



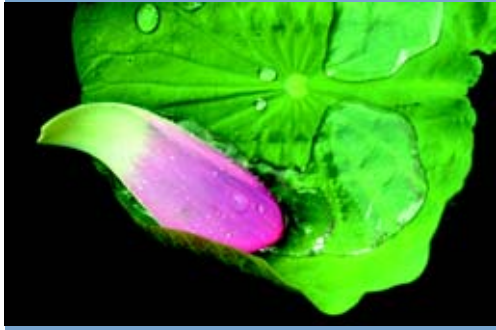
CEIBS

THE

JULY 2003 ISSUE No.10

LINK





编者的话

From the Editors

经过几个月的努力，新的 *THE LINK* 终于和大家见面了。新版面带来新风格，新形式融合新内容，更重要的是一种全新的气息！在这里您可以“聆听”中欧教授的真知灼见，可以“领略”中欧校园的盎然生机，可以“感受”学员生活的丰富多彩。希望能够借此小小刊物，带给我们读者有关学院的最新发展动态，让更多的人了解中欧，为学员、校友和企业之间建立起一座信息沟通的桥梁。

从上期的春意融融到新版的夏日骄阳，差不多已经半年有余。虽然受到“非典”的影响，但我们的 MBA、EMBA 学员仍然按时开课，2001 级 300 多名学员也顺利毕业；中国-西班牙国际旅游研讨会，中国首届并购研讨会相继在中欧圆满闭幕；更让人欣喜的是，我们的高层经理培训课程再次跻身《金融时报》全球 50 强……

THE LINK 这次全新改版，得到了众多校友和关心中欧的朋友的大力支持，在此我们谨代表中欧国际工商学院向大家致以衷心的感谢，愿新的 *THE LINK* 如清风拂面，带给您丝丝清凉，希望能在以后的岁月里，得到您更多的关注！

Welcome to *THE LINK*!

It is with great pleasure to introduce you to our updated school publication, *THE LINK*. After listening to your opinions we have made several dramatic changes to the look, content, and feel of *THE LINK*. Instead of being a newsletter in the past, it's now a magazine. You'll find that the articles compared to the last issue are now written by current students, alumni, staff, and professors giving you a larger perspective on what their thoughts and opinions are. We hope that these changes will provide our readers access to the latest developments at CEIBS and connect our CEIBS students and alumni with our corporate sponsors and executive education participants from all around the world.

Since our last publication we've had several interesting updates including China's first Social Enterprise Competition, a visit from the Queen of Spain, CEIBS first mergers and acquisition conference, and our Executive Education Programme being ranked as the number one leader in Asia, again.

We hope that you enjoy these articles and we encourage you to pass this magazine around to your friends and colleagues.



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中欧：职业经理梦工厂

■ 经济观察报 华冬 2003-6-2

寻找“通用语言”

两年前，当37岁的戚世梁走进中欧国际工商学院位于上海浦东那座典雅的校园的时候，他已经是中国西北最大的外贸企业——陕西机械设备进出口公司的总经理。

在很多人眼里，戚世梁可谓少年得志。1998年，34岁的戚世梁成了这家有着24年历史的国有企业的总经理。戚是这家企业有史以来最年轻的总经理。在戚世梁任职期间，这家企业的年销售收入从8000多万增长到1.5亿美元。

对这位年轻的总经理来说，1.5亿美元是一张不错的成绩单。可以预见的是，戚将会有很好的前途——和中国多数成功的国有企业领导人一样，戚可以在这个被认为相当舒服的位置上稳稳地坐下去，直到某一天从政进入宦海或者等到功成身退。戚上下左右的所有人都这样认为，几乎没有人觉得还需要改变什么。

戚世梁回忆说：“国有企业做到这个地步的时候，的确会很舒服——一切都在按部就班地运转，你甚至不需要动任何脑筋。”只有戚本人意识到危险正在逼近，并因此感到了某种恐惧。“当你在这个舒服的位置上呆上五年、十年后，你甚至连再就业的能力都会丧失。”

戚世梁开始试图有所转变，他希望自己领导的企业能够摆脱国有企业的痼疾。但他很快发现，这非常困难——他所执掌的这个传统企业坚守着自己庞大的惯性和属于自己的话语方式。即使在他领导的企业内部，戚也感觉到了沟通的困难。“没有人会认为自己存在观念问题，几乎所有人都会告诉你，我们需要变革。但真的需要变革的时候，却总是遭遇阻力。人们通常这样说：‘唔，这个想法很好。但我们是否应当再考虑一下？’”这位年轻的职业经理越来越感觉到企业内部缺乏“共同语言”的危险。缺乏“共同语言”的背后是缺乏对管理活动内在规律的理解，但他承认自己没有很好的解决办法。

于是，年轻的总经理成了中欧国际工商学院2001年EMBA班的学员。两年之后，当戚世梁走出这所商学院的时候，他感觉自己已经找到了解决问题的思路。今年，戚花了10余万元人民币，将自己的六位部下送到了中欧参加一个为期四天的高层经理短训班。戚世梁告诉记者：“我想，他们应当掌握这样的‘通用语言’，这将大大降低交易成本，增强企业的执行能力。”

事实上，在中欧就读的学员中，戚世梁不是惟一抱有这样想法的学员。越是成功的企业，碰到的问题也越复杂；越是成功的企业家，学习的欲望也越强。很多EMBA学员是带着问题来到这所商学院的。他们中有像戚世梁这样来自国有企业的领导者，也有外资和民营企业的高层管理者。

中欧国际工商学院教务长白思拓（ALFREDO PASTOR）把戚世梁所说的东西叫做“通用语言”。“是的，这非常重要！当一个职业经理面临企业中的很多问题的時候，没有‘通用语言’是不能想像的！”白思拓教授告诉记者。“我们教授的会计、财务、组织管理、人力资源管理，在企业运作中就是这样的通用语言。对于职业经理而言，这些都是他们需要掌握的工具。”



职业经理，还是商业领袖？

想想拉里·埃里森吧，当《财富》杂志以“他既不是个出色的技术专家，也不是个出色的管理者，但他是一个出色的领袖”来评价这位令人瞩目的明星——真正的商业领袖——甲骨文公司的首席执行官的时候，说明了什么？

很多时候，领袖气质被认为是天生的。果真如此的话，商学院还有价值吗？

今年4月的一天下午，当记者和白思拓——一位MIT的博士讨论这个话题的时候，他说这是个不好回答的问题。“是的，领袖气质很大程度上是天生的。”他仔细听清了问题并思考了一会儿后承认，白思拓是位真正的商业领袖，他曾任西班牙国有电力公司首席执行官、西班牙政府经济部副部长。

“我认为讨论商学院是培养企业家还是职业经理人意义不大。”副院长张国华对此问题似乎兴趣不大。尽管如此，这位负责教学的副院长还是颇有感触——“每一个人天生都有领导成分，但后天不一定得到保留和开发。好的商学院应该是一个‘开发者’——培养具有全球战略眼光又符合市场需求的管理人员，他们应该有智慧、有胆识、有魄力、有创新精神。他们中的部分人能够成为未来的商业领袖。”这位副院长还引用了彼得·德鲁克的话“企业家既不是生就的，也不是造就的，他们是自我造就的。”张认为自我造就包含了受教育的过程，“一个好的企业家必定重视学习，因为他对某一领域的经验因时代的发展会过时。”当然，张承认接受教育不一定只能选择商学院。

事实上，怀疑始终存在——属于个人素质的领袖气质是否可以通过商学院的系统培训得以再造？白思拓承认，在培养职业经理和商业领袖之间作出选择是困难的。“如果我不得不在两者间作出选择的话，我更希望能够训练和培养大量称职的职业经理。”白思拓解释说：“是的，我希望中欧的学员中出现中国未来的商界领袖，但我更希望培养大量称职的职业经理。你知道，一个国家是否强大，在于是否拥有大量优秀的、受过良好教育的职业经理。而在培养大量职业经理的过程中，必将产生一批优秀的领袖人物。”

投资回报率

如果你不是中国最优秀的千分之一（如果是，你该去报美国前十名的商学院），也不是最笨的90%，并且有较好的工作经验和英语水平，你应该尝试报考这所商学院。”一位没有透露姓名但显然是中欧的MBA毕业生在互联网上这样推荐他的母校。

这位未留姓名的毕业生承认“即使从中欧毕业后，工作也并不好找”，原因在于“从中欧出来，你会给自己设定一个很高的要求。当你身边的大多数都是在所谓的知名公司工作时，你真的很难接受一个不知名公司的OFFER，即使薪水更高。”据说，这家商学院超过60%的MBA毕业生供职于财富500强。这一说法受到了学院的确认，副院长张国华在一个场合承认：“MBA毕业生绝大部分去了跨国公司。”EMBA学员中来自民企的学员正在逐年

上升，2003年为24%。

很多人抱怨这家商学院高昂的学费，但院方却不以为然。自从这家商学院创办以来，学费每年都在上涨。仅仅三年之前，这家商学院的EMBA学费为18万元，今年这个数字则突破了23万元。即使这样，院方声称学费仍有上涨可能。EMBA课程主任梁能说，中欧的师资是国际水平的，成本也是国际水平的。但23.8万的学费大约只相当于国际水平的三分之一。中欧目前的学费标准仍然低于经济学意义上的“全成本”，差额部分仍然有赖于办学双方主管单位的上海市政府和欧盟的财政支持。尤其是MBA学费，距“全成本”的差距就更大，换言之，仍然是亏损的。据说，以承担亏损吸引优秀的生源是这家商学院的策略性选择。不过，知情者预计，这家商学院也许不会永远采取这样的短期手段。

事实上，即使是那些抱怨高昂学费的EMBA学员也承认，这种投资是相当合算的。一位已经毕业的MBA学员承认：“这一昂贵的费用完全可以被毕业后上升的薪资所弥补。”

在英国《金融时报》“2002年EMBA全球50强”排行榜中，中欧国际工商学院排名第42位，尽管这个排序低于上年的第29位，但仍然是中国大陆唯一进入这个排名的商学院。这张榜单显示，中欧EMBA毕业生的年总收入为51497美元。尽管从绝对值看，这个数字是所有50强中最低的，但这家商学院的EMBA毕业生却以116%的年增长率在“收入增长”一项指标中位居第二。

其实，在《金融时报》所有有关商学院的排名中都能找到中欧的名字。今年1月的全球MBA排行榜上，中欧位列90；而就在5月19日刚发布的全球非学位高层经理培训课程的排名中，中欧又被评为50强，位列亚洲第一，其公开课程和公司特设课程排名分别为第41和50，综合实力达到第39名，是亚洲唯一一所三大课程均进入世界排名的商学院。

绝大多数EMBA学员就“中欧的学习经历可能对其职业影响”的问题给与了正面评价。今年毕业的EMBA学员金彪来自柯达电子（上海）有限公司，这位柯达的营运经理以“当然”、“肯定”、“绝对”这样的词汇评价了中欧就学经历对其职业生涯的影响。“起码增强了和雇主的谈判能力”，金告诉记者。据说，柯达曾经有四位就读于中欧的EMBA，毕业后其中一位被“挖”去了另一家知名跨国企业，职位升到了总监；另一位则选择了自己开公司。

好教授、好学校的标准：

How We Teach Is What We Teach

在中国，商学院间的竞争已经开始。最近的数据表明，起码有64家院校已经取得了MBA和EMBA的办学资格。来自全球各地商学院的洋教授们也正在进入中国，加盟在中国高校间的这场竞争。

这当然是件好事。但不少学校的国际师资是不稳定的。很多洋教授只是来中国转转，很多教授对于中国市场来说是新手，无法积累经验，无法针对中国学生需要设计课程。”毕业于沃顿的中欧EMBA主任梁能教授对国内部分院校“这门课这次约翰教授，下次琼斯博士”的做法提出了批评。



中欧的做法显然有别于它的大多数国内同行，尽管它也有“飞来飞去”的约翰和琼斯，但中欧已经有了一批属于中欧自有，扎根中国的外教师资。在中国只有中欧这么做。

中欧相信一个由包括欧洲管理协会主席在内的多位名牌商学院教授组成的学术委员会可以保证该学院所聘教授的质量。梁能教授说，中欧的师资“可以在全球顶尖的商学院授课，与世界顶尖的学者对话。”2002年9月，当《哈佛商业评论》决定在中国出版中文版的时候，它选择了这家商学院的忻榕教授担任其主编。这位中欧人力资源管理教授，还是国际管理学界最顶尖的杂志《管理学季刊》的编委。学员对这家商学院师资的评价与校方似乎有着细微的差异。一位不愿透露姓名的中欧毕业生认为，中欧的教授中大约40%称得上是非常优秀的，30%属于优秀的，其余30%比较一般。

但是挑剔的学员也承认，中欧在教学方面确有一套。学员们反映，中欧的课迫使他们思考一些问题。梁能把这归功于“how we teach is what we teach”。这位沃顿的MBA认为，在教学方面，中欧的课程质量完全可以和世界顶尖商学院相比。EMBA不是要给学生答案，而在于帮助学生学会如何找到解决问题的思路。“怎么问问题”的方式，实际上就是将来学生解决问题的思考方式，这套方式要靠老师在教学过程中体现。“如果教的内容是独立思考能力，教学方式却是满堂灌，如果教的内容是以客户为中心，而教学方式却是以教师为中心，以理论为中心，那是南辕北辙。”梁在一次接受记者采访时这样说。

全球化的毕业典礼

“DICTUM MEUM PACTUM”——镌刻在伦敦证券交易所讲台的这句拉丁语是这家全球最重要的证券交易所的座右铭。四月初的一个上午，交易所培训部主任正向一群来自中国的年轻人讲解这句拉丁语：“That means my word is my promise”。这群年轻人是参加欧洲毕业典礼的2001级EMBA学员。显然，中欧的

EMBA们将从此对“诚信”具有完全不同于以往的理解。一位从事证券电子交易系统开发的学员承认，尽管培训主任讲的这些内容属于“老生常谈”，但“自己内心的触动”却是前所未有的。

毕业典礼对任何人都都是人生最重要的里程碑之一，而在国际舞台上举行则更

非同寻常。当西班牙外交部礼堂响起庄严的中国国歌，当中华人民共和国驻西班牙特命全权大使握着学生的手，在五星红旗下授予中欧毕业证书时，当英俊潇洒，风度翩翩的西班牙王子在富丽的皇宫向学员伸出手来，说“欢迎你们来到我的国家”的时候，对于什么是民族荣誉，历史责任，对什么是气度不凡，什么是优雅，他们肯定有了新的感受。

从伦敦到马德里，从英国的伦敦商学院和Cranfield大学到西班牙的IESE商学院，很多学员体会了校方的刻意。说这些学员从欧洲的游学经历中学到了哪些具体的知识显然不能概括他们收获的全部。他们感受到的是一种氛围，一种真正的言传身教，这在课堂中也许是永远难以体会的。一位学员说：“访问英国伦敦Pearson公司，他们所介绍的收购与兼并案例对我很有启发，而他们对于企业发展到一定阶段如何顺利转型的实例对我也很有帮助。”另一位学员则对马德里一家家族经营的葡萄酒厂在企业转型和引入职业经理方面的经验非常感兴趣。“是的，他们的经验对我的企业非常有意义。”

“如果你关着门讲，也许永远讲不透。但直接交流后，一切就迎刃而解了。”梁能相信学院的这种刻意安排已经取得了效果。“我们的学员都是高级经理，他们应当具备历史的深沉、哲学的透彻、数学的简洁，有领袖气质，大将风度，有魅力、有品位，又有平常心。和王子、大使、跨国企业领袖的接触可以让他们身临其境地领悟这些在课堂难以教授的东西。”

现在，这家曾当选英国《金融时报》最佳商学院之一的学院正向它的学员提出更高的要求。教务长ALFREDO告诫他的学员：“是的，作为职业经理他们当然应该追求利润，但仅有利润是不够的。他们必须清楚自己对这个国家、人民和他的企业、家庭所承担的责任和义务。”对于中国的职业经理而言，这是一个相对陌生和高标准的要求，他们要走的路也许还很长。



CEIBS

Launches the Social Enterprise Business Plan Competition

中欧国际工商学院启动社会工作创业者计划大赛

By Alvin Goh

2003年5月15日, 6个团队的30名MBA学生在中欧国际工商学院石化演讲厅内向来自投资领域及非政府组织的代表展示自己设计的社会创业计划并探讨企业家的社会责任。这些模拟计划包括向上海的民工子女提供教育机会; 帮助国有企业的下岗女工开拓就业机会及支持中国内地贫困地区的医疗事业等。

“社会创业精神”指将企业行为介入传统的社会问题领域, 创造社会与经济的双重效益。中欧国际工商学院日前为MBA学生开设了“社会创业精神”的课程, 通过案例分析和课堂教学, 旨在鼓励商学院的学生突破传统的创业领域, 更多地将机会成本分析、市场推广及回报等技能用于帮助解决社会问题。

作为中国工商管理教育的领头人之一, 中欧国际工商学院是国内第一个将商业伦理学作为MBA必修课的学校。同时在

近期的教学模块中, 还相继开设了与环境保护相关的企业管理课程。正如中欧MBA课程主任傅礼斯提到的: “从社会发展等多方面的角度来探讨企业扮演的角色, 不仅要求企业不断规范本身的策略和运作, 同时也是为企业带来了更多的机会。中欧国际工商学院十分愿意为推进中国商界的可持续发展作出我们的努力。”

Thirty MBA students from six selected groups presented their business plans to start a hypothetical social enterprise on May 15th at CEIBS. These projects involved plans for such initiatives as providing access to education for migrant workers' children in Shanghai, increasing employment and training opportunities for recently unemployed women from failed state-owned enterprises, and improving health care facilities in rural China. A panel of investors and non-profit community leaders judged

these presentations at the Social Enterprise Business Plan Competition which was the first of its kind in China.

