

# 给高管一面镜子

## Seeing is Believing

■ 吴冯淑 Audrey Wu

**要提高领导力，最好的方法是从真正全面地认识自己开始。这听上去容易，结果却往往出乎意料。在中欧领导力行为实验室里，高管们会有吃惊的发现。**

Opened for business in mid March 2007, the CIEBS Leadership Behavior Laboratory is teaching executives a valuable, but sometimes painful, lesson: videos don't lie. Seeing your management style in digital images often brings previously unnoticed faults and flaws to light.

陈丹是中国数码信息有限公司的总经理，中欧 EMBA06 北京 3 班的学生。她没有想到 4 月 20 日，一个简单的录像会让自己和数十位老总同学有这么大的反应，吃惊的、尴尬的、震动的、难以置信的，听说还有人看了录像之后甚至彻夜难眠。带领管理企业这么多年，这群商业精英们没想到自己还存在这么多问题。如果不是在中欧管理学教授李秀娟的领导力行为实验室里，他们至今没有机会这么清楚客观地认识自己。

### 自我认知的镜子

李秀娟教授的行为实验室位于中欧上海校园，共两间。从表面上看，和一般的讨论室没有什么两样。区别在于，每个人从这里走出来的人都将有一个机会更全面地认识自己。在这里，讨论者的所有表现都会被录像，而讨论者一般并不知道。之后，每个人都

会看到自己以及其它团队的表现。结果往往出乎这些管理者的意料，“结果一出来，让大家觉得非常吃惊”，陈丹说。很多人会发现自己的真实表现与自我认识有很大的差别，震动之大，用亚信科技(中国)有限公司区域总经理李捷的话来说，就是事情过了一个月，他还听到好几位同学说自己还在反复地想：“我不应该是这样的人啊！”

原因在于，作为企业高层，他们在公司里往往听不到反对意见，在与人沟通时往往也是单向性地发号施令，这容易让他们对自己的认识产生误读。在讨论中，他们容易固执己见，很难从听团队成员的意见，导致团队讨论与决策的效率降低，妨碍了与他人的有效沟通，最终无法达成结果。李捷说，不善于倾听是 90% 的 EMBA 学员都存在的问题，结果是“往往反复地讲，强调自己的观点，最后没有结论。”

录像就像一面镜子，让人清楚地看到自己的真实表现，同时在对其他人的观察中反观自己。录像回放之后，李秀娟教授会针对性地进行分析点评，辅以相应理论加以总结，与学员讨论组织沟通、团队领导、讨论技能、企业文化建设等普遍的组织与领导问题，剖析管理者行为的问题与不足。李教授的分析入木三分，李捷说，当时在课堂上就感觉自己在工作中“就是这么回事。”

组织行为学是一门软性学科，然而无论对于个人还是组织却都起着犹如润滑剂、粘合剂的重要作用。由于涉及人的行为与心理，很难讲述，更难在企业中真正‘落地’。这是困扰很多管理者的问题，很多人即使上了相关的管理课程，在真正实施时又觉得不得要领。行为实验室这种直观互动的方式易于让学员看到问题，以深刻的自身体会来理解管理理论，帮助学员

This was one movie that put no one to sleep. As soon as the images appeared onscreen, the audience members began wincing and squirming. The reactions varied from shock to embarrassment, horror to amusement, but one thing was certain: everyone reacted.

No, CEIBS was not screening the latest edition of *Pirates of the Caribbean III*. The viewers' discomfort came not from watching computerized Hollywood stunts but from watching themselves. Chen Dan, general manager of Sino-I Technology and a member of CEIBS EMBA06 class, was among those in the CEIBS Leadership Behavior Laboratory on April 20. Chen and 60 fellow executives suffered the discomfort of watching themselves during a classroom debate that was filmed by hidden cameras. "The result is very surprising to all of us," remembers Chen. "We are used to observing others carefully, but seldom ourselves. I found some neglected problems, for example, I have always thought myself very good at speaking and organizing. But when I saw myself in the

video and the reaction from my classmates, I found there were problems."

### **TRUE SELF EXPOSED**

The Leadership Behavior Laboratory (LBL) is located on CEIBS' Shanghai campus, housed in two unassuming "discussion rooms." The rooms are equipped with the usual table, chairs, overhead projector – plus hidden cameras. After hosting a group negotiation or presentations, LBL Director and CEIBS Management Professor Jean Lee shows participants the taped session along with her expert commentary on the leadership styles used in that discussion.

Video doesn't lie. Thus, the images captured digitally show individual and team behavior with all faults and flaws clearly visible. Nine times out of ten, says Lee, participants are surprised or even astonished at the results. Many people confront a view of themselves that differs from their self images.

The impact is so strong that some executives are unable to sleep the night after a LBL viewing. Li Jie, regional general manager of Asiainfo

China, says even one month later, his classmates were still talking about the session, asking "That's not really how I act, is it?"

Many top executives react this way, says Lee. As she explains, executives at top levels of management seldom hear voices of disagreement within their companies. They become accustomed to issuing directives to subordinates, and to having these decisions accepted without discussion. During decision-making, the executive typically does not take time to listen to others' input and to re-evaluate their own decision. The video taken during EMBA classroom discussions often shows each executive stubbornly sticking to his or her guns while ignoring input from others. As a result, the groups are often unable to reach a consensus or compromise. "Ninety percent of EMBA participants are not good at listening," observed Li Jie, after viewing the LBL videos. "People just talked and talked, only stressing their own opinion."

After showing the video, Professor Lee shares insights into developing effective organizational com-

在企业中把理论真正“落地”，这给学员留下极其深刻的印象。陈丹把李教授的课总结为“印象最深的课程之一”，其最大的特点是“让人全面地认识了自己”。这群平时指挥若定的高管，像陈丹描述地，“现在回想起来仍然有激动地感觉。而当时，大家都比较激动。”

将课堂所学运用到实际工作中是很多中欧EMBA每门课后主动做的“课后作业”，李教授的课也不例外。陈丹回到公司后，就在员工中倡导应该如何认识自我。她把自己的优缺点写下来，根据学到的理论，自我分析，并加以改进。同时，也要求公司主要的管理者也这样做，找出自己的不足。最直接的结果之一是，她发现了公司在文化传递方面的不足，加强了这方面的工作，给员工足够的授权，尤其让他们在与顾客面对面时体现出这种文化。陈丹说，“这产生了一定的生产力”。与陈丹相似的是，李捷也将所

学运用到了实践中。注意到了大多数高管存在的倾听不够的问题，他在实际工作中尽力避免，并与手下的经理分享经验。在平时的会议中，他开始注意沟通讨论的效果，同时注意软性管理能力的重要性。他们都相信，一段时间后，公司会有显性的变化。

陈丹和李捷只是数百名已经接受过行为实验室“考验”的学员当中的两例。自今年3月正式成立以来，行为实验室已经为240多名中欧EMBA学生、100多名MBA学生和数家公司进行了实验、分析与评估。目前，实验室被广泛地运用于李秀娟教授的教学，既被用于EMBA学生毕业模块的商务模拟中，也被用于EMBA的“组织行为”课程中，另外也用于MBA学生沟通和团队合作的培训和高层经理培训特设课程中。作为一个有效的教学工具，其效果已经得到了广泛的认同。有不少EMBA学员在课上就提出希望李教授

能够把这一套方法带到自己的公司。

### 中国领导力智库

对于李秀娟教授来说，教学和培训管理者领导力是建立实验室的目的之一。从另一方面来说，实验室也为李教授提供了最好的研究样本和数据。这位精力充沛的教授除了教学以外，目前手头同时进行着几个有关中国管理者行为学方面的几个研究项目。尽管西方管理学界在领导力方面已经有很多的研究和成果，但还缺少中国管理者的数据来进行理论研究。李教授希望能够改变这一局面。

实验室正与著名的创新领导力中心(Center for creative leadership)合作。其中一项是对比中国与印度管理者数据，进行新兴市场的领导力研究。李教授和她的合作者们在中国和印度各选取10家大型企业，每家企业再选取10位总经理级的高管，通过

**不说谎的录像** 一谈到她的研究新工具，中欧管理学教授、领导力行为实验室主任李秀娟教授就变得颇为兴奋起来。实验室用隐藏的摄像机记录讨论者的领导类型。



munications, group leadership, discussion techniques, and corporate culture. Li Jie says the professor's analysis of his own leadership style was spot on.

