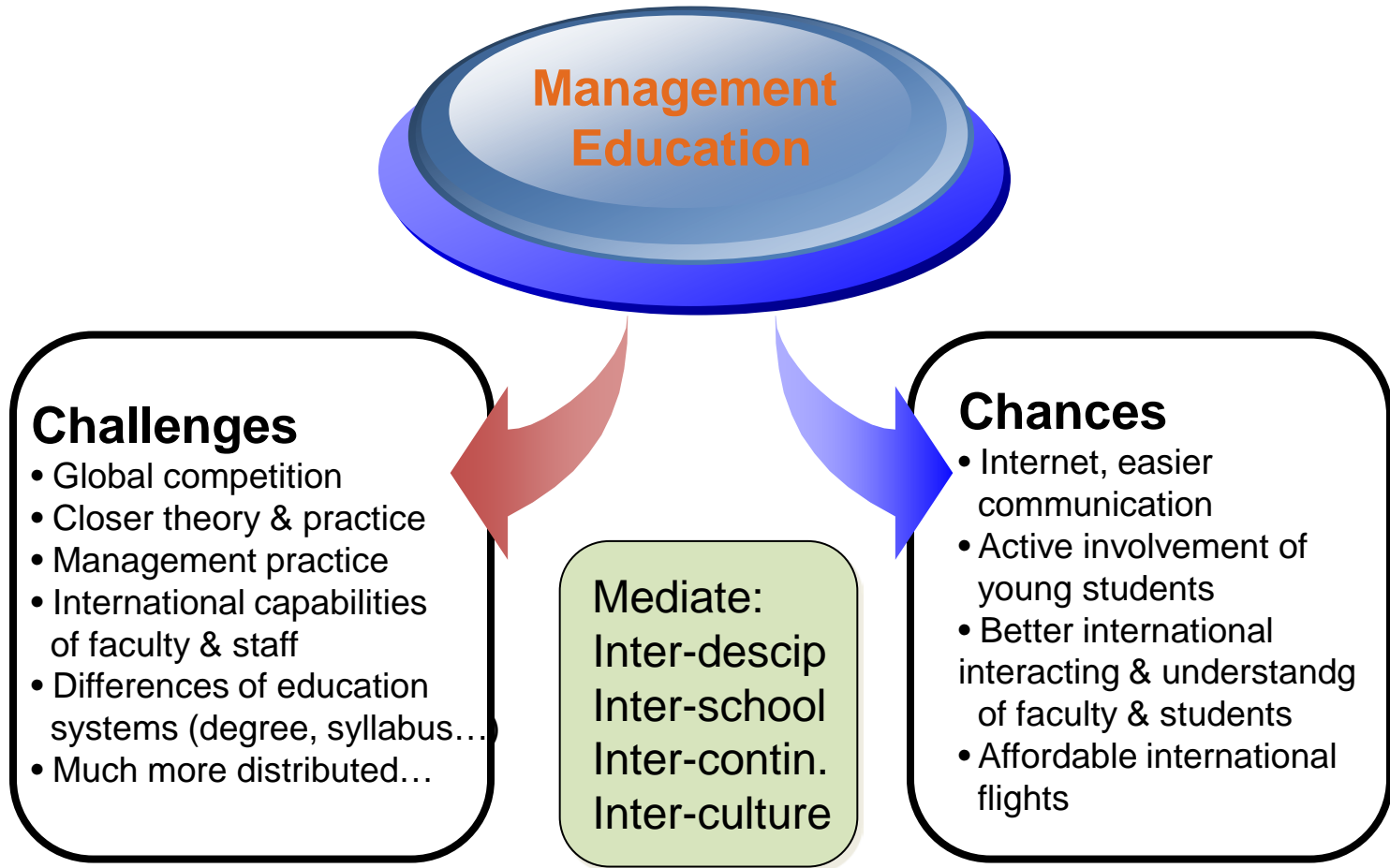
- When confronted with value network which then will reinvent firms business model, management education mainly focusing on different management