CEIBS is the first business school or university in China to offer a class on Social Entrepreneurship. It is designed to encourage students to build entrepreneurial skills in settings where delivering social returns is an important goal. Through case studies and classroom discussions, students have been learning about the key challenges in building a successful social venture: assessing opportunities, conducting market analyses, managing growth, and measuring returns.

Indeed, CEIBS is at the forefront of management education in China - it is the first Chinese business school to require a class on Business Ethics as part of the MBA core curriculum and it has recently developed elective subjects that focus on environment and corporate governance. As stated by Prof. Gerald Fryxell, MBA Director at CEIBS, "The imperative implies not only that businesses must change their current practices, but also that it will create tremendous opportunities. Accordingly, CEIBS aspires to be the leading institution in promoting sustainability within the business community in China."

Judges Comments

"Quite impressed by the students' enthusiasm, entrepreneurship and their caring about the social environment. With more people's commitments to social missions, the whole society will be better off."

– Vivian Chen, Investment Manager at Waldon International

"The commitment of such smart, ambitious students to social enterprise and the quality of their business plans were truly inspiring. With this contest, Professor Gohar and CEIBS have created a movement that will have vast impact in China and beyond. I was proud to be part of it."

– Margaret Crotty, Vice President of Global Student Services at Englishtown



Panel Judges 大赛评判(Photo by Li Li / 李麗)

一个为打破上海贫穷怪圈的商业计划

起飞教育基金会和起飞 ESL 课程

2003 年度 CEIBS 最佳商业计划获得者
丁宁 冯靖 戚其然 胡海青 安若丽

I 简介:

上海的飞速发展带来的一个残酷的现实是：在上海，那些从事着与大规模城市建设相关的脏活累活的外来民工们，无法享受到许多提供给上海本地市民的社会福利。上海现有大约50万外地民工，他们承担着大多数最脏，最危险，最低等的职业（主要有建筑行业，家庭服务行业等）。他们中的不少人举家迁沪，在沪适龄民工子女的迅速增长已经大大超过了现有地方政府教育设施所能吸纳的学生人数。现居上海的大约12万民工子女中的很多无奈地选择了教学质量相对低下，学制不稳定的私立民工小学。这意味着民工子女接受的是有别于上海同龄小孩的劣质教育。事实上，上海现有519所民工小学，其中只有124所是在当地政府部门注册的，其他的均未达到政府教育部门规定的最低设校要求。

当民工子女接受的是不合标准的小学基础教育时，这部分人群就形成了一个持续贫穷的怪圈，我们成立的“起飞教育基金会”就是致力于打破这个怪圈。我们的使命很简单：我们要为提高在沪民工子女的小学基础教育质量而努力。

II 非营利基金会

在中国，成立慈善组织必须首先获得当地政府（区级，市级，省级，甚至国家级）的批准。起飞教育基金会的代表在四月间访问了浦东新区有关部门，该部门的官员对于我们将基金会的首期资助对象集中在浦东新区表示支持，并提议资助的对象应该是针对已登记注册的民工小学。这使起飞教育基金会更明确了工作重心，即首期将资助3所浦东新区的民工小学，第二期将针对其余区县的121所民工小学。

收养学校计划

起飞教育基金会的首要任务是将资助的民工小学和赞助公司结对，称为收养学校计划，该计划是请赞助公司给予结对小学为期5年，每年10000美元的赞助金。

获赞助的民工小学有权在预先设定的范围内自由使用捐款。这些范围包括购买电脑，增加或培训教师队伍，增设新课程，如科普和英语等等。

最后，为了使更多的民工子女有机会获得教育，获赞助的民工小学有义务每年多招收50名民工子女（5年内将一共多招生250名）。这将协助政府最终下令关闭未注册登记的民工学校。

目标赞助公司

首先，我们的收养学校计划会将目标

集中在跨国公司在上海的企业上。选择他们为主要目标的理由是：

1. 跨国公司有资助慈善事业的传统
2. 跨国公司有兴趣通过此类行动来加强企业形象和企业同政府关系
3. 根据上海市1999年鉴，上海现有超过20400家外商投资企业。其中属于美国商会的1000多家企业就可成为我们工作的对象，特别是那些美国商会公司社会责任委员会的成员公司。

起飞教育基金会很高兴地发现，我们的意向性报告得到了上海日出基金会主席 Ms. Lori Burke 的高度评价和热情支持。她认为每年10000美元的资助金额是合理可行的。她还指出，现在尚未有同类主题的基金会存在。她说：“跨国公司有捐款的意愿，但不想参与操作过程。我认为起飞教育基金会会有巨大的成功潜力”。她表示只要基金会能使捐款程序简便化，确保其得到政府和学校的支持，提供积极的公关服务，这个计划就能成功。

经过仔细比较其他竞争的慈善机构，起飞教育基金会有信心在以下6个方面胜过竞争对手：

1. 我们针对一批明显的弱势群体——在沪民工子女
2. 我们的赞助提供了一个直接的，有重要社会意义的活动，即教育具有被广泛认同的积极影响
3. 我们保证捐款100%用于需要帮助的学校，而同类慈善机构通常会将捐款的10-20%用于机构的日常开支。我们将会以另外的ESL课程的营业收入来支付日常开支
4. 我们的收养学校计划非常直观，我们会安排企业同政府会面，参观学校，组织





记者会和其他公关活动

5. 我们向赞助公司提供详尽的报告, 汇报捐款的使用方法, 向督查人员提供用于追溯捐款使用对象的信息
6. 我们与任何宗教或文化团体无关

III 赢利分支机构

起飞教育基金会与众不同的理念是: 我们将所筹的 100% 的捐款全部用于民工小学。为达到这一目标, 我们将运行一个赢利分支机构, 即起飞英语-ESL 课程。我们对此课程的设计如下:

- 这是一个针对小学 1 至 6 年級的校外课程。课程将在各学校内进行, 每周数次
- 我们将支付给学校 10% 的营业收入作为租用场地的费用
- 起飞英语将提供高质量的增值英语教育。我们将定位的最高水准教育源于:
 1. 我们只提供英语为母语的教师
 2. 我们使用 ESL 专用的教学材料
 3. 我们强调西方先进教育模式, 通过创造力开发, 公开演讲, 游戏和文化交流的内容使学生体验先进的教育模式

起飞教育基金会选择 ESL 课程作为其赢利项目, 主要的原因是市场需求量大——上海有 160 万在校中小學生。没有一个家长不希望自己的子女能说一口流利的外语, 他们对于英语作为第二外语的课程有很大的需求。

愿意支付——大约有 43% 的上海家庭属于“中等收入家庭”。研究表明, 对于月收入大于人民币 2500 的家庭 (大多数上海家庭均已达到), 他们会支付 30% 的家庭收入用于孩子的教育。我们相信大多数的家庭有能力有意愿支付 ESL 课程。

IV 社会回报

支持起飞教育基金会的又一个重要原因在于其巨大的社会价值和社会回报 (即投资的社会回报率)。

让我们首先就起飞教育基金会首期帮助的 3 个浦东新区民工小学来算, 我们将帮助总共 2750 名學生, 这些學生将接受质量提高后的教育, 包括电脑、科普、英语、音乐、改善的课桌椅设施、新增的书籍以及充足的师资。

据我们保守的估计, 90% 的學生将继续完成初高中学习。现在让我们来比较一下有无高中毕业文凭在工作收入上可能的差别。以下是有高中毕业文凭的大致工作收入:

职位	平均月收入
建筑工人	700
邮递员	1000
家政服务人员	600
商场售货员	1500

同没有高中毕业文凭人员的平均 600 元月收入相比较, 以上人群的月平均收入平均增加了 600 元, 即每年增加 7200 元。

这些收入的增加在以下三个方面得到了社会回报:

1. 使个人 (原民工子女學生) 摆脱困境
2. 帮助相关的家庭, 即由配偶、子女、祖父母、外祖父母组成的 6 个家庭成员。这样一来, 我们实际上帮助了 14850 个人
3. 为政府增加了税收

从个人及其家庭再向社会延伸, 我们的工作为社会提供了明确的回报。

社会回报	第 0-11 年(RMB)	第 12 年(RMB)
第一期: 2475 名高中毕业生		
新增收入税	0	720
		X 2,475
		1,782,000
节约了的公共开支		
- 监狱 (RMB2400/年) 以减少 2% 的犯罪率计	0	118,800
- 失业救济金 (RMB1800/年) 以提高 15% 就业率计	0	891,000
- 独生子女政策, 以减少 8% 计划外生育计	0	
- 政府为义务教育的投入 (RMB3000/年)	0	594,000
	1,603,800	
总社会回报	0	3,385,800
12 年时的期末价值 (10% 折现率)		33,858,000
总社会价值的现值		11,867,022

比较开办起飞基金会的一次性人民币 450000 元的投入, 我们所得出的仅针对第一期资助项目, 超过两倍的投资社会价值回报率 (SROI) 已经是很惊人的。这一英明投资善举将会帮助社会打破贫穷的怪圈。

A Business Plan for Breaking the Cycle of Poverty in Shanghai

TAKE FLIGHT EDUCATION FOUNDATION & TAKE FLIGHT ESL PROGRAMME

Winner of 2003 CEIBS Business Plan Competition
Dora Ding, Jenny Feng, Jenny Qi, Kate Hu, Laurie Underwood

I. INTRODUCTION

There is a cruel underside to the economic boom underway in Shanghai: those doing the dirty-work associated with the city's massive development do not have access to many of the social benefits awarded to Shanghai citizens. Consider that Shanghai now employs some 500,000 migrant workers – laborers from other provinces – to do its dirtiest, most dangerous, and most degrading work (primarily construction work and domestic help). Many of these workers bring their families with them. This population of migrant children, now 120,000, has grown faster than what the Shanghai City Government can absorb into the existing school system. Many of these students attend low-quality make-shift private schools. The result: migrant children consistently receive distinctly inferior education to that of their Shanghai-born peers. In fact, of the 519 migrant schools operating in Shanghai, only 124 are licensed; the rest fail to meet the government's minimum standards for licensing.

When migrant children receive a sub-standard primary school education, this creates and perpetuates a cycle of poverty. We founded the Take Flight Education Foundation to break this cycle of poverty. Our mission is simple: "To improve the quality of primary school education for the children of migrant workers in Shanghai."

II. THE NON-PROFIT FOUNDATION

Charity groups in China must first win the approval of the government (local, city, and perhaps even central government) before operating. Since Phase One of our



Jenny Feng, Jenny Qi, Dora Ding, Kian Gohar, Kate Hu, Laurie Underwood (left to right)

Photo by Li Li / 李璐

work will focus on the Pudong area, in April, representatives of Take Flight met with officials at the Pudong Government. These officials voiced support for our project, with one stipulation: that we work only with licensed migrant schools. For this reason, we will focus on the 124 licensed migrant schools in Shanghai, beginning with 3 in Pudong (Phase 1), then moving to 121 in Puxi (Phase 2).

Adopt-a-School Programme

The primary mission of the Take Flight Education Foundation is to match each licensed migrant school in Shanghai with a long-term corporate sponsor. We ask that our sponsors commit to financing the school

for a period of 5 years, at US\$10,000 (RMB80,000) per year.

Recipient schools will be allowed to stipulate how they use this money, within guidelines. Possible uses for the funding include purchasing computers, increasing or training teaching staff, or adding new classes such as in science or English.

Finally, in order to improve the education quality for a large percentage of migrant children, recipient schools must agree to increase enrollment of migrant students by 50 per year during the sponsorship period (250 for the 5-year period). This requirement will assist the government in its efforts



to phase out unlicensed migrant schools.

Target Sponsors

Initially, we will target multinational corporations in Shanghai for our Adopt-a-School programme. MNCs will be the easiest to approach for two reasons:

1. Many have a tradition of corporate giving
2. Most will be interested in enhancing their public image and their government relations in China

There are more than 20,400 foreign invested companies in Shanghai (according to the Shanghai City Government's Shanghai Statistical Yearbook, 1999). One likely target for initial sponsors will be the 1,000 corporate members of the American Chamber of Commerce in Shanghai. Especially promising are the companies who have sent members to AmCham's Corporate Social Responsibility meetings.

Take Flight is pleased to find that initial presentations on our project have been well received by fellow charity groups. Ms. Lori Burke, Director of Shanghai Sunrise Foundation, was particularly enthusiastic about the prospects for Take Flight. She confirmed that our sponsorship fee of US\$10,000 yearly was reasonable and achievable. Ms. Burke felt the Adopt-a-School concept would be well received and stressed that no similar projects exist.

She commented that many MNCs "want to give the money to needy schools but don't want to manage the process. I think Take Flight has tremendous potential for success." She felt that if Take Flight can make donating simple and can ensure government support, school support, and positive PR, the programme should succeed.

After a thorough review of competing charities, Take Flight feels confident that our foundation offers six clear advantages over all types of competing charities in Shanghai:

1. We target a clearly disadvantaged and deserving group – children of migrant workers in Shanghai
2. We offer sponsors a way to contribute directly and meaningfully in social betterment, because education is universally accepted as a positive focus
3. We guarantee sponsors that 100% of their donation goes toward needy schools. (While all other similar charities use 10% – 20% of donations for operational costs, we cover these costs through our for-profit ESL subsidiary.)
4. We offer Adopt-a-School corporate sponsors very high visibility, including arranging meetings with government, visits to the school, press conferences, and public events
5. We offer our sponsors detailed reporting on how their donation is being used

6. We are not linked to any religious organisation or cultural group

III. THE FOR-PROFIT SUBSIDIARY

A key component to the philosophy of the Take Flight Education Foundation – and a major difference between us and other charities – is that 100% of the funds we collect are donated directly to migrant schools. We will achieve this financial independence by operating its for-profit subsidiary, the Take Flight English as a Second Language Programme. Our ESL Programme follows these guidelines:

- An after-school programme for primary school students (grades 1-6) offered at host schools, using school classrooms. The programme will be held several days a week
- 4:00 PM – 5:30 PM
- Schools will be paid 10% of our revenues for use of their facilities
- Parents will pay for the classes, in 16-week semesters
- Take Flight will offer a high-end, value-added ESL programme. We will position TF as the highest-quality ESL programme in Shanghai because: 1. we use only native English speakers; 2. we use materials written specifically for ESL teaching in China; 3. we stress Western-style ac-

tive learning with a focus on individual thought, creativity, public speaking, games, and cultural activities.

Take Flight chose to enter the ESL field as a way to finance the Foundation for two main reasons:

High demand – Shanghai is home to 1.6 million primary and middle school-age children. Virtually 100% of Shanghai parents or guardians want their offspring to learn English. Demand for extra-curricular ESL programmes is very high.

Willingness to pay – Roughly 43% of Shanghai families are now considered "mid-level income". Another study shows that, among families with monthly income of more than RMB2,500 – most households in Shanghai – spend 30% of household earnings on the education of their child. We believe many families will be able and willing to pay for our ESL programme.

IV. SOCIAL RETURNS

The strongest selling point for supporting the work of Take Flight Education Foundation is our strong social benefits and social return on investment (SROI).

To calculate SROI, we look at the value of just a small sector of our work. Phase 1 of our project finds sponsors for 3 licensed migrant schools in Pudong District, serving

2,750 students. The students attending these sponsored schools receive such benefits as improved access to computers; the addition of science, English classes, and music classes; lower student-teacher ratio; new desks and chairs and additional textbooks.

We make the conservative assumption that if these students receive a solid primary school education, most (90% or 2,475) will continue on to high school. We next look at how earning power increases with a high school diploma. Below are examples of typical jobs attainable without or with a high school degree:

Position	Average Monthly Income
Construction Worker	700
Postal Worker	1,000
Domestic Helper	600
Salesclerk, dept. store	1,500

Average increased earning power per person: \$600 more/month or \$7,200/year

This increased earning power provides a social benefit in two ways:

1. Keeping the individual earner (former student) out of poverty
2. Assisting the extended family (6 family members – spouse, child, 4 grandparents). This improved the lives of 14,850 persons.
3. Providing the government with tax dollars (see below).

Moving from the individual and his/her family to society in general, our work provides other concrete social benefits. Consider the following table:

SOCIAL BENEFITS		
Phase 1: 2,475 students graduating high school		
	0-11 year	12 year
New income tax (salary increase: 7,200/year)	0	720
		X 2,475
		1,782,000
Public Savings:		
- Jail (RMB2400/yr) reduce by 2%	0	118,800
- Social security (1800/year) reduce by 15%	0	891,000
- One-child policy: reduce by 8%	0	
- Compulsory education (gov't expense 3000/year)	0	594,000
		1,603,800
TOTAL SOCIAL EARNING/SAVINGS	0	3,385,800
Terminal value at 10% discount rate		33,858,000
PV of Social Benefits:		11,867,022

In conclusion, we believe the SROI is especially impressive considering that the only start-up money we seek is a one-time investment of RMB450,000, which will be more than doubled for the investor within 10 years. This wise investment helps break the cycle of poverty in Shanghai.



Business Not-as-usual 与众不同的企业

By Gerald Fryxell,

Director of MBA Programme, Professor of Management, CEIBS

傅礼斯 中欧国际工商学院管理学教授, MBA 课程主任

What should the future business leaders of China do? If leadership is about to change, then what changes would we like them to bring about?

I think the answer to that larger question would be the creation of a better society in China, and because of our global interdependence, a better world for people everywhere.

So what does this really mean and how do we get there? I leave it to you to personally define the kind of world you want to live in, but I seriously doubt whether traditional business practices and values will bring it about. In other words, what we have come to know as "business-as-usual" is most

未来的中国企业领袖应该做些什么? 如果领导精神为整个社会带来的是变化, 我们期待他们为中国带来什么样的变化?

