

THE LINK

Winter 2004 Issue No.16

未来10年,
中国商学院瞄准TOP10

A Chinese Business School aims for the
World's TOP 10 position in the next decade

中欧首届CEO班学员王振滔荣获"中国十大杰出青年"称号
Wang Zhen tao is recognized as one of the
"Top 10 National Outstanding Youths"



中欧EMBA:采炼

CEIBS EMBA: Extraction of Life's Essence

中欧喜庆10岁生日

CEIBS Happily Celebrates its 10th Anniversary

中欧国际工商学院
CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

目录 | Contents

主办：
中欧国际工商学院

主编：
王惟尊

执行编辑：
宫惠民

英文编辑：
董嘉宝

新闻编辑：
李 蓓
孙 琛

网站编辑：
陆 蓉

如需联系我们，敬请致电
86-21-28905272，或发电子邮件到
ghuimin@ceibs.edu

Published by
China Europe International Business School

Editor-In-Chief
William Wang

Executive Editor
Huimin Gong

English Editor
Michele Tung

News Editors
Phoebe Li
Rachel Sun

Online Editor
Michele Lu

You can contact us at +86-21-28905272 or
ghuimin@ceibs.edu

院长访谈 Interview with the President	
未来 10 年，中国商学院瞄准 TOP 10	1
A Chinese Business School aims for the World's TOP 10 position in the next decade	2

封面关注 Focus	
中欧 EMBA：采炼 / CEIBS EMBA: Extraction of Life's Essence	5
采炼 / Extraction of Life's Essence	6
“知”与“行”——我与中欧 / “Knowledge” and “Practice” - CEIBS and I	8
第五日 / The 5th Day	11
中欧随想 / CEIBS Capriccio	13
中欧求学记 / The Story of Seeking Knowledge at CEIBS	15
磨剑十年 / An Edge Created by a Decade's Polishing	17

新闻动态 News in Brief	
三位教授获中欧 2004 年优秀教学奖	24
Three Professors Receive CEIBS' 2004 Teaching Excellence Award	24
刘吉院长荣获首届西班牙“亚洲之家”经济奖	24
CEIBS Executive President Liu Ji Awarded the 1st Spanish "Casa Asia" Prize in Economics	24
两岸人力资源交流研习会在中欧召开	25
HR Symposium from both Sides of Taiwan Straits	25
中欧管理论坛：沃尔玛董事会副主席托马斯·考夫林在中欧演讲	25
Walmart's Thomas Coughlin visits CEIBS	25
中欧管理论坛：汽巴精化 CEO 梅尔在中欧演讲	26
CIBA CEO's Executive Forum Speech	26
中欧首届医院管理文凭课程学员毕业	26
CEIBS' First class of Diploma in Hospital Management Participants Graduate	26

课程介绍 Programme Information	
总经理课程(AMP)	27
Advanced Management Programme (AMP)	28

聚焦中欧 Events at CEIBS	
中欧喜度 10 岁生日	29
CEIBS Celebrates its 10th Anniversary	32
我们的 2046	36
Our Version of 2046	40
2004 中国汽车产业高峰论坛在学院举行	44
CEIBS Holds the 2004 CEIBS China Automotive Industry Forum	44
飞利浦捐赠人力资源管理教席	45
Philips Chair in Human Resources Management at CEIBS	45
西班牙坎塔布利亚政府捐赠地区发展与经济整合教席	46
The Government of Cantabria (Spain) Chair in Regional Development & Economic Integration at CEIBS	46
德斯高成为中欧国际工商学院新的赞助伙伴	47
TESCO Sign New Sponsorship Agreement with CEIBS	47
中欧首届 CEO 班学员王振滔荣获“中国十大杰出青年”称号	48
Wang Zhentao is recognized as one of the "Top 10 National Outstanding Youths"	48
2004 人力资源论坛在学院举行	49
2004 HR Forum	49

人物 New Appointments at CEIBS	
王惟尊出任深圳代表处首席代表	50
New Chief Representative of CEIBS Shenzhen Office	50

演讲撷萃 Executive Speech	
商业可持续发展：来自英国石油公司的观点	51
The Business Case for Sustainable Development - A view from BP	54

启事	
《LINK》致校友的信 / A Letter from the Link	49
你的最新消息，我们想第一个知道 / What's new with you?	50

未来十年 中国商学院 瞄准 TOP10

何洛先 《每日经济新闻》主编



11月1日,中欧国际工商学院EMBA项目在英国《金融时报》最新的全球商学院排名中名列第20位,这对十周年庆的中欧来说无疑是最好的生日礼物。在去年的排名中,该项目名列第34位。

早在今年1月,中欧的MBA项目在《金融时报》排名也从去年的92位猛升到53位,居亚太地区商学院第一名。

中欧是否跨入了世界一流商学院的行列?中欧未来十年将如何发展?在中欧十周年生日来临之际,《每日经济新闻》主编何洛先与中欧国际工商学院副院长兼中方教务长张国华进行了一番深入的对话。

中欧瞄准国际一流水准

何: 中欧很看重商学院的全球排行榜,今年两个项目排名都大幅提高,这对中欧来讲,这个排名究竟意味着什么?20名和53名代表了什么水平?

张: 排名首先要看标准,就是和谁比,怎么比?《金融时报》的排名是国际标准,非常权威。具体从EMBA排名来看,两个指标最为重要。一个是学员毕业后的薪资变化,中欧的毕业学员三年薪水提高幅度103%,全球第二;第二就是教授在国际学术和专业刊物上发表论文的评级。因为这两个重要标准领先,中欧EMBA项目排名进入前二十,这说明中欧已经是国际一流水准。能够在短短10年内做到这一点,我们感到非常自豪。

何: 排名考量的是教学质量,课程设置,服务水平和教学效果,但也是一种营销手段。进入TOP20,能否为你们引来海外跨国公司CEO来做学生,中欧有没有这个师资实力来教这些学生?

张: 在中欧,外籍学员占20%,这在中国已经算是很高了。这主要得益于中国经济的快速发展,提供了一个非常难得的历史机遇,所以吸引了一批打算在中国有所发展的跨国公司高层管理人员,他们通过读商学院来了解中国市场,学习本土管理经验;而中欧这两年的全球排名比较靠前,也是能够吸

引这么多外籍学员的重要因素之一。

但是我们并不打算刻意扩大这一比例,计划最终控制在30%左右。即使哈佛这样的国际一流商学院,外籍学员比例也只有30%,欧洲的顶级商学院这一比例大概是60%到70%,但这是由于欧洲的国家小,高度国际化的原因造成的。我们的定位不会改变,就是为中国培养适应和熟悉全球竞争环境的高级管理人才。

何: 中欧把进入TOP10作为未来十年的发展目标,而那时候中国的大企业不一定能进入全球排名的TOP10,中国工商管理教育与中国工商管理实践之间的差距,会不会影响到中欧的未来发展?

张: 中国经济在相当长的一段时间内,会始终保持高速增长,这就为我们的学员创造了太多施展身手的机会。同时,中国经济发展的良好势头,也使得国外管理学家对中国产生了浓厚的兴趣,中国的问题已经成为全球问题。跨国公司要想在中国有所发展,需要本土化的人才,这就给商学院提供了很好的机会。我想,这种管理理论与实践之间的差距,中国与国际水准的差距会越来越小,不会成为阻碍中欧发展的瓶颈。

多方位提升品牌形象

何: 中国的商学院发展竞争激烈,以

市场化方式运作,必须与政府断奶,现在中欧完全没有政府投入了吗?

张: 虽然有政府的支持,但是目前中欧的经费85%以上都来源于学费,过于单一的资金结构降低了中欧在发展中抵御风险的能力。

国外成功的商学院在资金方面都有一个三三制的原则,即三分之一的收入来自学费,三分之一来自基金收益,剩下的三分之一来自其他方面,这是一种比较健康和安全的资金模式。我们还有很大差距。

如何有效地借鉴国际上商学院成功的资金运作模式,并结合中欧的实际进行创新,是我们下一步工作的重点。

何: 您曾不止一次地表示,中欧是不可能赢利的,也就是说,不能用收益来衡量中欧的业绩。那么,该如何评估中欧完成TOP10目标的程度?

张: 中欧绝对不会以追求经济效益为目标,但会产生一个很大的品牌效益。会有越来越多优秀人才到中欧来学习,他们毕业后继续进入企业,为企业创造更多的价值,解决更多的就业,为国家交更多的税,这实际上是社会效益。

何: 您认为,中欧要成为国际一流的商学院,除了资金模式的国际化,办学模式上教学与研究并重之外,还有什么需要

努力的地方？

张：首先一点是客户群体的多元化。现在世界500强企业已经有接近一半成为中欧的客户了，但是还远远不够。我指的是这些企业将来想在中国发展业务，想寻找本土化的高级人才时，他们的全球总裁找的不是哈佛商学院，不是沃顿。而是找中欧的学员。

其次是我们的学员能不能进入到世界一流的企业。未来十年，如果有50%的中欧学员能够进入全球500强的企业，让那些企业招人就想到中欧，就是我们办学成功的最好体现。

最后是我们能不能够吸引一批国际知名教授来到中欧，研究中国问题，创造新的知识，形成新的系统理论，为中国的企业家，为中国政府出谋划策。

这三点是我们要坚持不懈地去努力的地方。

竞争中合作 服务上海

何：优秀教授的资源是稀缺的，商学院之间的资源共享是一个方向。过去十年中欧的眼光是朝外的，未来十年，中欧是否会与国内纷纷崛起的其他商学院进行某种程度的资源共享？有没有可能在竞争中合作，一起来推动中国整体的EMBA和MBA教育的进步？

张：中欧的Logo就是一个“合”字，合作就是中欧的办学思想，作为国际化的商学院，我们一直提倡合作，交流发展。虽然竞争在所难免，但是商学院应该学会发展各自核心竞争力，领导层更要加强合作，师资资源可以合作，但绝对不能恶性竞争。不要刻意追求规模，要靠质量取胜。

何：中欧诞生在上海，学员中留在上海的比例占多少？

张：我们的EMBA学员毕业后留在上海的接近50%，MBA学员留下的有70%，他们毕业后成为各自企业的中坚，为上海的企业提升核心竞争力做出了很大的贡献。■

A Chinese Business School aims for the World's TOP 10 position in the next decade

By He Luoxian, *National Business Daily*

On November 1, the China Europe International Business School's (CEIBS) EMBA programme moved up from 34th position in the world to 20th position this year. This exciting news coincided with CEIBS' 10th anniversary celebration. It was undoubtedly a nice birthday present to CEIBS.

This January CEIBS' MBA Programme also witnessed a climb up the *Financial Times* rankings from last year. Last year CEIBS' MBA programme was 92nd in the world, and now it is ranked 53rd this year making it the number one business school in the Asia Pacific region.

How has CEIBS become one of the top business schools in the world? How will CEIBS develop in the next decade? As CEIBS' 10th anniversary is approaching, He Luoxian, Editor-in-Chief of *National Business Daily* has the following in-depth dialogue with Zhang Guohua, CEIBS Vice-President and Chinese Dean.

CEIBS follows the world's best international standards

He: CEIBS has attached great importance to its worldwide ranking. This year, two of its programmes have risen significantly in their ranking. What do such

rankings mean to CEIBS? What kind of level do 20th and 53rd positions represent?

Zhang: The most important thing rankings is its indexes, that is, who are we competing with and how we compete. The *Financial Times* ranking follows very authoritative international standards. To be specific, there are two critical indexes in deciding the EMBA rankings: one is increase in salary after graduation and the other is professors' publications in international academic and professional journals. In terms of the former, CEIBS' alumni have an average increase of 103% in their salary three years after graduation, ranking the school the 2nd in the world. It is CEIBS' leading position in the two indexes that enables its EMBA programme to rise to the world's top 20. Therefore, we can say that CEIBS has met first-rate international standards. We are truly proud of this achievement in only 10 years.

He: Rankings do not evaluate teaching quality, curriculum structure, service and teaching effects, but only serve as a way of marketing. Can the top 20 position attract CEOs from overseas multinationals to study at CEIBS? Can CEIBS match their faculty to teach such



participants?

Zhang: CEIBS' foreign participants account for 20% of its total, a very high percentage in China. This is attributable to the extraordinary historical opportunity provided by the rapid development of the Chinese economy. In this context, senior management of some multinationals who want to seek career development in China are attracted to study at business schools to know the Chinese market and learn local managerial experience. Of course, CEIBS' relatively high ranking is also an important reason for attracting these foreigners.

However, instead of increasing the percentage on purpose, we plan to control the percentage of foreign participants at

about 30%. Even in first-rate business schools like Harvard, the percentage of foreign students is 30%, while in top business schools in Europe, the percentage is about 60% or 70% because European countries are small and highly internationalized. Our position will never change, that is, to develop senior managers adaptive to and familiar with global competition for China.

He: CEIBS has defined the "world top 10" as its development objective for the next decade. However, large enterprises in China may fail to rise among the world top 10 at that time. In this case, will CEIBS' future development be influenced by the gap between business education and business practice in China?

Zhang: The Chinese economy will maintain its rapid growth for a relatively long period of time, and will hence provide numerous chances for our students to display their capabilities. In the meantime, a strong momentum of the growth of the Chinese economy has kindled foreign management gurus' interest in China and hence issues in China have become global ones. To seek further development in China, multinationals need localized talents, which offers a good chance for the development of business schools. In my opinion, the gap between managerial theory and practice as well as that between Chinese and international level will be reduced little by little, rather than becoming a bottleneck for CEIBS' development.

Enhance Brand Image on all Fronts

He: In the context of increasingly strong competition during the development of business schools in China, CEIBS' market-oriented operation requires its separation from the government. Is it the case that now CEIBS receives no investment from the government?

Zhang: Though CEIBS still enjoys support from the government, 85% of its funds come from tuition fees. Such simple capital structure lowers CEIBS' during its development.

On the contrary, successful foreign business schools follow a balanced principle in capital operation, namely, one third of the funds come from tuition fees, another one third from foundation income, and the other one third from other fields. Compared with this healthy and safe capital model, ours still lay far behind.

Therefore, one of the priorities of our future work is to adapt innovatively other business schools' successful capital operation to CEIBS' practice.

He: More than once, you have expressed the opinion that CEIBS cannot become profitable. In other words, CEIBS' performance cannot be measured by its revenue. Then, how can you measure how much CEIBS has achieved its objective of rising among world top 10?

Zhang: Though CEIBS will never define its objective as pursuing economic benefits, it will still generate great brand effects. As more and more outstanding talents study at CEIBS, after graduation, they will create great value for the companies, increase employment opportunities, and pay more

taxes to our country. This is, in fact, social benefits.

He: In your opinion, to become a first-rate business school in the world, what else should CEIBS strive to improve, apart from internationalization of its capital model and the equal importance attached to teaching and research in its school management model?

Zhang: First is diversification of customers. Though almost half of the world's top 500 have become CEIBS' customers, it is still far from enough. In so saying, I mean when these companies want to develop their business in China and want to find localized senior talents; their global presidents will not find graduates of Harvard nor Wharton, but from CEIBS.

Second is whether our students can work at world-class companies. In the future decade, if 50% of our students can enter the world's top 500 and remind them of CEIBS when these companies need new employees, then our school management can be said to be very successful.

Finally is whether we can attract a group of internationally prestigious professors to teach at CEIBS, conduct research on issues in China, create new knowledge, shape new systematic theories and provide solutions for Chinese entrepreneurs and Chinese Government.

The three aspects require our continuous efforts.

Seek Cooperation from Competition and Serve Shanghai

He: Out of the scarcity of excellent faculty

resources, faculty resource sharing has been a tendency among business schools. In the past decade, CEIBS has mainly focused on internationalization; in the next decade, will CEIBS share resources with the rising domestic business schools to some extent? Is it possible for you to seek cooperation from competition to promote the overall development of EMBA and MBA education in China?

Zhang: CEIBS' logo is the Chinese character “合” which means harmony. Cooperation is CEIBS' guideline in running the school. As an internationalized business school, we have always paid much attention to cooperation and communication. Though competition is inevitable, business schools should learn to develop their respective core competences. In this case, the schools' leaders should strengthen their cooperation and faculty resources can be shared. However, hostile competition should be avoided. We should not focus on realizing large scales, but try to seek excellence with superior quality.

He: CEIBS was born in Shanghai, then, what is the percentage of CEIBS students who have stayed in Shanghai after graduation?

Zhang: About 50% of our EMBA graduates and 70% of MBA graduates have stayed in Shanghai. They have become key personnel in their respective companies and contributed greatly to the enhancement of core competences of companies in Shanghai. ■

中欧 EMBA：采炼

CEIBS EMBA: Extraction of Life's Essence

2004年11月，中欧国际工商学院的EMBA课程跃居英国《金融时报》全球排行榜第20名，已跻身世界顶尖EMBA项目第二军团。中欧的这一排名，已经超越了许多美国知名的一流商学院，例如加州大学安德森商学院（排名29），乔治敦大学（排名34），华盛顿大学奥林商学院（排名38），明尼苏达大学卡尔森商学院（排名55）。自《金融时报》四年前开始发布此榜以来，中欧年年获评EMBA全球50强，是中国大陆唯一进入此世界权威排名的商学院。

就在3个月之前，根据环球资源权威最新调查显示，在国内EMBA教育机构方面，中欧国际工商学院以高达72%的认知度稳居国内首位，遥遥领先于国内其他EMBA机构和项目。在排名前10位的EMBA项目中，经理人认知度超过50%的只有两家，分别是认知度达到72%的中欧国际工商学院和60%的复旦大学。

究竟是什么吸引了海内外企业界高层管理人员钟情于中欧EMBA课程？

10年校庆，EMBA校友纷纷撰文，或谈学习体会，或谈人生感悟，精彩纷呈。众多美文被编辑成册，刘吉院长亲笔题名并作序，成《采炼》一书。他们的文字，也许最适合勾勒出中欧EMBA课程的形象和特色。由于篇幅限制，我们只能精选美文几则，以及刘吉院长的序言，以飨大家。■



In November of this year, CEIBS' EMBA programme was ranked 20th by the *Financial Times*. This ranking surpassed that of UCLA's Andersen School of Management (Ranked 29th), Georgetown University's McDonough School of Business (34th), the University of Washington's Olin School of Business (38th), and the University of Minnesota's Carlson School of Management (55th). This is the fourth consecutive year that CEIBS has been ranked among the world's top 50 EMBA programmes by the *Financial Times*. It is the only business school in mainland China that has been listed in this authoritative worldwide ranking.

Three months earlier, the latest study from Global Resource revealed that CEIBS' EMBA Programme retained its number one position of brand recognition, leading far ahead of other EMBA programmes in China. Among the top 10 EMBA programmes, only 2 enjoy brand recognition higher than 50% among managers. These 2 universities are CEIBS at 72% and Fudan University at 60%.

What attracts senior management from home and abroad to CEIBS' EMBA Programme? A recent compilation of stories written by CEIBS' EMBA about their experiences at CEIBS, will give you an idea. This book titled "Extraction of Life's Essence" can be purchased from the EMBA office (emba@ceibs.edu). ■

采炼 Extraction of Life's Essence

感谢编者邀我取题书名并写序，使我有幸成为第一读者。当我读完掩卷时不禁发自内心赞叹：“这绝对是一本精彩的书”。

First I would like to thank the editor for inviting me to choose the name of the book and to write the preface. As a result of his kindness, I am the first to read it. After reading the book my first impression was, "it is an absolutely wonderful book."

作者都是中欧国际工商学院 EMBA 同学，写在中欧学习的体验，我很自然地想到第一个书名是《中欧人说中欧》。但是读着读着发现，作者们说的内容已经超越了中欧，于是取了第二个书名《中欧人说》。再读下去，一篇篇文章，犹如饮了杯杯醇香美酒，令人陶醉、实在是一种意外享受，联想到“酒不醉人人自醉”的诗句，改书名为《酒不醉人》，自觉颇别出心裁。然而，全书读完，久久难以平静。酒，即使是不醉人而有益身心的酒也不能概括这本书。这里有同学们对中欧学习和生活的真情回忆，使人感动不已；这里有学习课程和理念的体会和阐发，不乏有耀眼的火花；这里有对管理和人生的哲学感悟，深邃的思想令人扼腕赞叹；还有，真没想到商学院学生有如此才华的文采，有的文章可以与专业作家媲美是决不虚言的……同学们如同一只只勤奋的蜜蜂，采撷百花，酿炼成香甜营养的蜂蜜，滋补着自己，滋补着读者，滋补着社会。企业家之所以成为企业家，不仅具有天赋的才能，还要象蜜蜂勤奋采炼，汇滴涓成大海，化腐朽为神奇。所以，我毅然将这本绝对精彩的书取名《采炼》。

要想了解 MBA 教育是怎么回事？请读这本书。MBA 教育绝不只是一流教授传授一流知识，更是一流同学分享各自的一流实践。21 世纪 MBA 教育除了进一步提高“课堂教育”的质量，更要加强“行动

教育”，培养企业家行动素质和生活方式，这将是一个方向。

要进中欧国际工商学院进行 MBA 学习的男女，请读这本书。先领悟一下您们的学长们的领悟，可以作为一本预科教程。因为这本书充分体现了中欧的校训：**认真、创新、追求卓越。**

认真——这是做人做事的起点，是一个人一个企业成功的基础。

创新——与时俱进地不断创新，才具可持续的竞争力。

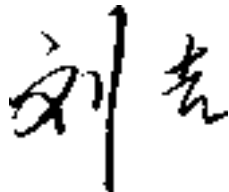
追求卓越——不只是预设一个完美的愿景，更重要的是不论已经做得多好，都要问一问能不能做得更好。

这本书是 EMBA 同学献给母校十周年最好的礼物。

有这样好的同学和校友，中欧国际工商学院有更大的动力去攀登世界一流商学院的高峰。

十年磨成一剑。本书证明剑是怎样磨成的。

有了倚天利剑在手，更要闻鸡起舞啊！



中欧国际工商学院执行院长
刘吉 教授

All of the authors of these short stories are CEIBS' EMBA participants who have written about their experience at CEIBS. Therefore, the first title that came to my mind was "CEIBS in the Words of CEIBS Insiders". However, as I continued to read, I found that the content goes far beyond CEIBS; therefore, I thought perhaps "In the Words of CEIBS Insiders". Later, I felt that the essays were really intoxicating and enjoyable, just like savory wines. Such a feeling reminds me of the poetry lines "it is not wine that intoxicates but the drinker who gets himself drunk." Therefore, I changed the title to "It is not Wine that Intoxicates", and I really appreciated the originality of the title. However, after I finished reading the book, I could not calm down for a long time, since I found that even if there was a wine that could not intoxicate and benefit one's health, it could not fully describe this book, where there is an emotional portrayal of memories of studies and life which are truly moving, where interpretation and understanding of the learned philosophy sparkle brilliantly, where profound ideas on management and life philosophy may win your admiring praise, where you may unexpectedly find that participants of a business school can



be so talented in literature that some articles can even compete with those of professional writers.