A system view will be much more important



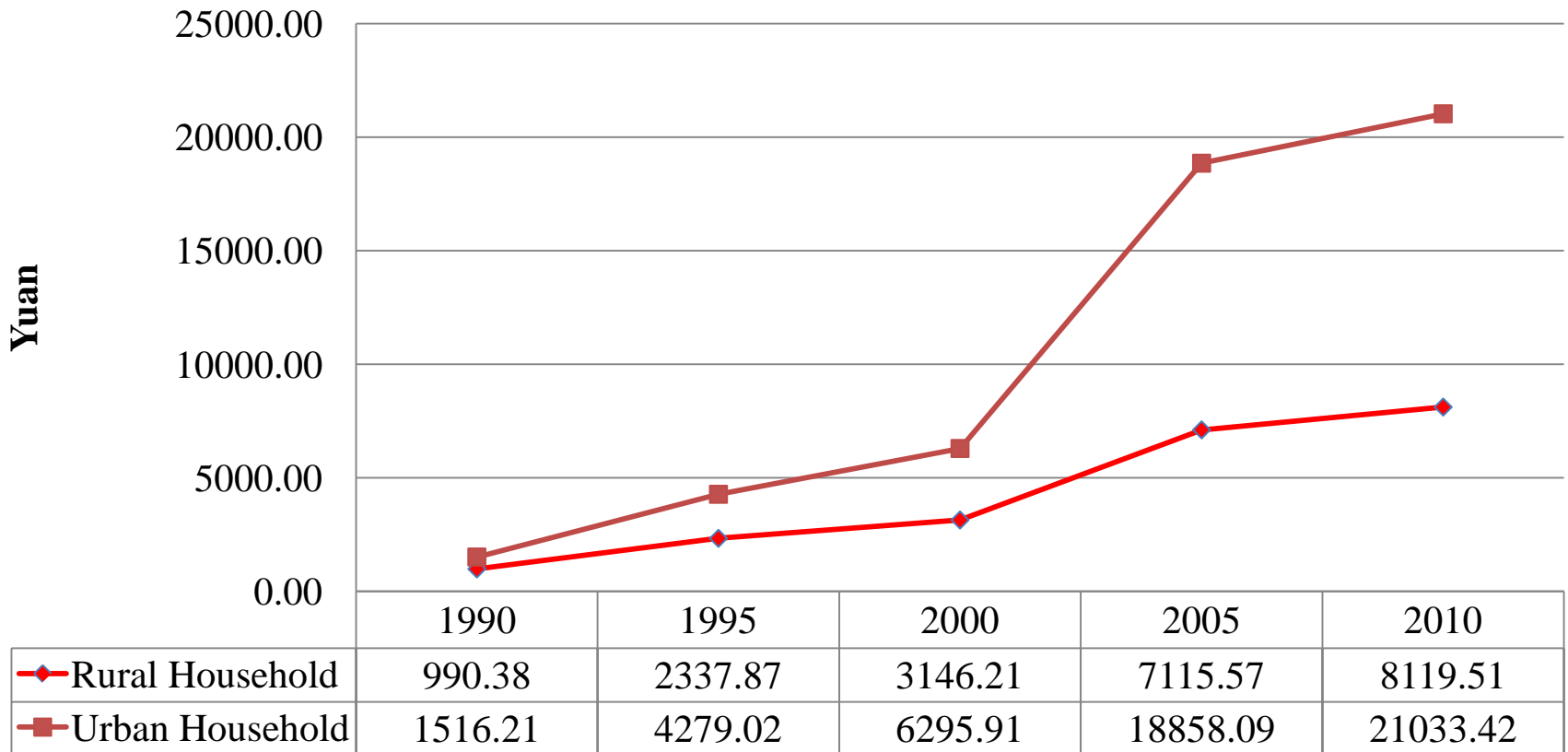
Paradigm shift in business operation & management education





Income disparity in China

1990-2010 Per Capita Annual Income



Data source: National Bureau of Statistics of China



Challenge and Implication

- For emerging countries management education, the unique context should be identified
- Besides, emerging countries management education

The difference between China and NIEs

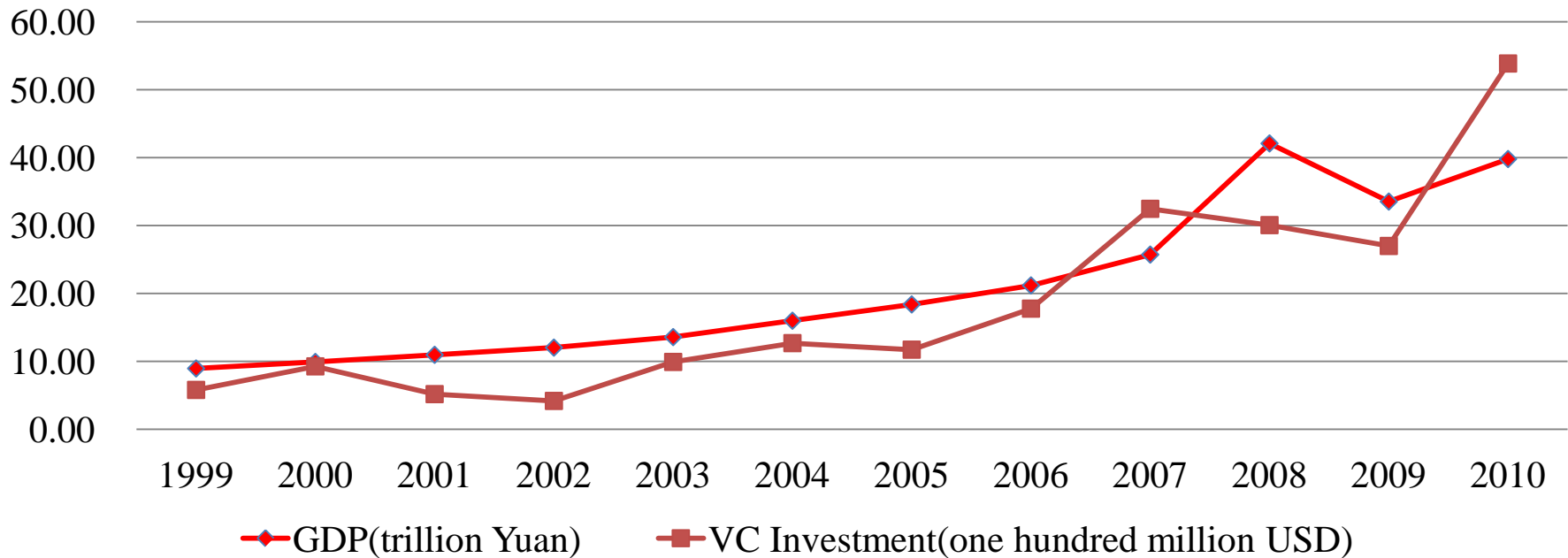
China	NIEs(Korea and Japan)
Chinese firms are mostly local and market-focused The huge domestic market size (Incentive, Resources)	Export markets and export promotional policies in their catching-up processes
Glocal	Global