Lee describes the study of organizational behavior as serving as a “lubricant” or “glue” – a critical component in the sound running of an organization. However, it is often challenging to link behavioral theories and psychology to real-life business applications. For this reason, the Leadership Behavior Lab is as an important tool in assisting executives to quickly identify their weak spots, then to connect management theories to real life applications in business.

Chen Dan says the Organizational Behavior course was the “most impressive” class taken during her EMBA. Using the LBL,

she says, “gave people a deeper, better and truer understanding of themselves.” Afterward, she began applying the lessons learned to improve communications at her workplace, especially her own communication with staff. She focused on conveying the corporate values and culture that employees should portray, especially when working with customers. After empowering staff more by expecting them to live up to these core values, Chen saw clear results in terms of “greater productivity in the company.”

For Li Jie, the biggest lesson from the LBL was to acknowledge the power of careful listening. In watching the videos, he noted that the “talking” groups – in which everyone spoke out at once – rarely reached

agreement, while those groups in which participants were good at listening to each other and controlling the pace of the discussion usually ended with the best result. Li is also changing his management style to become an effective listener, and is sharing this practice with the senior managers in the company.

Chen Dan and Li Jie are just two among the stream of executives who have undertaken LBL learning at CEIBS in the past three months. Since its establishment, the lab has trained more than 240 CEIBS EMBA students, more than 90 MBA students, and hundreds of personnel at client companies. The lab has been incorporated into the EMBA business simulation model, the MBA teamwork and communication train-

**CAUGHT ON TAPE:** CEIBS Management Professor Jean Lee, Director of the Leadership Behavior Laboratory, gets animated when discussing her new research tool. The lab uses hidden cameras to capture video images of user's leadership styles.



#### LEADERSHIP WITH CHINESE CHARACTERISTICS:

Professor Lee is collecting data to compare the leadership traits of Chinese business executives against their peers worldwide.

具有中国特色的领导力: 李教授正在收集数据, 用以比较中国企业管理者和世界其他国家管理者的异同点。



问卷方式收集数据, 试图探求新兴市场与成熟市场领导力模式的异同。这一名为“高管经验”(The Lessons of Experiences, LOE)的研究项目目前已经结束印度公司方面的数据收集, 6月份开始中国公司的数据收集。在截至目前的调查分析中他们发现, 在回答成就事业中最关键的三点时, 出乎意料的是, 多数印度高管都提到了进入全新领域(start up)的成长经验。这也意味着如果企业要培养好的管理者, 一个办法就是给他们一些全新的事情去做, 让他们获得锻炼。

另外, 李教授还与两名美国教授合作, 研究中国特有的领导力特性。他们意在研究, 中国领导者如何获得和维持权威和地位。

每年都有至少 600 名 EMBA 学员来到实验室, 李秀娟教授准备用 5 年时间, 收集每年的数据, 持续研究领导力变化趋势。她希望通过实验室建立一个完整的数据库, 使之成为有关中国领导力行为研究的最前沿智库。

#### 评估的力量

除了培训、研究, 领导力行为学

实验室的第三项内容是提供评估, 主要是为了配合课程和室验结果以及研究项目, 也有单独进行的。评估分成很多种, 都是目前国际上最权威的著名评估方式, 具体而细致, 其结果与实际结果往往十分相符, 符合程度甚至让人感到吃惊。这些具体的分析和建议对于被评估者改善和提高自我能力很有意义。

领导行为学中有各种各样的问题, 比如沟通的问题, 很多时候直接沟通很好, 但有时候又需要讲些技巧, 人的各种行为往往存在相互矛盾。又比如决策, 有时候需要坚定、果断, 但有时候果断可能变成专断。开放、民主很好, 但有时候却影响决断。哪种更好呢? 事实上, 有效的管理需要善于控制和运用两种方式。有一项评估就是告诉你你的行为一致性如何, 在什么样的情况下你会变成另一面, 你应该如何调整和控制自己, 获得最好的沟通和管理结果。

再比如, 在了一项哈理逊“行为影响”的评估中, 结果报告厚达 48 页。行为影响评估对被评估者和管理职

位进行比较, 告诉你是否适合这个职位, 你还需要哪些改进。它包括在这个职位上有良好绩效所需要的特性, 特性分成三类(必需、可取、应避免)。这类评估在人事招聘, 尤其是高管招聘中非常有用, 因为个人简历无法显示应聘者的个性特征, 而这些特征对于职位的匹配性却至关重要。

评估分成三个级别, 个人层面、小组层面和组织层面。学员使用的都是个人层面的评估, 公司则需要小组, 或组织评估。企业评估通常与李教授的企业咨询配合在一起。

来自新加坡的李秀娟教授热情, 富有活力和很强的亲和力, 善于带领别人思考, 善于打开别人的防线, 全面地认识自己。作为 EMBA 北京 3 班的学习委员, 陈丹曾在送给教授的感言中这样说道:“李教授用她的言传身教向我们阐释了什么是领导力。她的魅力首先来源于她的个人领导力。”因此, 不难理解为什么李教授的课程会被她称作为令他们“真情流露最多”的课程。 **TheLINK**

ing, as well as Executive Education programs. In fact, the biggest problem Lee faces is how to handle the flood of requests from companies – many originating from former EMBA students – eager to use the lab to work magic on corporate communications.

### **LEADERSHIP RESEARCH: THE NEXT FRONTIER**

Leadership training is not the only purpose of the LBL: research into leadership behaviors, especially comparing those in China against other markets worldwide, is another critical function. The videos taken during MBA, EMBA, and Executive Education classes are rapidly building a vast and valuable digital database that Lee plans eventually to use in research. Each year, Lee will collect video images and questionnaires from some 600 EMBA students, roughly 180 MBA students and 150 Executive Education students. This will result in one of the world's best sample pools of data, especially since CEIBS operates the world's largest EMBA program in terms of student numbers (double that of second runner-up Columbia Business School).

While much research has been conducted on leadership in the West, little data exists on Chinese leadership. Hoping to change this, Lee is now managing several research projects focusing on the leadership behaviors of Chinese executives.

Working with the Singapore offices of the Center for Creative Leadership, Lee is collecting and comparing data from Indian and Chinese executives that she and colleagues will use to analyze

the leadership styles common in emerging markets against those of mature markets. The project, called “The Lessons of Experience,” involves surveying 10 general-manager-level executives in 10 large-scale companies, for a total of 100 respondents, respectively, in China and India. Results have been collected in India and work began in China in June. Already, some interesting results have emerged through the Indian executives, Lee says. For example, when asked to list “three things that shaped your career,” most Indian executives mentioned “starting up operations” meaning launching operations for the company. Such a response, which may not be very common in a mature market, seems to be a common and significant experience for many successful executives in this emerging market. Lee is anxious to discover similar traits among Chinese business leaders.

In addition, Lee is pairing with two U.S. professors to research how Chinese leaders gain and keep their power and status within a business organization. While Western business leaders tend to gain respect through a mix of charisma, knowledge, expertise, and charm, Lee theorizes that Chinese leaders may find and keep their power through other channels. To answer this and other questions, Lee will spend the next five years tracking the behaviors of executives in China. The goal, she says, will be to set a “foundation in Chinese leadership research.”

### **CORPORATE MATCH-MAKING**

A very different use of the LBL

is in customized assessments of a businessperson's personality traits to test their suitability for a particular position. The lab can be a powerful tool for HR directors searching for the best candidate for a top executive position because it illustrates strengths and weaknesses not found by reading a CV or even checking references.

Using videos of a job candidate during business discussions then conducting an in-depth personality questionnaire, Lee can assess personality traits that are normally difficult for HR directors to identify before hiring – such as consistency in management style, frustration points, and tendencies toward diplomacy versus efficiency. Such data can be used alongside more traditional methods to help companies hire the right person for a critical position.

