



ÉCOLE
CENTRALE LYON



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From feudalism to federalism,

Management cultures in France :

THE WEIGHT OF HISTORY



Management cultures in France



- I-A very old higher education system but very young universities
- II-Recent history
- III-Changes and resistances
- IV-Case studies
 - Research in Sophia Antipolis : a military campaign
 - Yin Yang project in Lyon
 - The Grand Loan
- V-Conclusion

I-A very old higher education system but very young universities (1)

- **12th century** : creation of Sorbonne in Paris
- **13th century** : universities in Montpellier, Tours, Bourges, Poitiers...
- **1793** : destruction of the universities by the French revolution
- **19th century** :
 - No university, only faculties
 - Birth of the « Grandes Ecoles » for the new professional trainings due to the industrial revolution (engineering, business...)
- **20th century** : development of research outside the university
 - 1936 : creation of CNRS

I-A very old higher education system but very young universities (2)

Characteristics of the higher education system in the 60's

- No local management
- Strong faculties, weak universities
- Only an organisation by disciplines and diploma with a centralized management in Paris
- "Grandes Ecoles" more or less autonomous with diversified status, often private
 - "Ecole Polytechnique" is a military school
 - The business schools generally depend on the Chambers of Commerce
- After the second war, most of the schools of engineering became public (ECL : 1947)

I-A very old higher education system but very young universities (3)

— 1968

New law that create new universities with an elected president and a board
(where the staff represents 80%)

— 90's and afterwards

Convergence of higher education institutions due :

- To the new organisation of research units where all types of institutions are joined
- To Europe (Bologna, Lisboa)

II-Recent history (1)

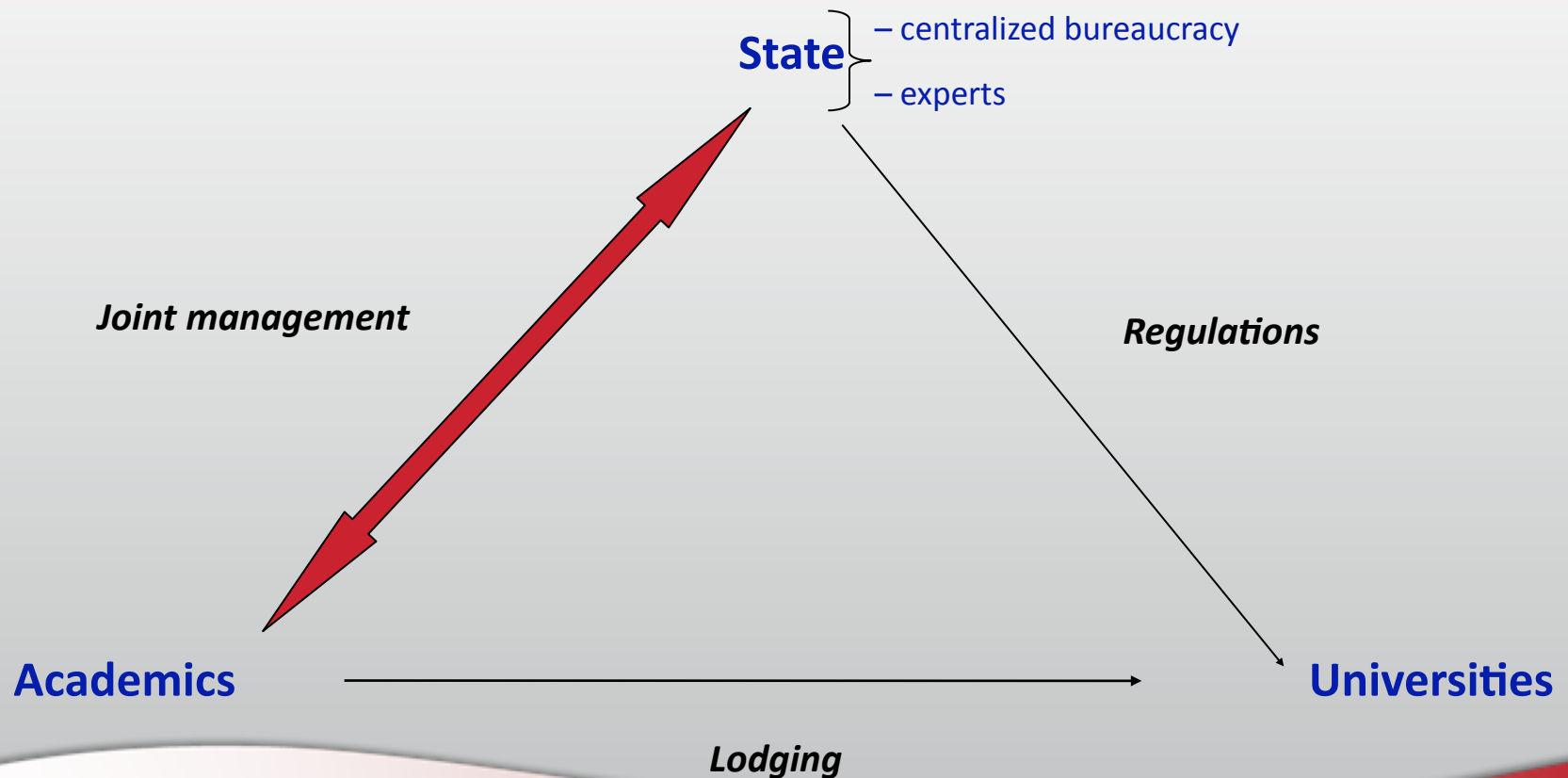
Situation inside the universities in the years 2000