Entrepreneurship

- China has benefited from entrepreneurship passion such as Wenzhou, and have also promoted its development.

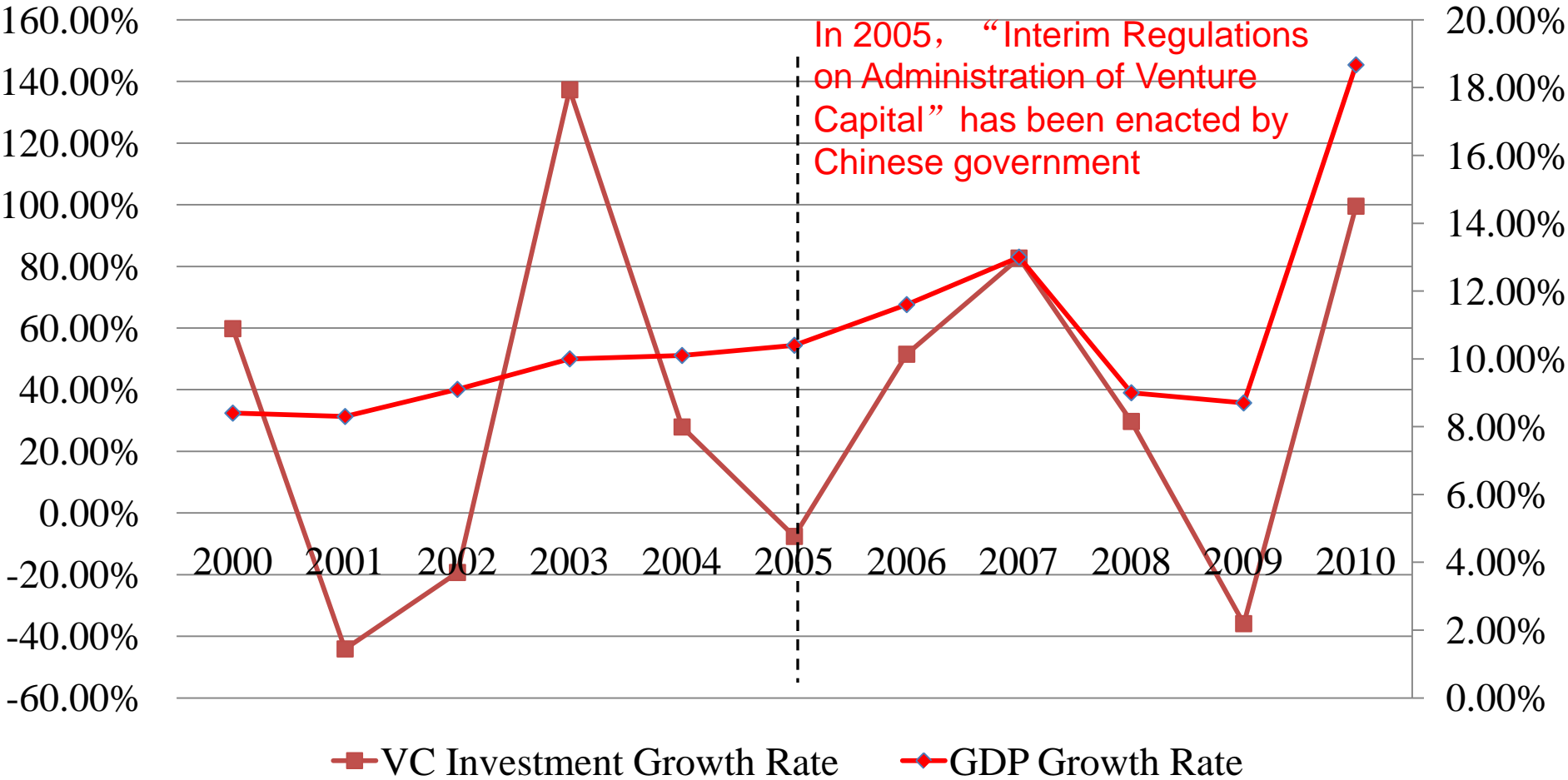
China GDP and Venture Capital investment