Just like diligent bees, students make sweet and nutritious honey dew after visiting numerous flowers, feeding not only themselves, but also the readers and the whole society. To be an entrepreneur, apart from talents, one needs to work diligently like bees to expand trickles of water into oceans and work wonders from the foul and rotten. With this perspective, I named the wonderful book "Extraction of Life's Essence" without hesitation.

If you want to experience what getting an MBA is like, please read this book. An MBA education is more than first-rate professors disseminating first-rate knowledge. This book describes an MBA education from first-rate individuals. Apart from inviting good faculty for classroom instruction, an MBA education in the 21st century should also reinforce behavior education and be oriented to develop qualities and the lifestyles of business leaders.

As to those who want to study an MBA programme at CEIBS, please read this

book first. You can understand CEIBS' students who have fully demonstrated our school's motto: *Conscientiousness, Innovation, and Excellence*.

Conscientiousness - it is the starting point for being a man and doing things as well as the basis for a man or an enterprise to succeed;

Innovation - sustained competitiveness comes from continuous updated innovation;

Excellence - it means more than a designed perfect vision, more importantly, we should ask ourselves whether we can do better no matter how well we have done in the past.

The book is the best gift for CEIBS' 10th anniversary from our EMBA's .

With such excellent students and alumni, CEIBS is inspired to be the top of first-rate business schools with even greater pursuits.

An edge has been created by a decade's polishing, while this book shows us how the edge has been created.

Remember that with the sharp edge in hand, more importantly, we should still work hard!

CEIBS Executive President
Prof. Liu Ji

“知”与“行”

——我与中欧

林恒 EMBA 2004 级上海一班

上个世纪80年代末,我在一家特大型国企里当车间副主任,十分迷惑于为什么年底才发工资的溧阳民工队明显比我手下检修队伍更有战斗力,他们积极主动,勇挑重担(实际上我们的很多重担都给他们挑去了),坦然接受比国企职工们低得多的待遇。而国企里庞大的高级政工师、政工师队伍未能让企业的“主人翁”有半点的主人翁的样子。我曾诚恳地向民工头讨教秘诀,希望我们员工也能进入“农民工”状态,他只是说,这不可能,你们厂里职工的条件太好了。

这个问题后来不再是一个问题了,因为习惯了而非搞懂了,直到在中欧研究“组织行为学”后才明白背后的原理。

国企经过20多年的改革后,终于快走上国退民进的康庄大道了。许多国企的精英流入了外企,并立即进入了“农民工”状态,他们积极主动,勇挑重担,坦然接受比外籍人员低得多的待遇。

可能是由于我当时如此投入地想解决将“主人翁”变成“农民工”的问题,组织上在1993年选派我去苏北一个县任科技副县长,帮助那儿的农民解除迷信与迷惑,走上科技致富之路。

可我自己的迷惑先来了,县领导的政务其中不少是协调部、委、办、局间的冲突,每个部门都捧着红头文件向你解释有如此这般的规定,不同部门的法规还互相打架,搅得你一头雾水。求知是解惑的最好办法,我对系统地学习法律产生了浓厚的兴趣,成了当地惟一报名参加律师资格考试的副县长。

记得当时在同一考场里有来自法院、检察院的考生们,诉讼法考前还在临阵磨

枪,并抱怨书中程序法的奇怪:“我们从未按这样的程序”。分析自己能在百分之六的通过比例中过关,获得律师资格的主要原因,看来是得益于缺少司法实务,认为书上说得有理,而非几个月的头悬梁,锥刺股。

中国法制环境的改善,政府行为的变化在这十年中当然是有目共睹了,但中欧给了我一个环境和机会,来思考这些变化背后真正的动力。

在我被省委组织部授予“优秀科技副县长”称号,结束公务员生涯返回委派单位时,已到了95年底。当时我还不知道成立已一年多的中欧——这一中国和欧盟合资的商学院,但卷入了中国和欧洲国家合资的另一大项目。作为中方惟一的律师,第一个CASE竟是30多亿美元总投资的合资项目。

第一次走出国门到了欧洲才感到自己是中国人,第一次直面跨国公司里的50出头及60多岁的老江湖们,才感到自己很年青。

回想起来,虽然双方主谈的实力相距甚远,但中方不懂对方的游戏规则,反倒占了不少便宜,四年的战斗终于达到了胜利+胜利的双赢结局。后来我又参加了其它一些大大小小的项目谈判,真是实践出真知,斗争长才干。

2000年,当中欧的名声已如雷贯耳时,我已从国企的总经济师变成了一家合资企业的高级法律顾问,在这合资企业的运行过程中才深切感受到当初谈判中双方有多少想象力。所以中欧的商务谈判选修课我概不参加,生怕自己按捺不住把教授的课给搅了。



实际上,了解合资经营利弊的最佳办法是在其中工作,理解跨国公司内部运作机理的最有效手段是置身其内。

2003年初,我这个中共党员成了跨国公司投资企业的外方委派总经理,虽然中国的政治经济以摸着石头过河方式早已走到了以前天天深揭猛批的地方,但我还是有点“深入敌后”的感觉。

过去在外看世界500强里这些赫赫有名的巨人,除了敬畏,还是敬畏;现在才知道,大公司的难处也大着哪。庞大的机构可以高度地细分工作,使十分复杂的问题变得简单,但也能使非常简单的问题复杂化。在中欧听“管理经济学”,平日的很多困扰都能悟出道道来,爽!

中欧走过十年,也是中国变化最快的十年,现在,就连与欧盟达成共建商学院协议的外经贸部也成了历史。在中国加入WTO,经济全球化的时候,这校名及中国和欧盟联办的背景及在上海浦东的位置已使其沾光不少。但中欧办学的招数我看十年都没变:聘最好的教授,招最好的学生。

如果哪个教授这时还不是很“中国”,

“Knowledge” and “Practice” - CEIBS and I

by Lin Heng, Shanghai Class 1, EMBA 2004

In the late 1980s I was deputy director of a large state-owned enterprise (SOE). At the time I wondered why my employees were not as capable as a group of migrant workers from Liyang that were only getting paid at the end of the year. The workers

他很难称得上很“国际”了。但这些大名鼎鼎的洋教授真的能给中国的事开方子吗？他们真的有开启中国财富的金钥匙吗？我们还记得哈佛的那些大师给俄罗斯用的“休克疗法”，这么多年俄罗斯都未能从“休克”中完全醒过神来。同样，中国的事，也许洋教授最终能整明白，但我相信只有中国人才能整得好。

中欧这个不出国留学的学校，实际上是个讨论和反思的场所，不是个给答案的地方。对照海外的理念和实例，我们可以看出自己以前看不出的问题。

进入贝聿铭设计事务所设计的中欧校园，你会看到四片水池环绕在信息中心四周，就像四块大镜子。照着过去十年，也将照着未来的发展。

回顾自己这十年，从工程师到经济师到律师，从国企到政府到外企，好像做了很多事，其实只有两件：“知”和“行”。未来恐怕也不会超出这两件事，要想“行”得更远必须“知”得更多，快到“不惑之年”了也应该知得更多，中欧是个求知的好地方。

在中欧，我喜欢课间的时候在水池边漫步，借机用这些大镜子照照自己。有一天，在鳞鳞波光中，我分明看见，那开启未来的金钥匙，正被我握在手中。■

demonstrated their proactiveness and courageness in being able to shoulder burdens despite receiving inferior compensations and conditions, and on top of that, they never complained. In contrast, my team composed mostly of political workers never quite performed to their full potential.

At one point I even asked the head of the migrant workers what their secret was, in hopes of transforming my workers to have the same work ethic. His answer was simply, “It is impossible because your workers are paid too well and have good conditions.” Eventually this question did not burden me as much since I had grown accustomed to it. However, it resurfaced when I took CEIBS’ Organizational Behaviour class.

After two decades of reforms, SOEs have been evolving into private enterprises. Many SOEs have hired migrant workers for their hard-work and ability to shoulder burdens, accepting less pay and conditions and not complaining about their foreign counterparts.

In 1993 I was appointed the Vice County Mayor in a northern county in Jiangsu Province responsible for science and technology. It was my hope to help peasants rise above the means of subsistence through better science and technologies.

However, I soon began to doubt myself. The role of county heads like myself was mostly that of mediation between

departments, commissions, offices and bureaus following and enforcing document provisions. In addition to this, various branch laws and regulations often conflicted with one other, making it difficult to know which one to follow. My interest in law eventually made me the only Vice County Mayor to register for the National Lawyer Qualification Examination.

I recall when I took the exam; other examinees in the room were people that worked in courts and the People’s Procuratorates of the PRC. Before the exam started, many were reviewing the exam materials in Procedural Law and complaining about its oddities, “We have never gone through such procedures.” In retrospect, despite passing the examination despite the 6% passing rate and obtaining the qualifications as a lawyer, I think the main reason that I was able to accomplish this was a result of my full belief in the books as a result of my lack of judicial practice and not the months of hard work studying for the exam.

There have been major improvements in China’s legal environment and change of government behaviours over the past decade; however, taking courses at CEIBS has provided me with an environment and chance to ponder the real driving force behind these changes.

At the end of 1995, I was awarded the title “Excellent Vice County Mayor Responsible for Science and Technology.” That year I also changed positions from

civil servant to a company employee. At that time, I knew nothing about CEIBS except that it was business school and that it was a joint venture between China and the European Union that had been established for more than a year. I was working on a cooperative project between China and the EU. As the only lawyer on the Chinese side, the first case I handled was actually a joint venture project involving more than US \$3 billion.

My first time leaving China and going to Europe was the first time in my life where I felt Chinese. I met 50 to 60 Europeans and it was only then that I felt really young as I was shaking hands with all these older individuals. During the negotiations, I think the Chinese side had more of an advantage as a result of our ignorance in the rules of the game. Both sides of the chief negotiators varied in their strengths. After four years of negotiations, the result was a win-win situation. With much involvement in negotiations at various levels, I think knowledge comes from practice and an individual's capabilities are cultivated through battles.

In 2000, a time where CEIBS already established a great reputation, I changed from the position of chief economist of a SOE to a senior legal advisor of a joint venture.

Witnessing the operation of the joint venture, I really felt that both sides were really imaginative. The best way to learn about the pros and cons of a joint venture is to work at one. It is the most effective way to understand international operational mechanisms. Therefore, I was a bit apprehensive about attending a business negotiation class at CEIBS out of fear that

I would muddle up the class.

In early 2003, still a party member, I was appointed by the foreign side as general manager of a subsidiary of a multinational company. China's politics and economy have developed in a way that used to be considered "capitalistic" by radical communists, so I felt like I was a spy investigating the capitalist enemy.

When I look at the top 500 companies worldwide I am always in awe. These companies must face great difficulties. Their huge sizes make it possible for division of labour. Although it can simplify complicated problems, it can also make small ones complicated. After attending the Managerial Economics class at CEIBS, I have learnt a lot. This has given me more confidence.

Over the past 10 years, CEIBS has grown with China's rapid development. There have been so many changes. Take for example the Ministry of Foreign Trade and Economic Cooperation who signed the agreement with the European Union, it no longer exists. Many things have contributed to CEIBS' growth: China's entry into the WTO, economic globalization, the school's history of being a joint venture organization with the EU, and the school's location in the Pudong New Area of Shanghai. However, in my opinion, the "CEIBS' way" has never changed over the decade. It continues to recruit the best professors and admit the best students.

At present any professor who knows little about China can hardly be said to be "internationalized". However, can these famous foreign professors really prescribe problems in China? Do they really have the "golden key" to explore China's wealth?

How about the "shock therapy" prescribed to Russia by managerial gurus from Harvard? Russia still fails to completely wake up completely from the "shock" after so many years. Similarly, foreign professors may finally understand the problems in China, but I believe only we Chinese can solve the problems well.

CEIBS, whose internationalized education demonstrates better effects than studying abroad, is in fact not a place for solutions, but a place for discussions and reflections. By comparing foreign philosophy and cases with our own, we can detect problems we failed to see before.

Upon entering the school designed by I.M. Pei and Associates, one will see four pools surrounding the information centre, like four big mirrors, reflecting the past 10 years as well as its future development.

In review of the past ten years, I have experienced the change from an engineer to an economist and then to a lawyer and from working in a state-owned enterprise to working in a foreign company. It seems that I have done much. However, in fact, I have done only two things: "knowledge" and "practice". It is very likely the two are what I will do in the future. To better the "practice", one has to learn more "knowledge". As for me, I am approaching the age of 40; CEIBS is a good place for me to learn more knowledge.

At CEIBS, I like walking around the pools during the breaks, taking the opportunity to look at myself in the big mirrors. One day, in the glistening light of waves, I see clearly that the golden key to a bright prospect is right in my hand. ■

第五日

The 5th Day

林志宏 EMBA2001 级北京一班

By Lin Zhihong, Beijing Class 1, EMBA2001

每次四天的学习归来，我面临特殊的第五日，它应该属于 EMBA 综合症。症状如下：
After my 4-day studies, it is on the 5th day that I can go back to work and show my EMBA abilities.

第五天，工作时充满创新和激情。生产管理课结束了，上班第一天，我派所有车间的生产助理去算每个工序的生产能力，我要找瓶颈，之后我热火朝天地去改流程，修正投资计划，一个月后我得意洋洋地计算提高了多少生产能力。组织管理课结束了，第一天开始，办公桌上，长长的一份表格，标着我所有的举动，我要找出我的时间是怎样浪费的，当然后来发现浪费时间的事大多是我喜欢做的。上完中国经济，第一天上班我郁郁不欢，因吴教授说中国的未来在民企，我在思考是不是该在还不算晚的时候去创业。上完人力资源课，进公司，看什么都用金三角套，恰好读到亚太老板对我们业绩的祝贺信，暗想老板是为了员工的 Mindset？上完营销学我用计算给出反对用降价争市场的理由；上完管理学后我怀疑公司的 7S 失衡；……。虽然有点夸张，可第五日我工作时确有些不同。

第五天，其实我不想上班。出门时我想拎的是书包而不是公文包。我知道这四天的学习似乎是为了（1个月减4天的）工作，可我常忘记了我是在为了什么而学。CEIBS的4天，博学的教授，智慧的同学，这是我从没遇过的集体。这四天的学习让我好开心。上商法课，我知道江平教授就参与制定了许多法律；上中国经济，我知道吴敬琏教授是指点中国经济江山级的人物；上财务课，我听说Biddle教授是亚洲圈里能找到的最好的……这样的学有几个人上过呢？我更喜欢那种无论做什么都有可能是班门弄斧的感觉：教授的



一个观点，我还没完全听懂，已有班上的同学在妙语连珠地挑战教授了；谈起公司裁几个员工很难时，知道一个同学不眨眼的下载了300多个，还相安无事似乎皆大欢喜；也没谁会得意自己流利的英语或海外经验，因为一大群“海归”坐在课堂上；站在台前，坚信自己的观点没有漏洞的人不多，小组报告时总有点紧张兮兮的，当然几个报告“专业户”除外……这群人，哪儿都不能有它50几个，所以我们不能永远当同学，但，第五天时觉得这四天该再长点。

第五天，我回归家庭。4天里，我在得像个“单身汉”。读书到午夜我可以肆无忌惮地把书翻得乱响；有运动就去没人会问我都有谁和谁；吃饭到深夜我也不担心 evening-call 问我知不知道几点了。因

为我从家里请了4天全假：没急事别打电话给我。班上没活动时，我会翻出大学同学表弟表妹和老同事，我们一起去咖啡语茶或酒吧，白天学的太多我要去归零，有点忘乎所以。一天，打电话回家，儿子让我出门别忘了伞，我告诉他我离他一千里，家里下雨北京不下雨，这时我才不那么得意忘形。匆匆的，销假的第五天到了，还真一下子不适应，我又开始与儿子一起学习小学课本，又开始早请示晚汇报。可回到家的那一瞬，我知道我盼望这第五天，它是我喜欢的平常生活的开始。

22个4天已过了大半，22个第五天也就没了几个，我在想，人生每一段都需要这样的“四天”，这样的“第五天”，其余平常的日子才会慢慢不平常。学无止境只是一种生活方式。■

The very next day after completing my CEIBS EMBA course on *Production and Operations Management*, I sent my production assistants to all our workshops to calculate the production capability of each process because I wanted to find our bottleneck. In addition to this I was motivated to improve and revise the company's investment plan.

A month later, I calculated how much I had improved our company's production capability. On the very day after I finished the *Organizational Behaviour* course there was a long list of activities on my desk since I wanted to know how my time was wasted. However, I later found that most time-killers were what I liked to do. On the very day after I finished the *Chinese Economy* course, I was in low spirits, wondering whether I should initiate my own enterprise before it was too late since Prof. Wu remarked that the future of China rested with private enterprises. After I finished the *Human Resource* course, I applied the "Golden Triangle" to everything in the company. It happened that I received a letter from the President of our company's Asia-Pacific region to congratulate our remarkable performance. At once I said to myself that it was out of his consideration for our mindset that he sent us such a congratulation letter. After the *Marketing Management* class, I argued against the strategy of seizing the market by lowering price. After the Management course, I doubted that our company's 7S was unbalanced. Though it sounds like a bit of an exaggeration, on the 5th day after my CEIBS' EMBA classes, I really have a

different mindset and mood after.

To be frank, on the 5th day, I don't want to work. How I wish the briefcase in my hand was a schoolbag! I know that my 4-day study is to make me a better manager, but sometimes I still forget why I am there to learn. I very much enjoy my 4-day study at CEIBS since I can meet profound professors and intelligent classmates. When I attended the *Business Law* class, I knew that Prof. Jiang Ping had participated in the enactment of many laws; when I attend the *Chinese Economy* course, I know that Prof. Wu Jinglian is a very famous Chinese economist with a very high reputation; when I attended the *Financial Accounting* class, I know that Prof. Biddle was one of the best professor in Asia. How many people are there that can have the opportunity to attend such high-profile courses?

Something that I enjoyed during class was being able to show our weaknesses before these experts. There were times were my classmates would challenge these brilliant professors even before fully understanding the professor's opinions. I remember there was one example from my classmate, he had fired 300 of employees all at one time and was very happy with the results. We always feel a little nervous when making group presentations before the desk because very few of us believe that there is no weaknesses in their opinions, of course those "experts in presentation" are not included. Where is there any other place where you can find a room-full of 50 elites? Therefore, we cannot always be classmates. On the 5th day, I always wish the four days can be longer.

On the 5th day, I will return to my family, while during the 4 days, I feel as free as a bachelor. When I read late into the night, I can turn the pages as loudly as I like; I can engage in a sports activity whenever there are others playing without worrying that someone may question who is with me; when I have dinner late in the evening, I needn't worry there will be an evening call asking me whether I know how late it is. I have asked my family for a 4-full-day leave and told them to only call me if an emergency arises. When we have no activities, I will invite my college classmates and former colleagues to have a cup of coffee or tea, over which I may seem to be a little beside myself since I need to replace my entrenched ideas with the much knowledge I've learned in the daytime. One day, when I called back home, my son reminded me not to forget to take an umbrella with me when I went out. I told him Beijing was so far away from our home that it was not raining in Beijing. In a blink of an eye, the 5th day comes. It comes so quickly that I hardly feel accustomed to my daily life all of a sudden. Again, I read textbooks for primary school students with my son and report my whereabouts to my husband. However, at the moment when I step into my home, I know that I have looked forward to the 5th day, because it marks the beginning of my favorable daily life.

With the elapse of most of the 22 "4 days", the 22 "5th days" are also running out. I think, in each stage of our life, we need such "4 days" and such "5th days" so that our common daily life may become uncommon. One's endless learning is only a way of life. ■

中欧随想

CEIBS Capriccio

纪文 EMBA2004

By Jiwen EMBA 2004



初识中欧，那是在1999年。那时MBA已经非常风靡，觉得MBA是能包治企业百病的专业，而那些从海外回来的人，只要是MBA，大家就觉得他与众不同，是华佗再世！他呢，自然也觉得高人一等，因此众多MBA们都喜欢在自己的名片加上MBA，以向外人告知自己的显赫身份，而周围很多好朋友也纷纷赶时髦，在参加MBA学历考试或MBA课程培训。其中有一个在外企任职的好哥们考上了中欧，于是知道中欧是欧盟与上海市政府共同创办的专门培养MBA的学校，这个学校完全与国际接轨，我那时很羡慕他，而中欧便成了我心中的殿堂……

再识中欧，那时已是2001年。哥们毕业，送我看毕业照，那得意样，就别提了。中欧独具特色的校园，给我留下了深刻印象，一个字“牛”，再加上哥们的鼓动，于是我有点冲动，要了报名表，准备报名，然而由于工作原因，“忙”，只好又放下。

三识中欧，那时已是2003年。那时我所供职的汇源集团总裁朱新礼先生参加了中欧第一期总裁培训班。他回来后不断

地将自己在中欧所学、所悟与我们管理层交流，这使我才真正感受到中欧，决心报名参加中欧学习，很快便得到公司支持。真走运，我收到了入学通知书。“得意”！

于是我带着激动、带着崇敬、带着好奇、带着亲人的嘱托、带着行囊，飞到了中欧，成了中欧315班的一员。“爽”！

我们315班，别提多棒了，这不，刚半年，已有三个感动、两个感悟、一个决心。

感动一：班主任细致周到的工作。这不，还未开课，老师的E-mail已到了邮箱，大到任课老师的介绍和课堂要求、小到教室温度提醒带衣；刚课程结束返回工作，老师的E-mail又飘进了邮箱，首先是总结报告，然后是课后提醒、再是积极鼓励（主要是因为我是鼓励对象，老师对我格外偏心。）真是一个“暖”！

感动二：同学友爱。来中欧前，也曾参加过形形色色的培训班，对同学友爱，早已不存，总感到那是小学生、中学生、大学生的童贞。我们这些在江湖走动的经济人，有的只是金钱与交易，已不可能有什么同学友爱的火花。可是，到了中欧，我又回到了梦中的童年、少年，真“甜”！

感动三：学习劲头。平均年龄近38岁，而学习劲头却比18岁的学生还高，这不陈讯武又在提出新的问题了，而周振翔

的经验介绍又总是那么娓娓动听，程光同学的总结发言总是画龙点睛。差距！差距！这就是我与他们的差距！“愧”！咋办？“赶”！

感悟一：“从夜郎自大”到“井底之蛙”。未到中欧，由于在公司，作为负责集团运营的我，总自认为是公司第一博学人，从财务到投资、从计算机信息到人力资源管理、从生产到销售，我都能提出独到的见解，总能引起最高管理者的共鸣，而到了中欧，在博学的教授面前、在久经沙场的同学面前，就是一“井底之蛙”。咋办？“学”！

感悟二：从“学习”到“学习、交友”。读MBA嘛，就是读那些经典著作，研习哈佛那些经典案例，因此只要上课认真听讲、下课好好看书，就能读好MBA。然而，我错了。MBA决不是读出来的，也不是学出来的，因为MBA是没有标准答案、没有对错之分的，因此它需要你去与同学、与你周围的人交友，去交流、去互动。而这这就要求你必须放下你的架子、平衡你的心态、让你周围的人接纳你。因此，你必须“诚”！

这不，感动讲了，感悟也说了，就剩决心未表了。好，咱也表表决心。

一个决心：决心紧密团结在以范老师为首的315班班委的周围，高举“团结友爱、勤奋向上”的伟大旗帜，争做领头雁，不做落后生。

我爱中欧、爱315班这个集体！！■

The first time I heard about CEIBS was in 1999 when an MBA degree was starting to become popular in China and MBAs were regarded as capable of curing all

problems of enterprises. At that time, anyone who received an overseas MBA degree would be deemed as extraordinarily outstanding, or even a second Hua Tuo (a famous doctor in Chinese history who could cure all diseases). Hence, he himself would feel superior to others. In this case, many MBAs would add the title of "MBA" to their business cards to show off their distinguished status. As well, lots of my friends were sitting for MBA entrance examinations or participating in an MBA programme. One of my best friends, who had worked in a foreign company for several years, was admitted by CEIBS. Therefore, I came to know that CEIBS was a joint-venture business school between the European Commission and the Shanghai Municipal Government which met international standards in all aspects. Out of my admiration for him, CEIBS became the holy palace in my heart.