Watching video images of Jean Lee herself in the LBL shows a vibrant speaker full of passion, energy, and wit. Her manner is warm and sincere while delivering messages that are often uncomfortable for audience members to hear since they require addressing less-than-perfect aspects of their own personality. That's why Lee's Organization Behavior course often leaves a lasting impression on students. “Professor Lee explained to us the true meaning of leadership with her own words and actions. Her charm comes from her personal leadership style,” said Chen Dan. Small wonder that many students rank Lee's class as “most touching” among their course-load at CEIBS. [TheLINK](#)

# 外国学生中国求职记

## Charting New Ground

对于 MBA 国际学生来说，中国的职场提供了机会，也存在着挑战。中欧 MBA05 级的国际学生在此分享他们的成功求职故事。

Cracking in to the China job market provides opportunities, but also challenges for international MBA graduates. CEIBS MBA05 classmates share their strategies for success.

Lauren Hilgers and Laurie Underwood

凯华德(Eduardo Casado)是中欧 MBA2005 级的一名国际学生，当初他怀着一个简单的理想来到中国：拿个 MBA 学位，然后把自己的职业发展从西班牙转到中国。这位就读 MBA 前曾在欧洲从事过多年咨询工作的西班牙小伙，如今已经搭上了中国经济发展的快车，开始了他在这一最令人兴奋的新兴市场的全新生活。

今年 4 月，凯华德毕业。盘点起自己在这两年中的收获，结果出乎意料。通过和在华西班牙商业圈的关系，凯华德获得了和西班牙 Figueras International Seating 公司高管们见面的机会，这次见面产生的成果是该公司的亚洲区总经理职位。“我只想在中国找份工作，没想到会成为这么一家国际大公司的地区总经理。”凯华德高兴地说。

和凯华德一样，同班同学德国小伙邵思翰(Thorston Seeger)也找

到了称心的工作。相比之下，他的经历要曲折一些。邵思翰本来希望在毕业后留在中国工作，不过他发现他目前更大的用武之地在英国，“一开始，我对中国市场的预期有些太高了，一般来说，国际企业更喜欢在中国招聘更具经验的外籍人士。”不过，如今已经开始在英国最大的商业银行巴克利银行工作的邵思翰还是难解“中国情结”，他说：“希望 4 到 5 年后，我还能回到中国，到那时候我就拥有足够丰富的经验了。”

中欧 MBA05 级是学校目前为止国际学生最多的一届 MBA。30 位国际学生来自不同的国家，但是都被中国快速发展的经济和充满机会的市场所吸引。在亚洲第一的 MBA 课程学习两年之后，他们把知识、技能，以及建立起来的人脉关系转换成了一份份实实在在的工作。他们总结出来的经验则是：主动一些，创意一些，

还有做好市场调查。

### 建立你的人际关系

“建立个人关系对于我们外国学生在中国找到工作颇为重要”，这是 MBA05 级学生会秘书长麦特(Mat Erwin)的经验。麦特通过一位同班同学的朋友的介绍，认识了高纬物业(Cushman & Wakefield)亚太区的 CEO。今年 4 月份，麦特开始在高纬物业上海的公司上班，职务是物业管理总监。他给准备在中国市场找工作的外国 MBA 学生的建议是：早点行动开始找工作，建立你自己的人际网，学好中文。

如今已经工作了三个月的麦特高兴地说：“其实外国学生在中国找工作并不是太难。”他尤为高兴的是中欧在在华国际公司中的名声。每当提及自己毕业于中欧，大多数的外国高管都会表示听过说中欧，对麦特也另眼



**HAPPY ENDING:** Eduardo Casado (MBA05) enrolled in CEIBS to as a way to move his career from Spain to China. He graduated with a job in China plus a wedding ceremony. Says Casado: "I got everything!"  
**美满结局:** 因为希望把事业从西班牙转到中国, 凯华德 (MBA05) 来到了中欧就读。在毕业时, 他如愿以偿, 不仅在中国找到了一份好工作, 还解决了个人的终身大事。凯华德说: "我得到了一切!"

When Eduardo Casado enrolled at CEIBS with the MBA intake Class of 2005, the Spanish national had a simple plan: receive a business degree in Shanghai, then shift his career from Spain to China. After years of consulting work in Europe, he had caught China Fever and was eager to enter the world's most exciting market. An MBA from Asia's top-ranked business school seemed the best way to do this.

Casado graduated in April with far more than he had hoped for. During his job search, he used connections with the Spanish business community in China to meet with executives at Figueras International Seating. The meetings resulted in a job offer as Asia Managing Director.

The CEIBS MBA also led to another unexpected life change: last

Chinese New Year, half-way through the MBA program, Casado met his wife, Tien Nguyen during a holiday in Vietnam. The couple married in Shanghai on June 15.

"I just wanted a job in China, but I ended up with a regional director position with a great company, and I got married. I got everything," Casado told *The Link* on a recent visit back to CEIBS.

Not all of CEIBS international MBA students graduate with so many positive life changes at once. However, an informal survey of MBA05 graduates for *The Link* shows that the program's foreign students used a wide range of different – sometimes creative – job search methods, with good results.

German classmate Thorston Seeger's job search took him on an unexpected journey, with a happy ending. Seeger initially also planned to seek a position in China upon graduation, but later revised his strategy, finding that his best post-graduation "fit" lie in the U.K. rather than China. "It only took a couple of months in the program until I realized my expectations [of the China market] were much too high," he says. This July, he will take a position at Barclay's in London. Long term, he still plans to return to China. "I hope to be back in China in four or five years' time," he says. "By then, I'll have the experience to make it work."

The CEIBS 2005 MBA class represents the school's largest-ever population of foreign MBA students – 30 international graduates – and the

job search uncertainties faced by this group were a source of much discussion on campus over the past year. Today, the underlying message from graduates who have settled on positions is: be aggressive, be creative, and do your research.

### THE NEED TO NETWORK

"The only way for us [foreign students] to find jobs in China is through personal contacts," says Mat Erwin, MBA05 Class Vice President. Erwin began as Director of Property Management for Cushman & Wakefield in Shanghai in April. His advice to fellow foreign MBA graduates entering the China market is: start searching early, make your own contacts, and study Chinese. In particular, Erwin suggests attending international Chamber of Commerce events and other business associations. Erwin found his position after a classmate's partner introduced him to Cushman Wakefield's Asia Pacific CEO.

Happily, Erwin reports that the reputation of CEIBS is "quite strong" among top executives at international companies in China. "After working for the past three months, I no longer think it will be so difficult for foreign students to find jobs in China," he says, adding that most foreign executives are "impressed" when he mentions his CEIBS degree. Says Erwin: "I would continue to encourage foreigners to look for jobs here; you just have to speak to people at the right level."

The trick, explains Erwin, is to contact top-level executives rather than working through the traditional HR

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相待。“我会继续鼓励外国学生在这儿找工作，不过你要注意和处在正确级别的人说话。”

和正确的人对话，正是麦特的求职技巧。目前，很多跨国公司都把本土招聘和外籍招聘区分开来。中国地区的人事总监只负责本地员工的招聘，外籍员工则主要由地区或全球总部负责招聘。如果直接向中国地区的人事总监投递简历，往往得不到反应，因为这不在本土招聘的范围之内。“曲线求职”是一招颇为有效的招数，也就是找机会和最高层的管理者直接接触。

### 明白你的价值

继邵思翰之后，中欧的国际MBA学生纷纷在海外找到了工作。他们欣喜地发现中欧的学位和他们的中国经历给他们带来了巨大的价值。邵思翰说：“很多欧洲的企业都知道中欧，对学校的印象都很好”。

邵思翰的同学，现任摩根士丹利项目发展助理的冈萨雷斯 (David Gonzales Martin) 也有同样的感觉。他说，很多欧洲大企业都听说过中欧，即使他们对于课程的具体情况还不是太了解。“经过我的一番解释后，那些企业很快明白中欧就像欧洲的IESE、ESADE商学院一样。”由于中欧是所比较年轻的学校，比起欧美商学院，中欧在欧洲的知名度相对低一些。因此，冈萨雷斯同样建议外国MBA学生要积极建立人际关系，主动出击，引起招聘人员的注意。同时，他强调要充分利用中欧作为一流商学院的名声和外国学生的中国经验。除此之外，交换学习也是应聘中很好的一个卖点。中欧MBA目前和海外30多所一流商学院建立了交换项目，冈萨雷斯在美国杜克大学 (Duke University) 的交换学习让他

channels. In many companies, local HR directors hire only Chinese nationals while regional or international headquarters hire expatriates within China. Thus when CEIBS' foreign graduates apply through an HR department, there is a mis-match in expectations. Erwin is a case in point; had he applied through his company's HR department, he says he would not have been hired. "We have a very talented HR director, but if I had sent her my resume directly, it would not have gone anywhere," he says. "She would not know where to place me."

