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MODERN CHINESE MANAGERS' VOCATIONAL TRAINING IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT GOALS

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In the past two decades, China has undergone rapid economic growth, structural transformation, and integration into the global economy. This process has fundamentally reshaped the competencies required of managers, especially those working in industrial, service, and public sectors. Modern Chinese managers are expected not only to demonstrate high levels of efficiency and productivity but also to align their decisions with broader social and environmental responsibilities. In this context, vocational training programs for managers have become strategically important. Their aims and tasks are increasingly being reframed through the lens of the United Nations Sustainable Development Goals (SDGs), which promote a holistic view of development that balances economic growth, social inclusion, and environmental protection.

Traditionally, managerial training in China focused on achieving high output, meeting state or enterprise targets, and ensuring compliance with centrally planned objectives. However, with the shift to a market-oriented economy and China's increasing role in global supply chains, managers must now address more complex challenges: competition, technological innovation, labor relations, digital transformation, and ecological pressures.

Moreover, China's leadership has made sustainable development a cornerstone of its national strategy, embodied in concepts like the "Ecological Civilisation" and the "Dual Carbon" goals (peak carbon emissions by 2030, carbon neutrality by 2060). Managers, therefore, are no longer merely implementers of production plans but are expected to become change agents who reconcile economic ambitions with environmental and social considerations.

The overarching aim of vocational training for Chinese managers today can be defined as preparing competent, adaptive, and socially responsible leaders who can contribute to long-term, balanced development. This general aim closely mirrors the SDGs, particularly those that emphasise quality education (SDG 4), decent work and economic growth (SDG 8), industry and innovation (SDG 9), responsible consumption and production (SDG 12), and climate action (SDG 13). In particular:

- *Decent Work and Economic Growth (SDG 8)*. Managerial training emphasises sustainable productivity, efficient use of resources, and adherence to ethical business practices. Courses often include modules on corporate social responsibility (CSR), supply chain transparency, and compliance with international labor and environmental standards. This reflects SDG 8, which calls for inclusive and sustainable economic growth and decent work for all.

- *Fostering Innovation and Digital Competence (SDG 9)*. In line with SDG 9, modern training programs encourage managers to integrate technological innovation into their organizational strategies. Emphasis is placed on digital transformation, smart manufacturing, and data-driven decision-making. Managers are trained to lead teams through technological changes while considering the human and environmental impact of innovation.
- *Strengthening Environmental Awareness (SDG 12 and SDG 13)*. Vocational programs increasingly include training on environmental management systems (such as ISO 14001), energy efficiency measures, waste reduction, and green supply chain management. Managers learn to calculate carbon footprints, develop strategies for emission reduction, and comply with national and global regulations. This directly supports SDG 12 and SDG 13 by promoting sustainable consumption and production patterns and climate action.
- *Building Inclusive Leadership Skills (SDG5 and SDG10)*. Modern Chinese managers are expected to foster diversity, gender equality, and fair treatment in the workplace. Training modules focus on inclusive leadership, conflict resolution, and employee empowerment. This reflects SDG 5 (gender equality) and SDG 10 (reducing inequalities), underlining the idea that sustainable development must be socially equitable.
- *Cultivating Global Mindset and Cross-Cultural Competence (SDG 17)*. Given China's position as a major global economic actor, managers are trained to operate in cross-cultural environments. This includes language training, intercultural communication, and understanding international norms of sustainability reporting (such as ESG standards). Such preparation is aligned with SDG 17 (partnerships for the goals), as global cooperation is essential for sustainable progress.

To achieve these aims, vocational training programs define specific tasks that directly contribute to SDG-related outcomes. Among them are *developing competence in strategic planning* (managers must learn to incorporate sustainability metrics into organizational strategies, balancing short-term profit with long-term resilience), *improving decision-making under uncertainty* (training focuses on scenario analysis, risk management, and systems thinking to prepare managers for volatile economic and ecological conditions), *strengthening communication and stakeholder engagement* (managers are trained to communicate sustainability goals to employees, investors, regulators, and the public), *enhancing ethical standards* (case studies are used to teach managers how to navigate dilemmas involving corruption, exploitation, or environmental harm) and *embedding lifelong learning culture* (managers are encouraged to pursue continuous professional development, keeping pace with evolving technologies and sustainability requirements).

Despite significant progress, challenges remain. Some vocational programs still emphasise short-term financial performance over sustainability. There may also be gaps in trainers' expertise on global sustainability frameworks or in the availability of localised case studies relevant to Chinese enterprises. Nevertheless, the government's strong policy direction toward green development creates powerful incentives for institutions to upgrade curricula. Partnerships with international universities, NGOs,

and multinational companies provide opportunities for knowledge exchange and the adoption of best practices.

The vocational training of modern Chinese managers is undergoing a paradigm shift. It is no longer confined to teaching technical and administrative skills but is expanding to cultivate responsible leadership aligned with the Sustainable Development Goals. By integrating economic, social, and environmental dimensions into training programs, China is developing a new generation of managers who are capable of driving both business success and sustainable societal progress. In the coming years, the success of this approach will depend on how effectively training providers can harmonise global sustainability standards with the specific cultural, economic, and regulatory context of China. If done well, Chinese managers will not only enhance the competitiveness of their organisations but also contribute meaningfully to the global quest for a more sustainable and equitable future.

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