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**1. BIBLIOGRAPHIC ENTRY. Jansson, Hans; Söderman, Sten. (2015). International Strategic Management Hybrids in China, 10(2), pp209-223.**  
  
**2. ABSTRACT.**

The purpose of this journal is to compare and contrast the way that Chinese and Western conceptual framework works and what approach their managers take. It is an institutional strategic management theory. The framework studies different types of managements and the results show that the best strategy is to use comparative institutional strategic management framework.

**3. BIG IDEAS.**

With more than 90% of global GDP growth coming from developing countries such as Brazil, Russia, India, and China, companies are trying to target this market to bring in more revenues. Because of the growth, there is a substantial investment in researching their markets, but this investment may also come with a great return.

There is a lot of research on native management concepts, such as *guanxi*, which is a system of social networks and relationships that promote business and deals. Another native concept is *blat,*which is an informal agreement between at least two parties, to exchange services, connections, or contracts. This is usually in the context of corruption and/or black market.  
  
**4. STRENGTHS**.

This article does a good job at expressing the understanding of implicit assumptions from the western views which are very different from other parts of the world. The study of both *blat*and *guanxi* contributes to global management knowledge through comparing both management systems. Sometimes multinationals think about expansion and revenue, but they also have to take in consideration that every region has their ways to do business, just like China (guanxi) and Russia (balt).   
  
  
**5. WEAKNESSES.**

The article describes *blat*and *guanxi. However,* the article never compares, and contrast those management styles with other countries’. A good comparison across the different countries could help us understand more why those methods are not efficient to expand to the western part of the world. Also, it could provide more clarity and perspective to create new theories that can help better understand management practices throughout the world.  
  
**6. VALUE ADDED**

This article helped me to understand the concept of *balt* which is also used a lot in Latin American countries. It happens in Latin America very often; companies try to create/establish connections with politicians to obtain contracts that will greatly benefit them and so get ahead of the competitor.