

**Guanghua Leadership Institute  
Guanghua School of Management  
Peking University**

Call for Research Proposals  
Submission Deadline: October 1, 2010  
Submit to: [sugar.t@gsm.pku.edu.cn](mailto:sugar.t@gsm.pku.edu.cn)

**Overall Goal**

The Guanghua Leadership Institute (<http://www.guanghualeadershipinstitute.com>), in partnership with CISCO, is dedicated to cultivating the next generation of effective Chinese state and enterprise leaders. The Institute promotes knowledge creation and dissemination that foster sustainable innovation, leadership and globalization. This unique joint initiative has as its key goals (a) cultivating thought leadership through high-quality research, with an emphasis on indigenous research, and through creation of a platform for global knowledge exchange of replicable models and best practices; and (b) leveraging state-of-the-art technology to create a highly collaborative network environment that blends Chinese culture and Western ideas.

**Proposal Objectives**

The research function of the Institute is to work toward achieving the above goals by supporting research that will reveal effective and progressive leadership practices within the Chinese context. Specifically, we are seeking research proposals that aim:

1. To discover and explain effective and progressive leadership and management practices in China with potential unique Chinese characteristics.
2. To identify and explain leadership practices and management models (with or without unique Chinese characteristics) in organizations that succeed in meeting both economic and social objectives.
3. To identify and explain leadership and management practices (with or without unique Chinese characteristics) in highly creative and innovative firms.

Research projects may be at the individual, team, business unit, or firm level. It could be on topics within the broad domains of organizational behavior, human resource management, strategy, innovation, technology management, entrepreneurship, or globalization. We welcome proposals that focus on high-growth industries such as service, health care, high-tech, and internet-enabled industries; as well as proposals that focus on strategic or organizational leadership with implications for identifying leadership/management competences and executive education opportunities.

**Proposal content**

Each proposal (maximum of 15 single-spaced pages, **written in English**) should contain the following:

1. The general phenomenon to be studied and the research question or puzzle to be resolved.
2. A concise but brief literature review highlighting current knowledge and theoretical perspectives on the topic.
3. A brief conceptual analysis of the problem including theoretical perspective to be taken or developed and possible hypotheses (if applicable).
4. A research design that includes preferably one quantitative and one qualitative study to develop both inductive and deductive insights on the phenomenon. Provide information on the sampling plan, measurement, and analytical techniques. We encourage research methods that go beyond survey and secondary data analyses by considering methods such as experimentation (laboratory or field), participant or non-participant observations, simulations, scenarios, or behavioral simulations.

5. A brief discussion of the anticipated outcomes and impact of research to theory and practice.
6. List the research collaborators on the project. We welcome collaborators from universities inside and outside China, but Guanghai faculty members dedicated to conducting high-quality research should be one of the Principal Investigators and will be the holder of the research grant. Further, we highly recommend the team to include at least one international scholar (HK, US, Canada, Europe, etc.) with known expertise on the proposed research topic and with demonstrable record of publishing high-quality research. The international scholar is expected to contribute to the development of the proposal and to ensure that the research will contribute to global management scholarship.
7. A schedule or timeline of activities from beginning to the end of the project with the completion of the first set of papers in journal format summarizing the major findings.
8. A budget itemizing all the anticipated expenses. The upper limit of the budget is 250,000 RMB, excluding travel expenses for international research collaborators and researcher advisors.
9. A pledge to adhere to ethical standards for scientific research and a commitment to complete the research project on time.

The proposal will be reviewed by an international review committee, which will select the best proposals and provide feedback for further development of the project.

### **Workshops:**

The researchers whose projects are selected will be invited to participate in the following events:

Jan/Feb, 2011: A proposal development workshop to be attended by all researchers including the international collaborators for further feedback on all the proposals.

Oct/Nov, 2011: A progress review workshop to report status of the project and interim results. All researchers will attend this progress workshop. We will invite additional experts, as necessary, to offer comments and suggestions to improve the research.

Sep/Oct 2012: A research completion workshop (an international symposium) to report the results of the project and celebrate its successful completion.

### **Outputs:**

Each project is expected to have the following deliverables:

1. At least three papers, with the first paper(s) due in summer 2012:
  - a. One for submission to a top-tier international journal,
  - b. One for one or more paper in *Management and Organization Review*,
  - c. One as a chapter for an edited book or books, in both Chinese and English,
2. Executive summaries for each project (researcher will work with a staff person to write these summaries on the basis of the above mentioned research outputs),
3. Teaching materials (researchers will work a staff person to develop these materials on the basis of the above mentioned research outputs).

Please contact Anne S. Tsui, Research Director, at [astsui@gsm.pku.edu.cn](mailto:astsui@gsm.pku.edu.cn) for any questions related to the research function or the preparation of the proposal.