这个问题很大, 但是归根结底是要努力建设一个更加良性的中国社会: 因为世界各个国家是紧密联系在一起的, 所以这些努力最终是要融入一个良性发展的国际社会的建设中。

我们如何实现这个目标? 每一个人可能对于自己希望生活在一个什么样的中国社会中都有个人不同的定义。我常常怀疑传统的商业活动与价值观能否为中国带来这种革新的变化。换句话说, 常规的企业运作是否可以最终实现这样的社会目标? 答案是否定的!

那什么才是“与众不同”的企业呢?

“与众不同”的企业应该是积极实践可持续发展, 与政府、社区、非政府组织等诸多利益相关的全体共同推动社会、经济和环境的三重收益。世界需要这种真实

unlikely to get us to this destination.

What then is "business...not-as-usual"?

Business "not-as-usual" must be an active participant in realising "sustainable development". This will imply forming partnerships with stakeholder groups to address extremely urgent "triple bottom" issues. The world needs genuine progress... and not simple-minded GDP growth that ignores extremely pressing social and environmental issues.

Business "not-as-usual" must develop and help create markets for more environmentally intelligent products to be respon-

的进步, 而不是简单地依赖传统作为政府对国家经济运行宏观计量与诊断指标的国民生产总值, 在某种程度上, 国民生产总值忽视了生态环境的恶化和许多社会问题。

“与众不同”的企业应该是积极为符合生命周期与环境标准的产品拓展市场。“与众不同”的企业是注重商业伦理, 并将道德规范纳入其战略发展与日常的运作中。“与众不同”的企业应该平等地对待员工, 并提供安全的工作场所。“与众不同”的企业应兼顾到社会各个层面人群的需要, 信息的公开便是其中的一个重要环节。“与众不同”的企业应积极支持政府解决社会与环境问题。

在中国, “与众不同”的企业还应该积极与非政府组织合作, 因为后者在中国承担着为大众谋福利, 提高整个社会文明程度的责任。企业的参与无疑是共同为社会的发展做出有效的贡献。

“与众不同”的企业之所以会履行上述的实践, 是因为他们意识到密切关乎自

sible for what happens to their products after the end of their useful life.

Business "not-as-usual" must be appropriately and ethically governed.

Business "not-as-usual" must treat workers fairly and provide safe work conditions.

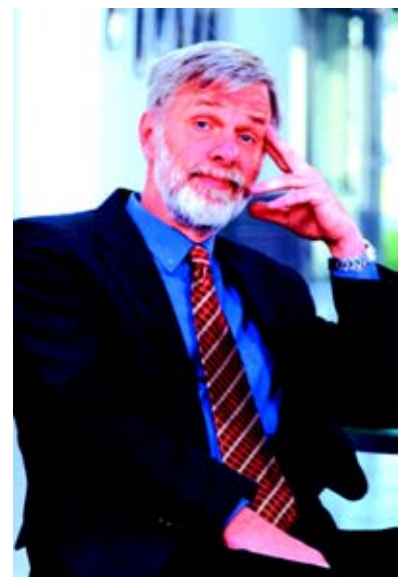
Business "not-as-usual" must be responsive to broad stakeholder interests and be much more open in the disclosure of information.

Business "not-as-usual" must work with rather than against government in addressing social and environmental problems.

Business "not-as-usual" in China also involves contributing to the emerging NGO sector that has major potential contribution to make to the quality of life and a better civil society in China.

Business "not-as-usual" will do these things because they understand it is in their long-run economic interest to do so. Indeed, in many cases, with accounting systems that properly cost environmental and social realities, they will find these actions to be more compatible with their short-run economic interest than they realize.

己企业发展的长期经济利益。事实也证明, 这种环境与社会的投资成本, 也可以与短期经济效益相融合。



(Please e-mail comments or questions about this article to fryxell@ceibs.edu)

Promoting Social Progress Through Business Initiatives

以商业创意促社会进步

By Kian Gohar

社会创业是指以创造社会和经济双重效益为目标的创业活动。从更广义的角度上讲，社会创业包括创建非营利性企业、营利/非营利性混合型组织，如营利性社区开发银行和小额贷款机构，以及社会目的营利性企业，如游民收容所开办企业为收容人员提供培训和就业机会。不过，不论社会企业以营利还是非营利为目的，实现经济效益都将只是一个约束性条件，而非工作主旨。

过去几十年里，社会企业经历了巨大的发展。它们在北美、欧洲、拉美和南亚的许多国家的一些十分重要的领域，如教育、医疗保健和艺术等都占有主导地位。虽然社会创业精神还是管理教育领域中的一门新兴学科，但包括哈佛、斯坦福和耶鲁在内的许多著名商学院都已认识到了社会企业家所面临的独特的管理挑战，并且都已将这们学科纳入 MBA 教学之中。

社会企业家的特质

社会企业家是当今非政府组织中锐意进取、具有创新精神的改革家。他们胆识过人，虽然可能只是在各自的组织中身体力行，履行他们的社会使命，但他们的一举一动却极有可能促成我们周围各行各业的全面变革，如大学、医院、私人疗养院、戒毒康复中心、家庭咨询和就业培训计划、紧急救济机构、博物馆、以及环境保护团体。

传统企业家与社会企业家之间的关键区别在于后者从一开始就树立了自己的社会使命。这不会促使他们不常规地衡量自己的社会和经济效益，而且对他们如何架构自己的企业也会产生影响。他们不仅仅局限于为企业的创始人、投资人、管理者、员工和客户创造经济效益，更重要的是坚持不懈地为维护和改善整个社会的环境而奋斗。

社会企业存在之根本

当今世界瞬息万变，无论是公立、私营，还是非营利性的服务组织，它们所扮演的角色正受到人们的重新审视，而变革推动者们也都力求寻找到更好的途径来

解决社会和环境问题。随着人们对政府的传统角色日益不满，越来越多的公立服务组织走向私有化，企业更多地介入社区和社会问题，以及更多的非营利性组织放手脚尝试私营运作，这种人人思变的社会氛围显得愈发强烈。而这种变化从根本上体现出人们对传统上与企业管理相关的许多框架和方法的潜在价值的日益重视，其中包括市场规范、效率、创新和经济上自给自足的能力。人们在观念上的这种变化使企业家们有机会各展所长，提供具有重要社会意义的商品和服务，以及独辟蹊径，推动私营企业创造社会效益。

目前，越来越多的政府和公立服务机构陷入财务资源不断减少的困境，而与此同时，它们满足各方利益的责任却不断增加。许多情况表明，政府划拨社会公益项目的补贴大幅减少。在发展中国家，这种状况尤为突出，因为政府更多地是关注市场竞争加剧、全球化、私有化以及平衡预算等问题，从而导致社会公益项目的资金日益短缺。而且，随着全球市场竞争愈演愈烈，社会两极分化的加剧，潜在的社会问题会越来越多，导致社会公益组织的数量进一步增加，从而在资金短缺的情况下出现僧多粥少的局面。为此，许多社会团体不断寻求新的途径来弥补资金方面的不足，同时努力探索可持续发展的道路。而社会创业正是利用私营企业资源，补充资金不足的一种有益途径。

结论

我们可以看到，随着经济全球化的不断发展，各个国家的社会环境在各个层面都出现了变化。显然，商业发展促进了社会的变化——当然，这种变化有好有坏——而商业利润成为全球社会发展的动力。商业组织在整个社会中占据了极为重要的地位，同时也承担起借助市场力量推动社会进步的责任。

从根本上来说，整个社会的可持续发展要看社会各个层面的领导是否是建立在以社会发展为己任这一价值观的基础之上。与以往任何时候相比，整个社会都更加迫

切地需要企业领导者们帮助树立这种价值观和指导原则，激励各个阶层的利益相关者致力于整个社会的发展，并为他们提供可供借鉴的行为框架。因此，通过在管理教育中推出社会创业精神这门课程，我们实际上是在积极培育 21 世纪的新型商业模式，培养年轻的管理人才，让他们承担起领导社会发展的重任。

Social Entrepreneurship refers to the pursuit of launching a new business venture with the stated goal of producing both social returns and economic value. In the wider sense of the definition, social entrepreneurship encompasses non-profit ventures, hybrid for-profit/non-profit organisations such as for-profit community development banks and microfinance organisations, and social purpose for-profit business ventures, such as homeless shelters that start businesses to train and employ their residents. Regardless of the structure of the social enterprise - for-profit or non-profit - economic performance is a constraint rather than a primary focus.

Social enterprises have grown tremendously over the last few decades, and in many countries - especially in North America, Europe, Latin America, and South Asia - are the dominant players in some very important industries, including education, health care, and the arts. And while social entrepreneurship as a field of management education is relatively new, leading business schools - including Harvard, Stanford, and Yale - recognise the unique management challenges social entrepreneurs face and have incorporated the field into their MBA curricula.

Unique Characteristics

Social entrepreneurs are the revolutionaries and reformers of the social sector today. Their visions are bold. While they



may act in a micro-level capacity to promote their mission, their actions have the very real potential to stimulate macro-level change in industries all around us: in universities, hospitals, nursing homes, drug rehabilitation centers, family counseling and job training programmes, emergency relief agencies, museums, and environmental conservation groups.

The key difference between traditional entrepreneurs and social entrepreneurs is that social entrepreneurs set out with a social mission in mind. This vision not only affects how they creatively measure their social and financial success, but also how they structure their enterprises. Their primary objective is to maintain and improve social conditions in a way that goes beyond financial benefits created solely for an organisation's founders, investors, managers, employees, and customers.

Why do we need social enterprises?

The world is changing very quickly as norms about the appropriate role of public, private and non-profit service providers are being re-examined and as change agents search for better ways to solve social and environmental problems. Four concurrent social trends are facilitating this transformation: increased dissatisfaction with traditional government, increased privatization of public services, increased corporate involvement in community and social issues, and an increased openness by the non-profit world to experiment with private sectors practices. At the heart of these changes lies an increasing respect for the potential value of many of the structures and methods traditionally associated with business management, including market discipline, efficiency, innovation and economic self-sustainability. This realignment is creating opportunities for entrepreneurs to step in, provide socially important goods and services, and find innovative

ways for private organisations to contribute to the social good.

Today, more and more governments and public service agencies are burdened with increasing stakeholder responsibilities and diminishing financial resources. In many instances, government subsidies for social sector programmes have been drastically reduced. In developing economies especially, funding for social sector programmes is increasingly scarce as a result of government initiatives towards increased market competition, globalisation, privatisation, and balanced budgets. And with the move towards greater global market competition, underlying social problems have increased as societies have polarised, thus creating even more social sector organisations that are competing for the same scarce funding. As a result, many societies are searching for new ways to fill this growing gap while, at the same time, struggling to find a path toward sustainable development. Social entrepreneurship is one method of using private sector resources and methodologies to bridge this divide.

Conclusions

The globalization of market economics has forced change on society as we know it in every country and at every level. In our world, business stimulates change - whether for good or for bad - and the profit incentive fuels our global society. This makes the business community enormously powerful; but it also places a duty upon us to use market forces to improve our societies.

Ultimately, the challenge for sustainable development is about values-based leadership at every level of society. Now more than ever before, corporate leaders are needed to help shape these values and guiding principles and to provide incentives and frameworks in which stakeholders must live in and operate. By promoting social entrepreneurship as an integral part of management education, we are, in essence, actively nurturing new business models for the 21st century and developing young management graduates to take on this leadership challenge.



新加坡随感

文/图: 罗志勇 MBA2002

窗外传来清脆悦耳的鸟鸣。那熟悉的声音是来自跳跃在庭前广玉兰上几只快乐小鸟。三月不见，它们快乐依然。

学习新加坡

三月前，带着快乐和兴奋，我和其他三位中欧同学一起前往新加坡开始在新加坡全国肾脏基金的实习。这是在完成中欧前6个月16门核心课程之后的实战练兵。选择新加坡的实习机会，我的目的非常明确，我相信这又是一次开拓国际视野的好机会。作为一位中国职业经理人，我希望自己根植中国，思维却是超越国界。

对 NKF 有几点深刻感触

首先，学习型组织的核心推动力在何处？NKF的首席执行官 DURAI 先生是一位在新加坡知名度很高的企业家。他在学习上的身体力行和榜样效应在NKF影响深刻。DURAI 先生一直坚持每周两次对全体员工的CEO演讲。每次的演讲，他亦或借鉴世界其他成功案例，亦或介绍当今管理界的先进思想。每次演讲他都能结合本企业的实际，启发所有员工思考NKF的未来发展。在DURAI先生的亲自筹划下，NKF成立了专门负责机构学习和培训的LEADERSHIP ACADEMY，建立了一个功能齐全的NKF图书馆。整个公司充满一种学习、上进的氛围。探询这种氛围的源头，正是来自NKF的最高管理层。每周两次的CEO演讲不仅激励员工不断学习，也促使DURAI先生不懈求取新知。早就有管理学家指出，企业在今天的竞争实际就是企业学习能力和学习速度的竞赛。NKF也许能够给我们一些启示。

其次，让数据说话。NKF拥有将近两百万新加坡人口的数据。这个数据库几乎覆盖了新加坡一半的人口。除了广泛获取数据，NKF极其重视对数据的完善和更新。公司在早期就启用TT SYSTEM用于数据的录入和管理。现在正在升级和更新中的CRM系统将更好地执行数据的筛选和分析，从而支持NKF开展各种更富有效率的筹款活动。在整个公司语言中，重复率最高的就是数据。任何的方案都必须用数据说话。在NKF，你必须要有习惯对数据微笑。

最后值得一提的是速度。NKF员工的高速让我在开始工作后的前两周颇感不适。几乎所有接触到的新加坡经理人说话奇快，做起事来更是干净利落、言出即行。NKF员工多为女士。这些穿戴整齐的女士在公司走路尽是风风火火，象是小跑，少有顾忌淑女姿态。他们对速度的追求，有时甚至让我感觉他们企图省略思维的过程而直接达到结论。其实不难理解，新加坡的成功就可以用速度来诠释。而速度对于今天的中国和中国企业，以及我们中国的职业经理人又何尝不是至关重要的呢？

和谐的新加坡

对第一眼的新加坡记忆犹新。满眼的绿色让人心旷神怡，碧蓝的天空沁人心脾。整个城市繁忙而有序。

如果选用一个最贴切的词语来描述新加坡，我选择和谐。新加坡主要由华人、印度人和马来人组成。三个完全不同的种族和他们的文化在这个国家都得到保留和尊重。有的传统甚至在它们的发源地都已是鲜有所

闻，比如华人中流行的捞鱼生，印度人热闹非凡的大宝森节(THAIPUSAM)。我把新加坡这种文化现象比喻成一盘美味的水果色拉，每种水果保留自己的独特形态但又相互交融。新加坡的和谐还体现在人类与自然之间。在这个绿树红花和蓝天碧云的美丽国度，飞鸟和小猫比人类更为悠闲地在每个角落闲庭信步。这种和谐所带来的统合综效是否也是促进新加坡社会繁荣的重彩之笔呢？

新加坡眼中的上海

很幸运在这三个月中认识许多新加坡当地的朋友。他们的热诚、真挚是我始料未及的。始料未及的还包括他们对中国，特别是对上海发展的高度认同和兴奋之情。他们中的好多人曾经来过上海，除了感叹上海城市建设的现代化和生机勃勃的氛围，他们谈论更多的是这个城市所蕴涵的机会。聪明的新加坡人是不会错过任何良机的。

收获在心中

在新加坡三个月的实习和生活已经结束。心中有一种踏实的感觉。我所从事的项目研究结果和建议受到NKF公司管理层的肯定。在我离开后的一次CEO演讲上，DURAI先生特地表扬了我在生命力筹款卡市场战略上所提出的独特见解并责成有关部门跟进实施。当我听闻这一消息的时候，脸上好似平静，但心里却满是甜美的微笑。

窗外淅淅的雨声让我停下手中的笔。这才留意夜已深，快乐的小鸟早已归巢。站在窗边，看着春雨中摇曳的广玉兰和青枫，心中是一种莫名的幸福。我知道春雨润湿的梦想在这个秋天就会收获。

My Impressions of Singapore

By Edward Luo, MBA2002



Out of the window comes a string of familiar sounds. It is the clear and euphonious singing of a couple of delightful birds dancing on the twigs of a denudata in front of the square. The birds are just as cheerful as three months ago when we left for Singapore.

My Internship in Singapore

With joy and exhilaration, three classmates and I made a trip to Singapore months ago for our internship at the National Kidney Foundation (NKF) after we completed the 16-core classes in our first six months at CEIBS. This was another good opportunity for us to have a deeper understanding of the outside world, and it benefited me a lot, as I certainly hope to be a professional manager rooted in China with international perspectives.

My Deep Impressions of NKF

First of all, people often wonder what drives a learning organisation. If we look at Mr. Durai, a highly reputable entrepreneur in Singapore, I think we can find a good answer. As Chief Executive Officer (CEO) of NKF, Mr. Durai sets a good example in learning and this exerts profound influence in NKF. He has maintained the tradition of giving CEO speeches to all the staff twice a week. For each speech, he either adopts cases of other successful enterprises or gives an introduction to the cutting-edge philosophy in today's management field. He is always able to inspire all the staff to seriously ponder the status quo and future development of NKF. Under his guidance, NKF has established the Leadership Academy, which is solely responsible for corporate learning and training, as well as NKF Library with a full set of functions. Since then, the entire company has been filled with an atmosphere of vigorous learning, and I think it is just this type of top management at NKF that creates this sort of atmosphere. The CEO's speech, given twice a week, by Mr. Durai encourages himself and his staff to embrace continuous



learning. Just as some managerial experts have pointed out earlier, the competition among enterprises today is, in its very nature, a competition of ability and speed of learning. If this is the case, then what can we learn from NKF?