The second time I heard about CEIBS was in 2001 when my friend had graduated. It is really needless to mention how proud he felt! CEIBS' unique campus has left a great impression on me; it can only be described as "marvellous." With his encouragement, I even asked for an application form for the school's programme. However, because of my busy work, eventually I had to give up the idea of applying to CEIBS.

The third time I had a chance to know CEIBS better was in 2003 when Mr. Wu Xinli, President of Hui Yuan Beverage & Food Group Co., Ltd. where I worked, participated in the 1st CEO programme. After he returned, he frequently shared experiences with managers, like myself, what he had learned at CEIBS. It was not until then that I truly understood CEIBS and made up my mind to study there. Very soon, I won support from my company. Luckily, I was admitted by CEIBS. I was full of pride! Later, I flew to

CEIBS with excitement, admiration, astonishment and my family's concern and became a member of CEIBS' 2004 EMBA class. I was so happy!

Our class is indescribably excellent. I have been moved by three observations, had two awesome revelations and been so driven only after less than 6 months. The first observation was the coordinator's careful and meticulous work. Even before the start of the programme, she sent an introduction and other information about our professors and requirements for the course reminding us to take more clothes with us because of the low temperature in the classroom. As soon as I came back to work, I received another email with a course summary, a reminder of things to bring to class, and an encouraging message. Her message made me feel really nice!

The second thing I observed was the camaraderie between my classmates. The only other times I have experienced this was in primary school, middle school, and college. Since then, when taking training classes, I haven't experienced this. For those of us in the business circle, the only thing that lies between us is money and transactions. To have any type of affection otherwise is completely impossible. However, when I came to CEIBS, it felt like my childhood days. It is really sweet!

The last thing that moved me was motivation for learning. We have a stronger motivation for learning than 18-year-old students, although we are on average 38 years old. Can you imagine Chen Xunwu asking questions, Zhou Zhenxiang sharing his experiences that are vivid and attractive, while Cheng Guang's summarizing points which are always on the dot? This is the gap between them and me! I feel ashamed! It makes me

want to catch up to them.

My first revelation was feeling ridiculously conceited. Like being a frog in a well. I am in charge of the operation of the whole group, and I think of myself as the most learned man in the company because I can always put forward unique understandings in various fields, ranging from finance to investment, from computer information to human resources management and from production to marketing. However, I have become a frog in the well when surrounded with professors and experienced students. What can I do? I have to learn!

My second revelation was from solely studying to studying *and* making friends. I used to think that participating in an MBA programme meant reading textbooks and analyzing Harvard cases. So I thought that it just meant listening to the professors carefully and preparing my assigned readings. However, it turns out that I was wrong. A qualified MBA participant cannot develop purely from books or from mere learning because there are no standard answers for business management questions. Therefore, one needs to make friends, communicate and interact with their classmates. In so doing, one should get down from his high horse, balance his mental status and try to be accepted by those around him. Therefore, he should be sincere!

After I have told you what has moved me and what my thoughts are, my determination is left untouched. Ok, I'll express my determination as follows:

My determination is: Let us rally closely around the class committee of EMBA 2004 with Ms. Fan at its core, hold high the great banner of "solidarity, friendship, diligence and motivation," and try to be the leading one in the class rather than being a laggard.

I love CEIBS and my EMBA 2004 class! ■

中欧求学记

The Story of Seeking Knowledge at CEIBS

沈迦 EMBA2003 级五班

By Shen Jia, Shanghai Class 5, EMBA2003



今天下午到中欧国际工商学院注册报到。报到后被集中在多功能厅接受“训话”，据这些有英文名字的教授说，今天是先把丑话说在前头，因为这些话不便在大后天的开学典礼上说。中欧一如欧美那些名校，把开学典礼与毕业典礼开得很隆重。去年底刚结束的那届 EMBA 班还把毕业典礼搬到布鲁塞尔的欧盟总部，由比利时的外交部长、西班牙的王子来颁授学位证书。

“训话”的核心就是强调中欧严格的教学管理。一大本的《学员手册》把学术要求、学籍管理、行为规范等写得详细明确。连作业的格式、用什么字体都做了明确的规定。两年 18 门课，门门有作业，门门要考试。对我们这些在职的人员来讲，最关心的还是考勤。几年前在浙江大学修读硕士课程，我没有少缺过课。但中欧把这扇门堵得严严实实，每一堂课都有

两次考勤，迟到 10 分钟即做缺课处理。而在为期两年的学制中，缺课累计天数如超过 8 天，就会被取消学籍。浙大比之其他高校，已属校风严谨，但与中欧一比，差距立显。中欧的理念是，商界以可靠性和准时性为重，正因如此，学校要制定严格的政策。

给我们做这番“训话”

是 EMBA 课程主任梁能博士。他特别强调了学术道德与纪律，他说教职员和学员都有责任在各个方面维护 CEIBS 诚实正直的学术声誉。据说有一位副部级国企的老总在上交的作业因抄袭了一篇文章，结果受到开除的处理。他特别告诫我们，应独立完成作业，不得将别人的成果引为自己的观点。“学员须在所有书面作业中谨慎使用引号、附注和引证。”“中国人一直说：‘天下文章一大抄，看你会抄不会抄’。现在危险了。”

中欧的高门槛使得今天能来报到的学生几乎都是“成功人士”。翻翻发下来的同学名录，可谓名流如云。不要说总裁、董事长比比皆是，博士、硕士也是一大堆，与我同住一室的同学就是一位博士，现任一家投资企业的常务副总。其中还不乏副市长、秘书长等政界要人。绝大多数人来自名企的高层，拜耳、摩托罗拉、阿尔卡特、

IBM、小天鹅、上海宝钢、金茂、厦新，光名字就让人惊慕。我看完名单就知道，里仁无疑是其中最小的企业。

但从今天起这些人都是学生，都不许带秘书，都必须统一住宿，都必须把手机关掉（而不是振动）。“我不论你们是什么头衔，不论你们身价多少，你们只是中欧的学生。”下面鸦雀无声。

“工作、家庭、个人发展这三方面的需求往往很难平衡。你可能会发现自己将始终处于一种紧张的时间压力之下。不要奢望学校会仅仅因为你还有自己的全职工作要做就会放宽标准。标准只会升不会降。因此你心里要有准备。”

“不要以为自己很清楚自己不知道些什么，因此也清楚自己需要学些什么。不要指望所有的教授都会以你喜欢的方式来授课，伟大的学者各有特色。”

“不要一切想当然，这也包括你自己的体验，要具有开放性思维。”

我们坐在下面，只有听的份。■

After registering at the China Europe International Business School (CEIBS), we were asked to gather in to the auditorium to listen to a lecture. The professors introduced themselves and told us that we were gathered today to talk about something that would not be suitable to



talk about at our opening ceremony in three days. Like the prestigious universities in the West, CEIBS holds an opening and graduation ceremony. Last year, CEIBS' EMBA class had their graduation ceremony at the EU headquarters in Brussels. The foreign minister of Belgium and the Spanish princess awarded the students their diploma.

The main reason for the lecture was to emphasize CEIBS' rules for students. All of us were handed a rather large Student Handbook which clearly detailed the school's academic requirements, programme administration, behavior and etiquette, and more. Even the format and font of our future assignments are defined. During the programme, we will have assignments and examinations for each of the 18 courses we will need to complete in the next two years. As a student that is working in addition to studying, what was important to me and my classmates was class attendance. Several years ago when I participated in a graduate programme at Zhejiang University, I was absent from many classes. However, this is not permitted at CEIBS. In each class, attendance will be recorded twice and anyone who's late for more than 10 minutes will be recorded as absent from the class. During the 2-year programme, anyone whose cumulates over 8 days of missing class will be dismissed from the programme. In comparison to

other universities, Zhejiang University's academic style can be said to be meticulous, however, when comparing with CEIBS, it obviously falls behind in this aspect. CEIBS holds the opinion that just as a good business operates on norms

of reliability and punctuality, a school should promulgate strict policies.

The lecture was delivered to us by Dr. Liang Neng, Director of the EMBA Programme. When attaching particular importance to academic integrity and discipline, he said that it was the responsibility of each staff and student to maintain the academic integrity of CEIBS in all respects. He told us a true-story of a president of a state-owned enterprise who was dismissed because of plagiarism for one of his assignments. Leng cautioned us that we should do our own work and avoid any possibility of misrepresenting anyone else's work as our own. "Students must provide in all their written assignments careful use of quotation marks, notes, and citations." Although Chinese scholars say that "all articles are created by copying others, what really counts in writing an article is one's ability to copy", however, such opinions will certainly find you trouble here. As a result of the school's high standards, all registered students are successful in some aspect. Looking at the class roster, I found that there were numerous elite people in my class. Many of them already holding a Masters degree or even having completed their doctorate degrees, as well as holding positions as president and chairman. My roommate, a doctor who is now executive vice-president of an investment company is one of them.

As well, there were many political figures holding positions such as Vice-Mayor, Secretary-General and others. Most of my classmates have held senior management positions at internationally successful companies like Bayer, Motorola, Alcatel, IBM, Little Swan, Shanghai Baosteel Group Corporation, Jinmao Group, Amoi Electronics and more. No sooner had I finished reviewing the name list did I know that LESN was undoubtedly the smallest and most obscure company of all.

Despite their elite business and political status, these people are now students who cannot be accompanied by their secretaries, their residences are arranged, and mobile phones have to be completely turned off (not even switched to vibrate). "No matter what your titles are and no matter how high your social status is you are only students of CEIBS." Upon hearing this, everyone fell into a deafening silence.

"It is not easy to balance career, family and personal development, so you may always feel that you are under pressure for time. However, you should not expect that the school will lower its requirements just because you have full-time work to do. Instead of being lowered, our requirements will only become stricter. Therefore, you have to be psychological prepared."

"Don't think that you know clearly what you don't know about and what you need to learn. Don't expect all professors will teach in the way you like since great scholars have their way."

"Don't act on your assumptions and your personal experience. We should be open-minded."

All of us just sat there and listened to this lecture. ■

磨剑十年

策划、撰稿：本刊编辑 宫惠民 特约撰稿：王媛媛

不但是辛勤的校友，对于中欧的办学来说，开办中国最优秀的EMBA课程，也如同蜜蜂采炼，必须通过勤奋和奉献，才能酿得香甜的蜂蜜。

1994年中欧国际工商学院成立伊始，马上就着手开设EMBA课程。1995年，中欧国际工商学院开办了中国管理教育历史上第一个EMBA课程。中欧国际工商学院是中国EMBA教育当之无愧的先驱，直到2002年7月，国务院学位委员会才颁布了国内首批30所开办EMBA课程的院校，中欧国际工商学院EMBA课程比国内同行整整先行了7年。

中欧国际工商学院第一个EMBA班共招收了42名学员，上海石化的高层管理人员成为中欧国际工商学院建校后第一个（批）报名参加EMBA课程的学员。1995年5月8日，中国第一个EMBA课程在上海交通大学闵行校区举行了开学典礼。根据学员的不同需要，更为了办出真正国际化的一流课程，中欧EMBA课程从诞生伊始，便分设了英文班、中文班，并每年按照中、英文班分别招生。

1997年，加拿大不列颠哥伦比亚大学博士毕业的张维炯教授加入中欧国际工商学院，成为中欧国际工商学院第一任EMBA课程主任。从这一年开始，中欧EMBA课程招生规模大幅度扩大，学院EMBA课程管理的流程被标准化，学院也从北美等地聘请了一批优秀教授，吸引了一大批高层管理人员就读。2002年1月起，梁能博士成为学院EMBA课程主任，继续推动中欧EMBA“导而弗牵，严而有格；既国际，又中国”的高质量办学。

扎根北京

要成为中国领先的商学院，就必须在北京都北京产生影响力。1996年，学院在北



京开设了第一个EMBA班。得到国家教育部门的许可之后，1998年，中欧国际工商学院在京建立了长期代表处，继学院前身中欧管理中心1994年3月迁到上海后时隔4年，中欧国际工商学院宣告重回北京。1999年5月，中欧国际工商学院建立驻京代表处之后的第一个EMBA北京班宣布开学。学院从此开始长期在上海、北京两地开办EMBA课程，又开国内EMBA教育的先河。1996年至今，中欧国际工商学院在北京开设的EMBA课程已经招收学员985人，成为促进首都和华北经济发展的管理教育中坚力量。

进驻华南

过去的10年，中欧国际工商学院在华南地区的EMBA校友网络已经汇聚了华为、万科、TCL、华润、三九医药、美的、康佳、广东发展银行、南油集团、海王等一大批来自华南地区的知名企业的高管人

员。但上海、北京的EMBA课程远远满足不了蓬勃发展的华南经济对在职高级管理人员工商管理硕士课程的巨大需求。

2004年10月，原深圳联络处改为深圳代表处。同时，学院也做出了在深圳开设EMBA课程的办学决策，决定从2005年起在深圳开办高层管理人员工商管理硕士课程（EMBA），首期招收一个中文班，共60名学员，2005年3月开学。届时，华南经济圈的管理力量将得到亚洲领先的商学院的EMBA教育支持。中欧也将完成在上海、北京、深圳三中心城市开设EMBA课程的布局，分别辐射华东、华北、华南经济圈，更好地为中国经济发展服务。

中欧国际工商学院副院长兼中方教务长张国华教授说：“中欧选择深圳作为继上海、北京之后第三个EMBA课程授课点，不但为深圳和华南地区的高级管理人员提高管理水平提供了方便，而且对学院的长期战略发展也会起到积极的推动作用。”

硕果累累

学院成立之初,办学双方计划EMBA的招生规模为每年50人。但面对中国蓬勃的经济对管理人才的巨大需求以及社会对中欧办学质量的认可,这一数字如今已经扩大为最初的10倍。1995年中欧第一届EMBA招生之后,学院创始人李家镐、张国华认为起初的规划规模太小,满足不了经济发展的需求,于是在进行新校园规划时重新规划,扩大招生规模。到2005年,学院每年招收EMBA学员的规模将达到540人。

10年办学耕耘,如今已是硕果累累。中欧国际工商学院自1995年在中国率先开办EMBA课程以来,至今已经招收、培养了2871名优秀学员。学员和毕业生中既有中央机关和省市地方的优秀领导干部,各行业核心企业的首席执行官、董事长和高层管理人员,也有正在高速成长的新兴企业的所有者和创始人。来自国有和股份制、外资合资、民营企业的学员约各占三分之一,呈现出合理的学员结构。中欧庞大的EMBA学员网络更是汇聚了青岛啤酒、华润电力、华为、TCL、光明乳业、联想、大众汽车等众多知名企业最高决策层的核心人物。可以认为,中国改革开放和经济发展的血脉中,已经深深融入了中欧国际工商学院的基因。

中欧国际工商学院 1994-2004 年 EMBA 招生情况：

年级	学年	招生人数
EMBA95	1995-1997	42
EMBA96	1996-1998	86
EMBA96BJ	1996-1998	59
EMBA97	1997-1999	109
EMBA98	1998-2000	185
EMBA99	1999-2001	169
EMBA99BJ	1999-2001	101
EMBA00	2000-2002	184
EMBA00BJ	2000-2002	106
EMBA01	2001-2003	243
EMBA01BJ	2001-2003	173
EMBA02	2002-2004	248
EMBA02BJ	2002-2004	182
EMBA03	2003-2005	310
EMBA03BJ	2003-2005	182
EMBA04	2004-2006	310
EMBA04BJ	2004-2006	182
总计		2871

10年办学不辍,中欧EMBA与中国时代车轮共奋进,不但为中国改革开放事业培养了一大批高层管理人才,也缔造了一个最有价值的EMBA校友网络。

群星闪耀的中欧EMBA校友和在校学生包括：

黄奇帆	重庆市常务副市长
范福春	中国证监会副主席
刘德树	中国中化集团总裁
欧阳英鹏	宝钢集团副董事长
金志国	青岛啤酒集团总裁
沈建华	上海汽车工业集团副总裁
肖国普	上海汽车工业集团副总裁
王佳芬	光明乳业集团董事长
王宗南	上海百联(集团)有限公司总裁
乔志刚	上海市信息办副主任、原复旦金山仕达公司董事长
席俏	诺基亚中国公司副总裁
徐少春	金蝶国际软件集团主席
潘刚	伊利集团总裁
徐和谊	北京现代汽车有限公司董事长
王帅廷	华润电力控股有限公司总经理

.....

作为亚洲领先的商学院,中欧培养的不仅仅是各行业的优秀企业家和高级管理人员,更是勇担社会责任、积极参与各种社会公益事业的先锋。众多优秀的毕业生用实际行动履行着学院的使命,彰显出学院的办学特色。学院EMBA校友中,已经有多人获得“全国五一劳动奖章”、“五四奖章”、“中国十大杰出青年”、“上海市十大杰出青年”、“香港紫荆花杯杰出企业家”等荣誉称号。

学院EMBA2001北京班的校友王伟斌生于1971年,现为双全集团董事局主席、北京双全天地科技发展有限公司董事长、总裁。王伟斌25岁时由10万元起步创立双全集团,经过8年艰苦创业,公司已经发展成为总资产20亿元,以软件科技、房地产开发为主要领域,拥有11家下属子公司的多元化集团。他致力于教育软件开发,投资2000万元成功推出了拥有自主知识产权、具有人机交互、动态作图、智能解题等独特功能的中国第一套智能教育软件,填补国内空白;他瞄准中高端房地产产品开发,达到总开发量160余万平方米、土地储备近200万平方米的运作规模。作为杰出的民营企业家,王伟斌没有仅仅追求物质财富,他更脚踏实地投身公益事业。1997年以来,王伟斌累计志愿服务达500小时,先后为希望工程、抗洪救灾、抗击非典、青年志愿者行动等累计捐款人民币近800万元,捐赠“双全智能教育软件”价值2500万元。获第一届中国软件行业十大杰出青年称号和中国青年志愿者金奖奖章。王伟斌是2003年获选的十大杰出青年中最年轻的企业家。在他获选前不久,他刚刚在中欧国际工商学

院拿到了EMBA学位证书。谈起在中欧读EMBA的经历,王伟斌曾动情地如此寄语母校——“学校”两个字是无法概括中欧的,这里有无涯无尽的书海、诲人不倦的师长、促膝恳谈的友人;有一一次次深刻的讲座、一次次生动活跃的交流。让我每日都在体会着一种学习的快乐,它不同于我在事业场拼搏的快乐,不同于在生意圈中征服的快乐,这是一种纯粹的快乐,可以让人进步的快乐,可以净化人灵魂的快乐。中欧的精神和理念深深融入到我的血液里,让我更加坚强,更加自信,更加坚定自己的理想与责任——把企业做好,并肩负起社会责任与历史使命!



勇担社会责任的中欧EMBA校友(截止2004年12月):

姓名	荣誉	职务	班级
乔志刚	2001年上海市十大杰出青年	上海市信息办副主任,原复旦金仕达计算机有限公司董事长	EMBA01
王伟斌	2003年中国十大杰出青年 中国青年志愿者金奖奖章	北京双全集团董事局主席	EMBA01
严健军	2003年上海市十大杰出青年 香港“2002紫荆花杯杰出企业家”	上海致达科技集团董事长	EMBA99
蓝先德	香港“2002紫荆花杯杰出企业家”	上海交大昂立股份有限公司总裁	EMBA98
向文波	香港“2002紫荆花杯杰出企业家”	湖南三一重工股份有限公司董事总经理	EMBA01BJ
潘刚	2004年中国“五四奖章”获得者	伊利集团总裁	EMBA02BJ



在学院最近召开的管理委员会和教授会议上,学院进一步明确了未来十年的战略定位:通过最佳知识创造和传播,成为能对全球环境下的中国管理实践提供最权威诠释的、立足中国的国际商学院。据梁能教授介绍,为支持这全新的战略目标和定位,学院将有计划地扩大现有的三大课程规模以满足市场不断增长的需求,其中EMBA课程将于2005年在深圳推出一个

中文班,2006年拟增为2个班。

同时,除目前已开设的全面管理、财务金融及高级营销三个选修方向,中欧EMBA还将于2005年在国内率先推出全球商务海外模块,与欧美两大顶尖商学院建立战略合作。中国的商界精英将和沃顿商学院和法国巴黎高等商学院HEC的EMBA学员同台竞技,共同探讨全球视野下的商务战略。■

An Edge Created by a Decade's Polishing

Designed and written by Gong Huimin, Executive Editor

Special contributor: Rachel Wang



CEIBS' hardworking alumni and the school's administrators have created the best EMBA programme in China. They have harvested fragrant and sweet honey dew through their diligence and devotion. It can be compared to bees gathering honey from flowers.

Upon the establishment of the China Europe International Business School (CEIBS) in 1994, it began to make preparations for the introduction of its EMBA programme. Launched in 1995, CEIBS produced China's first EMBA programme. It was not until seven years later in July 2002 that the State Council Academic Degree Commission approved 30 universities and colleges to open an EMBA programme. Ahead of its time, CEIBS is the pioneer in China's EMBA education.

China's first EMBA class enrolled 42

participants, with executives from Sinopec Shanghai Petrochemical Company Limited as its first applicants. On May 8, 1995, the first EMBA programme in China witnessed its opening ceremony on Shanghai Jiao Tong University's Minhang campus. Since then, CEIBS' EMBA programme has come a long way, it is a first-rate programme offered in both English and Chinese.