- The elite is not in the university
- There is still a very strong disciplinary culture with territories and mandarins
- There is a great diversity in terms of management in these young universities, whether the university is small, with a lot of disciplines or not, also depending on the personalities of presidents and how the law was used during the last 30 years :
 - The leadership may be held by the president, the deans, the HOA, the board, nobody...

II-Recent history (2)

Situation of the HES in the years 2000

(From Christine Musselin)

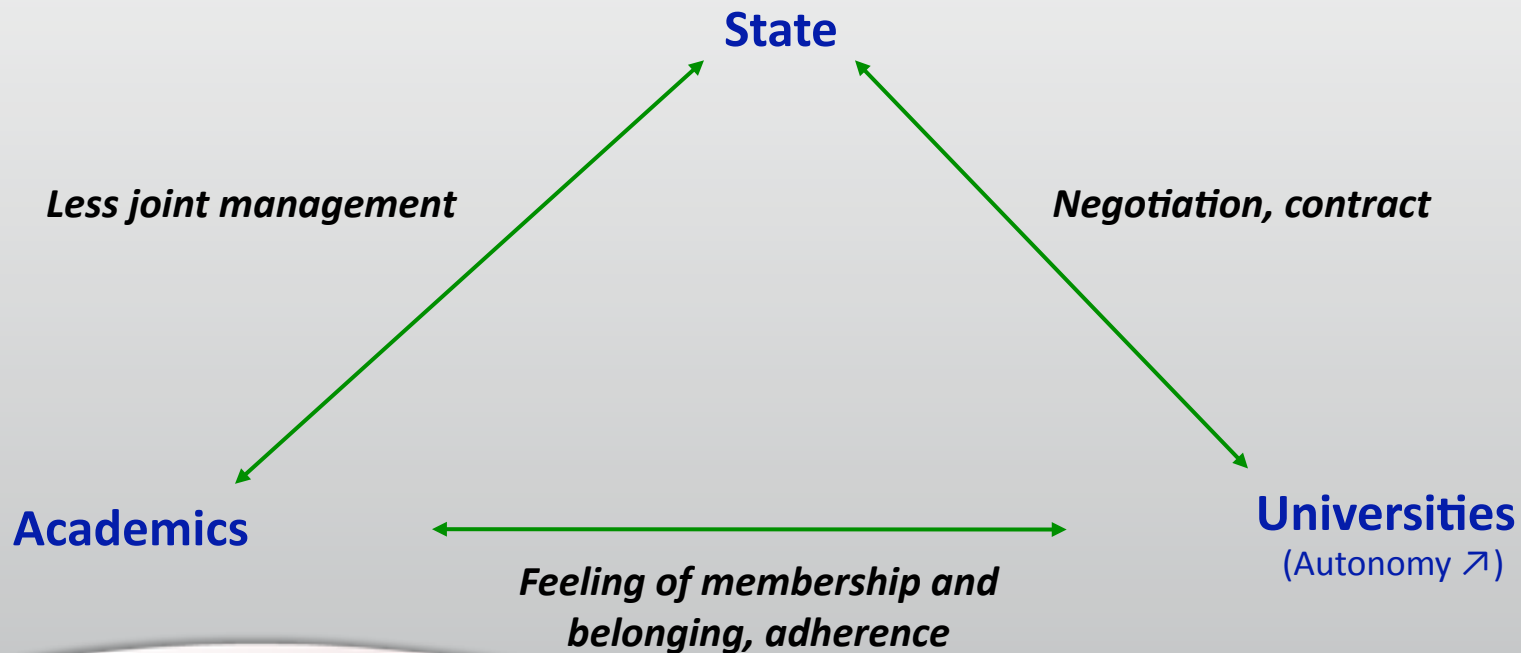


III-Changes and resistances (1)

Changes of the years 2000 (1)

(From Christine Musselin)

- New policy with new aims



III-Changes and resistances (2)

Changes of the years 2000 (2)

- **New actors :**

- **Regions (links between an university and a territory)**

- **Europe : some decisions depend on UE**

- **Globalization in higher education :**

- **Examples from other countries (autonomy, incentives....)**

III-Changes and resistances (3)

The resistances

- The academics who lose autonomy as universities gain autonomy
- Individualism
- Identity
- A new model from english speaking countries *versus* a latin traditional model (industrial management versus collegiality and bureaucracy)
- The specificity of high education organisation (unclear production, disciplinary logic, union of the feudal against a common threat) where it is difficult to practice a leadership
- Complexity of structures
- The worship of status quo often hidden by principles ("Liberté – Egalité - Fraternité")

IV-Case studies (1)

Research in Sophia Antipolis : a military campaign (1)

- Complexity of management of french laboratories
- Everybody knows it has to be simplified but nobody does it
- The strategy of suddenness, brutality and challenge

IV-Case studies (2)

Research in Sophia Antipolis : a military campaign (2)

- How they decreed urgency?
- How they succeeded?
- Why it is now a model in France?

IV-Case studies (3)

Yin Yang project in Lyon : fear and leaders (1)

- Ecole centrale de Lyon is the first engineering school outside Paris
- EMLyon is the first business school outside Paris
- Situated next door to one another
- The crisis of 2005/2008

IV-Case studies (4)

Yin Yang project in Lyon : fear and leaders (2)

- Why did they stay apart for 40 years?
- Why did they decide to work together in 2009?
- What is the project?

IV-Case studies (5)

