



CEMI往事： 我的老师诺·登德科 Recollections of CEMI – Liu Ximin (CEMI 1986) remembers his mentor Nowl Dendoncker

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1986年，我通过了国家经委的统一考试，正式进入中欧管理中心（CEMI）学习。当时CEMI的MBA学制为三年，前半年是外语培训，中间两年学习管理知识，最后半年在海外实习。我是78届管理专业的大学生，毕业后在高校教管理，因此对CEMI的课程很感兴趣。

当时CEMI采用全英文授课，聘请的是欧洲的知名教授。同学们的英语都不算太好，学习压力很大，但收到的效果很好。尤其是在国外实习的半年，成为了我成长中的重要一课。我见识了更广阔的世界，深入了解了国外的管理实践，人生观和价值观都发生了转变，最重要的是我遇见了一生的挚友——诺·登德科（Nowl Dendoncker）先生。

当时我在比利时贝卡尔特（Bekaert）公司实习。公司对

我很重视，专门派东亚部的部长助理诺·登德科作为我的指导老师。登德科先生中等身材、衣着考究，虽是欧洲人，但黑头发方脸庞，细看之下竟有些东亚人的样貌。他为我六个月的实习制定了一个非常详细的培训计划，安排我到供应、销售、研发等不同部门调研，并要求我每周交一份报告。他的严格让我学到了很多东西。

我的办公室在他的隔壁，空闲的时候，我们就聚在一起聊天，聊得最多的话题自然是中国。与后来CEMI的欧方主任杨亨先生一样，诺也是一位对中国有着深厚感情的欧洲人。他在生活上对我很照顾，几乎每周都会邀请我去他家吃饭，也会开车带我去比利时各处游览。随着时间的推移，我们渐渐成了无话不谈的朋友。

1980年初,中国国家经委与欧共体在就加强双方经贸合作进行洽谈时提出了引进管理培训的设想;此时,欧洲管理发展基金会(EFMD)执行副主席佩德罗·雷诺(Pedro Nueno)教授也在布鲁塞尔和同事们讨论此事。经过各方努力,1983年初,中欧双方达成共识,决定合作开设MBA学位课程,同年12月,中国-欧共体管理项目(China-EC Management Programme)正式成立,1989年更名为中国-欧共体管理中心(China-EC Management Institute),简称中欧管理中心(CEMI)。

1984-1993年,CEMI为改革开放初期的中国培养了247名MBA毕业生,为540余名企业高管提供了短期培训,对当时的经济改革产生了深远影响。CEMI建立了国际化的管理教育体系,使得课堂教学能够紧密联系社会实践,积极应对社会变化,在当时的中国教育界堪称创举。CEMI从欧洲招募了一流师资,为后来的中欧国际工商学院奠定了优秀的教师队伍。从CEMI运至上海的3000多册外文经济管理类图书是中欧图书馆最早的一批珍贵馆藏。

1994年,CEMI搬迁到了上海,中欧国际工商学院正式成立。它的优良传统在中欧国际工商学院得到了继承和发扬。

(参考资料: 中欧国际工商学院校史)

About China Europe Management Institute (CEMI)

During negotiations on strengthening economic and trade cooperation with the European community in early 1980, the State Economic and Trade Commission had the idea of introducing management training to China. At the same time, in Brussels, Professor Pedro Nueno, then Executive Vice President of the European Foundation for Management Development (EFMD), was discussing this same issue with his colleagues. After many discussions, both parties decided in early 1983 to collaborate on an MBA programme in China. In December that year, the China-EC Management Programme was officially launched, and was renamed the China-EC Management Institute (CEMI) in 1989.

CEMI turned out 247 Chinese MBA graduates between 1984 and 1993, and offered short-term training to more than 540 senior executives in that period. This deeply influenced China's economic reforms at that time. CEMI developed an international management education system that combined classroom teaching with social practices. The programme responded proactively to changes in the business environment, and is regarded as a pioneer among those in China's education circles. CEMI recruited first class faculty from Europe, which became the cornerstone for the excellent faculty now at China Europe International Business School (CEIBS). In addition, the more than 3,000 foreign language economic management books that CEMI sent to Shanghai made up the initial collection of the CEIBS library. When CEMI relocated to Shanghai in 1994, it marked the official founding of the China Europe International Business School, and since that time the traditions of CEMI have been further enhanced and developed by CEIBS.