Secondly, NKF relies heavily on data. It has a database covering nearly 2 million people (or half of the entire population in Singapore). In addition to extensively acquiring data, NKF also puts much emphasis on improving and updating their data. It has already used the TT system for data entry and management, and the CRM system which is being updated and upgraded now will be more effective in selection and analysis of data, which, in turn, will aid NKF in conducting fund-raising activities in a more cost-effective way. Data is in fact the most frequently repeated word in NKF, and any plan must be based on data. In a word, you need to make good use of data in NKF.

Last but not least, the quick pace of work in NKF made me quite uncomfortable in the first two weeks. Almost all managers in Singapore that I came across were extremely quick in words and even swifter in action; once said, actions were then followed. Most of employees in NKF were ladies in professional dressing, but they were used to running for everything instead of watching carefully for their elegant images. Their pursuit for fast speed sometimes made me feel that they were attempting to bypass thinking and to reach conclusions directly. In fact, it can be said that the successful development of Singapore itself is attributable to its fast pace. Likewise, for China, and enterprises and professional managers in China today, speed is certainly a key success factor.

A Harmonious Singapore

Even today, I still hold the memory of my first impression upon Singapore. The green trees and grass surrounding me made me feel totally carefree and delightful, and the sky was so azure that it gave me a cheerful and refreshed mind. The entire city was busy, yet in a good order.

If I have to choose a most accurate word to describe Singapore, I think harmony would be the best choice. People in Singapore are mainly made up of Chinese, Indians, and Malaysians. Their cultures, though completely different, are all preserved and respected in this country, and

some of traditions are even seldom heard of in their original countries. For example, YUSENG is very popular among the Chinese, while the Indians enjoy their bustling and exciting Thaipusam Festival. I think this cultural phenomenon is like a dish of delicious fruit salad, in which each kind of fruit keeps its unique appearance while together they make up an organic whole. Moreover, harmony in Singapore is displayed in the relationship between mankind and nature. In addition to green trees, delicate flowers, azure sky, and bluish clouds, we can also find birds flying or cats strolling around every corner of this beautiful land, enjoying a more leisurely life than human beings. I wonder if this synergy generated by this kind of harmony is also a key factor in Singapore's social prosperity.

Shanghai in the Eyes of Singaporeans

It's been so fortunate for me that I have been able to make so many local friends in Singapore. Beyond my expectations are their hospitality and sincerity, and especially their high recognition of and excitement towards the development in Shanghai. Many of them have been to Shanghai, and they talked more about the potential opportunities in this city than admiring its modernisation and vitality. People in Singapore are smart, and they will never miss any good opportunities.

Memorable Fruit

When my internship in Singapore ended three months later, I felt fruitful. The result of my project research finally received positive recognition from the management of NKF. In a CEO speech after I left NKF, Mr. Durai even praised me for my creative ideas in the marketing strategy for the Life-Force Pledge Card and urged the concerned parties to implement the strategy. Hearing the news, I was happily smiling, though seemingly calm in mind.

Remembering the sound and drizzling rain in Singapore and reminiscing the late nights when the birds had flown home to their nests, I am filled with a sense of happiness. As the old Chinese saying goes, the spring rain is as cherishable as expensive oil. I am confident that my dream, seeded in the cherishable spring rain, will be rewarded justly this autumn.

(Photo by Edward Luo)



SARS

Inspiration from

“非典”的启示

By Christopher K. Hsee, Director of CEIBS Behavior Science Center
Professor of Management School of Chicago University

奚恺元, 中欧国际工商学院行为科学研究中心主任、芝加哥大学管理学院教授

在切入正题之前, 让我们先做个小小的测试。请看右面这幅插图, 这位乘客正坐在一辆行驶在上海南北高架上的出租车内。看到这个场景, 您觉得他少戴了什么东西呢? 和很多朋友一样, 您可能也认为值此“非典”非常时刻, 这位乘客应该戴上口罩以作必要的防范。但您是否发现他有一个更大的过失? 那就是他没有系安全带!

我们并非小题大做, 2002 全国范围



内因违章驾驶而造成的死亡人数是 85916 人, 远远高于到目前为止, 全世界因“非典”而丧生的总人数。但我们为什么对“非典”心怀恐惧, 而对于很多其他的危险却熟视无睹呢? 这里面有一个很深刻的心理学问题, 那就是人们倾向于对习以为常的危险视而不见。

诚然, “非典”有很强的传染性。只要“非典”疫苗或其他相关特效药物还未面市, 我们就将继续戴口罩、勤洗手多休息。国家、学校以及各行各业都将为此耗资劳神。但是任何事物都应该一分为二, 也就是说我们不仅要看到“非典”所带来的损失, 也应该思考一下这次事件所能给予我们的启示。请不要误会, 我们并不是说应该轻视“非典”的防御。我们只是希望用事实来提醒大家, 如果珍爱生命, 那么就不应该再对很多积习熟视无睹!

您知道 2002 年全国和上海车祸死亡人数是多少吗? 分别为 109381 人和 1398 人! 也就是说平均每天, 全国有 300 人(其中上海有 3.8 人) 丧生车轮之下。在这些看似枯燥无味的数字背后, 曾是一个个鲜活的生命! 而其中的很多悲剧完全是可以避免。统计表明在中国 2/3 的车祸死亡是由于不遵守交通规则而导致的。如果您的朋友不超载超速、不酒后出车、不忘系上安全带, 那将有数以万计的家庭不用忍受生死之痛。

如果您认为这些数字与己无关, 那就再请看看右面这张插图。自问每次坐在出租车前排您都系安全带了吗? 笔者曾亲眼目睹一位戴着 3M 防护口罩的先生, 不系安全带坐在出租车前排! 他显然低估了交通事故的危险性。也许您认为偶尔一次疏忽并不会招致大麻烦, 但请注意绝大多数车祸的受害者都是从“偶尔”一步步走向不幸的。因为这些不良的习惯常常很难纠正。当一次次的“偶尔”不断发生的时候, 危险离您也就越来越近了。

下面再让我们来看看危害生命的另一个罪魁祸首——吸烟。您身边有没有人正在吸烟呢? 您在读了下面这段报道后, 一定会和笔者有同感, 那就当您再次见到吸烟

者, 会比一位陌生人向您打个喷嚏还紧张。

据中国吸烟与健康协会统计, 去年中国烟民人数约 3.2 亿, 死于和吸烟有关疾病的人数超过 100 万。也就是说烟草正以每天 2700 多人的速度, 直接或间接地吞噬着中国人的生命。同时, 只要你加入烟民的行列, 不考虑因吸烟导致的疾病所带来的肉体痛苦, 你直面死亡的概率比不抽烟者要高出约 3 个百分点。另外据研究表明, 被动吸烟者也深受其害。美国医学研究人员在对密苏里州 106 名与吸烟者共同生活的妇女进行体检后指出, 一些与吸烟者共同生活的女性, 患肺癌的机率比常人多出 6 倍。

那些一边吞烟吐雾, 一边喝着“五味汤”预防“非典”的朋友们, 是否该考虑和手中的烟道声永别呢? 对于被动吸烟的受害者(往往还是最亲近的人), 瘾君子们有没有一丝愧疚呢?

心理学家认为, 人们倾向于低估经常性事件的危险程度, 而对突发的事件过于敏感。就好像一位姑娘穿了件漂亮的新衣裳, 朋友们会对此多评论几句, 但一段时间后大家也就习惯了。我们可以对美丽的衣裳视而不见, 但如果因为某项对健康有害的活动经常发生, 而使得我们对其漠然视之, 那就太危险了。

读到这里, 再对照您为“非典”所做的周到的防范措施后, 您还会无动于衷吗? 当身边有人抽烟, 您是否会上前幽他一默“非典时期, 让我们珍惜生命!”? 而抽烟的朋友是不是下定了戒烟的决心? 坐在出租车内您会不会自动系上安全带? 遇上红灯愿不愿意停一停? 如果您愿意为“非典”如此忙碌, 那么就更应该积极行动, 去避免生活中所存在的您视而不见的危险。

“非典”给予了我们一个重新审视生命和健康的机会。希望在“非典”被攻克之后, 人们不仅对 SARS 病毒有了进一步的了解, 也更重视生活中被忽略了的危险。

相信乌云过后, 天空更加晴朗!

Before getting to the point, let's take a small test. The picture to the right depicts a passenger in a taxi driving on Shanghai's North-South Elevated Highway. Looking at the picture, what do you think is wrong considering the circumstances? Like most people, you probably wouldn't hesitate to point out the obvious recklessness of this person for not wearing a mask to prevent the spread of SARS especially during this sensitive period. However, you probably missed a much bigger mistake - the passenger hasn't fastened his safety belt!

I don't want to make a fuss, but the truth is that due to reckless driving, the death toll from traffic accidents in China was 85,916 in 2002. This number is much higher than the global death toll as a result of SARS. So, why are we so panicked about SARS, while ignoring many other dangers? Interestingly enough, it actually involves a sophisticated psychological problem. People tend to get used to, and therefore, become indifferent to those dangers they frequently see.

It's true that SARS is highly infectious, but until there's a vaccine or special drug to fight against it, we are obligated to wear masks, wash our hands more frequently, and to rest more. For the sake of ourselves and others, the government, schools, and various trades are expected to continue spending money and put in more efforts on a war against SARS. But like two sides of a coin, when we are concerned about the losses from SARS, we should also meditate on the inspiration from the tragic issue. By all means, we are not intending to relax the prevention of SARS; we just want to remind people of the facts that if we do value our lives, we should no longer ignore the negative impact of many other old bad habits.

Do you know the number of traffic accidents in China and Shanghai in 2002? It's respectively, 109,381 and 1,398. That's an average of 300 people dying every day in China (3.8 in Shanghai). Each of these seemingly boring figures actually means a life which used to be as vigorous and healthy as us. And more sarcastically, statistics show that 2 out of 3 victims involved in traffic accidents in China have been killed as result of the ignorance of traffic rules, which means, many of the accidents in fact could have been avoided. Many families wouldn't have had to experience the agony

of losing their loved ones if people hadn't been so ignorant like overloading their cars, exceeding the speed limit, driving while drunk, or forgetting to fasten their seatbelts.

If you still consider these figures irrelevant, review the picture to the right and ask yourself whether or not you remember fastening your seatbelt each time you take the front seat in a taxi. I once saw a man seated at the front in a taxi, wearing a facemask labeled 3M, but he did not fasten his seat belt - he was obviously underestimating the dangers of a traffic accident. You might assume that an occasional negligence does not necessarily result in a disaster. But you shouldn't forget that there is only one step from bare safety to catastrophe. Since such bad habits die hard, you are frequently induced to count on chances while not being aware that the real danger is approaching when your "occasional" mistake occurs one after the another.

Now let's focus on another life killer - smoking. Is there anyone smoking besides you? I'm sure after reading the following report you will agree with me that we'd better be more aware of smokers, than someone who happens to sneeze on our face.

According to China's Smoking and Health Association statistics, Chinese smokers totaled a whopping 320 million and more than 1 million people died from smoking-related diseases last year. That means tobacco either directly or indirectly takes the lives of more than 2,700 Chinese people every day. Once someone chooses to start smoking, the probability of dying earlier is 3 percentage points higher than that of a non-smoker, not to mention the suffering the body experiences as a result of smoking-related disease. Research also shows that passive smokers suffer too. After an examination of 106 women who live with smokers in Missouri, U.S. medical researchers point out that the probability that these women will suffer from lung cancer is 6 times higher than that of normal.

As to those who are drinking herbal tea in prevention of SARS while still smoking as hard as ever, I wonder whether it's time for them to say farewell to cigarettes. I wonder whether these addictive smokers ever feel sorry for passive smokers who often are



their loved ones?

Psychologists believe that people tend to underestimate regularly occurring dangers, while being overly sensitive to unexpected accidents. It's like when people give compliments to a woman who wears a nice new dress, but takes little notice of it later when they get used to it. It's okay that we don't notice a nice new dress; however, if we turn a blind eye to things that are harmful to our health and don't take notice only because it takes place so frequently that we just get tired of straining our nerves, and this can prove to be detrimental.

Now, compare the careful and considerate preventatives you have made against SARS, will you still remain indifferent to those obvious and even more fatal dangers that occur more often? If you bump into someone that smokes, will you go up to them and give them some humorous advice? "Please cherish our lives during this period of SARS." For you regular smokers, have you made up your minds to quit? For those of you who don't wear seatbelts, will you fasten your seatbelt the next time you're in a taxi? And drivers, will you stop when the traffic light turns red? If you are willing to get caught up in the war against SARS, you should probably be more active in your efforts and not ignore more frequently occurring life endangerments.

SARS actually turns to a positive contributor with respect to reevaluating our life and health. After SARS is finally conquered, we hope people will not only have a better understanding of and control over the virus, but also learn about the dangers that we often tend to ignore in our life.

As the sky always clears up after the clouds clear away, we are certain that our life is to be more marvelous when each one of us learns to value more about our lives and health and that of the others!



出台速度最快的一部法规

—访中欧国际工商学院 EMBA 学员宋瑞霖

2003年，初春的中国，遭遇了本世纪牵动内外、涉及生死的灾难——非典。可恶的疫情已经夺去了几百条生命，染及大量人群。当面对病魔的肆虐时，我们不会忘记古老箴言的勉励：苦难并不只是我们的仇人，它还是我们的恩人。我们看到了全民族众志成城、国家政令果断、严肃求实，以及立法速度加快——《突发公共卫生时间应急条例》迅速出台……

此次“非典”疫情的爆发暴露了我国公共卫生事业上由来已久的弊端，建立反应灵敏、运转高效的突发公共卫生事件应急机制就成为中共中央、国务院着力强调的工作重点之一，并促使了《突发公共卫生事件应急条例》于5月12日的正式颁布。这部法规从开始起草到国务院常务会议审议，一共只用了20天时间，是我国建国以来出台速度最快的一部法规。而条例从一纸空白到初稿完成，仅仅用了48小时。此条例凝聚了众多专家、学者、政府干部的辛勤劳动。现任国务院法制办科教文卫司副司长的宋瑞霖（中欧国际工商学院EMBA2002级北京班学员）直接主持该条例全程制定工作。

"我的第一反应就是要大干一场"

4月14日下班时间后，国务院法制办主任曹康泰紧急把宋瑞霖叫到办公室，告诉他刚刚结束的国务院第四次常务会议已经决定立刻起草《突发公共卫生事件条例》，要他做好思想准备。对于已在国务院从事立法审查工作18年的宋瑞霖来说，如此紧急的情形还是第一次。“我的第一反应就是要大干一场了，所以有跃跃欲试的感觉。我想从明天早上8点钟开始，我就会被推到防治SARS斗争的中心点去了。”4月15日国务院法制办正式确定参与法规

起草的相关专家名单。4月16日，20多位专家入住北京银龙苑宾馆，不分昼夜开始进行法规起草。4月18日，也就是48小时之后，法规完成“条例”征求意见稿，进入广泛征求意见的过程中。5月7日，国务院第七次常务会议审议“条例”并原则通过。5月9日，国务院总理温家宝正式签署国务院令。5月12日，法规正式颁布。这部法规从开始起草到国务院常务会议审议通过，一共只用了20天时间，是我国建国以来出台速度最快的一部法规。

"我还没写一个字的时候，全社会都知道我们要干什么"

宋瑞霖回忆说，“4月14号下午召开国务院常务会议。我记得常务会议大概结束时间是6点10分，因为我们单位和中南海非常近。曹康泰主任回到办公室后，看我没走，他就给我打了一个电话。他说‘宋瑞霖，你们现在马上要接一个工作，总理已经决定要立刻起草《突发公共卫生事件应急条例》。你要有一个思想准备，今天你的任务，就是好好琢磨一下，明天我要具体安排’。我回到家里大概正好是《新闻联播》播出的时候，我没吃饭就先坐下看《新闻联播》。使我大吃一惊的是，制定一个‘条例’由国务院规定本身就已经很重要了，在《新闻联播》里又向全社会公布国务院要搞这么个‘条例’，在我们还没写一个字的时候，全社会都知道我们要干什么。所以不仅仅有领导工作上的压力，我们还感觉到了社会上的压力。”

"北京市第一批隔离的人，其实不是病人，是我们。"

急事急办，4月15日一早，曹主任就召开了有关人员的会议，布置马上成立一个工作小组。下午两点多，我们就到卫生部召开起草小组预备会，总共近20多位工作人员和邀请的专家都到场了，起草小组当时就在会议室正式成立。16日，整个起草小组到银龙苑宾馆报到，进行封闭工作，“北京市第一批隔离的人，其实不是病人，是我们。”宋瑞霖笑说。

"全体同志看着墙（起草）了"

4月16日整天，起草小组都在听专家介绍全国的防疫形势和面临的问题。同时被告知，18日就要把所有条款的草案拿出来，前后只有一天一夜的时间。宋瑞霖回

忆起当时情形仍记忆犹新。“18号开始，我们全体同志开始看着墙了。因为我们没有时间去打印出来，我们就拿电脑输入，用投影仪直接打到墙上，全体同志围坐在一个长条桌旁，看着每个条款，你有什么意见他有什么意见，都可以提。我们要确定应该怎么改，采纳哪个方案。所以我们后面的四个半天两眼就盯着那个墙度过了。到了19号下午的时候，我们眼睛看的字已经是花的了。

（据《新文化报》）

后记

为了更好的了解“应急条例”在我们实际工作中的应用。针对中欧国际工商学院的特点，百忙之中的宋瑞霖副司长接受了我们的电话采访并回答了有关问题。

中欧：专家们在起草“条例”时，是否参考了国际上相关的法律文件？

宋瑞霖：是的。一些国家不称为“条例”，但有相应的机制，比如，美国就有此机制，称为“预案”。9.11事件后，美国政府就启动了该预案。

中欧：参与起草的专家来自哪些领域？

宋瑞霖：我们邀请了有关各方面的专家、学者，包括：中国疾病预防控制中心的专家、临床药理方面的专家、医疗一线的医务工作者，比如：北京地坛医院的院长、北京120急救中心主任、法律方面的专家、公共卫生学方面的学者等。

