



光华管理学院  
Guanghua School of Management



**MIT**  
MANAGEMENT  
EXECUTIVE EDUCATION

# LEADING AND TRANSFORMING FAMILY BUSINESSES —CHINA



# AN ELITE EDUCATIONAL COLLABORATION

## Guanghua School of Management, Peking University

Guanghua School of Management, Peking University is grounded in the University's long tradition and cultural heritage, committed to the mission of "To advance management knowledge and develop business leaders for China and the global society", and continuously leading the development of China's management science. Scholars here apply leading international research methodology to the management issues of the domestic economy and enterprises, map out China's development path with a rigorous and objective attitude, and develop local scholarship of world-class quality. They also support the country's policy making with their solid research findings, explore the growth models of enterprises in the true spirit of science, and lead cutting-edge business practices. With a complete educational system, Guanghua admits and educates the talents from home and abroad, and nurture them into business leaders with knowledge, competence, passion, sense of responsibility and global vision.



## Saïd Business School, University of Oxford

Saïd Business School blends the best of new and old. We are a vibrant and innovative business school, but yet deeply embedded in an 800-year-old world-class university. We create programmes and ideas that have global impact. We educate people for successful business careers, and as a community seek to tackle world-scale problems. We deliver cutting-edge programmes and ground-breaking research that transform individuals, organisations, business practice, and society. We seek to be a world-class business school community, embedded in a world-class university, tackling world-scale problems.



## Massachusetts Institute of Technology, Sloan School of Management

The MIT Sloan School of Management, based in Cambridge, Massachusetts, is one of the world's leading business schools. We, at MIT Sloan, are devoted to our mission: to develop principled, innovative leaders who improve the world, and to generate ideas that advance management practice. We strive to bring knowledge to bear on the world's great challenges. In all of our work and learning, we follow MIT's motto of Mens et Manus, or Mind and Hand, as we seek practical solutions to real problems. Learning by doing is at the core of our teaching philosophy.

Working at the intersection of management and technology, MIT Sloan is uniquely positioned to help family enterprises transform the present and envision the future that is being shaped by technological disruption and innovation.



# LEADING AND TRANSFORMING FAMILY BUSINESSES—CHINA

## Module 1

14-19 MAR 2020—Beijing, China  
Guanghua School of Management,  
Peking University

## Module 2

25-29 MAY 2020 —Oxford, U.K.  
Saïd Business School,  
University of Oxford

## Module 3

27-31 JUL 2020— Boston, U.S.  
Sloan School of Management,  
Massachusetts Institute of Technology

## PROGRAM OVERVIEW

Leading and Transforming Family Businesses—China is a program designed to help leaders of Chinese family enterprises develop sound growth strategies, strengthen their organizations, and build a firm foundation for long-term success. Jointly offered by the Guanghua School of Management, Peking University; Saïd Business School, University of Oxford; and Sloan School of Management, Massachusetts Institute of Technology, this program delivers the strategic insights and tools to help you master the diverse organizational challenges confronting your family business in Greater China and beyond. You will return to your company ready to seize new local and global opportunities, ensure smooth leadership transitions, and sustain growth for generations to come.

## PROGRAM OBJECTIVES

- Recognize and address the unique challenges associated with family-owned and family-managed businesses in Greater China—from governance and diversification to planning and executing first-time generational transitions
- Formulate effective strategies for achieving common goals, addressing conflicts within and across generations, and planning for the family's future
- Build effective structures and processes for managing the family business system
- Respond effectively to volatile market conditions in China and around the world
- Innovate strategically to build competitive advantage within a global context
- Design strategies that maximize your business's strengths and minimize its vulnerabilities
- Implement a leadership succession plan to sustain generational growth
- Understand business implications of disruptive technologies on your family business short and long term

## PARTICIPANT MIX

This program is ideal for leaders of established Chinese family-run businesses from any industry that are reaching milestones in their growth and seeking new strategies for driving long-term success.

Participants should be family members involved in strategic decision-making and organizational design. They may represent any family business with Chinese origins, whether it operates in Mainland China, Hong Kong, Taiwan, or overseas. The program welcomes individuals or leadership teams.