[Source: School History of China Europe International Business School]

I enrolled in the China Europe Management Institute (CEMI) in 1986 after passing the examination given by the State Economic Commission. It was a three-year MBA programme at that time. The first half-year was spent on English-language study, followed by two years of studying management, and the last half-year we studied abroad. When I entered university in 1978 I majored in management and I had taught some management courses, so the CEMI programme was of great interest to me. It was conducted in English and the faculty included renowned professors from Europe. There was a great deal of pressure on us students, partly because of the language.

The overseas internship in the final six months of the programme played an important role in my life. It broadened my perspective and values, and gave me a deeper understanding of foreign management practices. Even more importantly, it enabled me to meet someone who would become my close, lifelong friend Nowl Dendoncker.

Through the CEMI programme I had an internship in Belgium at Bekaert, a multinational focused on steel wire transformation and coatings. Assistant Director of the East Asia Division, Mr Dendoncker, was assigned as my mentor. Well-dressed and of average height, his black hair and square-jawed face gave him an East Asian appearance although he was European. Mr Dendoncker prepared a detailed training plan for my six-month internship, which included introducing me to the operations of various departments such as supply, sales and R&D. He required that I write weekly reports and I benefitted greatly from his strictness.

My office was just next to his. When time permitted we would chat, and China was usually the focus of our discussions. Like CEMI Director Jan Borgonjon, Mr Dendoncker had a deep interest in China. He also took great care of me. Almost every week he would invite me to his home for a meal, and he would take me sightseeing around Belgium. We became very close friends.

When my internship ended, the company chairman asked me if I wanted to stay. But I chose to return to China. My wife had just had a baby, and I was already in my 30s, so I



刘西民与诺·登德科的最后一张合影

The last photo Liu Ximin and Nowl Dendoncker took together.

实习结束的时候，公司董事长找到我，问我要不要留下来，我回答说我要回国。当时我爱人刚刚在国内诞下孩子，而我也已经三十多岁了，感觉世界观、价值观与欧洲还是有距离的。我与诺就这样告别了，但友情并没有因为距离而疏远。记得刚回国时，我的月工资只有100多元人民币，生活条件很艰苦。每逢圣诞节的时候，诺就会寄给我300美元，在当时真是一笔巨款。这样的资助一直持续了十年，直到我的生活状况真正改善。我也会在节日里打电话问候他，寄些家乡的土特产过去。在我心里，我们与真正的亲人并没有什么两样。

他一共来中国看过我五次。在他70多岁的时候，有一次来西安旅游，不小心在滑雪场摔了一跤，腿骨折了，最后是抬着担架上飞机的。后来，他的夫人觉得年事已高，路途遥远，不愿再来了，但他还是和外孙女来西安看了我一次。2000年我专门到比利时看望他，在他家住了一周。2002年，我的儿子去英国留学，两家人在伦敦小聚。女士们逛街去了，他拉着我在酒吧小酌，感慨地说，刘，你看我们又回到从前了。忽

然间我觉察到他似乎老了些，以前满头的黑发已变成了银丝。今年，我原本计划8月去比利时看他，但因为机缘巧合改成了4月。4月12日，我们在布鲁塞尔他女儿家的门前拍了一张合影，那天他是自己开车来的，看上去非常健康。他说，我去了中国五次，你来了三次，还欠我两次，你以后还要来看我。但在4月18号夜里，他却因为疾病突发去世了。

他突然离世，令我非常悲伤。有时候，我想能够在他离世之前见上一面，这仿佛是命运的安排。而他可以这样平静地离去，也许是一生行善的福报。愿他在天国安息！

岁月带来的变化，时常会超越人的想象。记得我实习结束离开欧洲时，贝卡尔特远东区副总裁对我说，刘，不要悲伤，30年代中期，我们家住在美国，连温饱都成问题，现在看中国的发展情形，你将来会有房有车，生活会很好的。那个时候，我和同学张发林在布鲁塞尔街头看车来车往，当时心想，这辈子能有辆车就不错了。二十多年过去了，每次诺来看我，都发现我的住房条件又改善了，家里也有了三辆车。他的