Prof. Zhang Weijiong, who studied his Ph.D. at Canada's University of British Columbia, became the first EMBA Director of CEIBS in 1997. At this time CEIBS witnessed rapid expansions and standardization of the management process of its EMBA programme. Many professors were invited from North America to CEIBS. In addition to this, many senior managers participated in the programme. In January

2002 when Dr. Liang Neng became EMBA Director, he strived to further develop the programme's high-quality towards being "instructive but not prescriptive, rigorous but not stiff; international-oriented, but also locally-Internationally-oriented responsive."

Settlement in Beijing

In order to meet the goals of becoming the leading business school in China, CEIBS realized that it needed to have a presence in the country's capital. Therefore in 1996, going back to the time of the school's predecessor years of the China Europe Management Institute (CEMI), CEIBS offered its first EMBA class in Beijing. In 1998, after approval from the state education authority, CEIBS set up a permanent representative office in Beijing, marking the return of CEIBS to Beijing. Since CEIBS' establishment in Beijing, the school has enrolled close to 1,000 participants promoting the development of Beijing and Northern China.

Entry into South China

Over the past decade, CEIBS has built an EMBA alumni base made of executives from famous enterprises in the South China area like Huawei Technologies, Shenzhen Vanke, TCL, China Resources Enterprise Limited, 999 Medicine, Midea, Konka Group Co. Ltd., Guangdong Development Bank, Nanyou Group, Neptunus Bioengineering Co. Ltd., and others. It is for this reason in October of this year that the

CEIBS Shenzhen Liaison Office has been upgraded to a representative office. Starting in March 2005, EMBA classes delivered in Chinese will be opened to 60 participants. This will be a large accomplishment for the school having presence in eastern, northern, and southern China, better serving the Chinese economy.

The CEIBS Vice President Prof. Zhang Guohua stated, "CEIBS has chosen Shenzhen as the third teaching site after Shanghai and Beijing. This will not only facilitate executive development and education in Shenzhen and the whole South China area, but positively drive the long-term strategic development of the school as well."

Innumerable Great Achievements

The initial strategy of the school was to admit 50 EMBA's per year. However, with the great demand for managerial talents in China's thriving economy and the school's strong reputation, the class intake figures are 10 times this size. After admitting the first EMBA class in 1995, school founders Mr. Li Jiagao and Mr. Zhang Guohua thought that the originally planned number of participants was so small that it would not meet the requirements posed by economic development. Therefore, in designing its new campus, they decided to enlarge the programme. From 2005 on, it is expected that CEIBS will annually enroll 540 EMBA participants.

The ten years of hard work have resulted in numerous achievements. Ever since CEIBS took the lead in introducing the EMBA programme in China in 1995, it has admitted and graduated a total of 2,871 outstanding participants, who are either

excellent leaders of the central, provincial and municipal government agencies; CEOs, chairmen, and executives of core companies; or owners and founders of rapidly growing emerging enterprises. Moreover, participants are evenly and reasonably distributed in SOEs and publicly-held companies, foreign companies and joint ventures, and from the private sector. Many central figures in China's top prestigious companies like Tsingtao Brewery Group, China Resources Power Holdings, Huawei Technologies, TCL, Bright Dairy, Lenovo, Volkswagen and more can be found on the impressive name list of CEIBS EMBA alumni. Therefore, we can say without shame that China's reform and opening and its economic development have incorporated the gene of CEIBS.

Overview of CEIBS' EMBA Programme Enrolment Figures, 1994-2004:

Grade	School Year	Number
EMBA95	1995-1997	42
EMBA96	1996-1998	86
EMBA96BJ	1996-1998	59
EMBA97	1997-1999	109
EMBA98	1998-2000	185
EMBA99	1999-2001	169
EMBA99BJ	1999-2001	101
EMBA00	2000-2002	184
EMBA00BJ	2000-2002	106
EMBA01	2001-2003	243
EMBA01BJ	2001-2003	173
EMBA02	2002-2004	248
EMBA02BJ	2002-2004	182
EMBA03	2003-2005	310
EMBA03BJ	2003-2005	182
EMBA04	2004-2006	310
EMBA04BJ	2004-2006	182
Total		2,871



A list of some of CEIBS' impressive EMBA graduates includes:

Huang Qifan	Executive Vice Mayor, Chongqing Municipal People's Government
Fan Fuchun	Vice-President of China Securities Regulatory Commission
Liu Deshu	President of Sinochem Corporation
Ouyang Yingpeng	Vice-Chairman of Shanghai Baosteel Group Corporation
Jin Zhiguo	President of Tsingtao Brewery Group
Shen Jianhua	Vice-President of Shanghai Automotive Industry Corporation (Group)
Xiao Guopu	Vice-President of Shanghai Automotive Industry Corporation (Group)
Wang Jiafen	Chairman of Shanghai Bright Dairy & Food Co., Ltd.
Wang Zongnan	President of Shanghai Brilliance(Group) Co., Ltd.
Qiao Zhigang	Vice-Director of Shanghai Municipal Informatization Commission and former Chairman of Shanghai Fudan Kingstar Computer Co., Ltd.
Xi Qiao	Vice-President of Nokia Network in China Region
Xu Shaochun	Chairman and CEO of Kingdee International Software Group Company Limited
Pan Gang	President of Inner Mongolia Yili Industrial Group Co., Ltd
Xu Heyi	Chairman of Beijing Hyundai Motors Co. Ltd.
Wang Shuaiting	General Manager of China Resources Power Holdings
...	

As the leading business school in Asia, CEIBS has developed not only excellent entrepreneurs and senior management for all industries, but also pioneers who are courageous in taking social responsibilities and are active in all kinds of social welfare activities. Among the many outstanding graduates who have practiced CEIBS' mission and demonstrated its characteristics with their concrete actions, many have received awards like the "China May First Labour Medal," "Chinese Youth May Fourth Medal," "Top 10 National Outstanding Youths," "Ten Outstanding Youths in Shanghai," "Pre-eminent Entrepreneur in the Hong Kong Redbud Cup," and others.

Take for example Wang Weibin, CEIBS EMBA 2001 alumni, the youngest entrepreneur among the "Top 10 National Outstanding Youths" in 2003. Born in 1971, Wang is now Chairman of Suntrans Group

and Chairman and President of Beijing Suntrans Technological Development Corporation. With an initial capital of only RMB100,000 yuan, Mr. Wang founded Suntrans when he was 25 years old. After 8 years of arduous entrepreneurial efforts, the small venture has 11 subsidiaries and has turned into a diversified conglomerate with total assets worth RMB 2 billion in industries including software and real estate. With an investment of RMB 20 million, Mr. Wang has been committed to education software development and has successfully developed a set of intelligent education software, the first of its kind in China. The software is characterized by excellent functions that include dynamic charting and intelligent problem solving, filling a niche in the industry. Wang has also targeted his efforts at middle and high-end real estate property markets,

developing over 1.6 million square meters and obtaining 2 million square meters of land reserve. As outstanding of a private entrepreneur that he is, Wang Weibin pursues not only material wealth, but also is making contributions to the enhancement of public welfare. Ever since 1997, he has been a philanthropist donating 500 hours of voluntary services and a total of RMB 8 million and RMB 25 million worth of Suntrans Intelligent Education Application sets to Hope Project, anti-flooding, anti-SARS activities, and been a Young Volunteer for Social Services. Mr. Wang was recognized as one of the first "Ten Most Outstanding Youths in Software Industry" and was awarded the golden medal for "Excellent Young Volunteers of China". When referring to CEIBS, Wang Weibin explains "Maybe the term 'school' is not sufficient in defining CEIBS, where one

can benefit from boundless books, indefatigable teachers, cordial and eloquent friends, penetrating lectures and vibrant and activated communication. So earnest in reading and studying, I often have found myself unconsciously immersed in heart-felt joy. This joy is different from that of struggling and conquering in business, this joy is pure, and inspiring. With the spirit and ideas of CEIBS being deeply implanted into me, I have become stronger, more confident and firmer in my ideas and responsibilities - shouldering my social responsibilities and fulfilling my historical duty by managing well my company!"

CEIBS EMBA Alumni who have been recognized for their hard work:

Name	Award	Duty	Class
Qiao Zhigang	"Ten Outstanding Youths in Shanghai" in 2001	Vice-Director of Shanghai Municipal Informatization Commission and former Chairman of Shanghai Fudan Kingstar Computer Co., Ltd.	EMBA01
Wang Weibin	"Top 10 National Outstanding Youths" in 2003 the golden medal for "Excellent Young Volunteers of China"	Chairman of Beijing Suntrans Group	EMBA01
Yan Jianjun	"Ten Outstanding Youths in Shanghai" in 2003 "Pre-eminent Entrepreneur in the Hong Kong Redbud Cup" in 2002	Chairman of Shanghai Zenitek Group	EMBA99
Lan Xiande	"Pre-eminent Entrepreneur in the Hong Kong Redbud Cup" in 2002	President of Shanghai Jiaotong University ONLY Co., Ltd	EMBA98
Xiang Wenbo	"Pre-eminent Entrepreneur in the Hong Kong Redbud Cup" in 2002	General Manager of Hunan Sany Heavy Industry Co. Ltd.	EMBA01BJ
Pan Gang	"China May First Labour Medal" in 2004	President of Inner Mongolia Yili Industrial Group Co., Ltd	EMBA02BJ

Recently, CEIBS has clarified its strategic position for the future decade: becoming a China-based international business school that can provide the most authoritative guidance for Chinese business practice in the context of globalization through best knowledge creation and dissemination. According to Prof. Liang Neng, to support the brand new strategic objective and position, CEIBS will gradually expand its existing three programmes to meet the increasing market demands. Specifically, it will launch an EMBA Chinese class in Shenzhen in 2005 and two in 2006.

At the same time, in addition to the existing three elective tracks, that is, General Track, Finance Track and Advanced Marketing Track, CEIBS 'EMBA programme will be the first in China to introduce an overseas global business module with the partnership of the Wharton School of Business and the HEC School of Management. ■

三位教授获中欧 2004 年优秀教学奖

Three Professors Receive CEIBS 2004 Teaching Excellence Award



谢家伦(Kalun Tse)



忻榕(Katherine Xin)



许定波(Dingbo Xu)

教授已经是第二次获得此项殊荣。

教务长郭理默说, 评选年度优秀教学奖是一个非常非常重要的事项, 因为这表明了学院对教学工作的充分重视, 以及对教授们为中欧 MBA, EMBA 和高层经理培训课程所做贡献的高度肯定。■

sented during the school's 10 year anniversary celebration. The winners are Prof. Kalun Tse, Professor of Finance; Prof. Katherine Xin, Professor of Management; and Prof. Dingbo Xu, Professor of Accounting.

According to Prof. Rolf D. Cremer, Dean of CEIBS, "These awards, which CEIBS makes annually, are important. They signal to everybody that we take teaching seriously at CEIBS, and that we highly value the contributions of faculty to all three programmes, namely, MBA, EMBA and EDP." ■

中欧国际工商学院“2004 年度优秀教学奖”于 11 月 8 日中欧 10 周年校庆之际颁发。此次获奖的三位教授是金融学教授谢家伦、管理学教授忻榕和会计学教授许定波。其中谢家伦

On November 8, 2004, three CEIBS professors were awarded this year's *CEIBS Teaching Excellence Awards*. Their awards were pre-

刘吉院长荣获首届西班牙“亚洲之家”经济奖

CEIBS Executive President Liu Ji Awarded the 1st Spanish "Casa Asia" Prize in Economics

10 月 20 日, 西班牙“亚洲之家”主席杨·德·拉里瓦先生代表西班牙政府授予中欧国际工商学院执行院长刘吉“亚洲之家”经济奖。

“亚洲之家”是西班牙政府为了进一步加强与亚太地区间的合作, 由西班牙外交部、加泰罗尼亚区政府、巴塞罗那市政府于 2001 年共同设立的。“亚洲之家奖”则是西班牙政府为了更好地实现亚洲之家推动双方政治、经济、教育和文化交流的战略目标而设置。

杨·德·拉里瓦先生介绍说:“西班牙政府认识到中欧这所中国最重要的, 且在亚洲也是排名前列的商学院做出的累累硕果, 尤其是她的杰出代表刘吉教授, 我们不仅要感谢他在企业领导人才培养方面的成就, 还要感谢他在促进中国西班牙两国交流方面做出的不懈努力。”

刘吉院长在获奖后表示:“这个奖不是孤立的, 它体现了西班牙和中国长期的友好关系, 也体现了巴塞罗那和上海一直以来的交流合作, 也是中欧自身努力的结果。我将在中欧校园里种植上海和巴塞罗那的市树, 让它们的茂盛生长来见证两地的友好合作将更加兴旺发达。”

除了将经济奖颁给刘吉院长外, “亚洲之家”还和嘉夏(La Caixa)银行基金会制定了一个奖学金机制, 为到中欧学习的西班牙学生提供 5 个奖学金名额。■



On October 20, Mr. Ion de la Riva, President of Casa Asia, awarded CEIBS Executive President Liu Ji the *Casa Asia Prize in Economics* on behalf of the Spanish Government.

The government organization, Casa Asia, was jointly established on November 19, 2001 by the Spanish Ministry of Foreign Affairs, the Catalonia government, and the Barcelona government to further strengthen the cooperation with the Asia-Pacific region. The Casa Asia Prize is designed to better serve the strategic objectives of the Spanish Government to pro-

mote communication with the Asia-Pacific region in politics, economy, education and cultural exchange through Casa Asia.

During the award ceremony de la Riva explained, "The Spanish Government has recognized the great achievements of CEIBS, the most important business school in Asia and top one in Asia, and especially the efforts made by its outstanding representative - Prof. Liu Ji. Here we'd like to extend our thanks to him for his achievements in developing business leaders and his unremitting efforts in promoting communications between China and Spain."

After receiving the award, President Liu Ji said, "The award is a reflection of the friendship between Spain and China and the long-term communication and cooperation between Barcelona and Shanghai as well as the outcome of CEIBS' efforts. I will plant on our CEIBS campus the city trees of both Shanghai and Barcelona so that their prosperity may witness the continuing flourishing cooperation between the two cities."

In addition to presenting President Liu Ji the award, Casa Asia and La Caixa Bank Foundations have provided scholarships for 5 Spanish students studying at CEIBS. ■

两岸人力资源交流研习会在中欧召开 HR Symposium from both Sides of Taiwan Straits

10月29日至10月30日,来自台湾的宏基基金会标杆学院的高层人力资源主管齐聚中欧国际工商学院,与中欧国际工商学院人力资源俱乐部的人力资源主管一起,参加“两岸人力资源主管交流研习会”,共同研讨和学习在内地人力资源管理面临的挑战和应对方法。

参加本次研习会的台湾企业包括宏基股份有限公司等13家大型企业。本次交流

研习会由中欧国际工商学院和台湾标杆学院共同举办。■

On October 29 to 30, Taiwan's Acer Foundation's Aspire Academy and the China Europe International Business School's Human Resource Club attended the "Symposium for Human Resource Offices from both sides of the Taiwan Strait"

at CEIBS to discuss the challenges facing human resources management in mainland China.

This symposium, jointly organized by CEIBS and Taiwan's Acer Foundation's Aspire Academy was attended by senior human resource officers from 13 large-scale Taiwan enterprises, including Acer. ■

中欧管理论坛: 沃尔玛董事会副主席 托马斯·考夫林在中欧演讲

Walmart's Thomas Coughlin visits CEIBS



10月14日,沃尔玛公司董事会副主席托马斯·考夫林(Thomas Coughlin)在中欧对03级MBA学生发表了演讲。

考夫林先生在论坛上发表了深刻和独到的见解,讲述了他作为世界零售巨擘的一名高层管理人员的经历,以及他心目中的成功领导力之关键要素。

他认为,“紧迫感”是有效领导的首要特性。考夫林先生建议,“在其位,谋其政”,以及“如果你不知道如何行动,那就采取正确的行动”。考夫林强调了成功的领导人应该充分信任他/她的管理人员的必要性。

考夫林先生还认为,沃尔玛的成功秘

诀在于它的核心信念:1)尊重个人;2)洋溢在整个组织内的服务精神;3)追求卓越:“永不满足当前成就”。■

On Thursday, October 14 2004, the Vice Chairman of the Board of Wal-Mart Stores Inc, Mr. Thomas Coughlin, addressed the MBA 2003 class at CEIBS.

At the forum, Mr. Coughlin delivered a personal and insightful speech on his experience as a senior manager of the world's largest retailer and on what he considers the key to successful leadership.

"A sense of urgency" was the first such

trait he deemed necessary for effective leadership. Mr. Coughlin advised, "when in charge, take charge" and "when you don't know what to do, do what is right".

Mr. Coughlin emphasized the importance for a successful leader is to have confidence in his/her managers.

Mr. Coughlin assessed that Wal-Mart's core beliefs were at the heart of the company's success: (1) respect for the individual, (2) an attitude of service throughout the whole organization, and (3) striving for excellence; "never be satisfied that you have arrived". ■



中欧管理论坛 : Ciba 汽巴精化 CEO 梅尔在中欧演讲 CIBA CEO'S Executive Forum Speech



11月25日,汽巴精化全球董事会主席兼首席执行官梅尔博士(Armin Meyer)到访中欧校园,参加汽巴精化赞助中欧协议签字仪式,并就“变化环境中的领导力”这一课题做了精彩演讲。梅尔博士(Armin

Meyer)对中欧学员提出了很多中肯的建议,着重强调了开放领导风格的重要性。他还特别举例阐述面对面人际交流的极端重要性,并认为这一点无论对公司内部客户还是对外部客户来说都总是非常有效。

汽巴精化与中欧国际工商学院的密切关系可追溯到学院成立伊始,汽巴精化是当时学院最早的赞助伙伴之一(对学院的捐赠还包括从1993年至1998年间的营运费赞助)。近年来,双方合作愈加紧密,在MBA学生实习、MBA毕业生招聘和高层经理培训等领域进行了诸多卓有成效的合作。■

On Thursday, November 25 2004, Global Chairman of the Board & CEO of Ciba SC, Dr. Armin Meyer, attended the signing ceremony of Ciba's sponsorship agree-

ment with CEIBS and addressed an audience of MBA 2004 students on the topic of "Leadership in a Changing Environment". Dr. Meyer's primary advice for China's future business leaders was to adapt an open style of leadership and emphasised the need to communicate directly, i.e. face-to-face, as much as possible with both internal and external customers.

Ciba and CEIBS have enjoyed a close partnership of since the school's establishment (including operational sponsorship from 1993 to 1998). Most recently Ciba has been actively involved in recruitment of MBA interns and employees as well as cooperation in the school's executive education programmes. ■

中欧首届医院管理文凭课程学员毕业 CEIBS' First class of Diploma in Hospital Management Participants Graduate

9月24日,中欧国际工商学院首届医院管理文凭课程班在上海校园举行了毕业典礼。去年8月,这36位来自全国各大医院的院长及高层管理人员的入学也曾引起全国媒体的广泛关注。经过为时一年多的学习,中欧执行院长刘吉和课程主任任杰明教授向他们授予了“中欧医院管理课程毕业证书”。国务院法制办教科文卫法制司副司长宋瑞霖也到场表示祝贺。■

CEIBS' first Diploma in Hospital Management Programmed (DIHMP) graduated

today at the school's main campus.

The programmed started last August, has 36 participants who are presidents or executives of hospitals all over China.

Executive President Liu Ji and Programme Director, Jaime Rebera, awarded the graduates their diplomas. Also to congratulate the new graduates were Song Ruilin, Deputy Director of the Department of Education, Science, Culture, and Public Health from the Legislative Affairs Office of the State Council. ■



总经理课程(AMP)

2005年6月(模块制), 上海/北京/深圳, 英语授课配汉语翻译/部分汉语授课



担任总经理, 对个人的职业生涯意义重大: 能否胜任, 对企业的生存和永续发展举足轻重。激烈竞争的年代需要稳健扎实的企业, 更呼唤高度职业化的领军人物。没有人生而知之, 更没有人一蹴而就, 优秀的管理者应正视管理的复杂性, 更应超越复杂, 得出清晰、可行、有效的解决方案。

中欧国际工商学院与国际教学体系接轨, 开设总经理课程(AMP), 专为高速成长的中小型企业的领导人、总经理, 以及大型公司事业部的总经理设计。课程涵盖了管理最核心的六个方面, 帮助学员更清晰地认识企业总经理的特殊角色和扩大的职责范围, 更快提升综合管理和领导能力。

目标

AMP 通过给学员提供系统的理论框架、战略思维模式和管理工具, 使学员能轻松自信地应对纷繁复杂的商业环境和管理挑战。通过6个核心模块的学习, 他们所掌握的知识和技能将使其:

- 更好地为公司业务的发展制定和执行有效的战略
- 能够基于对每个职能部门的深入了解, 合理调配资源, 制订公司整体商业计划、流

程和制度

更深入地洞察重要的商业运作流程和目标, 使商业流程更加配合公司增长和利润的目标和来自不同行业的优秀管理者共同学习, 探讨和分享公司管理和运作的最佳实践

对象

本课程招生对象为高速成长的中小型企业的总裁、总经理和大型公司事业部的总经理, 以及极具潜质的高层管理人员, 他们应拥有八年以上的管理经验。

受益

本课程学员将:

- 全面系统地掌握总经理需要了解的人力资源、市场营销、财务会计、供应链管理、战略制定和执行等专业知识
- 掌握先进而实用的管理方法, 获得并建立有效的战略思维模式
- 深刻理解总经理的特殊角色, 更有效地处理对上和对下, 对内和对外的关系
- 进一步提升总经理的核心能力: 决策能力、辅导能力和沟通能力等

课程内容

管理会计和公司财务
管理学导论
组织和领导力发展
运营和供应链管理
决策者的市场管理
战略管理和执行

学习期间及后续活动

- 公司互访项目
- 嘉宾讲座
- 加入中欧校友会, 参加所有校友网络活动

教授

- 许定波 - 中欧国际工商学院会计学副教授
- Keith Goodall - 中欧国际工商学院管理学核心教授 / 剑桥大学 Judge 管理学院高级副教授
- 忻榕 - 中欧国际工商学院米其林领导艺术及人力资源管理教席教授
- Carlos Cordón - 中欧国际工商学院客座教授 / 瑞士洛桑管理发展学院(IMD)运营管理学教授
- Christopher W. Styles - 澳大利亚悉尼大学市场营销学教授
- Matthew B. Krepps - 中欧国际工商学院客座教授

Advanced Management Programme (AMP) New

June 2005 (Modules), Shanghai/Beijing/Shenzhen
(English with Chinese interpretation / Chinese)



Being a general manager in a company or a business unit is a critical step in one's career development, which also has significant implications to the company and its business success. A general manager is supposed to assume a range of responsibilities totally different from the past, which represents a multitude of unprecedented challenges.

CEIBS launches the Advanced Management Programme (AMP) especially for leaders and general managers in small-to-medium sized enterprises, as well as general managers of business units in large enterprises. Such a systematic management programme will enable the participants to be more conscious of the complexity of the role they are playing in the company. All aspects of the programme are geared toward improving the general management competence and enhancing leadership skills of participants.