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THIS PROGRAM WORKS BEST FOR THE ENTREPRENEURS WHO PURSUE TRANSFORMATION AND SUCCESSION. THE PARTICIPANTS WORK IN AN INTERACTIVE ENVIRONMENT, AND SHARE INSIGHTS OF FAMILY BUSINESSES ACROSS DIFFERENT SECTORS. AS A FOUNDER, I AM IMPRESSED AND MOTIVATED BY THE DILIGENCE OF MY YOUNG CLASSMATES. MEANWHILE, THEY LEARN TO APPRECIATE THE HARDSHIPS THEIR PARENTS ENDURED WHILE STARTING UP THEIR FAMILY BUSINESSES.

*Yi-Hsin KU*

Chairman of the board, KUS Auto International Ltd.

# CURRICULUM

Immersed in a rich, three-module learning experience on three continents, you will examine how family businesses in China and around the world have built successful, sustainable organizations. As you explore conditions at many levels—across the globe, in China, in your business, and in your family—you also will analyze your company’s situation and create a practical action plan that you can implement immediately. The program is taught in both Chinese and English with simultaneous translation.

## Module 1 Foundation for Success—Characteristics and Governance of Chinese Family Business

14–19 MAR 2020 — Guanhua School of Management, Peking University, Beijing, China

Explore the features of a typical family business, analyze the issues that frequently arise, and begin to examine how successful family firms have addressed those challenges. Assess your company’s strengths and weaknesses, plan for stabilization and growth, and refine and articulate aspirations for the future.

### The Essentials of a Family Business —Globally and in China

- Examining the core characteristics of any family business
- Comparing the unique issues of family versus professional management
- Understanding how China’s family firms are similar to and different from family firms elsewhere

### Navigating Changing Political and Legal Environments in China Today

- Understanding the evolution of the family enterprise in China
- Responding to the new macroeconomic and political conditions in China
- Designing optimal strategies for growing a family business in the midst of a changing political and economic climate

### Governance, Management, and Succession in Chinese Family Firms

- Developing constructive relationships and managing generational conflicts
- Creating policies and plans for the family’s involvement with the business
- Building effective governance and management structures for the business and the family
- Balancing the financial needs of the business and the family
- Preparing for the predictable stages of the family business system
- Managing leadership succession—an introduction

## Module 2 Innovating Across Borders—Growing the Family Business in a Global Setting

25-29 May 2020 — Saïd Business School, University of Oxford, Oxford, U.K.

Examine how businesses innovate across borders. Learn how to recognize your firm’s intrinsic advantages and bolster its capacity for innovation—within the firm and with partners—to build new market opportunities.

### Navigating Market and Nonmarket Environments

- Leveraging innovation opportunities and challenges for a family business
- Understanding how your business has been shaped by the geographies where you operate—and by your family
- Analyzing how the supporting institutional environment and ecosystem impact the resources of family firms
- Designing strategies that maximize the advantages of your home base while minimizing the weaknesses
- Serving existing markets versus building new market opportunities

### Understanding and Innovating in Global Value Chains

- Capturing profits in global value chains
- Developing resources and organizational structures that foster competitive advantage
- Building and managing productive partnerships, including mergers and acquisitions

### Organizing for Global Expansion

- Developing effective strategies for expanding globally
- Designing strategies for different markets—standardization versus adaptation
- Attracting and retaining talent
- Managing risk internationally
- Executing successful overseas acquisitions

“ I HAVE HELPED TO MANAGE MY FAMILY BUSINESS FOR OVER TEN YEARS. THIS PROGRAM PROVIDES ME WITH STRUCTURED KNOWLEDGE ABOUT THE OPERATION OF FAMILY BUSINESSES, INCLUDING STRATEGIC DECISION MAKING. I BENEFIT A LOT FROM THE APPLICATION OF HISTORICAL WISDOM TO BUSINESS REALITY AND THE EXPOSURE TO INTERNATIONAL EXPERIENCE IN BUSINESS SUCCESSION.