中欧：宋司长，在条例中体现出“预防为主，常备不懈，分级负责”的原则。您能否就中欧国际工商学院的特点，为我们提些建议？

宋瑞霖：在中欧的老师与同学面前就不要称官职了，学校本身就是一群人聚集的地方，中欧不仅应建立防范措施，还应建立预案，其中包括如何消毒，谁来负责（也就是专人负责制），建立与相应的定点医院，所在区的疾病预防控制中心的定点联系，比如：如有情况，拨打那一个电话，与谁联系等。另外，学校也可请疾控中心的专业人员来讲解如何防范，如何控制。公共卫生事件是一个社会灾害，社会问题。要求很多相关部门要发挥自身作用，加强合作。有了这个条例，今后面对灾害，大家不至于手忙脚乱，而是各司其职各负其责，这样就能把灾难带来的损害控制到最低。

（采访人：吴晓松/Sally Wu）



3月9日是中国和西班牙建立外交关系30周年纪念日。上午，一位尊贵的客人走进了中欧国际工商学院，向中欧执行院长刘吉教授和学术委员会主席佩德罗·雷诺教授颁发国民成就勋章(Encomienda de Número del Mérito Civil)，表彰他们为促进中国和西班牙合作所做的贡献。这位客人就是西班牙王后索菲亚。

刘吉院长是第一位获得这枚奖章的中国人。佩德罗·雷诺教授来自西班牙IESE商学院。两人为中欧国际工商学院的建设和发展倾注心力，做出了巨大的贡献。

王后陛下此行是出席在中欧国际工商学院举行的中国—西班牙国际旅游研讨会。此次研讨会由中欧国际工商学院主办、上海市旅游事业管理委员会协办、西班牙国际合作署赞助，旨在促进中国与西班牙两国旅游业的发展，为双方在旅游领域的权威及相关人士提供沟通与交流的机会。研讨会分主题报告和圆桌会议两部分，着眼于对政府、旅游企业在旅游发展中的作用、旅游业的发展模式以及旅游业与经济探讨。

上海市副市长姜斯宪出席了开幕式并发言。他说道：“我们高兴地看到，1988年10月上海与西班牙的巴塞罗那建立友好交

Her Majesty Attends the Tourism Seminar 西班牙王后出席中国—西班牙国际旅游研讨会

流合作关系以来，尤其是2001年10月两市正式建立了友好城市关系以来，双方的交往日趋增多，并在多个领域内取得了明显的成果。我们非常愿意学习和借鉴西班牙在发展旅游业和主办世博会方面的有益经验。”姜副市长向中欧国际工商学院所取得的成就表示衷心的祝贺，并感谢西班牙政府对学院的发展所给予的支持。

March 9 marked the thirtieth anniversary of the re-establishment of diplomatic relationship between Spain and the People's Republic of China. On the CEIBS campus, our honored guest, Her Majesty the Queen of Spain, awarded the Encomienda de Número del Mérito Civil (The Officer's Cross of the Order of Civil Merit) to our Executive President, Professor Liu Ji, and our Chairman of the Academic Council of CEIBS, Professor Pedro Nueno of IESE in Barcelona, in recognition of their hard work, dedication, and loyalty to the service.

Her Majesty attended the China-Spain International Seminar on Tourism held at the CEIBS campus in Pudong, Shanghai. The seminar is organised by CEIBS, co-organised by the Shanghai Tourism Administrative Commission and sponsored by the Agencia Española de Cooperación Internacional. The Sino-Spanish seminar is an international seminar on tourism in China and Spain; it is designed to allow experts from both countries to share their experiences on the subject. In attendance were a number of Spanish experts, both from the Administration and the private sector, and a number of Chinese experts. Speeches and discussions were focused on topics such as: the role of the state and enterprises in tourism development, alternative models for tourism development, and tourism and economic development.

Mr. Jiang Sixian, Vice-Mayor of Shanghai, attended the opening ceremony. In his speech he said: "Barcelona and Shanghai established friendly communication and cooperation in October, 1988. In October 2001, the two cities became sister cities. The contact between the two cities has grown ever since and distinct achievements have been made in many fields. We are eager to draw on the experiences of Spain in the aspects of tourism development and the World EXPO organisation." Jiang also congratulated CEIBS for its great achievements and stated his appreciation for the active contribution by the Spanish government in the foundation and development of CEIBS.

(By Phoebe Li / 李蓓)





世博会之上海

Shanghai A Good Place to Travel

By Cindy Liu / 刘慧芳

西班牙是欧洲的旅游大国，也曾于1992年在Seville举行“世博会”。在旅游经营管理上对于中国，尤其是将要举办2010世博会的上海，无疑具有较大的借鉴价值。以下是对西班牙国家旅游局旅游研究院院长娜塔丽雅（Natalia Rodríguez-Salmones）女士的简单访问。

问：据说西班牙旅游业收入占到GDP的12%，这个“旅游业收入”具体包括哪些内容？

答：从传统定义上讲，“旅游业收入”仅仅指通过提供旅游服务得到的收入，包括旅馆业、旅行社以及餐饮业收入；但现在的“旅游业收入”不仅包括原有旅游服务收入，还包括交通、游客消费以及为直接旅游业务而提供的共同投资，包括展览业的收入。

问：如何看待世博会为一个城市发展带来的机遇？

答：首先，因为世博会，会有很多人来到上海，届时上海可以在世界面前展示上海的发展与上海作为国际化大都市的形象，所以说世博会对于任何一个举办城市来说，都是一种机遇。但这种机遇所带来的成果要看将来，因为对宾馆、饭店的影响要延续至世博会结束之后很长一段时间。我建议原有基础上改进和修缮现有的公共设施，尽量不要新建太多的宾馆或饭店。

问：很多举办过世博会的城市都发现承办世博会是亏损的，请问Seville是如何弥补这次亏损的？

答：没有一个世博会承办者认为能从世博会中盈利，如果通过政府补贴，达到平衡就算很不错了。Seville世博会到现在已经十年多了，当时的亏损接近3亿美金，但也不能算是真正的亏损，因为之前Seville只是一个鲜为人知的小城市，但现在到西班牙的人都会想到它，这就是世博会所带来在知名度方面的影响。

问：较之东京、新加坡等旅游城市，您认为

中国在发展旅游业上有什么优势？

答：中国是四大文明古国之一，其神秘的东方文化，丰富多彩的民族风情是很多外国游客非常向往的。另外，作为日益确立亚洲领先地位的中国，经济的稳健增长和社会设施的日益完善，也给游客出行带来诸多方便。上海是商业发展和文化潮流的集中地，作为一个远程目的地，社会治安很好，这也是非常重要的一点。

Spain is a leading tourism country in Europe. It once held the World EXPO in Seville in 1992. Its rich experience in tourism operation and management is a valuable asset to China, especially to Shanghai, since it will be the future host of the World EXPO in 2010.

The following is a brief interview with Ms. Natalia Rodríguez-Salmones, Director of the Institute of Tourism Studies of Spain.

Reporter (R): It is reported that the tourist revenue has reached 12% of GDP in Spain. What is included in this revenue?

Natalia (N): According to the traditional definition, tourism revenue simply refers to revenues from tourism services, such as hotels, travel agencies, and catering. Now it also includes revenues from transportation, tourists' consumption, and joint investments for the direct tourism business, such as exhibitions.

R: What is your opinion on the opportunities of EXPO to the development of its host city?

N: First of all, EXPO 2010 will see a lot of people coming to Shanghai. This is an opportunity where the city can show the world its rapid development and its image of an

international metropolis. Therefore, we can say that EXPO means great opportunities to Shanghai as well as other host cities. Nevertheless, the benefits are usually not immediate, as its positive effects on hotels and restaurants will come to surface after a long period of time. I suggest that Shanghai should not build too many new hotels or restaurants. Instead, it had better improve and renovate the existing facilities.

R: As we know, many cities have found that they face a financial loss after holding EXPO. How did Seville make up for their losses?

N: We have never heard a single city claim that it can make profits on holding EXPO. In fact, it might be very lucky if it can break even with government subsidies. EXPO Seville was held more than ten years ago, and ended with a loss of nearly \$300 million. However, considering the increased awareness of Seville, once a small city hardly known to the outside world, it cannot be counted as a real loss.

R: Compared to other tourist cities (for example, Tokyo and Singapore), do you think China has any advantages in developing its tourism industry?

N: China is one of the four ancient civilisations and its mysterious oriental culture and rich ethnic custom appeal to many foreign tourists. Moreover, it has gradually established its leading position in Asia, and its stable economic growth and increasingly improved social facilities has brought travelers much convenience. Shanghai is now its center for business development and cultural waves, and is also known for its good public security, which is definitely a key factor for a destination of long-distance travel.



China's Tourism Remains Less Developed 中国旅游业依然太“土”

By Luo Yuan / 罗原 CEMI - 3

中国的旅游业依然太“土”。二十多年来基本停留在“打着小旗看景点儿”的水平。主要价值还是老祖宗留下的文化遗产。利用自然资源的高附加值产品依然是空白的甚至是负面的。主要表现在：

一、人造“景观”破坏自然景观。造型丑陋的亭台楼阁，彩旗气球，高音喇叭里放的刺耳的音乐，加上千篇一律的“旅游纪念品”摊位。使本来一些清静美丽之所变成恶俗难耐之处。大兴土木造成的自然水脉枯竭乃至大环境恶化（报载黄山一名树现已沦为塑料替代品）更为触目惊心。

二、基本没有“度假”概念。我所见过的勉强可以称得上“Resort”的只有三亚亚龙湾的几处，如 Gloria, Holiday Inn。而 Resort 正是高端旅游不可或缺的。例如海滩、滑雪两大度假项目。前者除亚龙湾外，海滨城市如大连、青岛、烟台、威海、秦皇岛、北戴河、厦门、深圳、珠海等，都没有称得上“Resort”的所在。即使亚龙湾的几处也缺少基本的水上运动项目，如冲浪、风帆、潜水、浮潜等等。而国内到处时兴的摩托艇，为保护环境起见，应该一律废止。奇怪的是一些亚洲国家，如：泰国、马来西亚、菲律宾、印尼、马尔代夫等地，经济并不发达，却有不少国际标准的海滩度假区。另一方面，大家只要去一趟海口附近的“天涯海角”或是北海的银滩，就知道我们破坏自然的本领有多大。至于滑雪，亚布力已算是国内佼佼者，但交通、住宿、饮食一概低水平。当地的口号是“滑雪三天，解除一年疲劳”。此话有理，但一连三天吃东北“大炖菜”实在有些招架不住。

Sightseeing tours where tourists follow a bright flag held by the tour leader, which dates back to two decades ago is still typical in China's tourism industry today. Many of the natural tourist spots have been destroyed. High-value added facilities that take advantage of the traditional cultural heritages and natural resources are hard to find around these tourist sites. The following two points can serve as good illustrations.

1. Artificial landscape is inharmonious with natural scenery. The distasteful-looking pavilions and towers, banners and balloons, piercing music from loudspeakers, and stereotyped tourist souvenir stalls make the original, tranquil, and beautiful scenery spots vulgar and unbearable. More startling are the dried waters and the worsening environment due to uncontrolled construction. It is reported that a famous tree in Huangshan has been substituted with a plastic one.

2. The traditional idea of a tourist resort with beaches and fun outdoor activities is not readily available in China. Among the places I visited, only a few sites in Yalongwan, Sanya (for example, the Gloria and Holiday Inn), might be considered as tourist resorts. Take beach activities and skiing, two major resort activities, for example. Except Yalongwan, other coastal cities like Dalian, Qingdao, Yantai, Weihai, Qinhuangdao, Beidaihe, Xiamen, Shenzhen and Zhuhai have no beach resorts. Even in

Yalongwan, we cannot find any basic water sports like surfing, sailing, diving, and snorkeling. Motorboats are popular among tourists; however, harmful to the environment. In fact, I think these kinds of tourist activities should be banned. Other Asian countries, such as Thailand, Malaysia, Philippine, Indonesia and Maldives, though economically underdeveloped, have quite a few beach resorts that are up to international standards. Moreover, if we visit Tianyahaijiao (near Haikou) or Yintan (in Beihai) the amount of damage that has been done to the natural environment is astonishing. As for skiing, Yabuli is one of the best places for this sport in China; however, the transportation, accommodation, and food there are hardly satisfactory. Although the local slogan says, "three days of skiing drives one year of weariness away", what it really should say is that, "three days of stewed pork and vermicelli keep visitors away."



首届中国并购年会暨2002中国十大并购人物颁奖典礼4月20日在中欧国际工商学院召开,两百多名来宾参加了会议。本届年会评选出2002年度十大并购人物:中国海洋石油总公司总裁卫留成,东风汽车公司总经理苗圩,中国网通公司总裁田溯宁,深圳发展银行行长周林,华源集团董事长周玉成,中国石油天然气股份有限公司董事长马富才,TCL集团董事长李东生,上海电气集团董事长王成明,林凤集团董事长张涌,联华超市董事长王宗南。他们在一系列或惊心动魄,或潜移默化的并购事件中展现了企业领袖的睿智、气质和魅力。

年会邀请到了国务院经济发展中心金融研究所所长夏斌和中国国际金融公司董事总经理许小年做主题演讲。夏斌认为今后几年金融界的并购将非常活跃,他解释说,动力主要来自化解金融风险的需要,以及金融创新的压力。

中欧国际工商学院执行院长、全球并购研究中心主席刘吉教授对于在经济全球化的竞争环境中,中国的企业如何迎接WTO之后全球并购所带来的挑战,给出了很好的思考和提示。他说:“我们国家缺乏并购人才,并购是新形势下的产物,没有专门的人才来进行并购业务的话,是无法参加全球竞争的,所以必须要大力培养。我们中欧国际工商学院也准备开办并购的EMBA和并购的短期培训班来培养并购人才,使我们在并购之前能够了解国际规范。”



CEIBS'

First M&A Conference

2003 年中国并购年会在中欧召开

April 20, 2003 marked the first of a series of annual Chinese mergers and acquisitions conference and award ceremonies honoring China's top ten mergers and acquisitions leaders at CEIBS' main campus in Shanghai. In attendance were more than two hundred guests.

The individuals were honored for their wisdom and charismatic leadership character that they demonstrated in a variety of M&A events operated by them, in which they exerted substantial influence on M&As in China. The ten awarded were:

- Ma Fucai, Chairman of PetroChina Company Ltd.
 - Li Dongsheng, Chairman of TCL Group;
 - Wang Chengming, Chairman of Shanghai Electric Corporation
 - Zhangyong, Chairman of Lin Feng Group
 - Wang Zongnan, Chairman of Lianhua Supermarket
- Wei Liucheng, President of China National Offshore Oil Corp
 - Miao Wei, General Manager of FAW (First Automotive Works) Corporation
 - Tian Suning, President of China Netcom Corp
 - Zhong Lin, President of Shenzhen Development Bank Co., Ltd.
 - Zhou Yucheng, Chairman of China Worldbest Co., Ltd.

Two honored and distinguished guests who delivered key note speeches were Mr. Xia Bing, Head of Financial Research for the State Council's Development Research Centre and Mr. Xu Xiaonian, Managing Director of China International Capital Corporation. In his speech, Mr. Xia forecasted the increased trends of mergers and acquisitions in the financial industry in the coming years. The momentum, he explained, will be derived from the necessity of reducing the financial risks and the pressure of financial innovation.

Professor Liu Ji, Executive President of CEIBS and Chairman of Global M&A Research Center, provided inspiring suggestions and insights about the challenges of Chinese enterprises and M&As as China enters the WTO. He said: "China currently lacks the necessary talents in the product of the new era, mergers and acquisitions. Without the proper expertise to conduct a M&A, we will be lagging behind in global competition. This is why we are talking about the cultivation of such talents. It is our responsibility at CEIBS to shoulder this problem. Our EMBA and EDP programmes at CEIBS have already moved in the direction of helping local enterprises learn more about international rules and regulations with respect to mergers and acquisitions."

(By Phoebe Li / 李薇)

Merger and Acquisition : A New Way of Foreign Capital Inflow into China 收购兼并: 外资进入的新途径

By Ivy Bai / 白伟



曹远征博士
Dr. Cao Yuanzheng

从70年代开始到2000年30年间,国际资本流动增长速度非常之快,大概30年年均增长率超过17%。2000年的资本总额接近15000亿美元,成为全世界不可忽略、各国竞相争夺的资源。吸引外资因此变得非常重要,能不能有效地吸引外资投入本地,成为世界各国,特别是发展中国家发展经济,提高自身竞争力的重要策略。“收购兼并,作为外资进入中国的一种新途径,是当前的一个新动向”,中银国际控股有限公司首席经济学家曹远征博士在中欧国际工商学院校友会组织的“热点·新知·精英”论坛上这样讲道。曹博士还就并购成为外资进入中国的新途径的原因,在中国特定国情下的现状,未来的发展趋势和应该如何改善等问题与中欧的校友进行了广泛的交流。本文将以问答的形式刊出曹博士的演讲摘要。

问: 国际资本流动主要驱动力是什么?