心里很为中国这些年来的发展而骄傲。

对于CEMI，我非常引以为豪。当时CEMI从欧洲招募了优秀的师资，一开始就是世界一流的MBA项目，虽然那时中国的生活条件非常艰苦，但这些教授出于对管理教育在欧洲战后经济发展中所起作用的深刻认知，出于对中国的兴趣和热爱，毅然在北京执起教鞭，传播起了当时最先进的管理理论和实践。

从CEMI毕业之后，我先后担任高校教师、银行贷款审批人，近几年在西安曲江文化产业融资担保有限公司担任总经理，公司目前已经发展成为全省名列前茅的担保公司。如何建设企业文化，如何奠定业务基础并控制发展方向，这些管理底子都是我在CEMI学习时打下的。而诺也教会了我很多，他节俭朴实、认真敬业，对于家人和朋友的爱让人感动，也在潜移默化中影响了像我这样的后辈，让我在漫长的岁月中收获了很多温暖。



was not able to completely identify with the European worldview and values. Though I had to say farewell to Mr Dendoncker, our friendship remained strong, despite the huge distance between us.

When I returned to China my monthly salary was only around RMB 100, life was very difficult. Every year at Christmas, Mr Dendoncker would send me \$US 300, which at that time was a really big fortune. He continued to do this for 10 years, until my financial circumstances improved. When we were celebrating a festival, I would call him and send him some special dishes from my hometown. In my heart, he was the same as a relative.

He visited China five times over the years. During a visit to Xi'an when he was in his seventies he broke his legs in a fall at a ski resort and had to be carried by a stretcher onto the plane. After that, his wife thought they were too old for long distance travel. But he still made the effort to visit me in Xi'an once more with his granddaughter. I visited him in Belgium in 2000, staying in his house for a week.

When my son went to Britain to study in 2002, our two families met in London. When the women went shopping, he and I went to a bar for a drink. Full of emotion he said, "Liu, see, we are back to the old times again." Suddenly I realised how much he had aged; his black hair was now grey. I had been planning to see him in August of 2014, but had to change my visit to April. We took a photo together on April 12 in front of his daughter's house in Brussels. He looked quite fit, and had

even driven himself that day. "Liu, I've been to China five times, and you have only come three times to see me," he said. "You owe me two visits, you should come again." However, in the evening of April 18, he passed away.

It seemed to me that it must have been fated that I was able to see him just before he died. And despite my sadness, I feel that he was able to go so peacefully as a reward for his kind deeds.

Despite the passage of time, many memories are still quite vivid. I can still recall the moment when I finished my internship and was preparing to leave Europe, the Vice Chairman of Bekaert's Far East Division said to me, "Liu, don't be sad. In the mid-1930s, I lived in the US, and barely had enough food and clothing. Given how quickly China is now developing, I am sure that you will have a house and car, and life will be very satisfying." Back then, when my classmate Zhang Falin and I would see all the cars on the streets of Brussels, we both thought to ourselves that if we could buy a car in our lifetime, that would be good enough. Now, 20 years later, I've had three cars. Every time Mr Dendoncker visited me in China he found my living conditions improved. I believe he was deeply proud of China's development over the years.

I am so proud of CEMI. CEMI recruited excellent faculty from Europe, and was always a world-class MBA programme. Though life in China was very difficult then, those behind CEMI truly understood how significant management education had been to Europe's post-war economic development and how it could benefit

China's development. Motivated by an interest in and love for China, the professors shared with CEMI students the most advanced management theory and practices.

After graduating from CEMI, I taught at higher-education institutions and worked as a loan officer in a bank. My most recent post is General Manager at Xian Qujiang Cultural Industry Investment Guarantee Company, which is one of the top guarantee companies in Shaanxi Province. How do I build corporate culture? How do I lay the foundation for the business and focus its development? I learned the answers to these questions during my study at CEMI. I also learned a lot from Mr Dendoncker. His thrift, simplicity, dedication to his career, and his love for family and friends; all these things have influenced me, and have made me feel cared for throughout my life.