Seeger agrees that some foreign graduates may find themselves in limbo when approaching the job market in China. He found that many China-based companies split their HR departments into two sections: one for local hires, one for foreign recruits. This can leave foreign CEIBS grads in a "gray area," he says. With his track record of three years of consulting experience before entering CEIBS, for example, Seeger was looking for a mid-range position. But many companies traditionally hire more seasoned expatriates for China positions. "Recruiters are talking to people with 10 to 15 years of experience," Seeger says of the typical foreign candidates. As a result, when he and his foreign classmates hit the China job market, he says, "No one knows where to put us."

HR directors also admit to using a local vs. international division. One company with a typical HR division is Ernst and Young. Human Resources Officer Minnie Wu says placing a candidate such as Seeger would be difficult. The company's recruiting department in Hong Kong,

which is responsible for all foreign hires, generally focuses on filling higher positions requiring more extensive work experience. Meanwhile, the local HR operations focus more on "fresh graduates and people with not much experience," she says. Had Seeger applied to her, he would have been considered alongside Chinese applicants, for a starting position.

At Unilever (Shanghai), Greater China Talent Manager Tony Gao says nationality has little impact on his hiring decisions – a foreign MBA graduate would be considered alongside his Chinese classmates. "The ability to work at a local environment is essential," Gao says, emphasizing that Chinese language proficiency and cultural understanding are important.

### KNOW YOUR WORTH

Given the challenges of entering the China market, many of this year's CEIBS graduates followed Seeger's lead and found jobs overseas. Happily, many have found the CEIBS degree, and their China experience, to be an asset. "A lot of people know about (CEIBS)," says Seeger, of European employers. "They ask a lot of questions about the background of the school, but everyone was very positive about it."

Classmate David Gonzales Martin, now Project Development Associate with Morgan Stanley in Madrid, also found that many large-scale European employers had heard the CEIBS name, but had questions about the program. "In my case, employers put CEIBS on an equal level to IESE and ESADE

在面试中获得了很好的分数。

如今正在苏富比香港工作的美国籍毕业生劳伦 (Lauren Starr) 说, 她的直接上司对中欧很熟悉, 这对于她找到这份工作起了作用。劳伦说, 她对自己现在在香港的职位相当满意。

印度籍学生萨卡 (Siddhartha Sarkar) 则充分享受到了校园招聘会带来的好处。他现在是霍尼韦尔公司的战略分析师。在招聘会中, 萨卡共得到了九次面试和三个工作机会, 最后选择了霍尼韦尔。学工程出身的萨卡显然在应聘中颇有优势, 加上拥有中欧的 MBA 学位, 使他脱颖而出。但是萨卡并非唯一的幸运儿, 他说: 一些在华的国际公司现在开始专门招收国际员工了。就拿霍尼韦尔来说, “公司特别希望多元化, 添加人员, 提高战略思维。”

意大利学生佩鲁济 (Pier Giraudi) 对此表示赞同, 他说中国市场为正在寻求中级职位的国际毕业生提供了很多机会。不过机会不会坐等而来, 还需要靠学生自身的积极主动。一些国际学生建议好好利用中欧的实习机会, 发展在中国的职业关系。

今年, 佩鲁济和他的德国同学特鲁默 (Joe Trommer) 可以算得上是中欧国际学生中最有冒险精神的——他们准备自己当老板, 开店做生意。两人打算和一位中国伙伴一起, 开一个欧洲城堡主题的高级快餐连锁店。今年夏天, 佩鲁济和特鲁默的城堡快餐店就将在浦西和浦东同时开张。他们准备把店面装饰成城堡的样子, 而服务员则会穿上骑士和贵妇的服饰。

自己开店了却了佩鲁济的心

愿——他到中欧读 MBA 的目的就是想自己做生意。“我以前是个咨询师, 不过我一直想, 哪一天我可以坐到我的客户那头去 (自己当老板)”, 他说, “MBA 就是我实现梦想的方法。”两人都表示, 在中欧接受的管理教育帮助他们做好了开展自己的事业的准备。

除此以外, 中国市场对他们来说更是一个难得的宝贵机会。佩鲁济说, 在欧洲几乎已经没有空间做这样的生意了, 因为那里的市场太成熟了。特鲁默对此表示同意。他本来打算毕业后找一家在华公司工作, 不过实在难以抵挡自己当老板的“诱惑”。“中国是一个充满机会的地方”。如今两个人已经获得了营业执照, 一切准备就绪, 新的城堡即将开张。像 MBA05 级的其他同学一样, 崭新的生活已经开始。 **TheLINK**



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Carsten Oehler  
Partner, Risk Advisory Services, KPMG Huazhen

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after some explanation,” he says. When interviewing, he recommends selling both the reputation of CEIBS as a top-tier business school, and the China experience.

Spanish classmate Jaione Iturregui Goyeneche turned her exchange period in LBS into a job lead that allowed her to follow a new career path, moving from the supply chain area to a more general management in healthcare IT. She is now with Cerner Corp. in the U.K.

American graduate Lauren Starr, now working as a business analyst for Sotheby’s in Hong Kong, says her direct boss was familiar with CEIBS, which helped with the job search. She used mainly personal connections to land the job, having worked for another division of the company before attending CEIBS. As with several of her international classmates, she originally hoped to stay in China after graduation but found few prospects through the traditional job search process. In most cases, Starr and other classmates describe the on-campus interview process as ineffective at matching foreign students with prospective employers. Starr says she is pleased with her position in Hong Kong but may consider returning to mainland China later.

One exception among foreign graduates in his job search strategy was Indian classmate Siddhartha Sarkar, who found his position as an ISC Strategic Analyst for Honeywell through the on-campus interviews arranged by the CEIBS Career Development Center. Sarkar, who admits to speaking no Chinese, was interviewed nine times



**HERE COME THE ‘MID-PATS’:** CEIBS grads say jobs for young expats do exist in China but finding them requires serious networking. Pier Giraudi (MBA05), at left, chose a different route: he and classmate Joe Trommer are starting their own business in Shanghai

**中间选择:** 中欧毕业生说，中国为国外的年轻人提供了工作机会，但是要找到一份合适的工作需要建立起人脉关系。不过意大利学生佩鲁济（图左）选择了另一条路：他和同班同学特鲁默准备在上海开始自己做生意。

and received three job offers before accepting with Honeywell. Sarkar says he was hired mainly for his engineering background plus the CEIBS MBA degree, and he assures that the position package is at international standards. Best of all, he reports that some international companies in China are now actively seeking international hires. He says of Honeywell, for example: “The company specifically wants to diversify, to add personnel to focus on strategic thinking.”

Italian classmate Pier Giraudi agrees that China now offers a market for “midpats,” or international graduates seeking mid-level positions, but says finding these jobs requires legwork. Several graduates recommend using the CEIBS internship to develop job-search connections in China.

For international graduates determined to work in China after graduation, the rules seem to be: first, know your value; then, sell yourself aggressively.

Perhaps most adventuresome among this year’s international

graduates are Giraudi and German classmate Joe Trommer, who are starting their own business this summer. Together with a Chinese partner, the duo are now preparing to launch The Castle, an upscale fast-food chain with a European theme. The first castle-shaped kiosks, manned by servers dressed as knights and ladies, will open in Shanghai in August.

For Giraudi, starting a business was the motive behind entering CEIBS. “I’ve been a consultant before and I always wanted to be on the other side of the table,” he says. “The MBA was my way to get there.” He says launching the business in Europe would be “almost impossible” because the market is so mature.

