



去

年9月，我从中欧 EMBA 毕业了。读书，对我这个拥有两个孩子、京沪两地上班、无休止加班和出国的中年女人来说，是一件很奢侈的事。两年里，数次想过放弃……但两年很快就过去了，学习是一件容易上瘾的事，毕业后我又报名了后 EMBA，目前还在后 E 学习之中。我一直想认真记录过去两年商学院的真实经历，数次提笔，又不知从何写起。中欧 EMBA 的记忆，琐碎而难忘……

## 入学

有再读书的念头时，我40岁。对 EMBA 和商学院一无所知的我，本来并不了解中欧。后来数位精通商学院的人士指点，中国最好的商学院是中欧，既然要上，就上最好的吧。

# 晓雪：我的中欧 EMBA 生活

## Xiao Xue: My EMBA Life at CEIBS

**I** graduated from the CEIBS EMBA programme last September. Studying was a luxury for me, a middle-aged mother with two children, commuting between Beijing and Shanghai and working many hours overtime and overseas. Several times over the past two years I thought of giving up. However, study proved to be so addictive that the two years went by quickly. After graduation, I enrolled in the post-EMBA programme, which I am still participating in. I have wanted to write about my EMBA study experience many times over the past two years, but I hesitated in putting my pen to paper. How should I start? I have so many wonderful memories of my CEIBS EMBA life!

## ENROLLMENT

I first got the idea of returning to school when I was 40 years old. I knew

nothing about an EMBA or business schools. People who were very familiar with business school study suggested that since I wanted to go to a Chinese business school, I should apply to CEIBS, which they said is the best in China.

I first needed to pass the entrance examination. The written examination came first. The week before, every evening as I was preparing to face questions about mathematics, I suddenly felt myself reliving the time when I was preparing for the college entrance examination. As I continued studying, I found that most of the test questions were more about logic than purely mathematics, which gave me some hope.

I had heard that two-thirds of examinees fail the written examination. Fortunately, I was among those who passed, and I proceeded to the interview. I was asked by Professor Terence Tsai: Why do you want to do an EMBA? To get

a promotion? A salary increase? Frankly, I hadn't thought that much about why I wanted to go back to school; I was merely feeling an emptiness and wanted to fill my heart with something while I was still young. So I told him that my reason for pursuing an EMBA was simply to make myself stronger and more skilled so my professional life would be less difficult. The professor laughed when he heard this, because no one else he had interviewed had given that answer. On my 41st birthday, September 17, 2011, my classes at CEIBS and my two-year life as a weekend student began.

## TAKING CLASSES

During the programme's opening ceremony, the Dean gave a powerful speech: "Welcome to the CEIBS EMBA. For business leaders, this is a new platform for thinking, where experiences and



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**I have so many wonderful memories of my CEIBS EMBA life!**

”



“ 只是为了让自己更强大、更有准，工作时找到游刃有余的感觉。 ”

最好的学校要考试，先是笔试。拿到复习题时，我有些懵，竟然还有数学。考试前一周每天晚上抱着大纲研读，忽然有种当年高考的感觉。认真读了几天，发现大部分题目考的是逻辑，并不是纯粹的数学，本来绝望的我有了一点信心，试试吧。

据说笔试会刷掉了三分之二考生，我幸运地成为了进入面试阶段的三分之一学生。

面试我的是蔡舒恒教授。面试官几乎都会问一个问题：你为什么要读EMBA？

为了人脉？圈子？升职？加薪？说实话，决定再读书时，真没想那么多。

只是觉得自己要被掏空了，想趁年轻赶紧给内心填些东西。我向往游刃有余的工作状态，于是跟面试官说，我只是为了让自己更强大、更有准，工作时找到游刃有余的感觉。蔡教授一听就乐了，面试了这么多人，还没有一个学生为了“游刃有余”来读EMBA。

2011年9月17日，我41岁，那天刚好是中欧开学的日子。从那个生日之后，我开始了两年的周末读书生涯。

## 上课

中欧EMBA的课程一共两年，必修

课14门，选修课5-6门，学分制，每门课都有作业、测验和考试，毕业时需要做论文答辩。

开学典礼上，学院教务长铿锵有力地发言：欢迎您加入中欧国际工商学院EMBA课程，这里是商界领袖的思想健身房，经验激荡智慧，传统交融新知……接着教务长又说，无论你是谁，到这里都是学生，在学校请互相称谓大名，严禁称李总张总，这里是学校，你们只有一个身份，就是学生。

中欧素以治学严谨而闻名。我本来觉得自己是个勤奋的人，但是对于周末七点起床这件事，还是很焦虑。有时出差加班的夜里，忽然想到即将到来的周





traditions are combined with knowledge.” He then added, “No matter who you have been elsewhere, you are only a student here. Please address each other by name instead of title because in school you have only one identity: student.”