Objectives

AMP aims at providing participants with general manager perspectives, systematic management knowledge, strategic thinking modules and hands-on management tools, and hence they will lead with greater confidence. Specifically, participants will acquire knowledge and skills that enable them to:

- develop and implement business strategy more effectively
- mobilise people and resources more efficiently, and develop business plans, systems and processes in a more integrated way

gain deeper insights into the business models and operations, and align management systems with the company's goals in growth and profits

interact with a group of highly-competent general managers from various industries, and share success stories and best practices

Who should attend

Candidates for this programme are presidents and general managers in fast-growing small-to-medium sized enterprises, general managers in business units of large enterprises, and senior managers with high potential, who have over 8 years management experience.

Benefits

Participants of the programme will:

- have a comprehensive understanding of human resources, marketing, accounting and finance, supply chain and strategy
- acquire new and practical thinking models, frameworks and tools
- gain deeper understanding of the role of general managers, and learn how to establish constructive work relationship with supervisors, subordinates, team members and all external stakeholders
- further enhance the critical skills for gen-

eral managers, such as decision making, coaching and communication skills

Programme Coverage

- Managerial accounting and corporate finance
- Introduction to management
- Organisation and leadership development
- Operation and supply chain management
- Marketing for decision makers
- Strategy management and implementation

Extracurriculum Activities:

- Company benchmarking visits
- Evening speeches
- Access to CEIBS alumni network and activities

Faculty

- Xu Dingbo - Associate Professor of Accounting, CEIBS
- Keith Goodall - Core Professor of Management, CEIBS / Senior Associate Professor, Judge Institute of Management Studies, Cambridge University
- Katherine Xin - Michelin Chair Professor in Leadership and Human Resource Management, CEIBS
- Carlos Cordón - Visiting Professor, CEIBS / Professor of Operations Management, IMD
- Christopher W. Styles - Professor of Marketing, School of Marketing, University of Sydney
- Matthew B. Krepps - Visiting Professor, CEIBS / Visiting Scholar of HKUST

中欧喜度10岁生日

对中欧来说,2004年是不平凡的一年。这所见证了中国改革开放事业腾飞进程的新型商学院迎来了她10周岁生日。这一年,中欧也得到了最好的礼物——学院MBA课程于1月跃居《金融时报》全球排行榜第53名,夺得了亚太地区的桂冠;而EMBA课程也在校庆前夕的11月初位居《金融时报》全球排行榜第20名。毫无疑问,这是中欧10岁华诞收到的最让人振奋的礼物。这个礼物不是对中欧的奖赏,而是包括办学、校友、政府和企业界所有支持者共同耕耘而结出的硕果。

复旦大学前校长杨福家教授称赞她虽小却已达到世界一流,著名经济学家吴敬琏教授说中国经济的迅速增长至少要记上她的一笔功劳。国务院副总理吴仪、国务委员陈至立、全国政协副主席徐匡迪、商务部部长薄熙来等均来信来电祝贺她的十岁生日。

11月7日、8日两天中,包括教授、校友、学员和员工在内的中欧大家庭全体成员欢聚一堂,通过各种活动来共贺中欧的10岁生日。

Family Day (中欧校园)

“家庭日”是校庆系列活动的开始,被安排在11月7日举行。这一天恰逢星期日,被鲜花、气球和灯笼点缀起来的中欧校园成了一个美丽缤纷的乐园。天公甚是作美,天气出奇的晴朗,来自五湖四海的校友和员工,携妻带子,相聚在这个喜庆的日子里。

学员、校友、教授、员工和他们的家人参加了各种节目、游戏、表演。现场还设有品酒、茶道、美丽课堂、插花艺术、咖啡文化等多个交流平台,众多学术和商业精英展示了他们不同于课堂和商场的别样风采。精彩的拔河比赛屡屡爆出雷鸣般的喝彩声,品酒鉴赏、咖啡文化为大家带来感官和精神的双重愉悦,小朋友们在草地上欢乐地嬉戏……在校庆纪念品展示现场,校友们纷纷选购各自喜爱的纪念品,他们不仅要收藏母校校庆的快乐,更借此表达对母校发展的支持。

幸运的毕业生 (上海科技馆)

2002级EMBA学员成为了中欧的幸运儿,他们的毕业典礼被安排在了11月8日校庆日。“10周年



校庆大会暨2002级工商管理硕士生毕业典礼”在浦东上海科技馆隆重举行,400多名来自上海、北京班的学员将从这里走向他们事业的新征程。

典礼前,中欧的26位教授、60位知名校友和20位为中欧发展提供无私帮助的国际友人共聚一堂,以“圆桌会议”的形式开怀畅谈,中欧的两位杰出教授吴敬琏和杨国安发表了精彩的演讲。

校庆大会现场,上海市人大常委会主任龚学平、上海市委副书记殷一璀到场祝贺。上海市副市长严隽琪代表中共中央政治局委员、上海市委书记陈良宇致贺辞。

中方代表和欧方代表共同回顾了中欧20年的办学历史。为了表彰中欧国际工商学院学术委员会主席佩德·雷诺教授做出的卓越贡献,上海市政府向他颁发了“白玉兰纪念奖”。

包括金蝶国际软件集团有限公司主席兼行政总裁徐少春、内蒙古伊利集团总裁潘刚等优秀企业家在内的

410名2002级EMBA学员经过2年的学习,光荣地拿到了毕业证书。此时,他们不仅沉浸在毕业的喜悦中,EMBA课程排名升至全球第20位的喜讯更是让他们更加深切地感受到身为中欧大家庭一份子的骄傲与光荣——将伴随他们整个职业历程的骄傲与光荣。

校庆晚会 (上海音乐厅)



8日晚,一场声势浩大、精彩纷呈的校庆晚会在上海音乐厅举行。装饰一新的上海音乐厅金碧辉煌的演出大厅里,洋溢着数不清的欢乐。来自CEO班的在读学员杨澜主持了这场被刘吉院长誉为“绅士与淑女互动”的晚会。刘吉院长夫妇演唱的歌曲给了所有观众一个惊喜;黄豆豆《醉鼓》的精彩舞蹈表演让大家领略了这位知名舞蹈家的艺术功底;由中欧校友





CEIBS Celebrates its 10th Anniversary



▲ 唢呐嬉探戈

The China Europe International Business School (CEIBS) is a new-age business school that has witnessed rapid development alongside China's reform and opening to the outside world. This year proves especially remarkable as the school celebrates its 10th anniversary and receiv-

ing a nice birthday present. This year, the *Financial Times* has ranked CEIBS' MBA programme as the 53rd best in the world and its EMBA as the 20th best programme in the world. Although not a reward, it is recognition of the school's achievements that could not be achieved without the joint and continuous efforts made by the school's founders, administration, alumni, government, and the support from the business community.

CEIBS' success has won wide recognition. Prof. Yang Fujia, former President of Fudan University, praises CEIBS as "small but world-class," and Prof. Wu Jinglian comments that its contribution should not be ignored given the rapid de-

velopment of Chinese economy. Moreover, it has received congratulations from Wu Yi, Vice-Premier of the State Council; Chen Zhili, State Counselor; Xu Kuangdi, Vice Chairman of the Chinese People's Political Consultative Conference; and Bo Xilai, Minister of Commerce.

On November 7 and 8, CEIBS' professors, alumni, students and staff gathered together to celebrate CEIBS' 10th anniversary by organizing all kinds of activities.

Family Day (CEIBS Campus)

Family Day, held on November 7, marked the beginning of a series of activities to celebrate the school's 10 year

自编自导自演的小品《2046创业记》让在场的所有人笑翻了天；由学院教授、员工和校友表演的《唢呐嬉探戈》也为大家带来无限欢乐……艺术家们精彩的演出、台上台下的真诚互动，为整个校庆活动画上了完美的句号。

校友与校庆

校庆是属于所有中欧人的节日。为了10年校庆，全国各地的校友们都成为母校生日庆典的志愿者。

刚刚进入中欧第二届CEO班就读的杨澜，就成了十年校庆的志愿者。在上海纪实频道为学院拍摄的校庆纪录片中，杨澜义务当起了纪录片的串词人。8日晚的校庆晚会上，她又主动担当起晚会主持人的角色，为大家主持了一台精彩的晚会。

刘吉院长夫妇的对唱、《2046创业记》、《唢呐嬉探戈》是校庆晚会的几大亮点，屡屡把晚会现场推向高潮。而这些节目都源自中欧的教授、校友和员工。为了庆祝母校生日，十几位身居总经理、董事长职位的校友自发组织起来，自编自导自演了《2046创业记》，为大家

带来了无限的欢笑。

EMBA2000校友王银久率领其东方名流传播有限公司的创意团队策划并执行了拔“合”比赛，他们邀请主持人，提供领队服装，设计和采购拍卖活动的拍卖品，为校庆主动出谋划策、出钱出力。朱东宇校友和所就职的百事可乐公司，张海婴校友和他所在的和路雪公司为“家庭日”赞助了饮料和食品。蒋苏蕾校友和她所就职的韩国爱茉莉化妆品公司、蓝先德校友

和所在的上海交大昂立公司、伍少山校友、傅骏校友、谢秋慧校友等都纷纷通过各种方式，加入到支持和共祝校庆的行列中来。MBA校友肖东华虽然自己不能来上海参加校庆，却委托自己的夫人来到校园参加捐赠……校庆中发生的感人的事情还很多，很多。

中欧10年校庆圆满落下了帷幕，但所有中欧人热忱的心却在共同祝福，祝福中欧的明天会更好！■



▲ 主持人杨澜是中欧 CEO 班的学员



▲ 刘吉院长夫妇对唱

anniversary. The weather was beautiful that day and the school was nicely decorated with flowers, balloons and lanterns. The campus, normally a convening place for students was now a beautiful park with alumni from all over the country, staff and their family members gathered together.

CEIBS participants, alumni, professors, staff and their family members participated in all types of fun programmes, games and performance. There are wine tastings, tea ceremonies, beauty classes and flower arrangements classes, a tug-of-war competition caused a thunder of cheers and encouragement. Children were happily playing with one another on the lawn and alumni were picking out souvenirs to celebrate the anniversary.

EMBA Graduates Celebrate

For the EMBA 2002 class, their graduation ceremony coincided with the CEIBS' 10 year celebration. The graduation ceremony was held on November 8 at the Shanghai Science & Technology Museum. This momentous occasion marked the new stage of a new career for more than 400 graduates from the school's Shanghai and Beijing EMBA classes.

Before the graduation ceremony was a roundtable discussion with 26 CEIBS professors, 60 renowned alumni and 20 international friends who have unselfishly helped CEIBS since its establishment to express ideas for future improvements.

At the graduation ceremony, Gong Xueping, Chairman of the Standing Committee of the Shanghai People's Congress, and Yin Yicui, Deputy Secretary of the CPC Shanghai Municipal Committee, expressed their congratulations to the graduating class. The Vice-Mayor of the Shanghai Government, Yan Junqi, on behalf of Chen Liangyu, Member of the Political Bureau of the CPC Central Committee and Secretary of the CPC Shanghai Municipal Committee, also expressed his congratulations to the graduates.

During the ceremony, recognition was



▲ 拔“合”比赛之成人版

given to the contributions made by Prof. Pedro Nueno, Chairman of CEIBS' Academic Committee. The Shanghai municipal government awarded him the "White Magnolia Award." Among the 410 graduates of EMBA 2002 are Xu Shaochun, Chairman and CEO of Kingdee International Software Group Co., Ltd. and Pan Gang, President of Inner Mongolia Yili Industrial Group Co., Ltd. Not only have these graduates earned their graduation certificates but they have now entered an elite group of CEIBS alumni.

Gala Evening Celebrations

On the evening of November 8, CEIBS celebrated their gala evening at the Shanghai Concert Hall. The evening was filled with magnificent performances. Yang Lan, CEIBS' CEO programme alumni hosted the evening composed of an "interaction between gentlemen and ladies," as described by Executive President Liu Ji. President Liu and his wife sang together bringing excitement over the crowd. The *Drunken Drum* performance done by Huang Doudou demonstrated his remarkable skills. There was a short skit directed and performed by CEIBS alumni titled 2046. The skit was greatly appreciated by the

crowd with roars of laughter. Not to be missed in the performances were CEIBS professor, staff, and students that performed the tango with a sunray. To finish the performance, renowned conductor Chen Xieyang gave an amazing performance with the Shanghai Orchestra.

Alumni and the 10 Year Celebrations

A lot of recognition must be given to CEIBS' Alumni. For example, Yang Lan alumni from CEIBS' CEO programme, took it upon herself to help promote the school's 10 year celebrations. As narrator, Yang created a documentary on the school's achievements for the Shanghai Documentary Channel. In addition to this, she was the master of ceremony for the school's Gala Evening.

Other special recognition to CEIBS alumni go out to Wang Yinjiu, Zhang Haiying, Jiang Sulei, Lan Xiande, Wu Shaoshan, Fu Jun, Xie Qihui, and Xiao Donghua.

The CEIBS 10 year anniversary celebrations have now all successfully come to an end. It has brought all of the CEIBS family closer together. All of us look forward to working towards an even better future for the school. ■



mini GIUING
友 捐 贈

紀念品前花籃

單位 / 人名 / 數量	單價	金額
50		
200		500
350		
300		1000
300		500

想玩 遊戲 分等





我们的2046

朱夕林

11月8日21点，上海延安东路523号上海音乐厅

“2054年全球财富论坛在中欧举行，特邀著名经济学家郎不平教授主持...”

“在下郎不平，一直从事国企改革研究。不过在过去的五十年，中国的国有资产都流失殆尽，我也只好改行当主持人了...”

20分钟，响起三十次掌声与笑声。

这一幕，应该不只是印刻在我一人脑海里。十年校庆晚会，我们的《2046创业记》荣登上海音乐厅为千余校友献演。由我们自编自导自演的这出三幕小品讲的是三位2046届的中欧毕业生，因为挤不进“五百强”工作，索性“小商品、大市场”，用现代工商管理的理论来“搞大”茶叶蛋，做成全球知名的连锁企业肯德蛋集团，最后还应邀参加2054年的全球财富论坛。其间笑料百出，是为中欧人量身定做的搞笑剧。

俗话说：台上一分钟，台下十年功。在翩翩而起的笑声掌声幕后，是十几位董事长、总经理艰苦排练，直面困难，最终粉墨登场的历程。

10月20日14点，昌化路926号云庐咖啡

“可口可乐不就卖杯糖水嘛，肯德基不就卖几根鸡腿吗，你看，全球55亿人，茶叶蛋市场是个多大规模啊，来，我们做个SWOT分析，哦，还要7S理论！”

“...产品要系列化，红茶蛋，绿茶蛋，有机茶蛋，还要针对在座各位，推出滋阴壮阳的老板蛋！”

马上就是中欧十年校庆了，校友创业俱乐部要搞个节目，以示庆贺。秘书长杨文艳打了N个电话，把我们聚在云庐咖啡。

我左边是温州老板沈迦，他是做IT的，但信誓旦旦要圆一把导演梦。我们应要求尊称他“沈导”，我还建议他用个艺名：“怎叫谋子抢了先”。沈导已经花了两天构思，建议搞个小品，并把主题落在创业上。“一定要搞笑！”

“一定要把中欧教的术语一套套地拿出来，生搬硬套到很小很俗的创业生意上，然后生意惨败，嘲讽一下中欧，哈哈！”他十分得意。不过，他是在座唯一还没拿到MBA毕业证书的。权衡利弊后，沈导默默把结尾改成了创业成功。

我们的选题其实一度不是茶叶蛋生意，而是另一项真正大俗之事，一项男女老少人人必需的服务——全球洗手间连锁店。搞医疗的王胸门上闪耀着智慧的油光，设计了许多搞笑情节，比如去找VC融资，搞会员制，办年卡等等。几乎百分之八十的精华，象什么SWOT分析，年产量预估等，都产生于这次的聚会中。我们边聊边狂笑不止，如同服了兴奋剂，不断招致四周异样的目光，几乎把当时云庐里的客人赶光了。可惜这创意终归难登大雅之堂，大家决议后，恋恋不舍地改成了茶叶蛋生意。

10月30日10点，浦东南路528号证券大厦北塔

“品牌好办啊，先正大，再微软，松下，最后就联想了，我们就叫肯德蛋，KFE”

“还得整个打假办，给每个蛋贴条形码，移动用户发egg加条码到8848，联通用户发到3721，立刻验明真伪”

痛苦啊。周六上午，我们睡眼惺忪地歪在男一号赵发财——赵增川大哥的办公室沙发上，一边后悔着自己是怎么掺和进这件事里来的。旁边，第一次执掌导印的沈迦精神抖擞，吆喝大家，“快，快开始排练，落实分工！”我事后才知道，第一稿的剧本是沈迦一个人攒成的，不禁由衷佩服。本人作为场记（对外用名：副导演）也不忘添砖加瓦，帮着把它改写成容易操作的格局，自称分镜头剧本。

角色分配里，我主动要求扮演老态龙钟的投篮老太婆。心里一横：“形象是牺牲定了，目标要成为实力派，靠演技取胜！”

那天从上午一直排到傍晚时分，中午是叫的肯德蛋送餐。沈导感慨不已，剧组经费紧张啊！

匪气十足的男二号胡爽——龚朝晖总是姗姗来迟，但带来了许多好想法，无论什么普通的文字，从他口中说来，总显得意味深长，儿童不宜。

从那天开始，剧组已经发现，扮演女主角美凤的杨文艳同学，已经出现了明星综合症的早期迹象。比如说话带儿腔，排练迟到，换服装叫嚷着要人帮忙等。

11月3日 14点，江宁路509号校友创业俱乐部

“商战，渠道为王啊，这可是我们校友李东生的名言。全中国居委会小脚老太太网络不是现成的吗，我们还要给每个老太太配TCL牌PDA一只，实施ERP管理”

“小布什要扯蛋，华盛顿没有蛋，中欧旁边家乐福，马上给他去调蛋！”

总道具那莉、俱乐部林洁、晶晶，他们的能力真是“令人发指”，居然把我们胡诌出来的道具与服装变成了现实。什么几百只蛋都贴上KFE品牌和条形码，什么用中欧的“合”字标志下面那个口画成鸡蛋而做出“肯德基”标志，什么奥运会五蛋旗，还有乒乓球串成的蛋伞、蛋秀服装。在他们的手里，全都梦想成真。

正所谓，执行是成功第一要素！

林洁苦哈哈地告诉我，证券大厦排练后的次日她去买了五百个乒乓球，开始织啊织。还动用各种关系，强颜欢笑支使人家给她免费设计那些标志。那莉同志，更是百忙之中，满头大汗地张罗我们的准备工作。

11月6日 23点，红枫路699号中欧体育馆

“物流嘛，就外包给联邦快递的民工了，我们要抓核心竞争力，从老母鸡抓起，就在蒙牛奶牛基地旁边建个特大养鸡场，取名蒙鸡养鸡场...”

“给忠实消费者搞年卡制度，一年消费666个蛋，为银卡会员，刷卡免年费，还免费参观养鸡场一次。女客由胡兵陪同，男客由赵薇陪同！”

有没搞错，这帮人来真的了！居然在正式登台前一晚，集中到作为表演场地的中欧室内体育馆，穿好向电影厂借来的服装，正式走台彩排！

我当天下午刚从东边乡下的学校赶回西边乡下的虹桥家中，晚上又招待朋友在家烧烤，想想我老太就那一句台词，怎么也不可能说错啊——“女人都要肯德基，送了小秘别忘娘！”

听说，那天晚上，大家走台到深夜。

11月7日 15点，红枫路699号中欧体育馆

“肯德基集团与时俱进，由上海文广集团协办，推出全球第一场“蛋秀”，阳光卫视现场直播”

“上海先生，上海小姐们，今天都有了一个闪亮的新名字——‘茶叶蛋宝贝’！你看，他们正迈着鸡步，款款走来...”

“...收礼只收肯德基”

校庆有两场演出，7号属自娱自乐型，在校园内举行。8号属展示国威型，在上海音乐厅举行。

我在7号的演出节目单上，赫然发现，“大型歌舞剧《2046创业记》”的字样，不禁瞠目结舌，“歌舞剧”？

演出很成功，至少对前三排的观众来说是如此。龚朝晖的麦克风戴得太低，音效几近于无，惨不忍睹。所幸首长们都坐在前三排，于是我们这节目被钦点，进入次日的上海音乐厅献演。

沈导一阵狂喜，按住心口，“啊，才半个月，我就从IT业进入娱乐圈，哈哈哈哈哈，本人首次执导就上了音乐厅，啊，我演出结束后一定要戴墨镜出去，哎呀，碰到狗仔队怎么办”

老龚则一反常态，愁眉不展，两股颤颤，估计是太太到时候要亲临观看。

11月8日08点，延安中路523号上海音乐厅

“毕业那时找不到工作，我就想留校当教授了。十年后的今天，我终于成为中欧肯德蛋捐赠教席的战略学教授”
“有请上海蛋交所所长、原肯德蛋集团 CFO、扯蛋.COM 董事长——胡爽先生发言...”

制片兼女一号美凤通知大家八点半到音乐厅门口集合，排练半小时，然后回家。

可是，美凤自己九点还没出现，手机关机。一问才知，跟饰演小丑的周坚一起还在路上。沈导清了清嗓子，“女一号又迟到，还真耍大牌，下部戏她是不想演了吧？”事实是，周同学为排练退掉了早班机票，一早七点多急匆匆从家里赶出来，没系保险带，被严格的警察同志逮个正着。周同学西装革履却神情紧张地主动讨要罚单，这下引起了警察同志的疑心，反倒被狠狠罚站了好一会。

沈导说这是他平生第一次踏入上海音乐厅。原来与张艺谋一样，也是个农民。



上海音乐厅建于1930年，原名南京大戏院。建筑属上海少有的欧洲传统风格。休息大厅的十六根合抱赭色大理石圆柱，气度不凡。著名小提琴家斯特恩、阿卡多、祖克尔曼；钢琴家拉罗查、傅聪、殷承忠；费城交响乐团的室内乐团、香港管弦乐团、中国交响乐团等均来厅表演，并获得巨大成功。

在音乐厅，我们的见到的第一个人就是应邀担任十年校庆晚会总导演的陈体江。

陈体江，人艺出身，文广局资深国家一级导演。他曾执导第一届、第三届和今年的第五届上海国际艺术节开幕庆典活动，组建“上海雅林腾龙魔术艺术团”，

创作《世纪鼓韵》专场音乐会，组织《2002上海动漫画展览会》和《2003蔡琴、费玉清金曲演唱会》等。1988年2月上海市迎接邓小平来沪过年，在友谊剧院搞了场春节联欢晚会，陈体江也是晚会总导演。

须发尽白的陈导演，观看了我们的走台。他很有涵养地表扬了我们一番：“以你们的非专业水准，能有这样子已很难得了。”三、四十岁的我们，静等着那个“但是”。

“但是，”他终于点题——“我是要对你们这个晚会的整体质量负责的，你们这个小品现在是十五分钟，长度太长，我最多只能给你们八分钟，但就这么短短半天里要剪得好，不太可能。可惜。”意思很明显。

“陈导，你要知道校友最喜欢的肯定会是我们这个节目，今天来演的这些人里，有的绝对货真价实身家过亿，并不是一般意义上的演出……”分配做“红脸”的发言了。受到刺激的陈导脑门上开始冒青筋。

“白脸”们当然也没闲着。沈导此时像个政委，配合着温柔呵护，平时很正经的容岗此时恨不得上手给陈导松骨。我也堆满一脸的花季微笑，请陈导“让我们去商量一下，好吗？”

到走廊里，红脸龚朝晖来劲了，“我本来还不想演，在台下看多舒服！他（此处略去四字），这下我非演不可了！”大家异口同声，现在怎么按他的改都行，到了晚上，哼哼，谁还能把我们拉下场不成？“到时候演它半个小时！”“哼，我们本来就这种人！”

我差点涕泪交加，来读中欧是找到组织了！

校友会的峥嵘兄弟在电话里就掷地有声，“一定要上”。半个小时后，亲自莅临一线督战。

陈导也是俊杰，派了丁导过来帮我们。丁导十分认真，和我们一同对动作和台词作仔细的修改浓缩。

如此我们软磨硬泡，一直挺到晚上。于是群匪得以登科。



11月8日23点，淮海中路138号新旺茶餐厅

“自有禽流感以后，全球蛋佩克组织的一举一动关系着所有公鸡母鸡的安危...”