“This is such a rare opportunity that we had to take it,” adds Trommer. Although he originally planned to work in a China-based company after graduation, the prospect of launching his own business was “too tempting.” Giraudi agrees: “China is the place with the opportunities.” **TheLINK**

# 退休新观念

## China's Changing Face of Retirement

■ Earl Carr

根据金盛集团的一项最新研究报告, 绝大多数的中国城市工作者和退休者对于退休持积极态度。这项退休调查对于瞄准中国日益增多的“银发族”消费者的产业来说具有相当大的意义。

A newly published Retirement Scope Study by AXA Group finds that an overwhelming majority of China's urban working people and retirees hold positive attitudes about retirement. This finding has vast implications for industries targeting China's growing 'gray' consumer base.

“致富光荣！”这是邓小平在 80 年代改革初期提出的口号。不过今天的中国人可能有其他的生活信念，追求更为丰富多彩的生活目标：健康、经济能力、爱和享受生活的时光。

这是金盛集团旗下的理财顾问和财富管理公司针对人们对于退休态度的全球调研的主要发现。这项发布于今年 3 月的《金盛全球退休角度调查》共调查了包括中国在内的 16 个国家和地区的 11590 名在职和退休人员，其它 15 个国家和地区分别是澳大利亚、比利时、加拿大、中国香港、法国、德国、意大利、日本、荷兰、新西兰、葡萄牙、新加坡、西班牙、英国和美国。该研究开展至今已经三年，今年第一次将中国大陆纳入其调查范围。北京、上海、广州、重庆和天津的 2000 名受访者参与了调查，其中在职人员 1003 名，退休人员 997 名。

该调查有三个主要目的：调查不同国家和地区的人们对于退休的态度；比较在职人员和退休人员对于退休的态度和期望；对比不同国家和地区的数据结果。这一调查是迄今对于中国人退休态度最为全面的研究报告，金盛人寿保险有限公司总裁兼首席执行官马哲明表示：“这项研究是开拓性的，我们在中国采集的样本比我们以前调研的大多数国家都要大。今年我们能把中国大陆也包括进去，我感到很骄傲。”

该调查的第一个发现是，总体来说，在全球范围内，人们都更加长寿，拥有足够的时间享受 20 到 30 年的退休生活。在其中一个被调查国家，平均退休年龄为 65 岁的男性预计可以活到 81 岁以上，而女性则可以活到 84 岁。中国人的退休生活则更长，因为中国人退休得更早。中国受访者的平均退休年龄为 52 岁，这意味着他们有大体 30 年的退休生活。

在对中国大陆受访者的调查中，一个最为值得注意的发现是人们对于目前和未来的生活充满乐观。在所有受访者中，80% 的退休人员和 84% 的在职人员认为他们生活得“高兴”或“非常高兴”。对于退休生活，中国居民在所有的调查中表现得最为乐观：74% 的退休者称他们的生活质量将得到提高或和以前一样，而 84% 的在职者持同样观点，这远远高于全球平均比例。（见图表）

马哲明表示，中国人有如此高的生活水平主要可以归因于：经济的稳定发展、健康的生活和对于积极而有意义的生活的期待。中国经济的飞速增长和相对低廉的生活成本，让人们相信退休后仍然可以获得生活的经济保障，这正是中国受访者乐观态度的原因。“过去 20 年中，中国人在生活方式和经济条件方面发生了巨大的改变，世界上没有哪个国家能与之相比”，马哲明说。因此，在步入老年时是否有能

“To get rich is glorious!” said Deng Xiaoping during China’s economic reform in the early 1980s. But today, many Chinese seem to be following another famous motto, outlining a slightly more complex life goal: *Salud, pesetas, amor y tiempo para gozarlos!* (A Spanish saying meaning “Health, money, love and the time to enjoy them!”)

This was the underlying finding in a global study on attitudes toward retirement by the AXA Group of financial protection and wealth management companies. The AXA Retirement Scope Study, published in March 2007, surveyed 11,590 people in China plus 15 other countries or territories: Australia, Belgium, Canada, Hong Kong, France, Germany, Italy, Japan, Netherlands, New Zealand, Portugal, Singapore, Spain, U.K., and the United States. The 2007 study, now in its third year, included Mainland China for the first time. AXA interviewed 2,000 Chinese – 1,003 working-age persons and 997 retirees – in Beijing, Shanghai, Guangzhou, Chongqing and Tianjin.

The study had three core objectives: to identify attitudes towards retirement in each of the surveyed countries; to compare the attitudes and expectations of working people versus those of retirees in each country; and to contrast the findings country-to-country. In China, the report represents the most comprehensive survey of domestic views on retirement available, according to AXA Minmetals Assurance Co. (China) CEO and President Jamie McCarry. “This study represents a pioneering effort which incorporates a larger sample size than most countries we have done in the past. I am proud that we were able to include China this year,” says McCarry.

The study first establishes that people around the globe are generally living long enough to enjoy a retirement period of 20 to 30 years. The average 65-year-old man residing in one of the surveyed countries can expect to live beyond the age of 81, while the average woman can expect to live to 84. In China, this period of life typically runs even longer because retirement begins earlier. The average age of retirement among those polled in China was 52 years – giving retirees nearly 30 years of life after the end of work.

One of the most notable findings among Chinese survey-takers was a surprisingly high level of optimism about their current and future life. Among respondents, 80% of

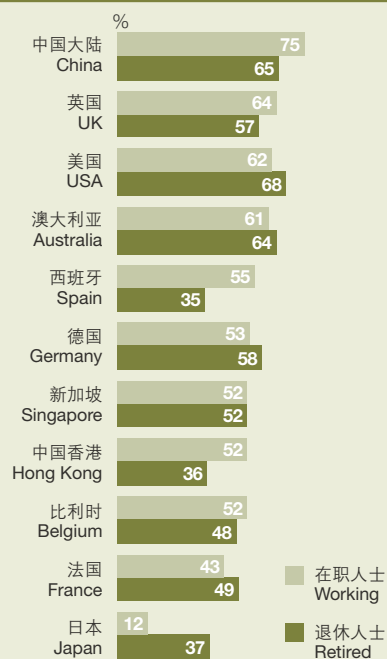
## 退休后的收入能满足生活需要吗？

### IS/WILL RETIREMENT INCOME BE SUFFICIENT?

这些活跃的中国大陆被访者是最乐观的

The active Chinese are the most optimistic.

选择完全能满足和能满足的百分比  
Completely sufficient + sufficient



来源：《安盛全球退休生活角度调查 2007》  
Source: « AXA Retirement Scope 2007 »

力为自己提供足够的经济保障的问题上，中国大陆被访者也是全世界最有信心的人群，65%的退休人员和75%的在职人员表示自己的收入足够或可以担负退休生活的花费。考虑到全世界不同国家和地区不同的平均生活成本，这不足为奇。中国大陆居民承担退休生活所需要的收入是所有被调查国家和地区中最低的（每月1498元），仅相当于美国退休者所需的12%。

有趣的是，中国大陆被访者表现出来的积极态度与调查中的另两个亚洲国家和地区日本和香港有很大的

不同。香港是这次调查中被访退休人员最多的地区，香港被访者认为退休后生活质量将有所下降。同时，香港和日本的在职人员也都比较悲观，分别有33%和44%的人认为退休后生活质量将要下降。马哲明认为，两地受访者之所以持悲观态度，主要是因为当地高昂的生活成本，对于健康的担忧，以及退休后单调生活的预期。

### 别担心，保持积极

退休调查发现，健康和丰富多彩的生活方式也是获得快乐的重要因

素。在亚洲，中国大陆被访者中认为自己“非常健康”的比例最大（29%的在职者和14%的退休者），但和西方国家相比，这一比例还是低的（这一数字在美国分别是46%和40%）。相比之下，中国大陆的在职人群相信自己的退休生活将会十分精彩，在预期退休后会参加多少种活动方面排名仅位于澳大利亚之后，与英国并列。这样看来，中国大陆居民对于退休生活的展望比其他受调查的亚洲地区似乎更加“西方化”。对于这一结果，马明哲有这样的解释：“充满活力的经济和对于未来的信心令中国人变得像盎格鲁—萨克逊人一样的积极主动。”

但是在其他一些方面，中国大陆的被访者表现出了亚洲人的传统价值观。例如表现出强烈的家庭责任感，51%的在职者和49%的退休都表示将给家人留下遗产，这一比例在所有被访者中是最高的。此外，中国大陆退休者认为退休后最主要的事情是“照顾家庭”，然后才是“散步/远足”以及“参加各种团体”。

人们考虑的优先事项也发生了变化，在受访者中，在职人员最期待退休后做的事情是旅游（39%），这也是全球性趋势——除了日本以外的其他国家受访者均把旅游列为最期待做的事情，中国大陆在职受访者退休后想要从事的其他活动为：运动（27%）和散步或远足（19%）。

另一个变化是因特网越来越广泛的使用。在中国大陆受访者中，使用因特网的人比例最低，在职人员为57%，而退休人员为40%。但使用因特网的在职者的使用时间是所有被调查者中最长的，平均为每周11小时。

### 谁说我们老了？

“早点退休”是中国大陆被访者

retirees and 84% of working persons described themselves as either “happy” or “very happy.” Looking specifically at life after retirement, Chinese recorded the most optimistic views in the survey: 74% of domestic retirees said quality of life would improve or stay the same, 84% of working persons agreed – far above the global average (see chart).