Data source: Zero2IPO Research Center



China GDP growth rate and VC investment growth rate

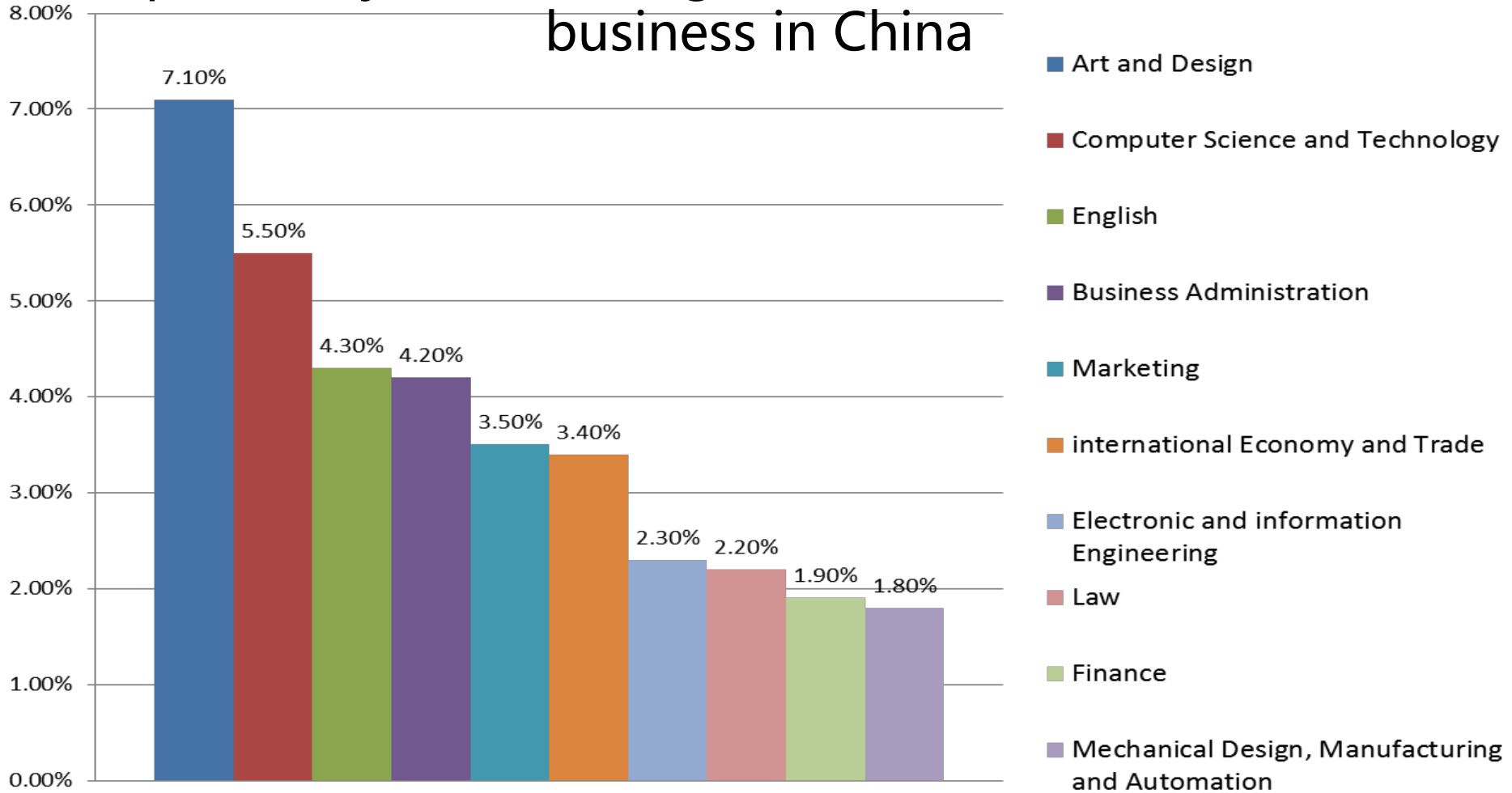


Data source: Zero2IPO Research Center



Entrepreneurship

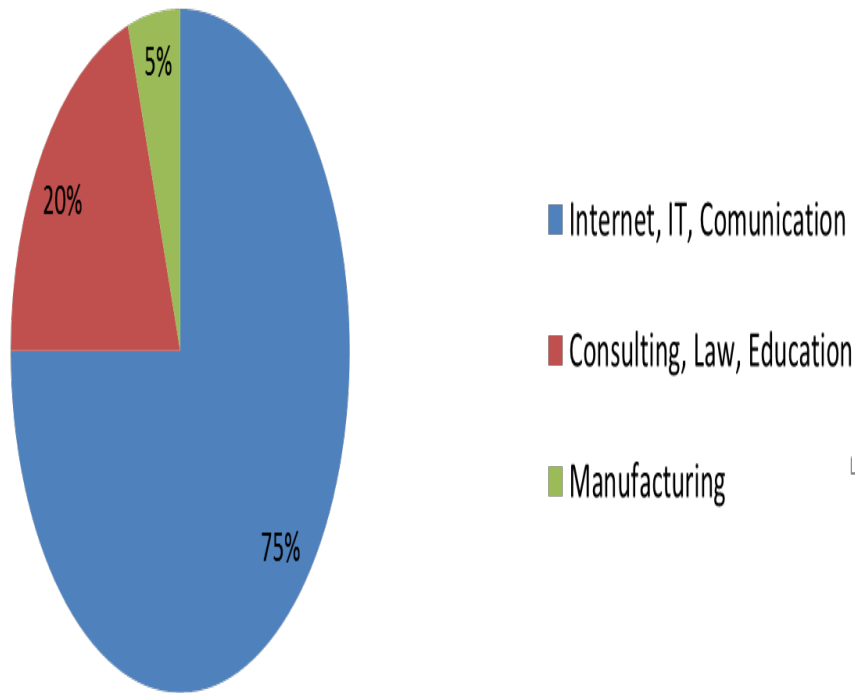
Top ten majors of undergraduates who start their own business in China



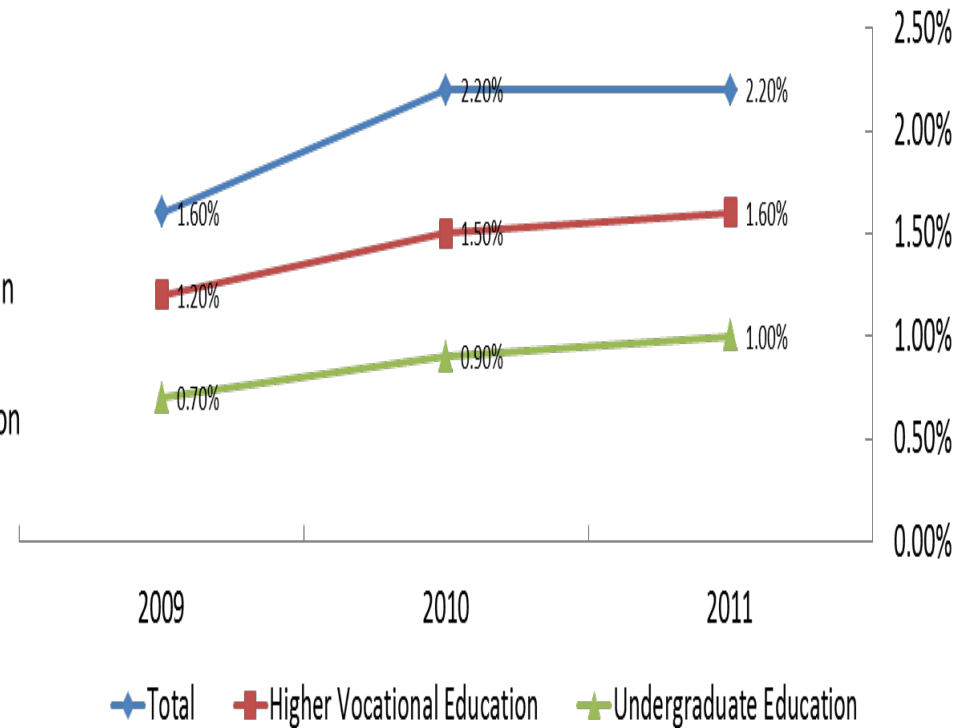


Entrepreneurship

Where they begin from :The Industry distribution (approximately)



The entrepreneurship rate of graduates



Data source: Mycos,2012

Data source: Center for China & Globalization



Challenges

- As Entrepreneurship blows up in emerging countries, How to manage this process is a big challenge for management education
- Entrepreneurship can be and ought to be guided by management education



Globalization

- There is a saying in Chinese, that is “if you stand high, you will see far ahead”
- Management education needs global vision to learn from others’ best practices
- Network based:
complementary assets