*Janice LI*

Vice-President, Shanxi Jinhui Energy Group



### Module 3 The Future—Transforming and Transitioning the Family Business

**27-31 JUL 2020— Sloan School of Management, Massachusetts Institute of Technology, Boston, U.S.**

You explore how to adapt to technological change and other global forces that are shaping business, manage the change process in your company, build your organization, sustain growth and grow value, and develop yourself as a business leader.

#### Building an agile and adaptive organization

- Building an organization culture that fosters entrepreneurship and innovation
- Creating an A+ management team
- Developing a talent strategy that can support growth
- Improving corporate governance
- Understanding China's role in the changing global economy

#### Understanding and preparing for continuous technological change

- Understanding how new technology is shaping business and the world
- Making strategic use of new technologies
- Recognizing industry disruption before it's too late
- Organizing for continuous change

#### Building your leadership skills

- Understanding how to lead change in your company
- Formulating sustainable growth strategies in a global context
- Assessing your own leadership development needs
- Planning and executing leadership succession
- Creating an action plan for strengthening your family business

## PROGRAM FEE

**\$47,500 USD** (covers tuition, books, case materials, accommodations, and most meals)

## CORE FACULTY

### Module 1: Beijing, China



#### Li Jin

Chair Professor of Finance, and Associate Dean at Guanghua School of Management, Peking University. Director, National Center for Financial Research. Director, Management Case Research Centre. Professor Jin is a member of the board and a member of the scientific committee, Global Corporate Governance Consortia. He taught at Harvard and Oxford for over a decade. Professor Jin is the recipient of the Chinese central government's "Thousand Talent Plan" award and the U.K. government's "Exceptional Talent" award. A specialist in emerging market finance, he researches and teaches corporate finance, corporate governance, capital markets, and various related topics.



#### Se Yan

Research Professor of Economics, Guanghua School of Management. Deputy Director, Peking University Center for Economic Policy Research. Professor Yan's research focus on macroeconomics and economic history, which has been widely recognized by international academia, including numerous awards and grants, such as the "Best Dissertation Prize" at the 15th World Economic History Congress. He serves as an associate editor of the Australian Economic History Review. Professor Yan teaches macroeconomics, economic growth, and Chinese economy to undergraduate, MBA, and PhD students and executives. He has won the "Teaching Excellence Award" of Peking University and "First Prize For Teaching Excellence" at Guanghua School of Management.

### Module 2: Oxford, U.K.



#### Eric Thun

Peter Moores Associate Professor in Chinese Business Studies at the Saïd Business School and a Fellow of Brasenose College, University of Oxford. His teaching and research focus on the dynamics of competition in emerging markets and the strategic challenges of global expansion. Professor Thun worked extensively on multinational strategies in China and on the globalization strategies of Chinese firms. He also has spoken on his research at the British Foreign & Commonwealth Office, and has contributed to European Commission reports on development in China. Prior to coming to Oxford in 2005, he was on the faculty of Princeton University.



#### Colin Mayer CBE

Peter Moores Professor of Management Studies at the Saïd Business School and an Honorary Fellow of Oriel College, Oxford, and St Anne's College, Oxford, and he is a Professorial Fellow of Wadham College, Oxford. Colin is an expert on all aspects of corporate finance, governance and taxation, the regulation of financial institutions and the role of the corporation in contemporary society. He is currently leading the Oxford Ownership Project that examines family ownership and corporate purpose, and how they relate to the endurance, value, and conduct of corporations. Colin studied as an undergraduate at Oriel College, Oxford, and received his DPhil from Oxford University in 1981. He was a Harkness Fellow at Harvard University, and has had visiting positions at Columbia, MIT and Stanford universities. In 1994, Colin became the first professor at Saïd Business School, and was appointed the Peter Moores Dean of the Business School between 2006 and 2011.

## Module 3: Boston, U.S.



### John A. Davis

Senior Lecturer, MIT Sloan School of Management

Professor John Davis is a globally recognized pioneer and authority on family enterprise, family wealth, and family office. Since the 1970s, he has been a leading researcher, author, advisor, and speaker on family enterprise, and is the creator of the field's most impactful conceptual frameworks.