Yin Yang project in Lyon : fear and leaders (3)



IV-Case studies (6)

Yin Yang project in Lyon : fear and leaders (4)

- The Yin Yang Project is the expression of the belief that education not only in science but through science can enable future leaders to innovate and create wealth in a continuously changing and complex world.
- The Yin Yang Project will create **a single campus** which will both structure the relationship and facilitate communication between these two prestigious institutions. Among the main projects that the two institutions will conduct together: the creation of **a center to foster projects, a new School for Innovation, Design and Entrepreneurship, a center that will reunite executive education activities of both institutions, a new long life learning center.**
- Through the Yin Yang Project, the two schools aim at achieving four main goals:
 - To form one of the most important centers for science and business, in Europe and later globally, dedicated to **educating future business leaders and engineers**;
 - To actively contribute to the development and **international** exposure of their metropolitan area and its businesses;
 - To **share costs and resources**, providing important savings which will allow the two schools to reinforce their investments on activities that create value, on research and education;
 - To become **a European “green campus”** dedicated to excellence, internationalisation and lifelong education.

IV-Case studies (7)

The Grand Loan : money on the table (1)

- The "Grand Loan" is voted in february 2010 : 22 billion € for higher education
- 10 projects in France to create excellence and new governance
- The strategy of incentives for institutions

IV-Case studies (8)

The Grand Loan : money on the table (2)

- Why the government invests now in higher education and research?
- What is the new governance?

V-Conclusion

- Old methods for new governance?
- What will become of the very particular French model?
Its necessary changes take place at the time of globalization of higher education in the world.
- Universities (especially in France) are very specific organizations. The management should be very specific too.
- Is there only one model (“english speaking world industrial management”) possible?

We have to find out a new management culture, taking into consideration our identity and our history combining performance and humanism

Management cultures in France

Thank you for your attention