“李国华院长叫我来和杨澜小师妹共同主持财富论坛，大家都是自己人嘛，一句话。”

演出空前成功。

担纲本台晚会主持人的“小师妹”杨澜也忍不住，笑盈盈地在台上批评我们“太不懂规矩了，到2054年，该叫我师奶啊！”真没办法，现在就已经有名人为了我们的剧而不惜牺牲年龄和青春形象了。

回到后台每个人都兴奋不已。曲英说黄豆豆的节目有三次掌声，我们的节目有三十次掌声。峥嵘小姐两颊绯红，冲到后台来和我们一个个拥抱，发财大哥从不知哪里弄来一束花，逐一抽出，一枝枝送给我们这些女孩子。

“花哪来的？”

“他们本来想献给后面节目的，实在太喜欢我们的了，就弃暗投了明。”

晚会结束，我们杀到对面的新旺茶餐厅，狠闹了一晚，噪音不绝于耳，众人尽弃淑女绅士的面具，尽情欢笑。

我站起来敬了周坚和王昀一杯。虽是一场戏，你能了解一个人。只一句台词的周，不惜牺牲形象出演小丑，还改签了航班，推迟了与某省行长的约见。王也非常尽忠尽职，整个团队令我十分骄傲。

11月9日01点，延安路高架

“我很感谢校友的帮助，特别是天正集团的高天乐与奥康集团王振滔，他们伸出援手，组织了温州炒蛋团...”

“我们早跟奥委会谈定了，把奥运会的五环旗改成了五蛋旗”

车飞驰在高架上。

这样的体验，令人难忘。我想，一生中许多真正美好的时刻，固然是可遇而不可求，却也离不开我们执着耕耘和团队协作。把这个感觉发短信给了他们几个。

五分钟后，沈导回复了——“我们最好的戏是下一部。”

请关注中欧校友剧社，近期即将成立。

演职员表

制片	杨文艳
编剧 / 导演	沈迦
剧作 / 副导演	朱夕林
总道具	那莉，林洁
音响	王昀
赵发财	(赵增川饰)
胡爽	(龚朝晖饰)
杨美凤	(杨文艳饰)
郎不平	(沈迦饰)

模特 (按出场顺序):

王昀，曲英
容岗，那莉
晶晶，朱夕林
周坚

Our Version of 2046

By Zhu Xilin

At the 2054 Fortune Global Forum held at CEIBS, Prof. Lang Buping, the famous economist was invited specifically as the host ...

"I am Lang Buping. I have focused my research on SOEs reform. However, with the gradual disappearance of China's state-owned assets during the past fifty years, I am forced to change my profession to be a host ..."

This 20-minute performance won great applause and laughter for 30 minutes! It was a scene that impressed not only myself but others. During CEIBS' 10 year Gala Evening we were honored to perform a skit on our interpretation of the "Entrepreneurial Story of 2046 Graduates" at the Shanghai Concert Hall 3. The three-act play written, directed and performed by ourselves tells the story of 3 CEIBS students who graduate in 2046. Since they do not have the opportunity to work in a global 500 company, they take on the idea of a "small commodity with a large market demand" and apply modern business theories to expand the market for "tea eggs," eventually creating a world-renowned KFE chain enterprise. They are even invited to participate in the 2054 Fortune Global Forum. The play is a humorous comedy tailored for CEIBS insiders.

There's a saying that says, "one-minute of performance on stage costs ten years of hard-working off stage." A total of 10 chairmen and general managers understood this concept as they took on the roles of play-writers and actors for CEIBS' 10 year celebration. And this is how we did it...

At 14 O'clock on October 20, Yunlu Coffee, No. 926 Changhua Road

"What Coca-cola actually sells is sweet water, while what KFC sells is just chicken legs. Look, with a population of 5.5 billion in the world, just image how large the market for tea eggs will be. Come on, let's make a SWOT analysis. And 7S theory should also be used here!"

"... The products should be presented in series; therefore, we will introduce red tea eggs, green tea eggs and organic eggs. Moreover, with all of you present as our targeted consumers, we will develop eggs for bosses so that it can serve as nourishment for vitality."

With the approach of CEIBS' 10th anniversary, the Alumni Entrepreneur Club was preparing for a skit for the school's 10 year Gala Evening celebrations to express their congratulations. Secretariat Yang Wenyan called our club to gather at the Yunlu Coffee.

Shen Jia, an IT professional from Wenzhou, expressed his interests of becoming a director. Therefore, we respectfully called him "Director Shen". Also, I suggested a stage name for him, a rather long one at that, but I named him "How can I let Zhang Yimou take the lead?!" Before our meeting at the café, Director Shen had already spent two days in thinking up the programme. He suggested that we perform a play on initiating an enterprise...and it had to be funny.

"We should apply the terms we learned at CEIBS to a very small and vulgar entrepreneurial business, which finally suffers from disastrous defeat. In so doing, we will make a ridicule of CEIBS. Haha!" He was really proud of this idea. However, as the only one present that had not received his MBA graduation certificate, Director Shen changed the end of the play to successful entrepreneurial efforts after carefully weighing the pros and cons.

In fact, at first our selected topic was not a tea egg business, but another really vulgar thing - global chain toilets that everyone needs. Wang Yun, who works in the medical industry, also thought up brilliant and funny plots related to financing a VC, membership practices, launching an annual cards, using a SWOT analysis, and so on. We laughed so loudly while talking, as if we had taken an analeptic, that the others cast peculiar glances on us and almost all the other guests at Yunlu were driven away. It really is a pity that such a topic is not so appropriate for performance on such an occasion. After everyone expressed their own opinion, we changed the topic to the tea egg business despite our great reluctance.

At 10 O'clock on October 30, Shanghai Stock Exchange Building (North Tower), No. 528 Pudong Nan Road

"It is easy to build a brand — we should first expand it, then soften and relax it a little, and last what we need is a logo image. (Here, the playwright used the Chinese names of four companies to describe the process, that is, Charoen Pokphand Group, Microsoft, Matsushita and Lenovo.) I've decided that our product will be named Kentucky Fried Egg, namely, KFE."

"We will set up an office to crack down the fake products. Also, we will label each egg with a bar-code. To judge whether the eggs are quality ones, users of China Mobile can send egg plus the bar-code to 8848, while users of China Unicom send the above information to 3721."

It was really painful. On the morning of Saturday, with drowsy looks on our face, we fell on the sofa in the office of Mr. Zhao Zengchuan, who acted as the leading male role Zhao Facai. We really regretted that we had been involved in the programme. However, Shen Jia, who first acted as director, was in high spirits, calling to us, "Come on! Let's begin our rehearsal! First we will assign our respective tasks!" It was not until later that I knew that the first draft was written by Shen Jia alone. I really admired him. As the script holder (externally known as vice-director), I also added something to the original version and adapted it to a format that could be easily put into practice. I named this "format shooting script".

In assigning the roles, I voluntarily asked to act as the old granny with a basket in her arm. I made up my mind, "My image will certainly be destroyed. But I will conquer the audience with my skills in acting."

That day, we kept on rehearsing from morning to dusk. Our lunch was KFC. Director Shen signed, "We have a tight budget."

The trouble-making-like Gong Chaohui, who acted as the No. 2 male leading role Hu Shuang, always came late with many good ideas. However, as ordinary as the lines were, if they were spoken by him, they always sounded meaningful but somehow never suitable for children to listen to.

From that day on, we found that Yang Wenyan, who acted as the leading female role Meifeng, demonstrated early symptoms of star syndrome, such as adding the sound /əʊ/ when she spoke. She was like a diva, late for rehearsal and asking for help when changing her clothes.

**At 14 O'clock on November 3, Alumni Entrepreneur Club,
N0. 509 Jiangning Road**

"Channel distributions are the most important factors when engaged in a business war. You should know this from the words of our alumnus, Li Dongsheng. Look, there's already an existing network of old women working in the neighborhood committee. We can make use of it. Moreover, we'll give each of them a TCL-branded PDA so that ERP management is possible."

"Bush Jr. always eggs the American on (In the play, the line means 'Bush always talks nonsense'. The playwright substitutes the Chinese character of 'egg' for the Chinese character of 'nonsense' since the two characters have the same sound). Such an egg cannot be found in Washington; therefore, the Carrefour next to CEIBS immediately allocates some eggs to him."

The Stage Property Designer Na Li and our club members Lin Ji and Jingjing are astonishingly capable. They were able to successfully turn our design and ideas into realities. There were several hundred eggs made with KFE labels and barcodes, as well as the KFE logo created by changing the "口" in CEIBS log "合" into the shape of an egg, an Olympic five-egg flag, an "egg-umbrella" made of stringed table tennis balls, and other clothes and things. A point to this is that implementation is really the first and foremost factor for success.

With a miserable look on her face, Lin Jie told me that she bought 500 table tennis balls the very day after we rehearsed in the Shanghai Stock Exchange Building and began doing weaving work. Moreover, she also asked those around her to design the logo. As for Na Li, she still helped us in our preparations even though she has her own business and is very busy.

At 23 O'clock on November 6, CEIBS Gym, No. 699 Hongfeng Road

"As for the logistics, it will be outsourced to the migrant workers who work at FedEx. We should focus on our core competencies. So we will start with a firm hand on hens - we will build a super-large chicken farm beside the cow base of Mengniu and name our chicken farm Meng-chicken farm..."

"We will issue annual cards to those loyal consumers. Anyone who consumes more than 666 eggs annually will become our silver-card member. They needn't pay for the annual fees if they use the cards for payment of eggs. Also, they have the chance to visit once our chicken farm for free. The female visitors will be accompanied by Hu Bing, while the male visitors will be accompanied by Zhao Wei!"

I had not thought that they really meant it! On the very night before our performance, dressed in clothes borrowed from a film studio, they went to CEIBS' gym to rehearse!

That afternoon, I hurried from our school in the east corner of Shanghai to my home in the west corner. That evening, I entertained my friends with a barbecue. In the play I was to be an old woman, I only had one line - "Since each woman wants KFE, if you send some to your secretary, don't forget to send some to your mother!" I comforted myself by saying that it was really impossible for me to say it wrongly. We rehearsed into the night.

At 15 O'clock on November 7, CEIBS Gym, No. 699 Hongfeng Road

"Always keeping updated with the latest trend, KFE Group cooperates with SMG to launch the first 'Egg-show' worldwide, which will be shown live by Sun TV."

"Those who have received titles like Mr. Shanghai and Miss Shanghai get a shining new name today - 'Baby Tea Egg'! Look, with chicken-like steps, they are walking elegantly towards you..."

Two performances were arranged to celebrate CEIBS' anniversary. The one on November 7 was held on campus, merely to serve as an entertainment for ourselves. The one on November 8 was held at the Shanghai Concert Hall to demonstrate our talent to the others.

On the programme list to be performed on November 7, I was surprised to find that our play was introduced as a musical play. We would perform a musical play? Our performance turned out to be a great success, at least to the audience sitting in the first three rows. Gong Chaohui attached the microphone so low that it hardly worked. Fortunately, the school leaders all sat in the first three rows. Therefore, our play was appointed to be performed at Shanghai Concert Hall the next day.

In a swirl of exhilaration, Director Shen said, suppressing his excitement, "Aha. I've stepped into the entertainment circle from the IT industry in merely 2 weeks. Haha... The first play I direct will be performed at the Shanghai Concert Hall. When I leave after the performance comes to its end, I'll wear sun-glasses. What if I meet those sticky reporters?"

In contrast to his excitement, Old Gong seemed nervous and worried. Maybe this was because his wife would be present the next day.

**At 8 O'clock on November 8, Shanghai Concert Hall,
No. 523 Yan'an Road (E)**

"I couldn't find a job upon graduation; therefore, I hoped that I could be a professor at CEIBS. Now 10 years has passed, and I finally become KFE Chair in Strategy at CEIBS."

"Now we will welcome a speech from Mr. Hu Shuang, President of Shanghai Egg Exchange, CFO of KFE, and Chairman of EGG.COM."

Meifeng, the producer and the lead female role, asked us to gather at the gate of the Shanghai Concert Hall at 8:30 for half-an-hour rehearsal.

However, it was not until 9 o'clock she arrived, even her mobile phone was turned off. Later, we learned that she and Zhou Jian who acted as a clown in the play were still on their way. Director Shen cleared his throat, "Once again, the leading actress is late. She really acts like a big shot. Doesn't she want to act in the next play?" The reason for the delay was that Zhou Jian had gotten an speeding on her way to the theatre. She left the house at 7 o'clock and did not wear her safety belt. Stopped by a strict police officer Zhou Jian was stopped for a while and given a ticket.



Director Shen told us that it was the first time that he had ever stepped into Shanghai Concert Hall. It turns out that he used to be a farmer, just as Zhang Yimou used to be.

Built in 1930, Shanghai Concert Hall is formerly known as Nanjing Grand Theatre. Its architectures are characteristic of European traditional style, which is uncommon in Shanghai. The 16 huge brown marble pillars standing in the lobby look extraordinarily impressive. Many world-famous artists have witnessed tremendous success in this hall, including violinists maestro Isaac Stern, Salvatore Accardo, Pinchas Zukerman, and pianists Alleda de Larrocha, Fu Chong, Ying Chengzhong as well as the Philadelphia Chamber Orchestra, Hong Kong Philharmonic Orchestra, China Symphony Orchestra and many others.

The first person we met at the Hall was Chen Tijiang, the general director of the Gala Evening for CEIBS 10th Anniversary Celebration.

Chen Tijiang, formerly working at People's Art Theatre, is now a senior national class 1 director at SMG. He has been director of the opening ceremonies of the 1st, the 3rd, and the 5th Shanghai International Art Festival. Moreover, he has also directed "Shanghai Yalin Tenglong Magic Ensemble", designed the concert "Enduring Charm of Drums", and organized the "2002 Shanghai Exhibition of Animation Film" and "2003 Concert by Cai Qin and Fei Yuqing". He was also general director of the Spring Festival Celebration held at the Friendship Theatre in February 1988 when Mr. Deng Xiaoping spent the Spring Festival in Shanghai.

After having a look at our rehearsal, Director Chen, whose hair and beard were white, praised us in a very cultivated way, "Your performance is really excellent for non-professionals."

All of us, already in our 30s or 40s, waited silently for the following "however".

"However," he finally came to the point, "I am responsible for the overall quality of the evening. Your play is too long, it should only be 15 minutes. I can give you at most 8 minutes. It is unlikely to make a good adaptation in barely half a day. It is really a pity." Now what he really meant was quite obvious.

"Director Chen, you should know that our play will be the favorite of CEIBS alumni. Some of our actors have very high social status, therefore their performance cannot be regarded as a performance in the normal sense..." said someone who was assigned the task of posing some pressure on Director Chen. Hearing these words, Director Chen now became a little angry.

Of course, those who were assigned the task of comforting Director Chen were also busy working. Director Shen looked like a commissar who comforted Director Chen gently and Rong Gang who were very serious now wished that he could massage Director Chen to make him cool down. I also smiled innocently like an adolescent, "Let's have a discussion. Ok?"

As soon as we went to the corridor, Gong Chaohui became very excited, "I didn't want to perform at first since it would be more comfortable sitting under the stage! (dirty words omitted). Now I must perform on stage!" Everyone agreed, "Now we will adapt our play as he wishes, however, when we perform on the stage this evening, hum, who can he pull us off the stage?" "We will perform for half an hour at that time!" "Hum, it's typical of us!"

Hearing this, I almost cried since I learnt that others were feeling the same way.

Over the phone, Julia from the CEIBS Alumni Association said, "We'll teach him a lesson." Half an hour later, she was at the Hall to supervise operations.

Director Chen was also an outstanding talent. He asked Director Ding to help us adapt and cut our plots and lines. In so doing, we stayed at the Hall until that evening when we finally performed on the stage.

**At 23 O'clock on November 8, Xinwang Tea Restaurant,
No. 138 Huaihai Road (M)**

"Ever since the break-out of the bird flu epidemic, every move of the global Egg-PEC is closely connected with the safety of the cocks and hens..."
"President Li Guohua asked me to host the Fortune Forum with Yang Lan, my junior fellow student. Since we are all CEIBS members, both of us agree without hesitation."

Our performance achieved unparalleled success that evening.

Even Yang Lan, our junior fellow student who hosted the Gala Evening, could not help smile while commenting "You are really ignorant of the rules. I should be called granny in 2054!"

When we came to the back-stage, we were very excited. Qu Ying told us that the audience applauded 3 times for Huang Doudou 's dance, while they applauded 30 times for us. Julia, beamed with excitement, rushed to the back-stage and hugged us one by one. Facai got a bunch of flowers from somewhere and gave each of the women one.

"How did you get the flowers?"

"They plan to present the flowers to later programmes; however, they liked our play so much that they have given them to us now."

As soon as the Gala Evening came to an end, we went to Xinwang Tea Restaurant across the street and enjoyed ourselves. Each one of us no longer tried to be ladies or gentlemen, but laughed and talked as loudly as we liked.

I offered a toast to Zhou Jian and Wang Yun. Though we only cooperated in rehearsing a play, I came to know them. Mr. Zhou had only one line in the play; however, he was willing to sacrifice his image to act as a clown. Moreover, he even changed his flight and delayed his appointment with the governor of a provincial bank. Wang was also very dedicated to his work. I really felt proud of the whole team.

At 1 O'clock on November 9, Yan ' an Road Viaduct

"I very much appreciate the help from alumni, especially Gao Tianle from Tengen Group and Wang Zhenhao from Aokang Group, who have facilitated in the organization of the Wenzhou Fried Egg Group..."

"We have reached an agreement with the International Olympic Committee on changing the Olympic five-ring flag into a five-egg flag."

The car was driving fast on the viaduct.

This experience was truly unforgettable. I thought to myself, "beautiful moments in life come unexpectedly rather than purposefully searching for them". I sent this thought by short messages to the group.

Five minutes later, Director Shen replied, "Our best play will be the next."

Stay tuned for the CEIBS Alumni Drama Society, which will be established very soon.

Cast

Producer	Yang Wenyan
Playwright/ Director	Shen Jia
Playwright/Vice-Director	Zhu Xilin
General Stage Property Designer	Na Li, Lin Jie
Acoustics	Wang Yun
Zhao Facai	By Zhao Zengchuan
Hu Shuang	By Gong Chaohui
Yang Meifeng	By Yang Wenyan
Lang Buping	By Shen Jia
Models (in the order of performance):	
Wang Yun, Qu Ying	
Rong Gang, Na Li	
Jingjing, Zhu Xilin	
Zhou Jian	

2004 中国汽车产业 高峰论坛在学院举行

CEIBS Holds the 2004 CEIBS China Automotive Industry Forum

11月22日，继成功举办“2003 中国汽车产业高峰论坛”之后，由中欧国际工商学院主办的“2004 中国汽车产业高峰论坛”在中欧校园内召开。本次高峰论坛主题为“中国汽车产业：寻求决定胜负的竞争力”，吸引了包括著名汽车公司、配件商、政府官员、专家学者在内的200多位国内外嘉宾参加。

中欧国际工商学院执行院长刘吉致了欢迎辞。演讲嘉宾包括国务院发展研究中心副主任陈清泰、中国国家信息中心发展战略部副主任徐宏源、欧洲汽车制造商协会秘书长Ivan Hodac、北京现代汽车公司董事长徐和谊、吉利集团董事长李书福以及法国标致雪铁龙、美国通用汽车、米其林、伟世通、奥迪中国的高层管理者等。中欧国际工商学院企业战略学教授 Sam Park、中欧副教务长张维炯教授以及英特华咨询总裁 Jan Borgonjon 分别主持了会议，中欧学术委员会主席 Pedro Nueno 教授致了闭幕辞。

与去年一样，中欧校园内同时举行了一个小型车展，来自美国通用、法国雪铁龙、德国大众和中国吉利的8辆轿车停泊在中欧美丽的校园里。迄今为止，中欧是国内唯一一家举办过车展的商学院。

中欧举办这一高规格的汽车论坛，旨在建立政策制定者、汽车厂商、外资汽车公司之间，国内汽车公司和外资汽车竞争对手之间的有效互通，通过这种高层之间的对话，可以促进政策制定者了解汽车厂商以及专家对新的汽车产业的观点和期望，从而促进我国汽车工业健康发展。■

On November 22, the second consecutive CEIBS China Automotive Industry Forum was held at the school's Shanghai campus with the theme "China's Automotive Industry: Building Competitive Advantages." Following last year's



success, this year there were more than 200 local and international participants including: auto manufacturers, component suppliers, government officials, industry experts and researchers, who have gathered to discuss issues in the country's automotive industry.

Opening the forum was CEIBS' Executive President, Liu Ji, who welcomed all participants. Speakers at the forum include: Mr. Chen Qingtai, Vice Minister of Development Research Centre of the State Council of the PRC; Mr. Xu Hongyuan, Deputy Director of the Development and Research Department under the State Information Center; Mr. Ivan Hodac, Secretary General of the European Automobile Manufacturers Association; Mr. Xu Heyi, Chairman of the Beijing Hyundai Motors Co. Ltd.; Li Shufu, Chairman of Geely Automobile; and senior executives from Peugeot Citroen (France), General Motors (U.S.), Michelin Group, Visteon, Audi AG

and others. Presiding the forum was Prof. Sam Park, Professor of Strategy at CEIBS; Prof. Zhang Weijiong, Associate Dean of CEIBS; and Jan Borgonjon, President of InterChina Consulting. Pedro Nueno, Chairman of Academic Committee of CEIBS, closed the forum.