答: 在1990到2000年这十年中,国际资本流动变化的主要驱动因素是跨国并购,特别是发生在发达国家的跨国并购。跨国并购引起了一个国际资本流动的加剧,从而成了国际资本流动直接投资的主要因素,跨国并购发生的高峰时期也就是国际资本流动的高峰时期,这也形成了直接投资的高速增长。2001年以后国际资本流动开始衰竭,原因很简单,跨国并购,特别是大型并购活动在减弱,从而也影响了这样一个国际资本的流动规模。这其中,我们还会看到发展中国家跨国并购的出资额跟国际资本流动的规模直接相关,也就是说在上个世纪最后几年中间,发展中国家跨国并购变成吸引国际投资主要因素。很多国际大资本通过在中国发展国家的并购活动实现资本的流动。

问: 中国的并购投资占整个投资规模的比例并不大,是因为国内经济环境,包括产业结构和市场环境还有相当多不完善的地方,从而妨碍了这样一个活动的进行。这些不完善体现在哪些地方?

答: 第一,企业准入时的限制,管理性的控制。中国有很多产业不对外资开放,准入限制非常严格。在基础设施方面,比如说电信、石油、基础设施、公用事业等等都有准入限制(过去是严格的管制)。这些是垄

断行业,是由政府来经营、垄断的,因此外商无法问津。即使在有些外资可以准入的开放领域,在控股权上面是有所限制的。过去很多行业曾经规定,国家要拥有绝对控股权,即超过51%。

第二,我们的法律法规建设环境不完全健全,或者并不太理想。粗看一下中国吸引外资的法律,都是有关外商投资的三资企业法,跨国并购方面的相关法规尚未健全,甚至很难找到。很多跨国案件惩罚困难非常大,法律上没有规定,甚至没有先例。

第三个问题就是市场体系不完善。我们知道基础设施需要监管,但监管的观念在中国尚未完全形成。过去是政府垄断,以政府行政垄断实现对设施和事业的监管。由于监管的环境不完善,那么和监管相关的很多因素也是不完善的,最为典型的一点就是价格机制不成熟,即政府垄断定价。由于价格机制的不成熟性,定价机制有一定的问题,在谈判上很难取得一致,从而妨碍了进一步活动的进行。与此同时,中国社会福利制度、社会保障制度也不是很健全。因此跨国并购中间最大的问题,就是社会福利的剥离问题,人到哪里去?由谁来承担?怎么承担?

第四个因素是资本市场不开放。多数的并购活动是通过资本市场来进行,通过收购股票、股份来完成并购。被收购的公司也相应进行一些反收购计划。但在中国,这个不对外资开放的市场,却妨碍或者延缓了跨国并购的实现。

问: 中国现在的外资并购有什么特点?

答: 第一,交易方式倾向于资产收购而不是权益购买。按权益购买是在买一个企业,按资产购买只是买企业的一些资产。在上述条件下,如果在中国产生并购,外资更多倾向于收购资产,而不是购买权益。

第二,产业偏好上,更集中于资本和知

识密集型产业、知识含量比较高的第三产业,不大倾向于大规模的机器制造业。原因很简单,在资本密集型产业中,因为涉及的资本相对比较少,涉及技术、经验相对要求比较高,那么中方企业对技术方面的要求高一些,外方资本要求低一些,双方相对来说比较合拍。而传统的大工业对技术的要求相对比较少,资本的要求比较高,这就需要有一个长期稳定的安排,这个安排有赖于一个稳固的法律体系。如果想安排大型交易,很多大型企业集中在垄断性、经营性的产业。如果在这一个行业外资有进来的,那它往往带有政府的承诺。上个世纪90年代初,很多外资进入中国的电力行业,就希望一个固定回报,并通过政府的保护来获得一个稳定的地位,然后取得一个垄断的利润。另一方面,希望获得市场地位的进入,主要发生在大型的销售领域,比如柯达、联合利华、P & G等等。

第三,从课题偏好上来看,外资并购有一个选择的先后顺序,首先选择民营企业,第二是外商投资企业,最后才是国有企业。他们认为民营企业法人治理结构,或者说产权比较明晰,尽管法人治理结构并不是很好,但是产权非常明晰,谈判相对容易,交易成本相对较低,操作也比较灵活。外商投资企业的好处在于比较规范。国有企业因为其国家控制的特殊性,作为控股一方常常需要和政府打交道,相对比较费力,除非是具有垄断性的、资源性的战略行业,不得不跟政府打交道,否则他们宁愿不打交道,所以国有企业在这个顺序中排在最后。

第四,从并购主体来说,我们看到在中国发生的并购更多的是企业投资者,我们说投资者是基于战略性的考虑,财务投资者相对较少,因为在这样一种壁垒下,盈利性并不是很好。

第五,在融资方式上,它的资金主要是海外融资。如果说是外商投资企业,也包括过去国内人民币利润的再投资。而国内的外汇融资非常少,对中国的经营结构来说,跨国并购实际上没有帮助。我们会看到在很多其他国家,跨国并购当地的金融机构是重要的融资渠道之一。中银在香港承做的盈科数码收购香港电信,其中香港金融机构和国际金融机构都提供了大量的资金,否则这样一个大型的并购活动是难以进行的。

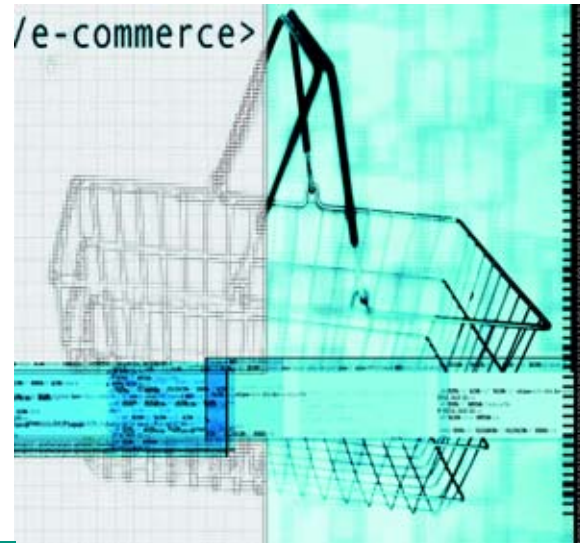


问: 为什么还有外资希望并购呢?

答: 原因很简单。第一以占领市场为目的。由于中国经济在急速增长, 中国市场在迅速成长, 占领这样一个市场, 对于任何一个跨国公司来说都是很重要的。中国人口占世界人口的四分之一, 中国在过去二十年间, 随着改革开放的深化, 经济增长速度很快。基于这样一个目的, 很多外资、特别是跨国公司, 都带着战略目标到中国从事并购活动。第二以希望获取资源和提高劳动生产率为目标。不仅仅因为我们的劳动资源比较廉价, 更重要的是我们的劳动者的素质比较高。在全球产业结构进行调整的时期, 如何利用这种高技术的、同时又相对廉价的劳动力, 是提高企业竞争力一个很重要的方面。所以把他们的某些产业转移到大陆来, 是很多跨国公司主要

的考虑。大量晶片产业、计算机产业转移到内地来, 比如长江三角洲地区, 苏州、昆山等地区, 这和我们的劳动力资源有关。第三, 外商预期, 对于一些垄断性产业的准入政策将逐步放松。中国有 13 亿人口, 公用事业需求量非常大, 这个行业有稳定的现金流和稳定的回报, 对大型的公司来讲就是非常重要的一个领域。但加入 WTO 以后, 外商预计准入限制会逐渐放松, 所以抢滩中国。第四, 十六大召开以后, 国民经济和国有企业的改革变成一个当务之急, 国有资本在竞争中将大举退出, 这也提出了新的并购机会。利用国际资本的行业重组、改制创造了新的并购机会, 这个机会大量的发生也吸外资的注意。

演讲全文敬请浏览我们的网站
www.ceibs.edu/alumni/forum/minds_c.html



International capital flows were growing so rapidly in China during the past three decades from the beginning of the 1970's to turn of the 21st century, at times the average annual increases even surpassed 17%. In 2000, the international capital totaled nearly 1.5 billion USD, a number that no country can ignore and every country wants; these types of figures provides an opportunity to attract foreign investment. The inflow of foreign capital is a critical concern for countries all over the world, especially for developing countries, which are eager to boost their economy and enhance their competitive advantage. According to Dr. Cao Yuanzheng, Chief Economist of the Bank of China International Holdings, at the "Focus, Frontier and Elite" Forum organised by CEIBS' Alumni Association, "Mergers and acquisitions are becoming an increasing trend; it is viewed as a new way of attracting the inflow of foreign capital into China." He exchanged ideas with CEIBS' alumni on a variety of topics including the reasons why M&As are popular, its status quo (specifically in the China context), its future trend of development, as well as the margin for improvement. The extracted record of Professor Cao's speech is demonstrated in the form of questions and answers below.

Question(Q): What is the underlying impetus for the flow of international capital?

Answer(A): During the decade between 1990 and 2000, the major driving force for the changes in the flow of international assets was transnational M&A, especially those in developed countries. Transnational M&A, which brought about an increase of the flow of international capital, has thus

become the major impetus for the rapid rise of direct investment. The peak time for transnational M&A coincided with that of the international capital flow, leading to a rapid growth of direct investment. It also explains the gradual reduction in the flow of international capital since 2001, that is, the transnational M&A deals, especially those conducted on a large scale have, as it were, been decreasing, which eventually held back the flow of the international capital. However, another phenomenon worth mentioning was that we also observed a direct link between the transnational M&A conducted in developing countries and the flow of international capital. This is to say that the transnational M&A had already become a major impetus in attracting international investment in the last few years at the end of the 20th century. Many large international capital owners realised its capital flow through M&A in developing countries.

Q: M&A have failed to take an adequate share in the total investments in China, mainly due to the immaturity and defection of our domestic economic environment, including industrial structure and market environment. To be exact, where does the negative impact affect?

A: First of all, too much restrictions and administrative control are set on the entry of foreign enterprises. Some industries even prohibited the inflow of foreign investment. For example, entry barriers (in the past were more rigorous controls) have been set up in infrastructure industries such as telecommunications, oil, fundamental facilities, public utilities and so on. These monopolistic industries are operated solely

by the government, with no possibilities for foreign investors to get a foot hold. However, even in some areas open to foreign investment, restrictions are imposed on the proportion of its stock holding.

Secondly, we are in lack of a sound base for relevant laws and decrees. A glance at China's laws concerning the attraction of foreign investment will impress you; most of the laws are those regarding the enterprises involving foreign investment, while pertinent regulations on transnational M&A are far more than sufficient, or even hard to be found. Consequently, it is rather difficult to deal with transnational cases due to the lack of legal prescriptions or previous examples.

The third problem we have to address is the defection of the market systems. Although we are aware that supervision is necessary in infrastructure industries, this concept has yet taken root in China. In the past when the government practiced monopoly, supervision on infrastructure and other undertakings were conducted under the monopolistic administration of the government. Due to the unreliable supervision system, many aspects related to supervision were therefore problem-ridden, among which the most typical one was the immature price mechanism, where the government was in absolute control of the pricing. Because of the immature nature, problems often occurred in the pricing mechanism and consensus was hard to reach in negotiations exerting a negative effect in further actions. Another example is China's social welfare system and social security system. Therefore, the biggest concern in transnational M&A falls on the

spin-off of the social welfare system. The pending problem is where we relocate those that become unemployed? Who shall be responsible for them and how?

Last but not least, the capital market is still not free. It is generally accepted that most M&A transactions are undertaken in capital markets through stocks and shares acquisition. Acquired companies can also make corresponding anti-acquisition plans. However, the development of transnational M&As in China is somewhat hindered or delayed by a market that closes its door to foreign investments.

Q: What are the features of foreign M&A in China at present?

A: Firstly, the M&A transactions in China tend to be the acquisition of assets instead of the purchase of equity. By purchasing equity, one purchases an enterprise; while by acquiring assets, one simply gets some assets from the enterprise. Due to the previously mentioned restrictions in China, what the foreign investors acquire in M&A practices in China are more likely to be assets rather than equity.

Secondly, the tertiary industry featured as capital or knowledge-intensive is more favoured than the large-scaled mechanical manufacturing industries by the foreign capital. The reason is quite simple - in a capital-incentive industry, requirements of capital are relatively low and technology and experience are valued high. Therefore it is easier for both to reach agreement since the Chinese party is more in need of technology than capital. In contrast, traditional manufacturing industry needs less technology and more capital. This requires a long-term stable arrangement which in turn depends on a sound legal system.

In the event that large-scaled foreign M&A does occur, the monopolistic and operational industries are preferred by large enterprises because they want legal protections. Foreign investments in this kind of industry usually have gained commitment from the government. In the early 1990's, many foreign investors entered China's power industry intending to get a secure position and monopolistic profits under the protection of the government. We also observed that in order to enter a market, a great deal of foreign capital flowed into the area of sales, such as Kodak, Unilever, P&G, etc.

Thirdly, with respect to the acquisition target, a sequence of priority is taken - the first is private enterprises, then the enterprises with foreign investments, and lastly, state-owned enterprises. In the mind of foreign investors, the legal person management structure, or property ownership in private enterprise is relatively clear, although it still needs improvement. Therefore, they can expect easier negotiations, lower transaction costs, and a more flexible operation processes in acquiring a private enterprise. The second choice, an enterprise with foreign investment, is advantageous due to the standardization of its practices. Compared with these two, a state-owned enterprise is the last one to be considered because the state also takes the role as a stakeholder, sometimes making things relatively difficult. Unless they intend to enter a strategic industry that is monopolistic, if involves key resources, and they have no choices other than to make deals with the government - the foreign capital investors are most likely to choose other types of enterprises and give consideration to state-owned enterprises last.

Fourthly, we see more corporate investors than financial investors as the main players in the M&A practices in China. The investors here are mentioned from a strategic point of view. As a result of so many complex barriers in China, they do not expect good profits.

Fifth, as for its means of financing, overseas financing accounts for a major part. In enterprises with foreign investment, the re-investment also involves the use of the RMB revenues created previously. Due to the fact that there is very little foreign currency inflow to satisfy the domestic demand on financing; transnational M&A indeed do not work much for Chinese enterprises. While in many other countries, we actually see that one of the most important financing means is the transnational M&A of local financial institutions. For example, PCCW's (Pacific Century Cyber Works Limited) acquisition of Hong Kong Telecom, enacted by Bank of China, was backed by huge amounts of capital borrowed from Hong Kong financial institutions and international financial institutions. Without their financial support it would be very hard to realize these large acquisitions.

Q: What are the factors that drive some foreign investors to undertake M&A under such circumstances?

A: It's quite plain to see. Their first intention is to dominate the market. It becomes very important for any transnational company to take a part in the Chinese market that is quickly expanding and fast growing. No one will ignore the fact that China, with its population accounting for one fourth of the total in the world, is accelerating its speed in economic growth along with the deepening of its reform and opening-up during the past two decades. Therefore, many foreign companies, especially transnational corporations, take M&A in China as one of their strategic objectives.

The second concern is to acquire resources and increase working efficiency. This is not only because of the low labor cost in China, but more importantly, we have a labor group with high competence. Making the most use of these people becomes a major factor in increasing corporate competitiveness when the global industrial structures are undergoing unprecedented adjustment. As a result, many transnational companies are considering transferring some of their businesses to mainland China. The relocation of many foreign chip and computer industries to the mainland, such as in the Yangtze River Delta, Suzhou and Kunshan area, is closely connected with the advantage of the labor force.

Thirdly, some foreign investors predict that entry barriers in some monopolistic industries will gradually be lifted. China has 1.3 billion people, this requires a lot of public utilities; therefore, the relevant industries, with stable cash flows and sound returns, are very attractive to large companies. In addition, after China's entry into the WTO, foreign investors expect a reduction on entry barriers; therefore, a preemptive action is required for securing a future share in China.

Fourthly, since the close of the 16th National People's Congress, reforms of the national economy and state-owned enterprises have become a pressing task. Many state-owned assets will change ownership, which provides an excellent opportunity for M&A. Moreover, during the process of industrial reorganisation and restructuring using international capital, more opportunities for M&A will emerge, which in turn attract more foreign investors.

For more details of the lecture, please visit our website www.ceibs.edu/alumni/forum/minds.html



CEIBS

reassured its leading position in
Asian EDP market

中欧高层经理培训课程再次跻身《金融时报》全球50强

在日前发布的英国《金融时报》高层经理培训课程的全球排名中，中欧国际工商学院以全球39位的综合成绩名列亚洲第一位，其公开课程的单项排名为41，亚洲第一；公司课程排在50位，亚洲第二。在亚洲高层经理培训市场上，中欧仍然保持着领先地位。

《金融时报》对于全球非学位的高层经理培训的排名分为公开课程和公司特设课程两个类别，并根据两类课程的综合得分分为商学院进行全球排名。

公开课程是商学院的常设课程，为所有有志于在某一个领域进修的高层经理敞开；公司课程则为某一些需要为其公司高层经理提供管理培训或职业发展的公司量身定制，也称为“公司特设课程”。在综合排名榜所列出的45个学院中，美国19个，欧洲16个，3个来自澳大利亚，3个来自加拿大，阿根廷、中国、墨西哥和南非各有1个。中欧国际工商学院第一次以综合排名39位的优异成绩成为亚洲唯一一个两项课程都上榜的商学院。《金融时报》通过对参加培训课程的学员、公司最高管理层和人力资源总监以及对商学院自身的调

查问卷进行综合评估，所得出的排名具有极大的公正和权威性。

截至目前中欧已经培训了20000多位来自各个行业的中高层经理，仅2002年一年，就有超过5000人次的学员参加了中欧国际工商学院的高层经理培训课程。

2002年中欧的公司课程首次荣登《金融时报》排行榜，名列第45位。

It was released by the London-based *Financial Times* in May that CEIBS Executive Education ranks 39th in the world (No. 1 in Asia), with open enrolment programme ranking 41st (No. 1 in Asia) and Custom programme (CSP) ranking 50th (No. 2 in Asia). CEIBS remains in the leading position in the Asian Executive Education market.

The *Financial Times* survey of international non-degree Executive Education ranks both "open" and "custom" programmes and also produces a combined score for schools which appear in both rankings.