CEIBS is famous for its rigorous academic standards. The two-year CEIBS EMBA has 14 required courses and 5-6 elective courses, each involving assignments and examinations. Students must also pass an oral thesis defense in order to graduate.

Although I felt I was diligent, I was really anxious about getting up for class at 7 am every weekend, especially when on an overnight business trip or when working overtime. Occasionally when I was late, I would tiptoe guiltily into the classroom. The average age of my classmates was about 40. Whereas before, in my earlier school days, the classroom had been full of boys and girls full of youthful exuberance, sporting ponytails, shoulder-length hair or crew cuts, our business school classroom was now all wrinkles and white hair. Many carried hot drinks and mobile phones. It all meant one thing: years of experience.

## TAKING EXAMINATIONS

Strategic Management Accounting is taught by Professor Xu Dingbo. He’s from Hunan Province, and his cases and test questions often mention Xiangsi Mountain, which is where his hometown is located. Prof Xu is very good at presenting the profound in a simple way. He is very knowledgeable about Chinese traditional literature, and occasionally shares a classic Chinese poem or lyric in his presentations. Prof Xu also assigns extremely difficult papers with complex calculation problems.

“Though you yourselves are not accountants, through four days’ study in my class, you will learn how the accountants in your companies do their accounts. You should learn it yourselves first,” Prof Xu told us.



晓雪和她的中欧同学们为远郊小学捐赠了“流动美术馆”

Xiao Xue and her CEIBS classmates donated a portable art gallery that can be enjoyed by students at primary schools in rural areas.

末要七点起床去上课，就委屈得想捶胸顿足。

偶尔迟到，垫着脚尖一脸内疚地蹭进教室。教室还是教室的样子，只是学生们大多是中年人，班级平均年龄40岁。从前教室里都是少男少女，如果坐在后排，满眼都是散发着青春气息的马尾辫、小刷子和小平头；在商学院的课堂里，放眼一看，有皱纹，有白发，有各种各样的热饮，有手机一片——有的，就是“岁月”二字。

## 考试

《战略管理会计》是中欧著名教授许定波的课程。许教授是湖南人，家乡

在湖南一个叫相思山的地方，许教授的案例和试题，总以相思山为例。许教授是性情中人，课讲得深入浅出，古文也好，时不时在课堂PPT里放一首诗词与大家赏析，即使对经济学毫无兴趣的人，也可以听得津津有味。但许教授的试题奇难，全是计算题。

许教授对考题是这样介绍的，“就算你们自己不是会计，好歹上了我四天课，总要知道公司会计的帐是怎么算出来？那么自己要先学会算一算。”

许教授用手指敲着黑板上一段长长的公式，用湖南口音的普通话说：“哪里难嘛？这不过是小学数学水平！我相信，这难不倒我们中欧的精英们！”在座位上咬笔头的我长叹一声，看来以后女儿的小学数学，我是绝对没有能力辅导的。

另一位许教授的课是《宏观经济学》。听课时是享受，教授风度翩翩，讲课时

云流水。这位许教授就是许小年，当代中国最杰出的经济学家之一。

小年教授上课的时候，正好那天的节气是“小雪”，班里有位才华横溢的同学，当天在班群里做了个对子：

上联：小年教授小年教授课程

下联：小雪编辑小雪编辑文章

横批：小年飘雪

所有同学如醉如痴地听小年教授讲了四天“宏观经济”，心想这位许教授的考试应该好过吧，都是经济概念。结果，许小年教授的考题堪称中欧两年最难的考卷之一，各种概念加计算。考卷一发下来，同学们面面相觑，不是说“宏观”么，这考题全是“微观”计算啊！

想起教授开玩笑时所说的话：文字和数字，本来就是一家子，文字形成概念，但是需要数字来解读和证明所有的文字概念。

## 四合缘

我所在的班级是中欧2011级



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**It took me a year to be able  
to learn everyone's name.**

”

Then, he would write a long formula on the board and in his Hunan-accented Chinese he would say, “How can this stump you? It is only at the level of primary school mathematics! I am quite sure it should be a piece of cake for you elites at CEIBS!” I would let out a deep sigh, certain that in the future I will not be able to tutor my daughter in mathematics.