2. GXP



Global X Programs

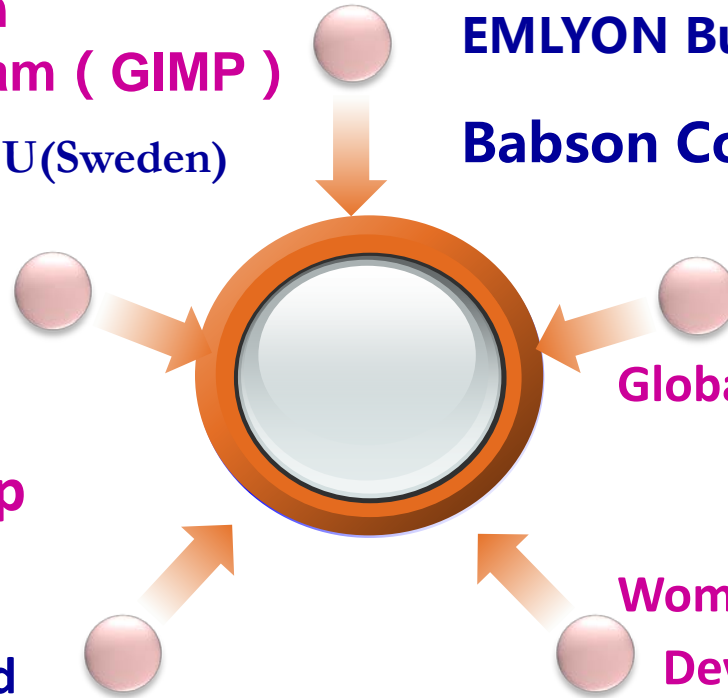
Global Entrepreneurship Program (GEP)

**Global Innovation
Management Program (GIMP)**

SFU(Canada) & Lund U(Sweden)

EMLYON Business School (France)

Babson College/Purdue U (USA)



Global EMBA (GEMBA)

HEC Paris

**Global Leadership
Program (GLP)**

University of Maryland

Indian Institute of Management

Bangalore (IIMB)

**Women Entrepreneurs
Development Program**

University of Oxford

Goldman Sachs



4G Pillars

■ 4Gs:

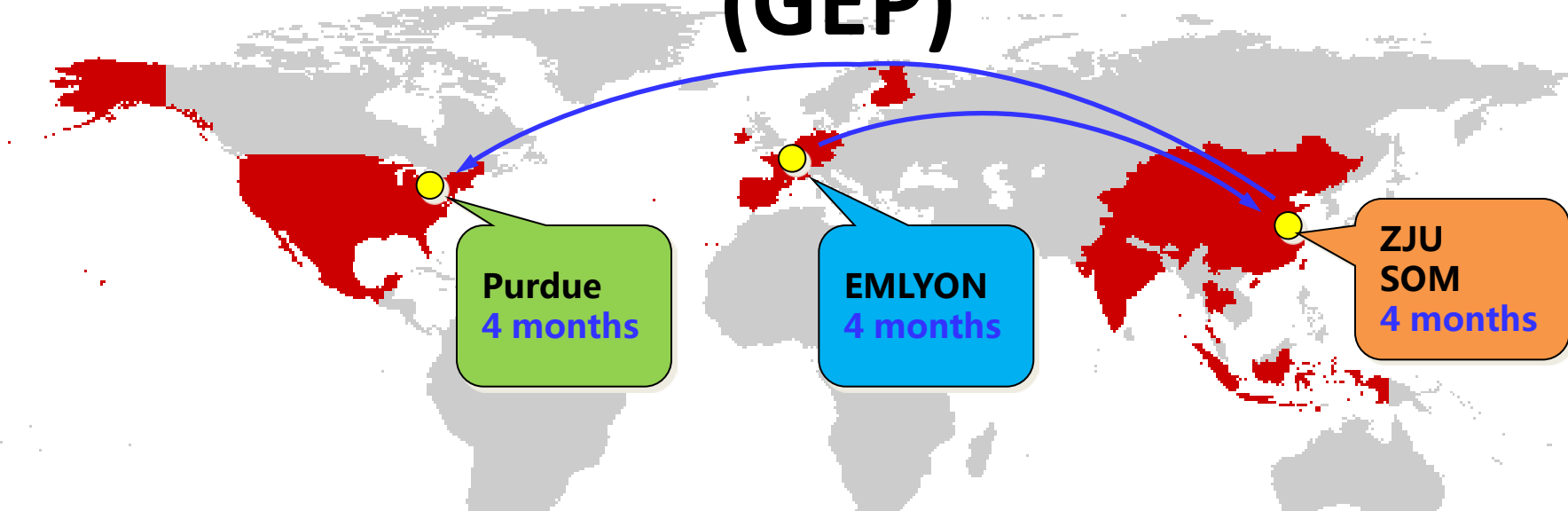
- Globally design;
- Globally organize;
- Globally operate;
- Globally developing

■ Practice

- Each party recruit it' s own students
- Each part host four months
- Student get one degree and two certificates
- United Alumni



Global Entrepreneurship Program (GEP)



Purdue
4 months

EMLYON
4 months

**ZJU
SOM**
4 months

Countries and Regions

- | | | |
|---------------|-----------|-------------|
| Bahrain | Germany | Netherland |
| Belgium | India | Portugal |
| China | Indonesia | Spain |
| Taiwan, China | Ireland | Switzerland |
| Finland | Mexico | Thailand |
| France | Mongolia | USA |



Curriculum – France – Start up

No.	Course	Credit
EMLYON Business School		
1	Innovation Bootcamp	3
2	Corporate Entrepreneurship	1.5
3	European Business and Legal Environment	1.5
4	Advanced Financial Management	1.5
5	New Venture Creation	1.5
6	Entrepreneurial Marketing	1.5
7	Teams, Culture, and Negotiations	1.5
8	European Projects	3