The primary factors contributing to a perceived high quality of life, according to McCarry, are financial security, good health, and expectations of an active, meaningful lifestyle. Thus, much of this optimism among Chinese can be attributed to expectations of financial security in retirement, fueled by the combination of China’s rapid economic rise coupled with a relatively low cost of living. “No major country in the world has seen a more dramatic change in lifestyles or economic conditions than China over the past two decades,” says McCarry. As a result, Chinese

respondents were also the most confident worldwide about their ability to support themselves financially into old age, with 65% of retirees and 75% of working persons stating that their income is or will be sufficient to cover retirement expenses. Not surprisingly given differences in average living costs worldwide, Chinese retirees reported needing the lowest level of income in order to cover retirement expenses (RMB1498 per month) or about 12% of the amount needed by U.S. retirees.

Interestingly, the positive results from China contrast sharply with results from the two other Asian locations in the survey: Hong Kong and Japan. In Hong Kong, the largest percentage of retirees in the survey (43%) reported a decline in quality of life after retirement. Looking ahead, the working generation in Hong Kong and Japan were both relatively pessimistic, with a high percentage 33% and 44%, respectively, expecting a

lower quality of life in retirement. Reasons for the negative outlook, according to McCarry, include high cost of living, health concerns, and expectations of a relatively inactive retired life.

### **DON'T WORRY, BE ACTIVE**

Health and an active lifestyle also factor significantly into happiness, the survey found. Within Asia, China had the highest percentage of “very healthy” survey-takers (29% of working persons, 14% of retirees), but the percentage was low compared with Western countries (the rates were 46% and 40% respectively in the United States). In contrast, China’s working population reported expecting a very active retired life, ranking just after Australia and tied with the U.K. in the number of activities they expect to participate in after retiring. In this way, China seems to be developing a more “Western” outlook on retired life than the other Asian



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## 国际视野的中国商学院

中欧国际工商学院必须坚持国际一流的办学水准，始终走在管理教育的最前沿！  
Pedro Nueno 教授 中欧国际工商学院执行院长，国际管理学会副会长

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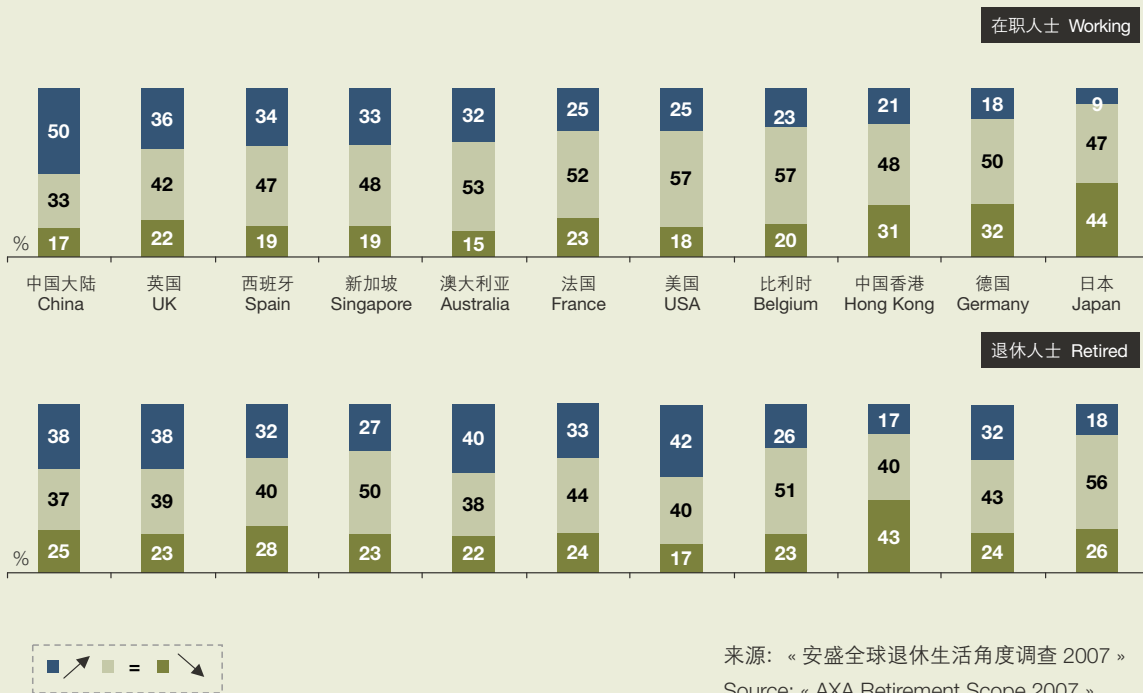
退休后生活质量会提高还是降低呢？

DOES RETIREMENT MEAN IMPROVED OR DEGRADED QUALITY OF LIFE?

相比其他受访国家和地区，中国大陆的在职人士对退休后生活质量的提高持最乐观的态度

中国大陆的已退休受访者的满意度与其他几个国家和地区差不多，而香港地区和日本相比之下则比较低

Chinese working people are the most optimistic on the improvement of the quality of life during retirement, compared to other countries. Chinese retired people have the same level of satisfaction as in other countries, with the notable exception of Hong-Kong and to a lesser extent Japan.



的另一个主要心声。当被问及退休的理想年龄时，中国大陆受访者的答案是最年轻的（53-56岁）。此外，他们52岁的实际退休年龄也是整个调查中最早的。相比之下，日本和美国的在职者则认为64岁才是理想的退休年龄。

关于退休后的“额外享受阶段”，即退休后至“老年”之间的阶段，三个亚洲国家和地区的受访者所认为的老龄年龄都要比全球平均值小很多。中国大陆的在职者和退休者认为65岁就算老了，在日本和香港在职者的眼里，进入老年开始得更早，分别

是56岁和60岁，而新西兰和美国的退休者则认为81岁才算老。

中国大陆的受访者对于自己的相貌表现出了极大的关注，他们会花费不少时间和金钱来减缓衰老。他们认为“我们应该竭尽所能，延缓衰老。”66%的在职者和73%的退休者都持有这样的观点。这个比例在全世界的被调查国家和地区中是最高的。

该准备好了

金盛集团进行全球退休状况调查的目的在于掌握和影响人们对于退休后财务规划的态度。就谁来支

付退休金的问题，中国大陆的在职人员和退休人员的观念之间有着清晰的代沟。退休者认为第一是政府（87%）、其次是雇主（61%），然后是个人（37%）。在职者中，相对较少的人认为应由政府（76%）和雇主（52%）支付，更多的人认为个人应该支付（63%）。这表明，中国的年轻一代在个人应为自己的退休规划做主的问题上与全球趋势相符。“个人责任分量的加重是不同时代的人之间一个明显的差异”，马哲明说。

不同代之间的代差异还清楚地体现在，中国大陆的退休者和在职者对

regions polled. McCarry explains the results this way: “economic dynamism and confidence in the future bring China closer to Anglo-Saxon voluntarism.”

In other qualities, however, Chinese survey-takers demonstrated traditional Asian values. For example, domestic survey-takers stood out for their strong commitment to family. Chinese were the most likely among those polled to pass their inheritance on to others (51% of working persons, 49% of retirees). In addition, the number one activity named by Chinese retirees was “taking care of family,” followed by “walking/hiking,” and “joining groups and associations.