There is another Professor Xu, Prof Xu Xiaonian, one of the most renowned economists in China today. He taught us macroeconomics and listening to him lecture over the course of four days, we were enraptured.

We thought the exam for this course might be easy to pass, since it would be about economic concepts. However it proved to be one of the most difficult in our two years at CEIBS. It covered both concepts and calculations. We all wondered why there were so many micro calculation questions in a macroeconomics exam!

Prof Xu Xiaonian once joked that words and numbers were originally a couple, because words formulated concepts, which should be interpreted and proven by numbers.

## **FOUR BROUGHT TOGETHER BY FATE**

I belonged to CEIBS 2011 Beijing Class 4 which had 68 students, most of whom were from Beijing, though some were from many other cities across China. It took me a year to be able to learn everyone's name. However, we nicknamed our class Four United by Fate. The word Four indicated our class number, CEIBS brought together China and Europe, and fate had taken us from all over the world to our classroom.

Perhaps only those who are middle-aged romantics will



EMBA 北京四班，68 名同学，大半来自北京，其他同学来自祖国各地。刚开学时大家彼此不熟悉，像我这样慢热的人，直到第二年，才叫得出班里所有同学的名字。我们给自己取了个名叫“四合缘”，“四”为四班，“合”取中欧“合”之意，“缘”自然就是大家从五湖四海聚到一个课堂，遇见就是缘分。

读书本身是一件浪漫的事。犹如让自己“出走”，六七十人一起听课、讨论、考试、分享，浪漫至极。

两年里，有很多浪漫的小回忆，这些“浪漫”，大概只有中年人能懂。

一个初秋的夜里，大家相约一起看烟火。发现原来彩色的夜空是那么美，每一朵烟花都如同年轻时一个美丽的梦想；原来北京也有很美的星星。那一刻非常安静，大家都想说点什么，但一时都说不出话来。青春已过，从前是为赋新词强说愁，现在每个人都已识得愁滋味，却终有机缘发现，原来头顶上的夜空可以这么美。

还有一次周六放学后，同学们相约一起爬香山，金融学张逸民教授也跟我们一起。我最怕爬山，但禁不起大家劝说，勉强去了。只爬到了一半高度，我就喘不上气了，有一票同学一直陪着我。下山的时候下雨了，路很滑，大家手拉着手，小心翼翼地走。已经多年不习惯牵手，那个黄昏的温暖，让大家想起了大学时代。

## 我在 EMBA 学到了什么

首先是认识到自己是井底之蛙。商学院，是藏龙卧虎之地。中欧，是低调龙虎之地。有本事的人很多，张扬的人很少。开学时，课程主任说，在商学院读书最好的状态是让自己成为一块海绵，柔软而有弹性，可以随时吸收来自教授和同学的精神营养。

我所在的行业叫“时尚圈”，这小

小的圈子，不管我甘心与否，外表看起来，是虚荣的、浮躁的、光鲜亮丽的。我在很多个时候，有看似杞人忧天的担心，担心自己是不是高跟鞋穿多了就以为自己很高，是不是工作中接触了太多的大牌已经开始不知不觉爱慕虚荣，是不是还记得初心的纯粹，还认得清生活的本质……



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两年 EMBA 课程，给予了我特别好的答案。我终于清醒地意识到，自己和自己的行业，不过都是井底之蛙。班里的同学，让我了解了那些平时远离我生活的国企、民企、制造、金融、房地产、医疗、IT 行业，等等。他们五彩缤纷的才华让我折服，顿觉世界好大，能人很多，自己很渺小。

其次是学会了一种思维方式。我是纯粹学文科的人，过去 20 年，我已经习

惯了用文字和图片思维，早就将数字抛诸九霄云外。EMBA 的很多课程，强迫你学会运用数字思维。一开始很抗拒，被逼着计算了两年，才懂得计算和算计是两回事。数字思维是一种在实际工作中非常有用的思维技巧。

尽管我一直抱怨计算，但课程耳濡目染、循序渐进，数字渐渐地在脑子里生了根。我并没有觉察到自己的变化，但是朋友们会对我说：“雪，你变了，你考虑问题的方式和以前不一样了，非常不一样。”