Professor Davis leads the family enterprise portfolio of programs at the MIT Sloan School of Management. He teaches family business success, family office performance, and strategies for family enterprises to position themselves for the future. At Oxford University, he serves on the Advisory Council of Saïd Business School's Inclusive Capitalism Programme on Purposeful Ownership, which explores how family ownership influences the purpose and performance of corporations.

Trained in management, psychology, and economics, Professor Davis advises multigenerational family enterprises in more than 65 countries, including many of the world's leading families. He is founder and chairman of the Cambridge Family Enterprise Group, a global advisory, education, and research organization for family enterprises.



### Roberto M. Fernandez

Roberto Fernandez is the William F. Pounds Professor in Management and a Professor of Organization Studies at the MIT Sloan School of Management. His research focuses on the areas of organizations, social networks, race and gender stratification and his current work explores the organizational processes surrounding the hiring of new talent using data collected in 14 organizations. He is the author of more than 50 articles and research papers published in top academic journals in his field. Fernandez holds a BA in sociology from Harvard University and an MA and a PhD in sociology from the University of Chicago.

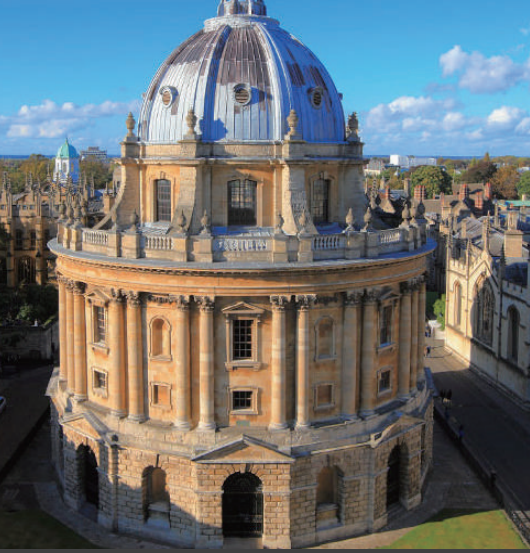


WITH INFORMATIVE CASE STUDIES, THIS PROGRAM INSPIRES US TO HAVE A PLAN FOR EVERYTHING. BOTH THE SUCCESSION AND TRANSFORMATION OF FAMILY BUSINESSES REQUIRE US TO CONSIDER ALL RELEVANT FACTORS, AND MAKE COMPREHENSIVE, YET CUSTOMIZED PLANS. THIS IS THE ONLY WAY FOR FAMILY BUSINESSES TO MINIMIZE THEIR RISKS AND BUILD LASTING OPERATIONS.

*Jackson LIN*

Director, Skyworth Group





## ADMISSIONS

### APPLICATION PROCESS

Candidates may apply to the program through Guanghua School of Management, Peking University; Saïd Business School, University of Oxford; and Sloan School of Management, Massachusetts Institute of Technology. Applications are requested at least three weeks before the program start date. Qualified candidates are admitted on a rolling, space-available basis, and early application is encouraged.

### PROGRAM FEE

The program fee covers tuition, books, case materials, accommodations, and most meals. Payment is due within 30 days of the invoice date. If admission is within 30 days prior to the start of the program, payment is due upon receipt of the invoice. Cancellation policies are outlined in the information provided to applicants upon admission.

### ADMISSION REQUIREMENTS

Admission is selective and based on professional achievement and organizational responsibility. No formal educational requirements apply. Executive Education programs enhance the leadership capacity of the managers enrolled as well as their organizations, and full commitment is expected from both. While participants devote time and intellect to the learning experience, sponsoring companies agree to relieve individuals of their work responsibilities during the program.

### LANGUAGE

To ensure the most comprehensive learning experience, this program is taught in both Chinese and English with simultaneous translation. Participants will preselect either Chinese or English for their classroom materials. When forming discussion groups, program administrators consider each participant's language capabilities to ensure the optimal group interaction.

## CONNECT WITH US:

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