A shift in priorities may be coming though: among those currently working, the number one expected activity in retirement is travel (39%), reflecting a trend seen worldwide – working people in all other countries surveyed also placed travel first,

except Japan (which showed the most negative expectations for retirement among surveyed nations). Other activities that China’s working generation plan to take up after quitting work: sports (27%) and walking/hiking (19%).

Another generational change is also emerging concerning internet usage. While China ranked lowest in the survey for internet access (40% for retirees, 57% for working population), among those working persons with net access, hourly usage was highest in the survey – at an average of 11 hours per week.

#### WHO ME, “OLD”?

“Retire young” was another key message voiced by Chinese respondents. Asked to name the “ideal” retirement age, domestic survey-takers reported the youngest age in the survey (53-56 years). In addition, Chinese retirees also reported the youngest actual age of retirement, at 52 years. In contrast,

the ideal retirement age among the Japanese and U.S. working population was 64.

Looking at the ‘bonus years’ – the period between retirement and the onset of “old age” – poll-takers in the three Asian countries surveyed consider old age to begin much earlier than the global average. Chinese working people and retirees pegged old age as beginning at 65. Meanwhile, working people in Japan and Hong Kong said old age starts earlier – age 56, and 60 respectively, while retirees in New Zealand and America said old age does not start until 81.

Chinese also reported strong interest among survey-takers in caring for their appearance – spending both time and money on preventing the effects of aging. China rated highest in the world for believing “we should do everything we can to prevent the effects of aging” (66% of working persons, 73% of retirees).



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## 中国实践的国际商学院

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## CEO 采访问答 CEO Mini Interview

姓名: 马哲明 (Jamie McCarry)  
职位: 金盛人寿保险有限公司总裁  
亚洲工作时间: 10 年 (在中国工作 18 个月)  
Name: Jamie McCarry  
Title: President and CEO, AXA Minmetals Assurance Co., China.  
Years in Asia: 10 (including 18 months in China)

### 您能给那些在中国工作的外籍主管一些建议么?

我在亚洲的许多国家都工作过, 但是没有—一个市场能像中国这样提供如此多的挑战和回报。我能给出的建议就是, 珍惜这一生难得的机会, 在中国经济快速发展的时期帮助其发展, 尤其是发展我们市场和产业的下一代领导者。

### 对于开始给自己未来的经济保障作打算的中欧学生, 您有什么建议吗?

你有必要找一个行业专家, 帮助你实现退休目标。早作准备, 多作准备。

### 目前为止, 对您的职业生涯影响最大的人是谁?

金盛集团的首席执行官 Henri de Castries。从他 5 年前成为金盛的首席执行官开始, 就一直致力于在公司中推行创新和发明, 以保持金盛在行业中的领先地位。

### WHAT ADVICE WOULD YOU GIVE TO NON CHINESE EXECUTIVES WORKING IN CHINA?

"I have worked in many countries in Asia, but no other market can offer the challenges or rewards of the China market. Appreciate the opportunity we have been given to participate in and contribute to China's development. This is a once-in-a-lifetime opportunity to help shape an economy — particularly in developing the next generation of leaders in our markets and industries."

### WHAT ADVICE DO YOU HAVE FOR CEIBS STUDENTS PREPARING FOR THEIR FUTURE FINANCIAL SECURITY?

"Finding a professional expert is necessary to help you achieve your retirement goals. Prepare early, and prepare more."

### WHO HAS HAD THE GREATEST INFLUENCE ON YOUR CAREER PATH TO DATE?

"AXA Group CEO Henri de Castries. He became CEO of AXA five years ago and has continually striven to innovate and reinvent the company so that AXA stays ahead of the competition."

于迎接未来的“黄金岁月”采取了不同的准备。退休者平均 47 岁时开始为退休储蓄, 而在职人员在 37 岁时就已经开始存钱。就为退休储蓄的金额而言, 中国大陆的在职者平均每月存储 625 元, 而退休者在退休前为此存的钱是每月 309 元, 不到在职者的一半。

中国大陆消费者为退休进行准备的不同方式也显示了这个市场的日渐成熟。大多数的中国在职者(75%)选

择缴纳养老金的方式, 53% 参加了人寿保险, 35% 的人投资股市 (包括债券和基金), 或房地产 (24%)。影响退休规划的另一个因素是, 中国人认为孩子长大后应该赡养自己的父母的观念 (76% 的在职者和 63% 的退休者认同这一观念), 高于西方国家。

中国大陆在职者对于退休规划越来越大的关注引起了金盛保险及其竞争者们的浓厚兴趣。金盛最近

发起了一项专为中国设计的投资产品“全方位”储蓄投资保险, 消费者可以从传统的储蓄开始, 以后逐渐“升级”到更加复杂的产品。金盛还开发了一个本地平台, 把在新加坡和日本表现良好的产品带到中国市场。马哲明相信这一平台会把金盛与其竞争对手区分开来, 因为这些产品历经亚洲市场的考验, 已经取得了非常好的成绩。 [TheLINK](#)

**BE PREPARED**

AXA's purpose in conducting the global survey, of course, is to track and influence attitudes toward financial planning for retirement. In China, a clear generation gap appears between working people and retirees concerning who should pay retirement income. Retirees first named the government (87%), then employers (61%), then the individual (37%). Among working persons, fewer named government (76%) and the employer (52%) and more named the individual (63%). This puts China's younger generation in line with global trends toward individuals taking responsibility for retirement planning. "The growing weight of individual responsibility highlights one of the most striking contrasts between generations," says McCarry.

The generational differences were also clear in tracking those actions that Chinese retirees versus

working persons had taken to prepare for the "golden years." Retirees said they had begun specifically saving for retirement, on average, at the age of 47; working persons had begun at age 37. In terms of income saved for retirement, the average working Chinese saves RMB625 per month toward retirement, whereas retirees reported having saved less than half that amount (RMB309 per month) toward retirement when they were working.

The channels Chinese consumers use to save toward retirement also provide insight into market maturity. Most working Chinese (75%) contribute to obligatory systems, while 53% invest in life insurance; the stock market, including bonds and funds, (35%); or real estate (24%). Also impacting retirement planning is the strong view among Chinese that grown children should support their parents financially in old age (76%

of working age, 63% of retirees said "yes" to this concept), way above the average in Western countries.

The growing concern among China's working professionals for retirement planning has sparked the interest of AXA Minmetals Assurance and its competitors. AXA recently launched a made-for-China investment product called Quan Fang Wei, which allows consumers to begin with a more traditional savings scheme, then easily "upgrade" to more sophisticated products over time. AXA Minmetals has also developed a regional platform to bring to the China market insurance products that have performed well in Singapore and Japan. McCarry believes this platform will differentiate his company from competitors because the products already enjoy a "proven track record" in Asia. **TheLINK**



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## 商界精英的思想健身房

在我的情感深处，中欧就和我家乡的草原一样。尽管不能时常回去，但那些丝丝缕缕的影响，已经渗透到了个人的精神气质当中！  
潘刚 中欧EMBA2002级学员 内蒙古伊利实业集团股份有限公司董事长、总裁

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## 坚持创新、参与和行动

亲爱的中欧学员和校友们：

研究、创新和行动是经济增长、企业保持竞争优势和获得利润的原动力。要解决在中国进行商业活动所出现的问题，以及回答管理者们提出的各种问题，就需要不断更新知识。

在6月30日举行的中欧首届银行家高峰论坛上，中国银行副行长、中欧国际工商学院金融和银行学兼职教授朱民博士提到了中国银行业发展的创新问题。朱博士以德意志银行为例，阐述了在过去十年中，跨国银行如何通过引进新产品和产品的创新，大大改变了其产品和服务的组合。尽管中国的银行在规模上已经列入世界前十位，但在竞争力和盈利率方面还存在差距。朱博士认为，其原因就在于中国银行缺乏创新和研究能力。这一问题在国际上其他市场和公司也颇为普遍，但在中国更为显著。因为，和已经达到高标准、发展速度因此而放缓的发达国家相比，中国正经历日新月异的飞速发展。因此，我们从研究中得出的商业新知必须是创新的，和实际密切相关的，并且必须及时传播和加以运用——否则就会对实践毫无帮助。