Curriculum – China – Fast growing

No.	Course	Credit
Zhejiang University		
1	Asian Business Environment and Economy	2
2	Advanced Strategic Management	2
3	Business Research Methods	2
4	Family Business Growth and Operations	1
5	Human Resource Management	2
6	Innovation Management	1
7	Managerial Economics	2
8	Operations Management	1
9	Chinese Projects	2



Curriculum – USA - Harvest

No.	Course	Credit
Babson/Purdue College		
1	Entrepreneurial Finance	1.5
2	North American Business Environment and Economics	1.5
3	Advanced Global Marketing	1.5
4	Global Entrepreneurship Capstone	1.5
5	Entrepreneurial Leadership in a Global Context	1.5
6	Managing Growing Businesses	1.5
7	Global Venture Feasibility	1.5
8	Design Thinking and Social Entrepreneurship	1.5
9	North American Project	1.5



Company related Projects

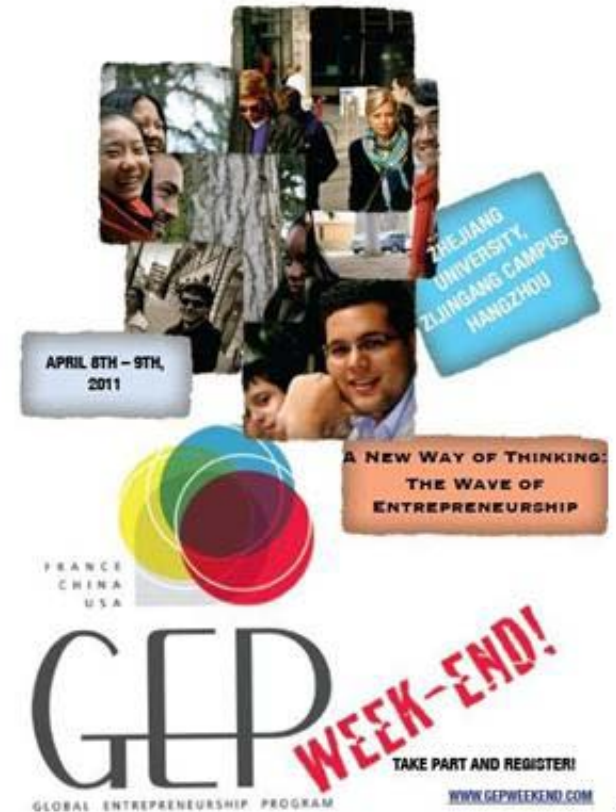
Europe	China	USA
Nexenture	Holley International	Bantam Cider
Obiz	Cybernaut Investment	Ariett Business Solutions
TsiMamas	Hangzhou Zhongshang Holding Group	CPUsage
RMS	Zaixin Technology	Vertex Pharmaceuticals
Geroco	Torch Center	Collabora
HangerAd	Hydraulic Power	La Capoise Galerie
Alaska Energies	Zheda Anda Sciene & Technolgy	Zebra PR
CAPSEO	TechBridge	ArtsEditor
Ahimsa Partners	Dahua Technology	Energy Efficient Products
VeryCook	Zhenqi Sanitary Products	GetHuman.com
Sivalex	Allied Machinery	Altranex Energy
CrownCeram	EDC Translation	Cambio Coffee



Students learn from social activities

GEC (Global Entrepreneurship Club)

GEP weekend





Internship Companies and mentors



浙江大华技术股份有限公司



颐高数码连锁



HG Entertainment

ZOTYE AUTO



Guest Speech by Entrepreneurs





Part-time Entrepreneur Mentors

Name	Title	Name	Title
Peireng FAN	Chairman of the Board, Zhejiang Yangfan Holding Group	Xing PENG	President, Fapai Group
Zukang FU	General Manager, Kuajishan Rice Wine Co., Ltd.	Jinxin QI	Chairman of the Board, Bingjiang Real Estate Group
Xiaoping GEN	Chairman of the Board, Zhejiang Expressway Co.,Ltd.	Deliang SUN	Chairman of the Board, Zhejiang Net Sun Co., Ltd.
Zhengxin JIANG	Vice-general manager, China Unicom	Yongsen SUN	Chairman of the Board, Zhejiang Provincial Energy Group Company Ltd.
Deshui JIN	Secretary of the Party Committee, Zhejiang University	Licheng WANG	Chairman of the Board, HUALI GROUP
Jianhua LI	President, Wensli Group	Hui WANG	Chairman of the Board, ENJOYOR GROUP
Lanfang LING	Chairman of the Board, China Silkroad Holding Group	Heming WANG	Chairman of the Board, GUANGYU GROUP
Budong LU	General Manager, Zhejiang Tour Group	Jianyi WANG	Chairman of the Board, FUTONG GROUP
Chaoxin OUYANG	Executive Director, Morgan Stanley	Shuifu WANG	Chairman of the Board, XIZI UHC