Like last year there was a mini-car exhibition on the CEIBS' campus including eight cars from General Motors (U. S.), Citroen (France), Volkswagen (Germany) and Geely (China). Up until now, CEIBS is the only business school in China that has ever held an automobile exhibition.

The intent of the forum is to foster the establishment of effective communication between policy-makers, and local and foreign-funded auto manufacturers. Dialogues of this type allow all parties in the industry to know one another's views, opinions, and expectations of the industry, with the mission to promote the healthy development of China's auto industry. ■

PHILIPS

飞利浦捐赠人力资源管理教席 Philips Chair in Human Resources Management at CEIBS

10月20日,飞利浦人力资源管理教席签字仪式在中欧国际工商学院西班牙中心正式举行。

此次,飞利浦捐赠教席的研究领域从营销学转变为人力资源管理。这一转变反映出随着飞利浦公司在中国的不断成长,其自身需求也在不断地变化,并且对吸引、留住以及发展人才给予了较以往更大的关注。

中欧与飞利浦公司之间密切而富有成果的合作关系可以追溯到1994年。中欧国际工商学院教务长郭理默教授强调,学院非常重视与企业界的关系,并感谢飞利浦对学院一贯的大力支持,为培养新一代高水准、国际化的中国经理人做出了巨大的贡献。

郭理默教授对新任飞利浦人力资源管理教席教授杨国安教授表示了衷心的祝贺。杨教授是一位优秀的学者,他在人力资源管理领域的研究为中欧国际工商学院做出了杰出的贡献。

飞利浦电子中国集团总裁张珩先生在其讲话中对双方多年的合作关系给予了概括。他提到中欧国际工商学院在飞利浦全面实施的中国战略中之至关重要的地位。这不仅体现在人才管理方面,而且也在于使飞利浦与其他在华跨国公司有所差异化。他期盼,借助飞利浦人力资源管理教席,公司能与杨教授成功地开展更为深入有效的协作。

杨教授表示,他将继续充满热忱地致力于开展人力资源管理领域的深入研究以及各项相关活动。他感谢飞利浦能与中欧及其本人建立如此珍贵的合作关系。

赞助协议签字及礼物互赠仪式结束之后,博纳德博士发表总结性讲话,并在讲话中表示,他承诺并相信飞利浦与中欧在双方下一阶段的合作中,将继续保持这一互利互惠、卓有成效的关系。■

On Wednesday October 20th 2004, the signing ceremony for the Philips Chair in Human Resources Management was held in the Spanish Centre at CEIBS.

The discipline of the Endowed Chair now changes from Marketing to Human Resource Management to reflect the changing needs of Philips and their focus on talent attraction, retention and development, as they continue to grow in China.

The occasion was a milestone in the productive and close working relationship between CEIBS and Philips which dates back to 1994. In his welcoming address, Professor Rolf D. Cremer, Dean of CEIBS, emphasised the value the school places on its relationship with the corporate world and expressed his gratitude to Philips for its ongoing support which in no small way, contributes to the creation of a new generation of high caliber, internationally-oriented Chinese managers.

The new Chair Professor for the Philips

Chair in Human Resources Management is Professor Arthur Yeung who was congratulated by Professor Cremer and introduced as a distinguished scholar and a significant contributor to CEIBS in the field of Human Resource Management.

In his address, Mr. David Chang, CEO of Philips Investment China Ltd., outlined that CEIBS is key in their comprehensive China strategy, not only in talent management, but also in differentiating itself from other multinationals in China and he looked forward to a successful cooperation with Professor Yeung under the Philips Chair in Human Resources Management.

Professor Yeung expressed his commitment and enthusiasm to undertake in-depth research and activities in the area of talent management and thanked Philips for their valued partnership with him and the school.

After the signing ceremony of the sponsorship agreements and an exchange of gifts, Dr. Bert Bennett concluded in his address, his commitment and belief that CEIBS and Philips will continue to enjoy a productive and mutually beneficial association during the next phase of their relationship. ■



西班牙坎塔布利亚政府捐赠 地区发展与经济整合教席

The Government of Cantabria (Spain) Chair in Regional Development & Economic Integration at CEIBS



11月8日，在会长 Miguel Angel Pesquera先生带领下，坎塔布利亚地区发展协会（SODERCAN）代表团一行来访中欧国际工商学院，并参加了西班牙坎塔布利亚政府地区发展与经济整合教席捐赠仪式。

在中欧设立该教席旨在促进有关经济增长、地区发展和经济一体化领域的研究、发展和创新。在全球化的大环境下，该教席将支持对地区发展理论的研究以及对地区政策及其效力的分析；同时进一步探索正在全球发生的经济一体化过程，并通过实证研究更好地了解和改善这一发展进

程。在该教席的相关研究活动中，港口的作用、创新的作用这两个方面将得到特别关注，因为它们对上海和坎塔布利亚的发展均具有重大的意义。

该教席还将促进上海和坎塔布利亚之间的相互沟通交流与知识转移，并增加双方的合作机会，加强彼此的经济联系。该教席的设立得到了下列机构的大力支持：坎塔布利亚地区发展协会、ENEL VIESGO 电力公司、SADISA集团、西班牙国家港口局（Puertos del Estado）、桑坦德港（Puerto de Santander）、西班牙业主联合会-中小企业联合会坎塔布利亚分会（CEOE-CEPYME Cantabria）以及坎塔布利亚大学（Universidad de Cantabria）等。■

On November 8th 2004, a delegation led by Mr. Miguel Angel Pesquera, President of the Society for the Regional Development of Cantabria SA (SODERCAN) were warmly welcomed to CEIBS to inaugurate the Government of Cantabria Chair in Regional Development & Economic Integration.

The purpose of the Chair is to promote research, development and innovation in

the area of economic growth, regional development and economic integration. In the context of globalization, the Chair will seek to study theories of regional growth and analyse regional policies and their effectiveness. It will furthermore explore the economic integration processes that are occurring globally and will examine empirical evidence to better understand and improve the development process. There are two aspects which will get special attention under the activities of the Chair due to their common importance for the development of both Shanghai and Cantabria: The role of *ports* and the role of *innovation*.

The Government of Cantabria Chair in Regional Development & Economic Integration will also seek to promote communication, knowledge transfer and opportunities between Shanghai and Cantabria and intensify economic relations between both zones. The Chair was established in collaboration with SODERCAN, the Corporations ENEL VIESGO and SADISA, PUERTOS DEL ESTADO (Spanish National Port Authority), PUERTO DE SANTANDER (Santander Port Authority), CEOE-CEPYME CANTABRIA (Association of Employers) and UNIVERSIDAD DE CANTABRIA (University of Cantabria). ■

德斯高成为中欧 国际工商学院新 的赞助伙伴

TESCO Sign New Sponsorship Agreement with CEIBS

十年校庆刚刚落下帷幕，中欧国际工商学院的赞助伙伴队伍又喜添新成员——世界前三大国际性零售商之一的德斯高日前成为中欧发展基金赞助伙伴，承诺2004年至2007年，为学院提供为期三年的财政支持。中欧为能与德斯高这样声誉卓著的公司联盟而感到骄傲，并期待着双方新一轮务实、互利的合作。

此次协议的签署，标志着德斯高对中国以及中国管理教育发展的长期承诺。德斯高和中欧会在多个领域进行一系列的合作，其中包括MBA学生实习、小组咨询项目、毕业生招聘、案例研究、参与中欧管理论坛、以及高层管理工商管理硕士课程和高层经理培训课程等诸多方面。

协议签署后，德斯高软产品线首席执行官韩约瀚(John Hoerner)表示：“德斯高把在中国的发展作为长期战略，并不断增进与这个国家间的联系。我们在这里不断扩大的采购业务以及新的合资企业乐购超市集中体现了这一点。我们非常高兴能够成为中欧国际工商学院赞助伙伴大家

族中的一员。”

德斯高在全球拥有2318个分店并总计雇佣了326,000名员工。最近，德斯高收购了乐购超市在中国50%的股份。德斯高的核心追求在于“为客户创造价值，来赢得他们的忠诚度，并成为终生客户”，另两个推动德斯高发展的核心价值观分别是“没有人比我们更努力”和“将心比心地对待其他人”。■

TESCO, one of the top three international retailers in the world, has signed a new sponsor partnership with CEIBS for a three year period, 2004-2007, just after CEIBS' 10th anniversary celebration. CEIBS is proud to be associated with such a reputable company as **TESCO** and looks forward to developing a mutually beneficial and productive working relationship.

The partnership indicates **TESCO's** long term commitment to China and to the development of management education

here. CEIBS and **TESCO** will cooperate in a number of activities at the school including internships, group consultancy projects, recruitment, case development and executive forums, as well as through our EMBA and EDP programmes.

After signing the new agreement, **TESCO** Chief Executive of Clothing and International Sourcing, Mr. John Hoerner said "*TESCO is committed to a growing relationship in China both through our expanded sourcing operation here and our new Hymall Joint-Venture. We are pleased to be part of the CEIBS programme.*"

TESCO has 2,318 stores and employs 326,000 people worldwide. They recently acquired a 50% stake in Hymall Supermarkets in China. **TESCO's** core purpose is "creating value for customers, to earn their lifetime loyalty" and they are driven by two values "nobody tries harder" and "treat people how we like to be treated". ■

中欧首届 CEO 班学员王振滔 荣获“中国十大杰出青年”称号



Wang Zhentao is recognized as one of the "Top 10 National Outstanding Youths"

资的中瑞财团，寻求民营企业经营体制和发展模式的突破。

得知王振滔当选“中国十大杰出青年”的喜讯后，中欧国际工商学院副院长兼中方教务长张国华教授向他发去了贺信。张国华教授在贺信中表示：作为学院首届 CEO 课程学员，王振滔是中欧校友的杰出

代表。适逢中欧国际工商学院 10 周年院庆之际，中欧国际工商学院期望能在未来与众多像奥康这样的优秀企业携手并进，追求卓越，以更优秀的工商管理教育服务中国蓬勃的经济发展。■

On November 21, 2004, Wang Zhentao, entrepreneur and President of Aokang Group and CEIBS' CEO Programme participant was listed as one of this year's Top 10 National Outstanding Youth. Last year, this reward was also given to Wang Weibin, Chairman of Suntrans Group and CEIBS' alumni from the EMBA 2001 Beijing class.

Together the All China Youth Federation, the China Youth Development Foundation, People's Daily, CCTV, Central People's Broadcasting Station, Guangming Daily, PLA Daily Newspaper, China Youth Daily, Economic Daily, Science and Technology Daily, China Worker's Daily, and Farmer's Daily, organized the award.

In order to be considered for the award, selected individuals had to go through a rigorous set of selection criteria including: being able to implement their business strategy in the near future, being able to demonstrate unique and distinctive attributes, as well as being interna-

tionally competitive and being able to serve as a good role model for adolescents.

Thirty-nine year old Wang, also known as "the King of Shoes in China," received the award for his ability to make a small shoe workshop into a large private shoe manufacturing group with assets worth 1 billion yuan and having annual outputs of 1.5 billion yuan per year. As the only private entrepreneur awarded this year, Wang has been able to acquire 1 billion yuan in profits within 16 years of arduous entrepreneurial efforts. Wang has invested heavily in the western region of China with investments of over 1 billion yuan in building a shoe metropolis in Chongqing. Since 2003 he has worked with GEOX, a leading shoe brand in Italy, to bring Chinese shoe brands to the international market. In June this year, he and nine other private enterprises participated in the establishment of Zhongrui Caituan in efforts to find a breakthrough in operational systems and development of private enterprises.

Upon learning the exciting news, the CEIBS' Management Committee is proud to publicize the award of Wang Zhentao as one of this year's "Top 10 National Outstanding Youths." As Prof. Zhang Guohua, CEIBS Vice-President and Dean, has expressed, "Wang Zhentao is an outstanding representative of CEIBS alumni. As CEIBS has just celebrated its 10th anniversary, it hopes that it can join hands with outstanding enterprises like Aokang to seek mutual development and excellence and serve China's thriving economic development with more excellent management education." ■

11月21日，第15届“中国十大杰出青年”评选活动在京揭晓。中欧国际工商学院首届 CEO 班学员、著名民营企业家、奥康集团总裁王振滔荣获 2004 年“中国十大杰出青年”荣誉称号，这是继去年 EMBA2001 北京班校友王伟斌之后，又一位中欧校友获此殊荣。

本次评选活动由中华全国青年联合会、中国青少年发展基金会与人民日报、中央电视台、中央人民广播电台、光明日报、解放军报、中国青年报、经济日报、科技日报、工人日报、农民日报联合主办。本届评选对人选推报环节严格把关，同时着重考虑能够积极落实科学发展观，展示鲜明时代特征和较强国际竞争力，对青少年健康成长具有强烈示范导向作用的人选，而近年来屡有创举的民营企业家们无疑是众多青年中的佼佼者，他们逐渐成为青年们的榜样。

因此，作为本届十大杰出青年中惟一一名民营企业家，组委会对王振滔作出了高度评价：39 岁的“中国鞋王”王振滔经过 16 年的艰苦创业，领导奥康集团从小作坊发展成为资产 10 亿元、年产值超过 15 亿元、创利税 1 亿多元的大型民营制鞋集团。王振滔还积极参与西部大开发，斥资 10 亿元在重庆建设“中国西部鞋都”；去年以来，与意大利鞋业第一品牌 GEOX 全面合作，致力于中国品牌国际化的探索；今年 6 月倡议成立由 9 家知名民营企业注

2004 人力资源论坛在学院举行

2004 HR Forum

10月22日,由中欧主办的第二届年度人力资源论坛在校园成功举行。本次论坛的主题为“人力资源共享服务模式——如何奏效”,由企业关系部牵头组织,茅博励教授主持。包括学院赞助商和主要业务伙伴在内的共33位来自各行各业的人力资源专业人士参加了此次论坛。其中包括:荷兰银行、贝卡尔特、光明乳业、环球资源、LVMH路威酩轩、诺华和中国石化上海石油化工股份有限公司等。

飞利浦电子中国集团人力资源副总裁徐承楷先生、索尼(中国)有限公司人力资源发展部副总裁张燕梅女士,以及中国惠普有限公司执行副总裁兼人力资源部总监张国维先生分别在论坛上演讲。他们就人力资源共享服务模式这一课题慷慨地与与会同行们分享了他们的实战经验和精辟见解。他们的建议涉及人力资源共享服务模式所涉及的对基础设施的要求、变革管理、实施战略、以及所遇到的挑战和可以

借鉴的经验教训等。与会人士还展开了生动而深刻的公开讨论,来自吉列、百安居和上海复星实业等的人力资源专业人士与各大跨国公司及其中国本土公司的同行们分享了他们的观点和建议。

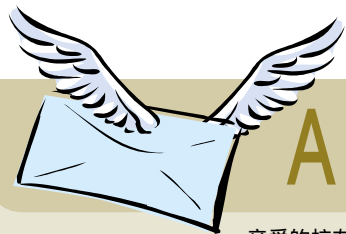
中欧此次举办人力资源论坛也是作为对学校赞助伙伴和业务合作伙伴多年支持的答谢。实践证明,它为人力资源专业人士们建立了一个良好的学习环境和交流空间,帮助他们利用这个网络有效地分享了有关人力资源管理知识、见解和经验。■

On October 22nd, CEIBS had its 2nd annual HR Forum on its main campus in Shanghai. Organised by the Development department and chaired by Professor William Mobley, this year's forum was a highly successful event attended by 33 of CEIBS' Sponsors and business partners including,

ABN AMRO, Bekaert, Bright Dairy, Global Sources, LVMH, Novartis and SINOPEC.

The 3 invited guest speakers included: Mr. Pratt Hsu, VP HRM PRC, Philips (China); Ms. Yanmei Zhang, General Manager HRD, SONY (China); and Mr. Gary Zhang, Director HRD, HP (China). From their own experiences with the HR Shared Service Model, all of the speakers gave their advice on its use. Advice included infrastructure considerations, change management, and implementation strategies.

The CEIBS HR Forum is organised to show appreciation to the school's sponsors and business partners for their continuous support. It provides a working environment and platform for HR professionals to network and share knowledge, ideas and experiences on HR issues. ■



A Letter from the Link 《LINK》致校友的信

亲爱的校友：

你好！我是你们的朋友《LINK》，每3个月和你见一次面。从2000年诞生至今，我已经4岁了。虽然生活在国际化的氛围之中，但我一直想拥有自己的中文名字，你们愿意帮助我吗？

为我起中文名的校友请联系：ghuimin@ceibs.edu

谢谢！

Dear Link Readers,

Over the past 4 years, the name of the magazine has been in English, we are now looking for a Chinese name for the magazine. If you have any suggestions, please contact Gong Huimin, ghuimin@ceibs.edu.

Thank you very much!



王惟尊出任深圳 代表处首席代表

New Chief Representative of CEIBS Shenzhen Office

10月,王惟尊被任命为深圳代表处首席代表一职。他将负责学院在华南地区的品牌推广,以及为学院招收优秀EMBA和短期课程学员等工作。为了更好地为华南经济发展服务,学院决定从2005年起在深圳开办高层管理人员工商管理硕士课程(EMBA),首期招收一个中文班,共60名学员,2005年3月开学。

中欧国际工商学院副院长兼中方教务长张国华教授说:“中欧选择深圳作为继上海、北京之后第三个EMBA课程授课点,不但为深圳和华南地区的高级管理人员提高管理水平提供了方便,而且对学院的长期战略发展也会起到积极的推动作用。”

王惟尊生于吉林,是学院前身中欧管理中心CEMI-5学员。王惟尊将仍然任学院市场公关部主任一职。■

Appointed as Chief Representative of CEIBS Shenzhen Office this October, Mr. Wang Weizun will be responsible for brand promotion of CEIBS and admission of EMBA and EDP participants in the South China area. To better serve the economic development in South China, CEIBS will launch an EMBA programme in Shenzhen next year, expecting to open an initial Chinese class comprised of 60 participants

next March.

Prof. Zhang Guohua, Vice-President and Chinese Dean of CEIBS, stated that, “CEIBS has chosen Shenzhen as the third teaching site after Shanghai and Beijing. This move will not only facilitate executive development and education in Shenzhen and the whole South China area, but positively drive the long-term strategic development of the school as well.”

Born in Jilin Province, Mr. Wang Weizun is a graduate of CEMI, the predecessor of CEIBS. He will continue his position as Director of Marketing and Communication. ■

你的最新消息, 我们想第一个知道 What's new with you?

我们常说,人生是一个舞台,商场是一个战场。当你用智慧与汗水收获成功的喜悦,当你遭遇事业的不如意甚至挫折,你可曾想起母校的同窗好友?

你的最新消息,我们想第一个知道!快写下你人生与事业的感悟,把你的姓名、班级、最新消息和照片通过以下方式告诉我们。

电子邮件: ghuimin@ceibs.edu

邮寄地址:上海市浦东金桥红枫路699号(201206)市场公关部 宫惠民收

Ever wonder what your old classmates are up to? We want to hear from you! Tell us your latest announcements, marriage, children, change in career... Keep everyone at CEIBS updated on what's new with you! You can send us an email to ghuimin@ceibs.edu or send us a letter at: Gong Huimin, Marketing and Communications, CEIBS, 699 Hongfeng Road, Shanghai, 201206

能源危机对中国，对世界都是一个巨大的挑战，也成为全球瞩目的焦点。2004年9月17日，英国石油公司（BP）中国区总裁加里·德克斯（Gary Dirks）博士在中欧国际工商学院举行的可持续发展网络系列讲座上做了精彩演讲。以下是他的演讲稿，与大家分享。

商业可持续发展： 来自英国石油公司的观点

加里·德克斯（Gary Dirks）博士 BP 中国总裁

我很高兴能有机会在上海与各位就商业可持续发展这一主题展开讨论。首先我要特别向中欧国际工商学院以及欧盟可持续商业网络（EU Sustainable Business Network）致谢，感谢他们邀请我到此发表演讲。这两个组织都以推进可持续发展为己任，并取得了卓越的成绩，能为这两个组织尽绵薄之力，我深感荣幸。

今晚，我想和大家分享我们英国石油公司的一些经验，以此作为大家进一步深入探讨的基础。当然，对于我们自身存在的问题，我们并没有找到所有答案。即便我们自认为找到了应对自身问题的所有答案，这也肯定不会是切合于其他所有公司的标准答案。可持续性始终在不断变化，每一个组织都需要自行做出评估，并创造出自己的应对之法。

事实胜于雄辩，因此我将集中针对两个方面展开讨论。第一个方面很大程度上是一个战略问题：英国石油公司如何看待各种可持续能源选择方案，以及如何将这些方案融入到公司的日常活动中去。第二个方面则更像一个本土性问题，但却具有全球性的影响和借鉴意义：我们如何对项目的社会及环境影响加以管理。

负责的行为常常能产生直接的经济效益，但我们也看到，如果把长期可持续发展的理念引入我们的核心业务，并将其融入我们的管理和计划流程以及实际行为中，则会产生战略性的效益。在英国石油公司，我们都认为，应该从环境、社会以及道德角度来塑造我们的企业文化和业务战略，从而始终为我们的基本目标提供支持。这个目标就是长期股东价值的最大化。

例如，在我们公司所公布的2003年



度利润中，很大部分都是10-20年前所作重大投资的成果。也许正因为如此，我们才清楚地意识到，企业要实现股东价值的最大化，所需的战略不仅要能够在当下赋予公司竞争优势，而且还要让我们得以建立一家经久不衰的公司，一家在可持续发展的世界里运营的可持续公司。为了实现可持续发展，公司不能孤立存在，而必须认识到自身在当前以及未来对社会更为广泛的影响力和总体贡献，并加以管理。这就是我们所理解的可持续性的核心含义。

在此，我想提醒大家注意我之前对股东价值所作的评论与我们对可持续发展的认知之间存在着一种十分清晰的关联，不要对此产生误解。我们公司的宗旨是，

在股东可以接受的时间框架内、按照与他们的价值观相一致的道德标准为其创造价值。这当然是一种道德责任，而且在很多国家，这还是一种法律责任。然而，我们如果不充分考虑利益相关者（我们的客户、供应商、员工、政府以及我们在其间运作的更为广泛的社区）的合法权益，我们就无法可靠地创造价值。既然要考虑利益相关者的利益，我们就必须认识到他们的关注点是随着时间而改变的。现在可以被接受的实践和行为在不久的将来就很可能变得不可接受。如果我们不具备凭借合理的预见来采取行动的能力，就会遇到不少障碍。因此，致力于可持续发展不是出于乐善好施或利他主义，也不是像必需的