In order to be included in this annual ranking, school must generate more than \$2m USD worth of business in each of the open and custom programmes to participate in one or both sections of the rankings. Eighty percent of the total score is tabulated from the weighted-average responses from participating business schools, their participants, and their custom clients. Each programme's ranking is compiled from two surveys which include criteria such "faculty diversity", in which CEIBS ranks first in the world, and "repeated business and growth", where CEIBS surpasses both Harvard and the Wharton School. Overall in the open enrolment table there are 19 US business schools and just 16 from Europe. Three schools are from Australia, three from Canada, and one from Argentina, China, Mexico and South Africa. It is the 1st time for CEIBS, representing Asia to be recognised by FT ranking! In 2002, CEIBS Executive Education trained over 5000 executives in both open and custom programmes.

(By Phoebe Li / 李荷)

Emerson

Renews Sponsor Partnership

艾默生与中欧国际工商学院续签赞助协议

我们非常高兴地宣布艾默生又与中欧签署了一项新的赞助伙伴协议（2003至2006年），进一步加强并推进了双方业已存在的紧密合作。

艾默生自2000年起就成为学院的赞助伙伴，其对学院的赞助还包括了每年授予两位二年级MBA学生的艾默生奖学金。艾默生对学院的慷慨捐赠不仅帮助了那些非常聪明和有潜力的学生，也为学院在师资、设备和人力资源等各方面的可持续发展作出了贡献。

“发展领导能力对艾默生在中国的成长战略来说是至关重要的。在过去的三年中，我们与中欧国际工商学院在这一领域进行了卓有成效的合作。中欧所提供的各

种资源和多方面的支持给我们留下了深刻的印象，其公司特设课程的质量名至实归，令人满意”。美国艾默生电气公司大中华区总裁任锦汉如是说。

艾默生电气公司1890年创始于美国密苏里州圣路易斯市 (www.gotoemerson.com)。作为全球的业界领袖，艾默生在致力于结合精密技术与工程科技优势为客户提供创造性的解决方案方面独树一帜，其业务领域包括：电气、电信、过程控制、工业自动化、供暖、通风及空调、以及家电和工具。作为一家财富全球50强企业，艾默生分布在全球150多个国家的超过60个分部共雇用了十一万多名员工，在艾默生的约3500家制造厂和销售办事处工作。艾默生在2002财年的全球销售收入超过



了138亿美元。

中国是艾默生业务在全球范围内增长最快的地区之一。今天，艾默生及其合资企业—代表了诸多世界领先的工业、电气和加工工业品牌—业务遍及中国各地，并拥有最先进的世界级现代化、标准化生产设施，雇用了12000多名员工。

CEIBS is delighted to announce that Emerson has signed a new Sponsor Partnership agreement with CEIBS, 2003 - 2006, continuing their strong association with the school.

Emerson's Sponsor Partnership at CEIBS, which dates back to 2000, includes



MBA and EMBA Graduation Ceremony for the Class of 2002

上海市市长韩正祝贺中欧 MBA、EMBA 毕业

4月19日，中欧国际工商学院举行了隆重的毕业典礼，360多名2001级MBA、EMBA学员喜获由我院颁发、中欧双方政府承认的工商管理硕士学位。中欧董事经叔平先生、上海市市长韩正、欧盟驻华使团大使安高胜博士、比利时驻华大使万德斯先生以及上海市人大常委会副主任朱晓明等国外嘉宾和市委领导，到场向毕业生们表示热烈的祝贺。

韩正市长在毕业典礼上作《上海：加快迈向现代化大都市》主题演讲时说，上海的发展迎来了一个重大的战略机遇期。他说上海正在经历三个转变：发展的重心从上世纪90年代以基础性建设为主转向功能性开发为主；发展的体制基础从上世纪90年代的双轨制转向完善的市场经济体制；发展的空间将从上海的市域范围拓展到长江三角洲及长江流域，并在更大范围参与经济全球化。

中欧今年毕业的MBA学员有125名，平均年龄29岁，EMBA上海班学员236名，平均年龄37岁。MBA毕业学员90%以上都已找到满意的工作，半数以上学员从事制造、咨询、能源及公用事业等行业，在企业内担任主要管理职务，平均起始年薪较去年增长了12%。EMBA毕业学员大多为企业高层管理人员，一半以上来自国营、民营企业和政府。根据英国《金融时报》的评估，中欧EMBA学员的工资增幅在全球名列前茅。

之前，部分EMBA上海班学员前往欧洲考察并举行了特别的毕业典礼，受到了

西班牙王子的接见。中国驻西班牙大使邱小琪先生参加了毕业典礼，对中欧EMBA学员给予了高度评价，他认为“他们的成长与成熟，正是今日中国改革、开放和发展的缩影”。他还指出：“中欧国际工商学院在多年的教学实践中积累了丰富的经验，摸索出一条‘导而弗牵，严而有格；既国际，又中国’的办学道路。学院教学相长，升华扬弃，开拓了透视扑朔迷离世界的眼界，加强了把握全局的能力。”

据悉，从2003年起学院将调整MBA招生政策，所有申请者将被要求提供GMAT成绩，但无最低分数线要求，旨在招收真正既具良好个人素质和发展潜力，又符合市场需求的学生。

April 29 marked a joyous occasion for approximately 360 MBA and EMBA students from CEIBS' Shanghai classes. The students were conferred their graduation certificates in front of many important guests including: Mr. Jing Shuping, member of CEIBS' board of Directors; Mr. Han Zheng, Mayor of Shanghai; Dr. Klaus Ebermann, Ambassador of the European Union to China; H. E. Mr. Gaston Van Duyse-Adam, Ambassador to the Embassy of Belgium; and Mr. Zhu Xiaoming, Deputy Director of the Standing Committee of the Shanghai People's Congress. Other honored guests in attendance were: Prof. Xie Shengwu, Chairman of the Board of CEIBS; Prof. Wu Jinglian; Ms Yang Dinghua, Deputy Secretary General of Shanghai Municipal Government; Mr. Yang Guoqiang, Director of Shanghai Foreign Affairs Office; and the Consul Generals of eight European countries in Shanghai.

Mayor Han Zheng made a speech

entitled, *Shanghai, in A Quick Pace Toward International Metropolis*. He pointed out that Shanghai has moved into a great period of strategic opportunities.

There are 125 MBA graduates and 236 EMBA graduates from CEIBS' Shanghai classes this year, between the ages of 29 and 37 respectively. Most of the MBA students have already found jobs and are positioned in middle and senior level management positions, half of the jobs are manufacturing, consulting, energy and utilities companies. Their average starting annual income has increased by 12 percent compared to that in last year.

The graduates of the EMBA class are mainly senior executives and more than half of them are from state-owned and private companies in China. Some days ago, some of the EMBA graduates visited Britain, Spain and Italy. A special graduation ceremony was held for them in Spain. The Prince of Spain greeted the graduates in the royal palace. The Chinese ambassador to Spain, Mr. Qiu Xiaoqi, who was in attendance, extended his sincerest congratulations to the students saying, "Throughout CEIBS rich experience in business education throughout the years, it has been able to teach in a way that is instructive but not prescriptive; rigorous but not stiff; internationally oriented, but locally responsive. CEIBS provides participants with remarkable insights into our complex and changing world, cultivating the students ability to solve problems in a well-balanced way."

(By Phoebe Li / 李荷)

the provision of an annual scholarship to two second year MBA Students. Emerson's support at CEIBS enables us to financially support the very brightest students with the highest potential, as well as to ensure the continuous development of faculty, facilities and human resources on campus.

"Leadership development is critical to Emerson's growth strategy in China. During the past three years, Emerson has been working with CEIBS in this regard and we have been favourably impressed by both the resources and support provided by CEIBS, who have also fulfilled our expectations with regards to the quality of Com-

pany Specific Programmes", said Mr. Peter K. Yam, President of Greater China, Emerson Electric Co.

Founded in the USA in St Louis, Missouri, USA in 1890, Emerson Electric Co. (www.gotoemerson.com) is a global leader in bringing technology and engineering together to provide innovative solutions to customers in electronics and telecommunications; process control; industrial automation; heating, ventilating and air conditioning; and appliance and tools. A Fortune Top 50 company, with more than 110,000 employees operating through its

60-plus divisions at 3,500 manufacturing plants and sales offices in more than 150 countries, Emerson's global sales exceeded US\$13.8 billion in the 2002 fiscal year.

China is one of the fastest-growing regions in the world for Emerson. Today, Emerson businesses and joint ventures - representing some of the world's leading industrial, electrical and process industry brands - were operating across China, employing more than 12,000 individuals in state-of-the-art manufacturing sites certified to the most demanding global quality standards.

Eli Lilly Asia, Inc.



Renews Sponsor Partnership

礼来制药. 回应与承诺

美国礼来亚洲公司与中欧国际工商学院续签赞助协议

我们非常高兴地宣布:早在2000年就成为中欧国际工商学院赞助商之一的美国礼来亚洲公司又与我院签署了一项新的赞助伙伴协议(2003至2006年)。此项协议的签署再次见证和推进了双方间业已存在的牢固而紧密的合作。

在这些卓有成效的合作中,由我院和礼来双方共同开设的"新世纪医院管理课程"由于受到了各方面的高度评价,现已被提升为涵盖10个模块的"医院管理文凭课程"。此外,我院自1998年以来逐渐成为美国礼来亚洲公司招聘MBA毕业生的主要来源,而我院的MBA学生也定期地在礼来开展实习和小组咨询项目等活动。

礼来中国总裁萧凯仕提到对于中欧的赞助时说,"自1998年以来,许多毕业于中欧国际工商学院的优秀MBA学生陆续加入礼来,并已在我们的组织中开始担任重要的管理职位。根据我们的经验,中欧的MBA课程为学生提供了坚实的商业基础、开阔的战略视野、多元化的背景以及出色的学习能力——这些都是我们公司所崇尚的关键素质。此外,中欧毕业生招聘会上候选学生的水准之高也给我们留下了深刻的印象。同时,我们也对学院管理层对礼来在学院的各项活动所给予的承诺和支持表示深深的谢意。"

礼来是一个以研发为基础的全球化制药公司。公司于1876年由礼来上校在美国印第安纳波利斯市创立发展至今,已经成

为具有高度创新精神的世界领先制药公司。礼来在全球各地的员工超过41000人,在世界9个国家设有大型研究与开发设施并在60多个国家从事临床试验,药品行销158个国家。

重新进入中国十年来,礼来已经成为业界增长速度最快的制药公司之一。至今,礼来在全国拥有12个办事处,在50多个城市有业务,员工近800人。

CEIBS is delighted to announce that Eli Lilly Asia, Inc., has signed a new Sponsor Partnership agreement with CEIBS, 2003-2006. This endorsement of Eli Lilly's support at CEIBS reflects the very strong and close relationship enjoyed by both organisations since 2000.

The "Hospital Management in the New Millennium" Certificate Programme jointly developed by CEIBS and Eli Lilly, was so positively received, that the course was upgraded to a 10 Module Diploma Programme. Eli Lilly Asia, Inc. has also recruited CEIBS MBA Graduates since 1998 and regularly hosts CEIBS MBA student internships and group consulting projects.

"We have been recruiting talented students from CEIBS since 1998 and currently have a number of MBA graduates playing important management roles in our

organisation. Based on our experience, the CEIBS MBA programme provides students with a strong business grounding, broad strategic perspectives, diversified background, and good earning ability - key qualities we value in our company. We have always been impressed by the standard of candidates at the recruitment fairs and appreciate the commitment and support of CEIBS management for our activities at the school." said Mr. Christopher James Shaw, President of Lilly China

Eli Lilly and Company is a global research-based pharmaceutical corporation that was founded in Indianapolis, Indiana, U.S.A by Colonel Eli Lilly in 1876. Lilly has always been a leading innovation-driven pharmaceutical corporation. Lilly employs more than 41000 people worldwide and markets medicines in 158 countries. Lilly has major research and development facilities in 9 countries and conducts clinical trials in more than 60 more.

Lilly re-entered China in 1993 and has already become one of the most rapidly growing enterprises in the industry. Today in China, Lilly has 12 representative offices and a presence in over 50 cities, with a total headcount of 800 employees.

欧莱雅中国

L'Oréal China Scholarship Awarded to Annie SUN

L'ORÉAL CHINA 孙虹喜获 12 万元欧莱雅 MBA 奖学金

MBA 毕业生比博士生还高的起薪使 MBA 的热浪迅速席卷中国。然而,读 MBA 昂贵的学费却令许多有志者望而却步。不过,对于来自北京的孙虹小姐,6月25日是一个格外幸运的日子,因为她攻读 MBA 所需的 12 万元学费将由全球著名的化妆品公司欧莱雅公司买单。

MBA 2003 的孙虹是第三个获得欧莱雅 MBA 奖学金的幸运儿,她 1999 年毕业于对外经济贸易大学,获国际贸易学士学位,曾先后在诺基亚(中国)投资有限公司、北京京威房地产开发有限公司和安达信华强会计师事务所工作。

今年中欧国际工商学院共有 30 名合格申请人申请欧莱雅 MBA 奖学金。申请学生首先必须根据由欧莱雅公司提供的题目

完成一篇有关某个行业、公司或品牌的论文。根据文章观点的合理性、论据的充分性、文章的创造性及行文水平,选出四个申请者进入下一轮的角逐。第二轮申请人就自己的文章向由欧莱雅公司高层管理人员和中欧国际工商学院教师组成的评审团作一个二十分钟的演讲,并回答由评审团提出的各种各样的问题。演讲和问答全部用英语进行。

欧莱雅公司于 2001 年起在中欧国际工商学院设立欧莱雅 MBA 奖学金,每年全额资助一名 MBA 新生。

After an intense evaluation by L'Oréal China and CEIBS, Ms. Annie SUN from MBA 2003 was awarded the L'Oréal China Scholarship on June 25.

All applicants who competed for this scholarship were requested to submit an essay on either, *The market outlook and analysis for cosmetic product for men in China* or on, *The growth track of one FMCG company in China*. Four out of thirty applicants were selected to present their essays to the assessment committee in the second round. Annie, a senior auditor from Arthur Anderson before joining CEIBS, chose the second topic and analysed Nestle in China, which won wide applause from all the judges.

As well as a valued Operational Sponsorship Partner, L'Oréal China has also provided one full-tuition scholarship to a CEIBS MBA student, every year since 2001.

EMBA 更重人文素养

Humanities & Art Education for EMBA Students

对于横店集团的徐永安来说,2003年2月28日到3月4日,是一段特别的日子,因为这是他作为EMBA学员,在中欧国际工商学院第一次上课的日子。郑百文集团的崔葆瑾、上海文广集团的黎瑞刚,还有江苏小天鹅集团副总裁盖力进等各个行业的风云人物和他一起坐在了中欧的教室里,成了校友。

更让徐先生感到新鲜的是,他们的热身学习中包含一项特殊的内容——高层经理人文素养系列讲座。本次讲座是第一讲,由上过美国《时代》封面人物的国际著名摄影大师陈长芬先生作题为“天地有约”的长城摄影赏析。

神韵独特的长城摄影,带来的是全新的学习氛围。除此之外,新学员在为期五天的活动中要参加一个两天半的管理实战模拟(TechMark)课程,此课程意在热身,使学员们在互相交流中分享商务经验,学习新的商务理念。

今年入学的中欧国际工商学院的EMBA学员共有312名,分5个班级,一个英文班,四个中文班,其中包括一个金融方向班。学员们经过层层筛选,从近900报名者中选拔而出。学员多数来自中国大陆,国际学员有7位,主要来自美国、加拿大、法国、西班牙、瑞士及以色列。学员来自各行各业,但加工制造业和金融投资业的人员多一些,中高层管理者达到85%。来自中资和民营企业的学员约占总人数一半,其余学员来自外资、股份制企业和政府机构等。从年龄上看,多数学员介于30至40岁之间。

执行院长刘吉教授、院长博纳德博士、副院长兼中方教务长张国华教授、教务长兼副院长白思拓博士出席了于3月2日举行的开学典礼。刘院长勉励学员自觉开发智商、情商和胆商,培养创新、应变、公关、组织能力和多元文化素养,树立认真、创新、追求卓越的精神,作21世纪具有国际竞争力的企业家。白思拓博士则告诉学员他们能在这里学到不同的思维方式,将所学的西方先进管理方式用于自己的工作中,并希望学员承担更多能使中国繁荣富强的社会责任。

Students from all over the country, from different industries and organisations came together at CEIBS' Shanghai campus to start their first day of EMBA classes on February 28th to March 4th. Included in this year's class are some of China's lead-

ing industrial figures, including: Xu Yong'an, President of China Heng Dian Group; Cui Baojin of Zheng Baiwen Group; Li Ruigang of Shanghai Media Group; and Gai Lijin, Vice president of Little Swan Group.

A special programme was offered in this year's orientation, which included a series of lectures on Humanities and Arts for Senior Executives. The world-renowned photographer, who has been featured on the cover of Time Magazine, Master Chen Chang Fen, presented the first lecture entitled "An Appointment Between Heaven and Earth".

Participants attended a two-and-half-day, warm-up course sponsored by TechMark. The purpose of this course was to allow senior executives to take advantage of the unique opportunity to share their views and experiences on business management, as well as to acquire new ideas and methods of business operation.

Out of the 900 applicants this year, CEIBS enrolled 312 EMBA students through strict screening procedures. The majority of students are from the Chinese mainland; seven are international students from the United States, Canada, France, Spain, Switzerland, and Israel. Although the students' backgrounds are culturally diverse, a large proportion of them work in the manufacturing and financial sector. Up to 85 percent of the students this year are middle-to-high level managers. Several students are govern-

ment officials and approximately half of the students are from state-owned-enterprises and the private sector, the remaining students are from foreign-invested companies and stock companies. The age of students range from approximately 30 to 40 years of age.