Start-up Competitions





GEP 2011

(59 students from 19 countries)





Alumni





3. Implications



Reengineering **GXP**: Practice Orientation & Soft Skill

- **Adjunct Professors**
 - Experienced professional managers or consultants
- **Company-based mentors**
 - Entrepreneurs
- **Case-based teaching and case-based dissertation writing**
 - Case teaching by lecturers and company-based part-time lecturers
 - Field visits, case studies, group presentations
 - **Case centre**: two professors won first National Teaching Case Competition
- **Soft Skill Courses**
 - Orientation, Managerial Communication, Leadership, Negotiation, etc
- **Contracted internship companies**
 - 33 internship companies



Keys for the GXP

- Vision-led and shared
- Friendship and trust beyond the borders
- Hybrid Teams
- Field experience with cross cultural interacting
- From Web1.0, to Web2.0, Web3.0 interactings among the participants
- Not just partners, but even more strategic alliances



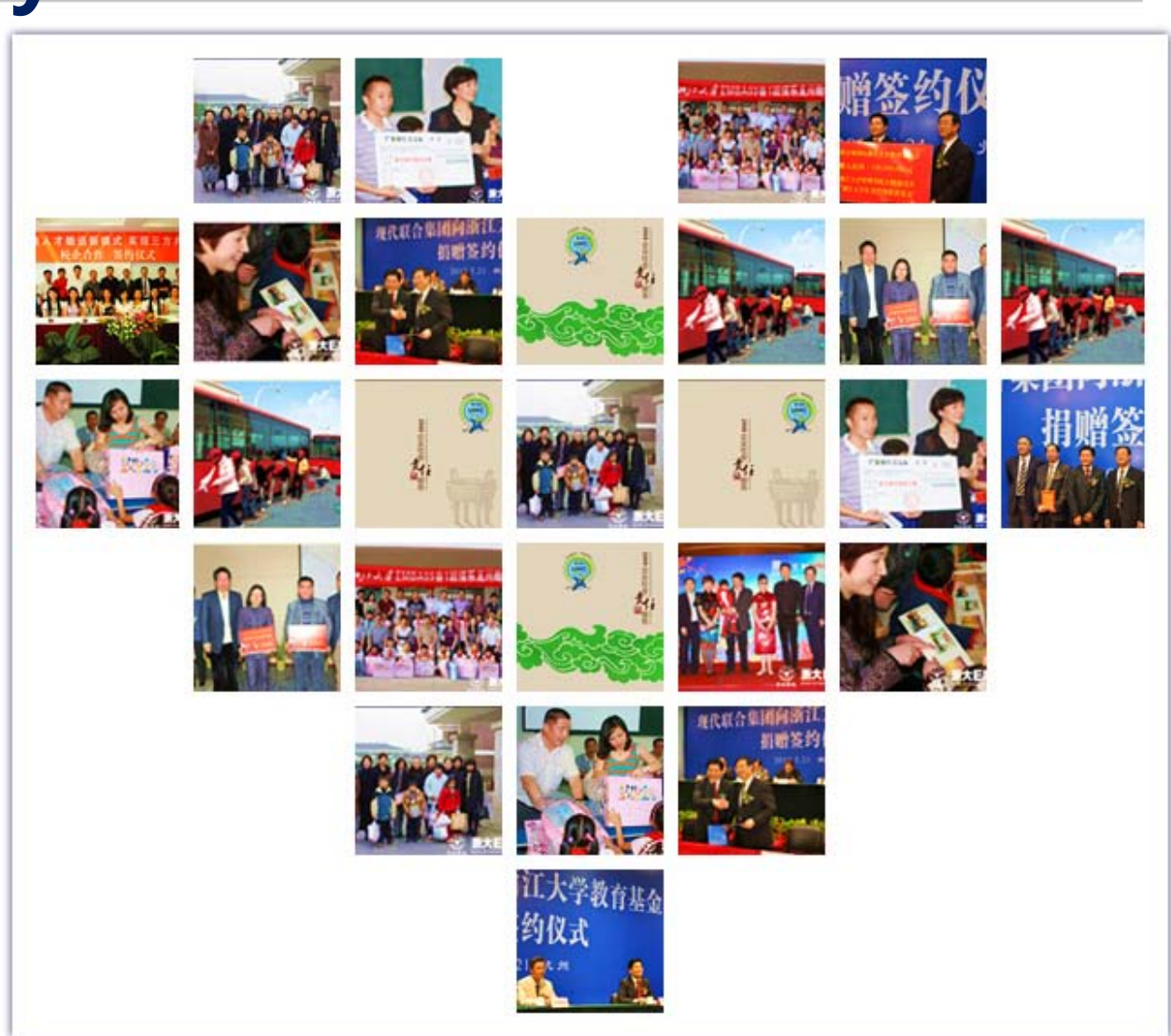
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The Healthy Power

Social Responsibility





Grounded in Locally, Operating Globally

Q&A?

Thank You!