事后总结一样，衔接在现有流程的末端。这是一项核心的风险管理工作，对于创造股东价值至关重要。

那么一直以来，当我们审视自己的全球战略时，这一切对我们来说意味着什么呢？多年以来，整个世界一直为能源的可持续性忧心不已。说到底，这个问题就是，我们是否会有资源耗尽的一天。据我们估计，依照现在的生产速度，以目前的能源消耗水平估算，现已发现的石油可以维持四十年以上。然而，即使拥有充足的资源，我们（作为一个全球社会）还要受制于某些能源对生活质量、尤其是当地空气质量的潜在环境影响。此外，越来越多的研究指出，化石燃料的过度使用在更长的时期内可能对气候产生负面影响。显然，我们对这种状况的反应可以是继续我行我素，按照通常的方式经营企业，认为一旦承认此类挑战，就会给企业发展带来威胁，限制我们生成利润、追求增长的行动自由。然而，作为一家公司，英国石油选择了采取另一种不同的发展方式：力图将气候变化以及对当地空气质量的威胁转化为机遇。

1990年代后期，越来越多的迹象表明，人们期望对气候变化采取预防性的行动。作为一家开发、生产以及营销各种碳氢化合物的公司，我们感到自己有必要处理这个问题，而不是予以逃避。如果人类确实在改变气候，那么能源行业就是任何解决方案必不可少的一份子。

1998年，依据京都议定书（the Kyoto Protocol）的精神，我们设定了自己的目标，以1990年为基线，力争到2010年实现内部排放减少10%。我们设定这样的目标并不是因为按照法律规定必须这样做，而是因为我们感到有必要对新的信息做出回应，随着时间的推移，这些信息可能会引致一些影响我们经营环境和经营许可的法规措施。我们认为，与其到将来被迫面对严峻的、突如其来的措施，还不如以一种合理的方式尽早采取行动，确认缓

解温室效应所必须采取的战略和实践。结果，我们在2001年提前达成了目标，远远早于计划中的日程。为什么我们能成功呢？我们的很多工作人员都感到，着手做一些对环境有益的事是正确的，是我们应该做的。我们实行的政策激发了巨大的创造性，而这种创造性又催生了大量的创新方法。这些创新方法基本上都围绕着能源效率和能源替代这两个中心。其中设定排放上限以及实施排放许可交易制度这两种新方法，意味着我们企业的每一部分都有了目标，并开始致力于寻求机会，减少排放。如今，当我们回顾自己的工作时，其中一项最富意义的结论就是，做正确的事有利于企业的发展：在最初的三年里，我们以2000万美元左右的投资，为公司增加了5.6亿美元的价值。受到激励的员工一旦鼓起劲来，确实能创造出了不起的业绩。

我们实事求是地承认，在全球能源组合中，传统形式的化石燃料继续扮演着重要角色。在未来数十年中，石油和煤将继续为经济增长提供支持。然而，我们认为天然气以及其它一些可再生的替代性能源将扮演日益重要的角色，满足全世界的能源需求。现在，天然气和电力细分市场正在不断增长，而且十分成功，形成了对传统的下游、化工和上游产品市场的补充。英国石油公司将天然气视为重要的桥梁，实现了从驱动今天经济发展的化石燃料到未来更具可靠性的可再生能源的过渡。天然气是所有化石燃料中最清洁的一种，它在我们整体的能源储备中所占的份额几乎与石油相等。从煤到天然气的转换可以显著减少二氧化碳的排放，从而降低对人体健康的负面影响。例如，中国正在广东省投建的首个液化天然气接收站（由我们公司与中国海洋石油有限公司[CNOOC]合作建设）每年有望减少3000万吨的二氧化碳排放。

那么可再生能源的情况如何呢？目前，大部分形式的可再生能源在技术以及商业上都无法与传统的燃料形式一争长

短，还需要政府支持来促成它们进入潜在的市场。尽管全球利用可再生能源生成的电力产量增长快于传统发电量，但我们预期在未来二十年中，这些产量只能满足全球能源需求的很小一部分。不过，我们预计，对可再生能源的需求将继续增长。我们有一个十分积极活跃的可再生替代性能源事业部。如果我们仅仅基于短期利润来评判其绩效的话，那我们大概就要研究将这项业务剥离了……但我们不应该以这种角度来评估其价值。相反，我们应该将其视为长期战略的一部分，以了解未来的燃料状况。

在中国，我们已经开始致力于真正去了解各种未来的能源选择方案，不仅如此，我们还投入了1000万美元，与中科院以及清华大学合作开展清洁型能源研究。我们公司的规模给予了我们更大的自由空间，使我们能够对可持续性问题进行广泛而长期性的思考与实践。并非所有公司都能这样。因此，我想集中在项目层面上展开探讨。

可持续商业实践中蕴含的关键概念之一就是，你必须将自己的商业“足印”最小化。这是什么意思呢？简而言之，这就是指你必须深入地、实事求是地了解自身业务活动所产生的积极和消极影响，并且愿意致力于最小化甚或大大缓解那些消极的影响。在项目层面上，我们发现这会激发项目团队巨大的积极性，同时还出乎意料地生成了很多创新性的解决方案。这些方案能够持续满足社会的各种需求和要求。我们也时常发现，这样做还能节约成本。我给大家举几个例子：我们在珠海建立的一家PTA生产厂是我们在中国的几项主要化工投资项目之一。该厂于2002年投入运营，拥有很多可持续性特点。首先，这家工厂采用了英国石油公司最先进的PTA技术。这种技术是基于我们公司在全球20家PTA生产厂中建立的技术转移网络发展起来的，它将产生显著的环保利益，而这相应地又带来了成本的节约。

举例来说,与现有的PTA技术相比,这种新技术显著减少了浪费。与采用传统技术的生产厂相比,采用新技术的生产厂可以节省大约四分之一的水耗量。与相同规模的生产厂相比,其能源消耗也大大低于一般水平(大约减少17%)。与那些旧式PTA生产厂相比,由于这家生产厂采用了一套催化式排气净化系统,工厂周围的空气质量也将大大改善。安装这种系统在中国尚属首例。这些技术改进并没有增加工厂的成本。由于可持续性实践已经成为一项设计标准,所以它们被贯彻到工厂硬件设施以及生产流程的方方面面。现在,我们建立这类工厂所需要的成本比以前要低得多。

还有一个例子来自我们公司另一项不同的业务。我们在广东省投资的一个合资项目就是建设中国首个液态天然气接收站。依据《环境影响评估》,一个令人担忧的问题是,该接收站需要吸入海水,以便把液态天然气重新气化之后,才经由管道输送给发电厂和家庭用户。在以前,利用过的海水就被重新排放到海里。然而,在离这个接收站两公里以外的地方有一个珊瑚岛。我们担心排放这种低温海水可能会对这个“敏感接收者”带来影响。对此,我们做了两项工作。第一项是非常广泛的三维建模工作,以考察低温海水在不同潮汐条件下的流散情况。考察结果让人非常放心:由此导致的温度变化仅限于很小的区域。不过我们还是采取了第二项措施,就是与毗邻的发电厂合作,他们同意将我们排放的低温海水用作他们的降温用水,从而降低他们排放高温海水所造成的影响。这相应地又会给这个项目带来能源的节约:这再次证明了设计上的变动可以节约资金。

我最后要举的几个实例在时间上与我们更为接近。正如你们大多数人知道的,我们公司在中国最大的资本项目是一个合资项目:在上海化工园区兴建并运营一个价值27.4亿美元、年产量90万吨的

以石脑油为原料的乙烯裂化及化工衍生产物生产厂。最终,这家生产厂每年将可以生产出230万吨优质化工产品。该厂正在建设当中,我们的目标是让它在2005年年中投产。这是一个超大型项目,也是英国石油公司迄今为止所承担的最大的建设项目之一,从投资规模来看,要比我们英国石油化工公司之前曾在世界任何其它地方实施过的任何一个项目高出五倍以上。从一开始,我们的合作伙伴中国石化和上海石化就都与我们英国石油公司一样,坚信赛科(SECCO,这个项目的名称)将为中国乃至全世界的化工业设定新的环境和技术标准。

赛科将采用最新技术,按最高标准兴建。建成的工厂将具有很高的能源效率,并且比中国现有的任何具可比性的生产厂都更加高效。为了达成这个与可持续性概念相吻合的目标,我们正在实施一些具体计划。例如,我们的研究团队经过详细研究发现,我们只需适度增加资本开支,就能在工厂里安装一套超高压锅炉与蒸汽涡轮系统。这样可以使电力输出功率提高将近50%,从而降低年购入电力成本,并提高整体的能源效率。

将可持续发展实践引入核心的商业思维和行为中,这常常有令人信服的商业依据。不过,当你在制定商业解决方案时,事情却并非总是那么一目了然。这时候,领导力就显得至关重要了。通过严肃认真地对待可持续性问题,我们英国石油公司为自身赢得了机会,得以了解什么是行之有效的,什么是不可行的。但还有很多东西有待我们去学习。我认为,要把我们的社会推向真正的可持续发展实践,没有人了解这其中所需要的一切变革机制。只有通过不断的尝试以及与他人的密切合作,我们才有可能开始找到各种解决方案。在此过程中,企业领导者扮演着特殊的角色,他/她必须时时刻刻密切关注市场以及公司的投资者。

中国正面临着一些真正严峻的挑战。

它们不仅仅会影响到中国,还会影响到整个世界。随着时间的推移,这些挑战变得日益真切。其中的问题包括:能源的安全性,经济发展与环境保护之间的平衡,如何在地区经济差别不断扩大的情况下继续维持社会稳定……不过中国有一个独到的优势,那就是中国人的乐观主义精神,他们相信自己能够也必须找到这些问题的解决方法。为了实现这个目的,中国需要有人去搞清这些问题,并致力与寻求解决方案。我相信,这些人很多都将来自中国的商界。这种确信源于我多年来与中国企业领导者合作的经验。

我相信,中国人的乐观主义精神一定会促使他们找到这些问题的解决方案。这些解决方案将涉及到技术、管理以及监管等诸多范畴。

企业领导者如果想让自己的公司真正实现可持续发展,就必须参与到这个寻求问题解决方案的过程之中。

最后,我想重提一下可持续发展的一个定义。迄今为止很多人认为这是最佳定义。该定义是由联合国世界环境与发展委员会(the Brundtland Commission)于15年前提出的。委员会认为,可持续发展是“这样一种发展,它在满足当前需要的同时,不牺牲子孙后代满足其自身需要的能力。”

这个定义十分笼统,但却蕴含着很多重要的含义:

增长是可以接受的,甚至是人们所渴求的。

发展和增长这两者并非是敌对的——互相冲突或彼此对立。相反,它们属于同一个事物的两面。

我们现在就必须充分考虑到未来。根据这个定义,我们今天所做的每一件事都应该对后代子孙有所交待。

我相信,所有国家的商业界都能够并且应该接受这个定义,而每一位企业领导者都应该不遗余力地在自己的公司里贯彻可持续发展理念。■

The Business Case for Sustainable Development - A view from BP

The following is an excerpt from a speech delivered by Dr. Gary Dirks, President of BP China, at the Sustainable Development Networking Series on September 17, 2004.

I am delighted to have the opportunity to join you here in Shanghai to discuss the business case for sustainable development. I would like to extend a special thanks to CEIBS and the EU Sustainable Business Network for inviting me to speak. It is good to be able to support two organisations that have both developed a track record in taking sustainable development issues into their core activities.

My aim tonight is to set the stage for further discussion by sharing some of our experiences in BP. We certainly don't have all the answers in BP and even if we did think that we had all the answers for ourselves, they certainly wouldn't be the right answers for all companies. Sustainability issues are constantly changing and every organisation needs to make its own assessments and create its own response.

Real examples speak louder than theory, so I will focus on two areas. The first is very much a strategic issue: how BP looks at sustainable energy options and brings them into its day-to-day activities. The second is much more a local issue, but with global implications and learnings: how we manage the social and environmental footprint of our projects.

While there are often direct economic benefits to behaving responsibly, we also see strategic benefits from bringing the ideas of long term sustainability into our core business and imbedding them in our management and planning processes, and in real behaviours on the ground. At BP we

believe that environmental, social and ethical issues should shape our corporate culture and our business strategy, always in support of our fundamental purpose - to maximise long-term shareholder value.

For example much of the profits that BP announced for 2003 were the result of large investments made 10 or 20 years ago. Perhaps because of this, it is clear to us that the business of maximising shareholder value requires not only a strategy that will give the company competitive advantage today, but also a strategy that enables us to build a company that will endure - a sustainable company, operating in a sustainable world. To be sustainable, a company cannot exist in isolation, but must recognise and manage its wider impact and its aggregate contribution to society now and in the future. This is at the heart of what we mean by sustainability.

I'd like to pause here for a moment and make a very explicit connection between my earlier comment about shareholder value and our notions about sustainability. Make no mistake about it; the purpose of our company is to build value for our shareholders over a time frame acceptable to them, and to an ethical standard that is consistent with their values. This obligation is certainly a moral one and in many countries a legal one as well. But we cannot reliably build value without taking full account of the legitimate interests of our stakeholders: our customers, suppliers, employees, governments and the broader

communities where we operate. In being mindful of our stakeholders we must recognize that their concerns will change over time. Practices and behaviours that may be acceptable today may well not be in the near future. Our inability to act with reasonable foresight will be held against us. Thus a commitment to sustainability is not benevolence or altruism. It is not something to bolt onto the end of existing processes, like an obligatory after thought. It is hard core risk management, fundamental to creating shareholder value.

So what has this meant for us as we have looked at our global strategy? The world has been worrying about the sustainability of energy resources for many years. At its most stark the question is about whether we will simply run out of resources. According to our estimates, at today's rate of production, enough oil has already been found to last over forty years at current consumption. However, even if the resources are there, we (as a global community) will be constrained by the potential environmental impact of some sources of energy on the quality of life, and especially local air quality. In addition, research increasingly points to the potential for longer term adverse consequences for the climate from excessive use of fossil fuels. One response could clearly have been to simply carry on with a business as usual approach, believing that to acknowledge such challenges would pose a threat, limiting our freedom of action to generate profits and grow. However, as a company,



BP chooses to take a different approach - looking to turn the threats of climate change and local air quality into opportunities. In the late 1990s, there was growing evidence that precautionary action on climate change was desirable. As a company developing, producing and marketing hydrocarbons, we felt that we needed to tackle this issue, rather than avoid it. If mankind was in fact altering the climate, then the energy industry must be part of any solution.

In 1998, in the spirit of the Kyoto Protocol we set targets to reduce our internal emissions by 10% on a 1990 baseline by 2010. Not because we had to by law, but because we felt we needed to respond to new information that over time would lead to measures effecting our operating environment and our license to operate. We saw it as better to act early in a reasoned fashion, to identify strategies and practices to mitigate greenhouse gas effects than to be faced with draconian, emergency measures some time in the future. In the event, we were able to deliver our

targets in 2001 well ahead of plan. Why? To begin with doing something good for the environment felt like the right thing to do for many of our staff. Our policy generated enormous creativity and this led to a multitude of innovative approaches which basically centred on energy efficiency and energy substitution. Two of these new approaches (using emission caps and allowance trading), meant that every portion of our business had targets and became involved in finding opportunities to cut emissions. As we look back on our work today, one of the most significant findings was that doing the right thing was good for business: in the first three years we added 560 million US dollars of value to our firm for an investment of around 20 million. Motivated staff can do truly remarkable things.

We remain realistic about the ongoing role of traditional forms of fossil fuels in the global energy mix. Coal and oil will continue to underpin economic growth in the coming decades. However, we believe that natural gas, renewable and alternative sources of energy will play an increasing

role in meeting the world's energy needs. Today, we have a growing and successful gas and power segment that complements our traditional downstream, chemicals and upstream segments. BP views natural gas as an important bridge from the fossil fuel driven economy of today, to a future of greater reliance on renewable sources. As a share of our overall reserves, natural gas, the cleanest of all fossil fuels, is almost equal to oil. Switching from coal to natural gas can result in significant reductions in CO₂ emissions, and hence reduce negative impacts on human health. For instance, China's first LNG terminal in Guangdong Province (which we are working with CNOOC to build) is expected to reduce CO₂ emissions by 30 million tons per year.

What about renewable energy? Currently, most forms of renewable energy are commercially or technically uncompetitive with traditional fuels and need government support to reach their prospective markets. While global electricity production from renewable sources has been growing faster than conventional



power, we expect it to meet only a very small proportion of the world's energy needs over the next two decades. But we expect demand for renewables to continue to grow. We have an active renewables and alternatives division. If we judged its performance solely on short term profits, we would probably be looking at a divestment... But that is not the lens we use to assess its value. Rather we see it as part of a long term strategy to understand fuels of the future.

In China, we have taken this interest in truly understanding future energy options, even further, with a 10 million dollar commitment to work in partnership with the Chinese academy of Science and Tsinghua University on clean energy research. Our size provides us with latitude for some broad long term thinking and practice with regard to sustainability. This simply isn't true of all companies. So I would like to focus in on the project level.

One of the key concepts embedded in the notion of sustainable business practices is the idea that you need to minimize your business footprint. What do I mean

by that? At its most simple this means a deep and honest understanding of the impacts of your business activities both positive and negative, and a willingness to work to minimize or even mitigate the negative impacts. At the project level, we have found that this yields enormous positive energy from the project team, as well as unexpected and innovative solutions. Solutions that continue to meet society's needs and wants. Very frequently we also find that this produces cost savings. Let me give you some examples: One of our major chemicals investments in China is a PTA plant which came into operation in Zhuhai at the end of 2002. It has a number of sustainability features. First, it uses BP's most advanced PTA technology. This technology is based on technology transfer networks established between the 20 PTA plants BP operates worldwide which will result in significant environmental benefits - which in turn produce cost savings.

For example, this new technology significantly reduces waste compared to existing PTA technology. Water consump-

tion is about one-quarter lower than plants using conventional technology. Energy consumption is substantially (about 17%) less than normal for a plant this size. Air quality around the plant will be much improved compared to older PTA facilities thanks to a catalytic vent gas treatment section - the first such system to be installed in China. These technological improvements did not increase the cost of the facility. Because sustainable practices were a design criteria, they were built right into all aspects of the hardware and production process. Today we build these plants cheaper than ever before.

Another example comes from a different part of our business. In Guangdong Province we are part of a Joint Venture building China's first LNG terminal. One of the concerns that emerged from the Environmental Impact Assessment was that the terminal needs to take in sea water to re-gassify the liquefied natural gas before it is piped to power plants and domestic users. Under a business as usual scenario this water is then discharged back into the sea. However, two kilometres out from this site is a coral island. We were concerned that cold water discharge could have an impact on this 'sensitive receptor'. Two pieces of work were done. The first involved very extensive three dimensional modelling work to look at the dispersion of the cold water under different tidal conditions. The result was extremely reassuring: the resulting temperature changes were limited to a very small area. But a second measure was taken, which was to work with the power plant next door and agree that they will use the cold water as cooling water, in turn reducing the impact of their hot water discharge.

This in turn will lead to energy saving for that project - again design changes allowing for money savings.

I would like to share some final examples from even closer to us today. As most of you know, our biggest capital project in China is a joint venture to build and operate a 2.74 billion dollar, 900,000 tonnes a year naphtha-fed ethylene cracker and chemicals derivative complex at the Shanghai Chemicals Industrial Park. Eventually this plant will produce about 2.3 million tonnes of high quality chemical products each year. We are in the process of construction and the goal is to bring the plant on stream mid-2005. This is a huge project -one of the biggest construction projects BP has ever taken on, and five times bigger in investment terms than any previous project undertaken by BP Chemicals anywhere in the world. Right from the start our partners - Sinopec and the Shanghai Petrochemical Corporation - have been as determined as BP that SECCO, as the project is known, will set new environmental and technical standards for the chemicals industry - not just in China, but worldwide.

Without being too technical, SECCO will use the very latest technologies and be constructed to the highest standards. The result will be a plant that is highly energy efficient, and one that is far more efficient than anything comparable in China today. We're taking some specific initiatives to achieve this goal that are in line with sustainability concepts. For instance, a very detailed study team found that a modest increase in capital spending would allow the installation of a super-high pressure boiler and steam turbine system. This could raise the power output by almost 50%, reduce the annual imported power cost

and improve the overall energy efficiency.

There is often a compelling business case for the introduction of sustainable practices into core business thinking and behaviours. However, this isn't always obvious when you are building business solutions. This is where leadership becomes critical. By taking sustainability seriously, we at BP have given ourselves a chance to learn about what works and what doesn't. There is still a lot to learn. I would argue that few people are anywhere near understanding all the mechanics for change that are needed to move our societies to truly sustainable practices. It is only through trying and working in partnerships with others, that we can start to identify solutions. And the business leader plays a special role in this process, as he or she must never lose sight of the market and the company's investors.

China faces some truly daunting challenges. They will impact not just China, but the whole world. They are getting more real by the day. Issues such as energy security, balancing economic development with environmental stewardship, maintaining social stability in the face of growing regional economic disparities... What is perhaps unique about China is the Chinese people's optimism in believing that they can, and must, find solutions to these problems. And for this to happen,



China needs players that understand the issues and are committed to finding solutions. I believe that many of those players will come from China's business community. A conviction based on my experience of working with Chinese business leaders.

I believe that China's optimism will lead to people developing solutions to these problems - solutions which will involve technology, management and regulation.

Business leaders - if they want their companies to be truly sustainable must be part of that process.

I would like to end by recalling what many people still believe is the best definition of sustainable development. That definition was given 15 years ago by the Bruntland Commission which was set up by the United Nations on Environment and Development. They said that sustainable development is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

A very general definition but with important implications:

that growth is acceptable, even desirable

that development and growth are not inimical - in conflict or opposed to each other. Rather, they are two sides of the same coin.

And that we must put the future squarely into the present. Everything we do today, by this definition, should be justifiable to future generations.

I believe that the business community in all countries can and should embrace this definition and every business leader should seek ways no matter how modest to make it live within their company. ■



中欧国际工商学院

上海市浦东新区红枫路699号 201206
电话: 86 21 28905890
传真: 86 21 28905678
网页: www.ceibs.edu

China Europe International Business School
699 Hongfeng Road, Pudong
Shanghai 201206, P.R.C.
Tel: 86 21 28905890
Fax: 86 21 28905678
Website: www.ceibs.edu

北京代表处

北京市中关村科学院南路2号
融科资讯中心A座3层 100080
电话: 86 10 82861688
传真: 86 10 82861678
电子邮件: bjo@ceibs.edu

Beijing Representative Office
3/F Raycom InfoTech Park Tower A
2 Kexueyuan South Road,
Zhongguancun, Beijing 100080, P.R.C.
Tel: 86 10 82861688
Fax: 86 10 82861678
Email: bjo@ceibs.edu

深圳代表处

深圳市华侨城汉唐大厦23楼2303B 518053
电话: 86 755 26935750
传真: 86 755 26935743
电子邮件: szo@ceibs.edu

Shenzhen Representative Office
Room.2303B, 23/F.,
Han Tang Building, Overseas Chinese Town,
Shenzhen, 518053, P.R.China
Tel: 86 755 26935750
Fax: 86 755 26935743
Email: szo@ceibs.edu