打个比方说，如果每件事都是一个多面的球体，以前是逐个面去看；现在是从各个侧面了解整个球体。

最后是努力做一个有理想、有良知、有社会责任感的人。

两年里，我有幸遇到了很多才华横溢、满腹经纶的教授。我深切地感受到，一个优秀知识分子的魅力，不仅是学识渊博，还在于洁身自好、关注民生、以天下兴亡为己任。

从点滴做起，从自己做起。有抱怨世风日下的时间，不如做几件让生活美好的小事。

“四合缘”有个公益项目叫“流动美术馆”，我是热心参与者。在一些远郊区学校或打工子弟学校的走廊里，为孩子们做个小小的美术馆。请资深的美学教育老师，选一些中外名画，好品质复制，加上文字说明，让孩子们每天上课下课时，都可以在这些名画中得到熏陶。计划每年给孩子们换一批画，因此叫“流动美术馆”。每个学期再请美院的老师为孩子们上一堂深入浅出的美学教育课。执行起来不复杂，也不需要很多钱，去年和今年已经做了两个小学的流动美术馆。班级成立的第一个流动美术馆是在呼家楼小学青青分校，在开展仪式上，一群孩子系着红领巾向我们敬礼，不禁使我们心里涌起了难言的感动。

be moved by the fact that 60 to 70 people came together for two years to take classes, do examinations, hold discussions and share ideas.

One evening in early autumn we got together to watch fireworks. The colourful night sky was beautiful; every firework was like a wonderful dream from our younger days. There were so many beautiful stars twinkling above Beijing. We were suddenly all very quiet; it was a bittersweet moment. As we appreciated the beauty of the night sky overhead we also became acutely aware that our youthfulness had slipped away.

One Saturday we climbed Xiangshan Hill together after class with Professor of Finance Zhang Yimin. Though climbing is one of the things I fear most, I was persuaded to go. Halfway to the top, I was already out of breath. Fortunately some classmates stopped to keep me company. It rained as we made our way downhill. The path was very slippery, so we walked slowly, hand in hand. After so many years, we had become unaccustomed to holding hands with others. But in that twilight, it gave us a warm feeling that reminded everyone of their school days.

## WHAT I GAINED FROM MY EMBA STUDY

I gained many things from my EMBA study. First, it made me aware of how narrow my views were. Every business school, including CEIBS, is full of hidden talents. There are so many capable people yet so few of them are assertive. When our study began, we were advised to be like sponges, soft, flexible, and ready to absorb ideas and knowledge

shared by the faculty and our fellow classmates.

I work in the fashion industry. It is a small, colourful world full of vanity and glamour. I have often felt anxious: Was I mistaken in thinking that my high heels might actually make me taller? Had I worked with too many well-known names too often to avoid becoming unconsciously vain? Could I still recapture the purity of what had originally inspired me?

Having completed two years of EMBA study, I now have a good answer. I have finally realised that both my industry and I have merely been frogs in a well. My classmates helped me to better understand state-owned enterprises, private enterprises, manufacturing, finance, real estate, healthcare, IT industry, and so on. Their wisdom impressed me, and I suddenly feel I am very small, in a big world full of many talents.

My EMBA study also helped me learn a new way of thinking. In my college days I had majored in liberal arts, and over the past 20 years I have been accustomed to thinking with words and pictures, having left numbers far behind. But many of the EMBA courses forced me to use numbers. At first, I was resistant. I hadn't been aware of my gap in calculation until I was forced to use numbers during my two years of study. Yet this way of thinking is quite an important skill.

Though I kept complaining about having to work with numbers, as the courses proceeded, my mind gradually became more open to them. I didn't realise the change until my friends remarked on the changes in my way of

thinking.

I also decided to make an effort to be a person with ideals and a conscience, who cares about social responsibility.

I have been fortunate to meet many talented, learned professors over the past two years. I really feel that a person's intellectual charisma comes not only from a breadth of knowledge, but also from honesty and self-control, concern about the lives of others, and a strong sense of social responsibility.

We must begin by taking small steps. We can do something small to improve life rather than complain that the world is getting worse. I am an avid participant in the charity project our class launched; it's called Portable Art Gallery.

We have established art galleries in the small corridors of some schools for children of migrant workers. We have hung reproductions of Chinese and foreign masterpieces chosen by teachers who are experienced in aesthetic education. The images are captioned and the children can enjoy them every day when they attend classes. The word 'portable' refers to the fact that every year the images will change. We also invite teachers from colleges of art to give a lecture on aesthetic education every term. This project is neither complicated nor expensive to implement. Over the past two years we have set up portable art galleries in two primary schools. Our first was in Hujialou Primary School's Qingqing Branch. We were all moved beyond words at the launch ceremony when we were saluted by a group of children, each wearing a red scarf.