On March 2nd, four of CEIBS top leaders attended the opening ceremony of the 2003 EMBA class. In attendance were Prof. Liu Ji, Executive President; Dr. Albert Bennett, President; Prof. Zhang Guohua, Vice President and Co-Dean; and Prof. Alfredo Pastor, Vice President and Dean. Prof. Liu delivered a welcome speech encouraging students to take initiatives in developing one's IQ, EQ and CQ. He reiterated that it is most important for senior executives to develop their abilities in innovation, adaptation, organizational management, and public relation skills, as well as to gain appreciation for humanities and arts. He called on the students to follow the school's motto of "Conscientiousness, Innovation and Excellence." He also encouraged them to try their best to become internationally competitive entrepreneurs for the 21st century. Prof. Pastor promised the students that they would learn various ways of thinking at CEIBS; these western management theories taught in class should prove to be very useful in their business practices. Finally, he also expressed the hope that all the new EMBA students, the future leaders of China, shoulder the social responsibilities and contributions to the prosperity and strength of China.

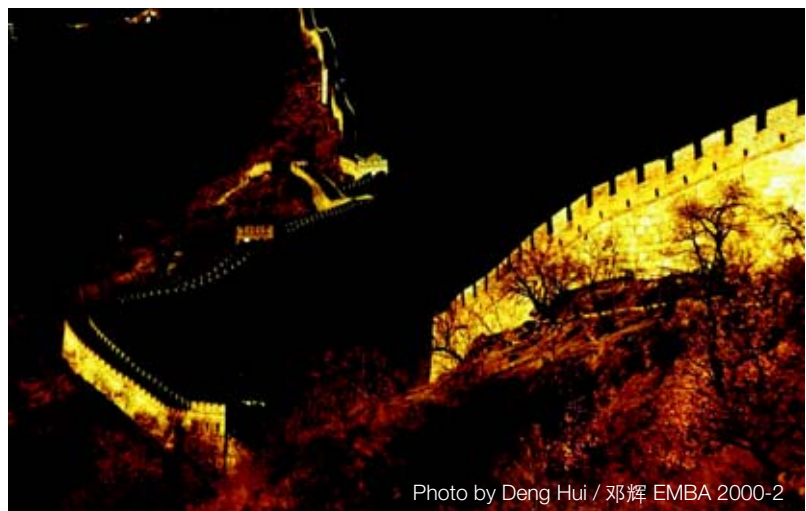


Photo by Deng Hui / 邓辉 EMBA 2000-2



ALCATEL 阿尔卡特与中欧国际工商学院续签赞助协议 Renews Sponsor Partnership

阿尔卡特近日宣布与中欧国际工商学院续签了赞助伙伴协议，承诺在今后的三年中继续向中欧提供财务支持（2003至2006年）。回首双方共同走过的道路，从招聘MBA毕业生到接待MBA学生实习；从公司特设课程到高层经理培训，阿尔卡特和中欧国际工商学院已经一起走过了紧密合作，互惠互利的三载春秋。

阿尔卡特(中国)投资有限公司董事长兼首席执行官戴伯松认为，“中欧国际工商学院的各项课程颇具特色，不仅内容深入而广泛，并且特别着眼于从国际化的角度进行教学和探讨。对此，阿尔卡特(中国)十分欣赏，因为这正是我们希望通过中欧的高层经理培训课程和高层管理工商管理硕士课程传授给我们员工的东西。拥有这种全球视野的人才是在各类招聘活动中孜孜以求的对象，而中欧的毕业生恰恰具备了这种素养。”

阿尔卡特是当今世界上第一大电信基础设施供应商，也是最早扎根于中国（1984年），与中国通信业长期合作的强大合作伙伴。2000年初，阿尔卡特将其亚太区总部迁至上海，成为第一家将亚太区总部设在中国的国际性电信公司。

阿尔卡特致力于为通信运营商，企业和消费者提供融合话音与数据的端到端解决方案。阿尔卡特通过其中国公司与上海贝尔阿尔卡特两大企业，为客户提供全方位的解决方案，包括宽带接入、传输、移

动、话音网络、卫星、海底网络、城市交通自动化系统及手机。是唯一可以提供陆、海、空通信网络的企业。在中外电信企业中独树一帜。在市场上，阿尔卡特也以多项骄人业绩，傲居领导地位。

阿尔卡特是世界上最具创新能力的公司之一。在研发中心有22000名工程师从事研发工作，占公司员工总数的22%。阿尔卡特率先在法国建立的光谷，闻名全球。在中国，设在上海贝尔阿尔卡特的研发中心拥有2000多名技术人员，而阿尔卡特的目标是在三年内，将阿尔卡特在中国的技术人员增加到3500名。

Alcatel recently announced the renewal of their Sponsor Partnership with CEIBS, committing an additional three years of financial support, (2003 - 2006). From the recruitment of our MBA graduates and hosting internships, to company specific programmes and executive education, Alcatel and CEIBS have enjoyed a close and mutually beneficial relationship with each other since 2000.

"CEIBS comprehensive programmes are taught with a strong international focus. This is highly valued by Alcatel and is something we like to offer our employees through CEIBS Executive Education and EMBA Programmes. This global perspective is also sought by Alcatel when recruiting new can-

didates and is a quality we find in CEIBS graduates", said Mr. Dominique de Boissesson, Chairman and Chief Executive Officer of Alcatel China Investment Co., Ltd.

Alcatel is the biggest telecom infrastructure supplier in the world, and has taken deep roots in China, dating back to 1984. In early 2000, Alcatel became the first international telecom company to move its Asia-Pacific regional headquarters to Shanghai.

Today, Alcatel has two major organizations in China – Alcatel Shanghai Bell and Alcatel China Investment. Alcatel Shanghai Bell's activities include voice, broadband, mobile, optical network and software applications and services. While Alcatel China focuses on satellite, transmission automation, mobile phone, etc. The two companies work closely together, providing solutions spanning the sky, sea and land.

Alcatel is one of the world's most innovative companies, employing 22,000 R&D engineers, representing more than 22 percent of the total workforce worldwide. In China, Alcatel employs over 2,000 R&D engineers and this number is planned to rise to 3,500 over the next three years.

CEIBS Beijing Golf Tournament Held in Summer 中欧北京夏季高尔夫友谊赛举行

6月26日，中欧北京夏季高尔夫友谊赛在华堂国际高尔夫俱乐部举行，40位校友和学友参加了本次比赛。刘吉院长为比赛开球，并为比赛致词，“开球好比人生的第一步，要取得成功，还要在漫漫长路上继续跋涉。高尔夫如此，人生亦如此”。经过4小时的激战，来自EMBA北京班的李京生、刘英伟、吴彤等人分享了大赛的十一个奖项。

June 26 witnessed the successful opening of CEIBS Beijing Golf Tournament held at Hua Tang Golf Club. Execu-

tive President Liu Ji made an opening address to 40 CEIBS alumni and EMBA participants. He also appreciated the meaningfulness of sponsoring golfing activities among the students. "The first drive in a game marks the first step of one's life, but a successful life depends upon endeavors that follow". The game lasted for 4 hours. In total 11 awards were given, three of which went to Li Jingsheng, Liu Yingwei, Wu Tong, who are EMBA participants in Beijing Classes.

Provided by Beijing Representative Office
北京代表处供稿

决策科学协会第七届全国会议暨亚太分会第八届年会于7月4日至7月8日在中欧国际工商学院召开。

The seventh international conference of the Decision Sciences Institute (DSI) combined with the 8th annual meeting of Asia Pacific Region of DSI was open from July 4th to July 8th at CEIBS in Shanghai.

中国医院管理者长期以来沿袭“医生-出色的医疗专家-院长”的成长模式,这种职业管理机制的弊端显而易见。面对中国医院管理队伍来源过窄、管理知识缺乏、管理能力不足、经营意识不够、战略决策不强、综合素质有待提高的现状;面对新世纪、新经济,以及日趋激烈的医疗市场竞争和WTO的到来,医院管理者职业化已经刻不容缓。

近年来,通过与医院高层管理人员、药厂、医疗器材设备商和药品经销商的交流,中欧国际工商学院意识到中国的医疗保健行业在政府政策推动及全球医疗改革趋势影响下,虽然已经进行重大的改革,但医院高层管理人员对系统而方便的现代



Traditionally, the process of selecting hospital senior executives in China has been a systematic process where top performing physicians or specialists are promoted to hospital vice presidents and/or presidents. The shortcomings of this process are obvious - the talent pool is small; there is a lack of basic management knowledge and experience, as well as a lack of business sense and strategic vision; and sometimes the mentality of service is lacking.

After interactions with senior executives of hospitals, pharmaceutical companies, medical equipment suppliers and distributors, CEIBS has learnt that major reforms have taken place in China's healthcare sector as a result of government policies and global trends. There has been a great demand for systematic and accessible training in modern hospital management for senior hospital executives. Having accumulated two years of successful experience in delivering hospital management courses, CEIBS is now officially introducing to the public the "CEIBS Diploma in Hospi-

tal Management" with the support of the China Health Economics Institute, Ministry of Health.

The programme targets presidents, vice presidents, senior and middle level managers of hospitals; as well as, managers of healthcare administrations.

The programme aims to help participants develop appropriate strategies for:

- Implementing government health policy while responding to specific and changing demands of the local population;
- Establishing a mission and a vision, in addition to formulating and implementing strategic plans for the hospital to stay competitive;
- Creating effective management systems which allow hospital management to monitor and observe the performance of key hospital processes, organisation arrangements, people and the hospital's resources;
- Understanding how to respond when performance is inadequate and when change is necessary.

The programme is 18 months long, including 10 modules such as Developing a Strategy, Managing the Human

Organisation, Managing Finances, and Managing Risk. Each three-day module will focus on one key area and cover a range of topics related to that area. Through guest-lecture speakers, plant tours and activities that include visiting and discussion among hospitals, mutual understanding and co-operation will be enhanced. We will invite both Chinese and foreign experts with successful experiences in hospital management or reform to share their lessons with participants.

The faculty of CEIBS' Diploma in Hospital Management consists of professors from world-renowned business schools such as INSEAD and IESE, as well as Chinese healthcare experts. They are world-recognised experts in their respective research areas, and have worked with many multinationals by providing extensive research and consulting services. They also have rich experience in the field of hospital management and have personally been involved in many research projects with the Chinese Government and hospitals. They have also helped numerous hospitals with strategic planning.

For further information, please email to exec.ed@ceibs.edu or visit our website www.ceibs.edu

CEIBS 医院管理文凭课程

Diploma in Hospital Management

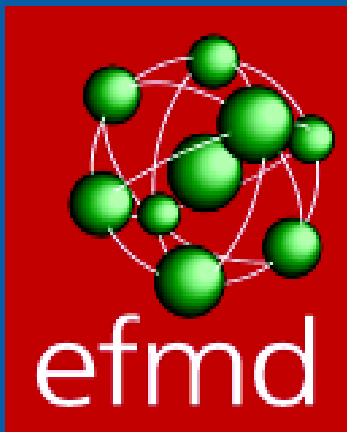
2003 高层经理培训课程 (8月 – 12月)

2003 Executive Education Programmes (August-December)

课程	地点 /Location	授课语言 /Version	时间 /Dates	Programme
国情入门				Country Introduction
中国外籍经理课程	上海 /Shanghai	英语 /English	9月20日 -23日 /Sept. 20-23	China Expatriate Programme
综合管理				General Management
CEO课程 ^新	上海 /Shanghai	汉语 /Chinese	模块式 /Modular	CEO Programme ^{New}
以价值创造引领公司增长 ^新	上海 /Shanghai	汉语 /Chinese	8月21日 -28日 /Aug. 21-28	Leading Corporate Growth through Value Creation ^{New}
高层经理课程	北京 /Beijing	汉语 /Chinese	11月20日 -28日 /Nov. 20-28	Advanced Management Programme
中欧医院管理文凭课程 ^新	上海 /Shanghai	汉语 /Chinese	模块式 /Modular	Diploma in Hospital Management ^{New}
年轻经理课程	上海 /Shanghai	英语 /English	11月7日 -14日 /Nov. 7-14	Young Executive Programme
人员管理	上海 /Shanghai	英语 /English	12月5日 -7日 /Dec. 5-7	Management of People
董事课程	上海 /Shanghai	汉语 /Chinese	11月18日 -20日 /Nov. 18-20	Programme for Board Members
领导艺术与变革管理	上海 /Shanghai	汉语 /Chinese	10月30日 -11月2日 /Oct. 30-Nov. 2	Leadership & Change Management
组织与领导艺术	上海 /Shanghai	汉语 /Chinese	8月29日 -9月1日 /Aug. 29-Sept. 1	Organisation & Leadership
创新管理	上海 /Shanghai	汉语 /Chinese	9月15日 -18日 /Sept. 15-18	Management of Innovation
中国企业国际化课程 ^新	上海 /Shanghai	汉语 /Chinese	8月29日 -30日 /Aug. 29-30	Globalizing Chinese Companies ^{New}
人力资源				Human Resources
战略人力资源管理	上海 /Shanghai	英语 /English	9月4日 -7日 /Sept. 4-7	Strategic Human Resources Management
	北京 /Beijing	汉语 /Chinese	10月17日 -20日 /Oct. 17-20	
人力资源管理	北京 /Beijing	英语 /English	11月1日 -4日 /Nov. 1-4	Human Resources Management
市场营销				Marketing and Sales
中欧 - 哥伦比亚合作课程 - 高级市场营销 ^新	上海 /Shanghai	英语 /English	9月7日 -10日 /Sept. 7-10	CEIBS - Columbia Joint Programme
				Advanced Marketing Management ^{New}
决策者的市场营销课程 ^新	上海 /Shanghai	汉语 /Chinese	9月12日 -14日 /Sept. 12-14	Marketing Strategy for Decision Makers ^{New}
服务营销课程	北京 /Beijing	汉语 /Chinese	10月30日 -11月2日 /Oct. 30-Nov. 2	Services Marketing
中国市场营销战略与规划	北京 /Beijing	汉语 /Chinese	10月23日 -26日 /Oct. 23-26	Marketing Strategy & Planning in China
战略销售队伍管理 ^新	上海 /Shanghai	英语 /English	8月19日 -21日 /Aug. 19-21	Strategic Sales Force Management ^{New}
重要客户管理	上海 /Shanghai	汉语 /Chinese	10月23日 -25日 /Oct. 23-25	Key Account Management
财务				Finance
高级财务管理	上海 /Shanghai	汉语 /Chinese	11月14日 -17日 /Nov. 14-17	Advanced Financial Management
非财务经理的财务课程	北京 /Beijing	汉语 /Chinese	11月27日 -30日 /Nov. 27-30	Finance for Non-Financial Executives
战略成本管理与控制	上海 /Shanghai	汉语 /Chinese	9月26日 -28日 /Sept. 26-28	Strategic Cost Management and Control
收购与兼并	上海 /Shanghai	汉语 /Chinese	9月26日 -28日 /Sept. 26-28	Mergers & Acquisitions
金融创新与风险管理 ^新	上海 /Shanghai	汉语 /Chinese	9月5日 -8日 /Sept. 5-8	Financial Innovation & Risk Management ^{New}
生产经营				Production-Operations
供应链管理	上海 /Shanghai	汉语 /Chinese	9月26日 -29日 /Sept. 26-29	Supply Chain Management
项目管理	上海 /Shanghai	英语 /English	8月21日 -24日 /Aug. 21-24	Project Management
	北京 /Beijing	汉语 /Chinese	8月28日 -31日 /Aug. 28-31	

详细信息，敬请致电 86 21 2890 5197，或发送电子邮件至 exec.ed@ceibs.edu

For further information, please contact 86 21 2890 5197 or email to exec.ed@ceibs.edu



欧洲学习指南一

欧洲管理发展基金会 2003 欧洲高层管理人员培训指南

Learning Guide in Europe —

The efmd European Directory on Executive Education 2003



这张 efmd 光盘是我们用来全面了解有关高层管理人员培训课程的目标和内容的唯一信息来源。它介绍了多达 1435 个课程项目，分别由欧洲 23 个国家的 136 个全球和地方性教育机构提供。

- 哪些学校组织创业学方面的课程?
- 谁提供领导艺术硕士课程?
- 哪些学校与诺基亚公司建立了合作关系?
- 我在哪儿能找到专门为年轻经理人设计的领导艺术课程?
- 哪些学校在意大利提供学习课程?
- 目前华沙开设有高层管理人员工商管理硕士 (EMBA) 课程吗?
- 我在哪儿能够与高级经理人士一起学习有关联盟和收购方面的课程?
- 学院中的高层经理培训课程具体由谁负责?
- 哪些通过欧洲质量改进体系 (EQUIS) 认证的学校提供公司责任课程?
- 在巴塞罗那有哪些课程?

欲了解更多信息、知名商学院名录以及订购表格，请登录 <http://www.efmd.be/EED2003>

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- Which schools organise programmes focusing on entrepreneurship?
- Who offers a masterclass on leadership?
- Which schools have a partnership with Nokia?
- Where can I find a leadership programme specifically for young managers?
- Which schools are operating in Italy?
- Are there established executive MBA programmes in Warsaw?
- Where can I learn together with fellow senior people about alliances and acquisitions?
- Who is responsible for executive education at a particular School?
- Which EQUIS schools run a programme on corporate responsibility?
- Which programmes are organised in Barcelona?

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中欧国际工商学院

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the learning interface

中欧国际工商学院是根据中国政府和欧洲联盟的协议，由上海市人民政府和欧洲联盟共同出资于 1994 年创办的一所不以营利为目的的中外合作教育机构。学院开设的 MBA、EMBA 和高层经理培训课程都由来自欧洲、北美和亚洲等地的著名教授执教。

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