

# Development In Business Simulation & Experiential Exercises, Volume 21, 1994

## NAVIGATING THE SHOALS OF INTERNATIONAL MANAGEMENT DEVELOPMENT

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There is a persistent belief among American management educators that management education and development is an uniquely American invention and, as such, we possess intellectual proprietorship as we transport our expertise around the world. While American management education has been the envy of the western world for the past century, how effective is it when we transport it across international borders?

This presentation will analyze the strengths and weaknesses and advantages and disadvantages in transporting management education and development programs across international borders. The discussion will compare and contrast management development programs designed for implementation in post-communist countries in central and eastern Europe and in "pre-socialist" Hong Kong and in China.

The distance between eastern Europe and Hong Kong is great but the attitudes relative to management education may even be greater. If the purpose of management education, in its simplest definition, is to impart new knowledge, skills and attitudes, then observation and experience indicate that the greatest dissimilarity between these two world regions lies in the divergent attitudes relative to the nature, purposes, and expected outcomes of management education.

The case of Hong Kong is somewhat unique. With 1997 on the horizon, there is both optimism and oblique fear as to what the future will be under "one nation-two systems." Two factors are certain, however, in the current climate. First many young and aggressive entrepreneurs who left Hong Kong in 1984 and 1985 after Great Britain announced the return of Hong Kong to China have now returned. They have returned mainly because of the worldwide recession, but they also see opportunity in Hong Kong in this hiatus between colonialism and socialism. Second, Hong Kong is fast becoming the "front office" for Chinese industries housing managers, specialists and promoters, all of whom, crave management education, particularly western management education. The factories of these companies have been transported to China where there also is a growing need for competent managers in great numbers.

The presentation will include comparisons between the two regions in developing and implementing management development programs and materials and will focus on differences and similarities among the following variables:

### *Motivation*

1. Entry-level knowledge
2. Economic goals and incentives
3. Intrinsic value and competitive spirit

### *Value. Orientation*

1. Entrepreneurial v. organizational
2. Self-actualization v. "life-raft" values
3. Professional networking v. imperial organization

### *Program Credibility*

1. Respect for traditional roots of education
2. Sustainable--"stand the test of time"
3. A diploma on the wall

With the myriad challenges competing for our time, our energy and our intellectual capital, the presentation will conclude with a

discussion of why we get involved in international management development in the first place including a discussion of the economic value, administrative traps, and developmental opportunities. Finally, the presentation will outline positive benefits and outcomes to be accrued therein and will provide helpful hints and pitfalls to be avoided for those who wish to enter the market.

The presentation will take the form of a workshop where participants will have an opportunity to engage in some "hands-on" techniques to be used in program development, implementation and evaluation.