那么，商学院如何实现以上这些目标呢？中欧主要采取三种方法：首先，以实践为导向的商业研究必须是和管理者遇到的现实问题密切相关的。中欧近50位世界一流的全职教授都是常驻上海，并且都对中国的商业问题进行案例研究，这样就确保了研究成果的相关性和及时性，比如中欧的范悦安教授出版的《中国CEO》和丁远教授发表的《资产负债表差异：美中法石油天然气公司对比分析》一文，当然这只是其中的两个例子而已。中欧教授研究的相关性和及时性是那些从国外临时请来，上完课就走的教授所无法相比的。

其次，中欧提倡以学员为中心的教学模式，强调学员的参与和讨论、案例学习和结合实践的团队讨论。比如在EMBA学习中，这种小组讨论帮助学员交流思想，检验对于课堂学习的理解和掌握，提出问题，最终找到创造性的解决方案。我们积极推进以学员为中心的教学模式还表现在：学院最近派了20位教授前往国外进一步学习这种教学模式。

第三，“行动胜于语言”这句格言在中欧积极参与社会活动的精神中得到了充分的体现（这一期的“封面故事”对此进行了多方面的报道）。绿色校园行动就是一个例子。这项行动由MBA2005级学员和管理委员会共同发起，目的在于将中欧发展成为关注环保的商学院楷模。前来中欧访问的众多企业管理者如今已经感受到学校在推行废品回收和节能方面所产生的初期效果。这个行动传递出的信号是：虽然简单，但是系统性的行动可以对环境产生巨大的影响，可以真正地节约成本。绿色校园行动的初期目标是：到2009年，使学院节能1/3。

开发创新的观点、研发相关的知识，及促进有效的沟通是中欧的重中之重。我们诚邀中欧大家庭的每一分子——特别是我们的校友们——参与我们的讨论并且从中受益。希望这期的《The Link》杂志可以让大家了解，你们可以用多种方式来利用母校的研究成果、课程项目和各种活动。



## CEIBS Focus: Innovative, Relevant, and Active

Dear CEIBS Students and Alumni,

Research, innovation, and action are the engines of economic growth, of competitive advantage, and of profitability. Without the creation of new knowledge, the problems of doing business in China cannot be resolved, and the question that managers ask will find no answers.

Dr Zhu Min, Vice-President of the Bank of China and Adjunct Professor of Finance and Banking at CEIBS, named the Chinese banking industry as a powerful example at CEIBS first annual China Bankers Forum on June 30. Using the example of Deutsche Bank, Dr. Zhu showed that international banks have dramatically changed their product and services mix over the past decade through introducing new and innovative products. Even though Chinese banks now rank among the world's top ten in size, they tend to lag behind in competitiveness and profitability. This is due to the lack of innovation and research among Chinese banks. Although similar shortfalls plague markets and individual companies worldwide, the problem tends to be more serious in China, where everything is changing so fast, than in countries that have already achieved a high standard, and are hence growing less and changing less.

New business knowledge arising out of research must be innovative, must be practically relevant, and must be communicated and acted upon fast – otherwise nothing happens.

How can a business school achieve these goals? At CEIBS, we focus on three primary methods. First, practically-oriented business research is contextual, i.e. it must relate to the actual problems of managers and executives. For them, CEIBS' 50 world-class faculty members, all based in Shanghai and all focused on case research on China business issues, guarantees that the knowledge created at CEIBS is relevant and up-to-date. CEIBS Professor Juan Antonio Fernandez' book *China CEO* and CEIBS Professor Ding Yuan's recently published article "Coping

with Balance Sheet Differences: A Comparative Analysis of U.S., Chinese, and French Oil and Gas Firms" are just two examples. This level of China relevance and timeliness cannot be matched by frequent-flyer-faculty dropping in to China from overseas.

Second, CEIBS promotes participant-centered learning, emphasizing discussion and debate, case studies, and hands-on group work. This group-work, seen in the EMBA classes every weekend, helps students communicate their ideas, test their understanding and challenge others, and develop creative solutions. Another show of our commitment to participant-centered learning: CEIBS has recently sent 20 of its faculty abroad for training in this learning method.

Third, "actions speak louder than words." This motto can be seen in the new spirit of social activism at CEIBS (and outlined in this month's Cover Focus). One example is the Green Campus Initiative. Launched jointly by the school's MBA 2005 students and the Management Committee, the initiative seeks to develop CEIBS into a model business school in environmental responsibility. The thousands of executives who visit our campus can already see the initial effects of the campaign in promoting recycling and reducing energy usage. The message is that simple but systematic actions can lead to dramatic environmental results, and real cost-savings. One initial goal: to reduce CEIBS energy consumption by one third by 2009.

Innovative ideas, relevant knowledge, and their effective communication are top priorities at CEIBS. We invite everyone in the CEIBS community – especially our alumni -- to join the discussion and benefit from the results. We hope this issue of *The Link* will remind you of the many ways you can tap into the research, programs, and projects developed at your alma mater.



郭理默  
教务长兼副院长

Prof. Dr. Rolf D. Cremer  
Dean and Vice President

# MBA 新举措 At a Crossroads

■ 安若丽 (Laurie Underwood)



CEIBS Associate Dean and MBA Academic  
Director Lydia Price.  
中欧副教务长、MBA 学术主任白诗莉教授

中欧国际工商学院的 MBA 课程吸引了全世界的目光,在去年公布的《金融时报》全球 MBA 排行榜中,这家成立至今才 13 个年头的商学院位列第 11。对于中欧 MBA 课程学术主任白诗莉 (Lydia Price) 教授来说,如今面对的新挑战既包括如何教育和培养一个背景更加多元化、思想更为活跃的学生团体,积极参与中国的经济建设,还有如何更好地参与和世界顶尖商学院的直面竞争。

Now in its 12th year, the CEIBS MBA program attracted global attention last year when it was ranked 11th worldwide in the *Financial Times'* annual survey of global business schools. Today, the program faces new challenges including a more socially active student body, calls to participate in Shanghai's bid to become a global financial center, and head-to-head competition with the world's top-tier business schools. Academic Director Lydia Price explains.

**LINK:** 您担任副教务长兼 MBA 课程学术主任至今已经 15 个月,在这段时间里,最令您引以为傲的事情是什么?

**白诗莉:** 我们做的一件重要的事情是营造了更为开放的沟通环境,加强了和学生之间的交流。现在每个月,我们都有开放给 MBA 学生和员工交流的专门的办公室接待时间(见链接)。我们和学生会建立起了经常性的联系,让学生会这个重要的学生团体在学生和 MBA 办公室之间更好地发挥了桥梁的作用。我们和他们一起商定职责,比如,使学生会成员的选举更加程序化、制度化。他们这一届把选举程序确定下来,这样下一届学生就可以继承,并进一步改善。一旦我们的学生团体发挥出他们应有的作用,我们就可以开始让他们参与 MBA 课程乃至学校的决策。

**THE LINK:** What have been your biggest accomplishments during your 15 months as Associate Dean and Academic Director of the MBA Program?

**LYDIA PRICE:** One area of focus is that we are developing a more open communications environment with students. We're opening various channels for students to communicate with us including through the student committee. As part of that drive, we are also establishing a regular interface with the Student Committee to formalize its role as an intermediary between the student body and the MBA office. We want to clarify their roles and responsibilities, for example to systematize how Council members are elected. We are encouraging them to set down procedures so the

另一项成绩是 AACSB 认证的申请。我是 AACSB 认证委员会的副主席。我们通过了目前为止每一阶段的认证。希望我们在 2009 年之前完成并获得这一认证（该认证程序需时 5 年）。

除此之外，我们在去年成立了一个学习评估委员会。这个委员会的作用是制定 MBA 和 EMBA 课程的学习目标。委员会还定期评估我们是否达到了这些目标，然后制定策略，加以改进。当然，这些目标也并非一成不变，委员会会定期根据经济环境的发展与市场人才的需求状况对目标加

以调整。其中一项重要的举措是把校友也邀请到对课程的评估过程当中，征询他们对于整个课程设置的恰当性和相关性的反馈意见。

我们在 MBA 课程设置中发现了一些可以改进的地方，尤其是在软性技能方面，我们正在改善。比如，一些国际学生希望加深对中国的了解，那么在今年 5 月和 6 月，我们为他们，当然也包括国内学生提供了一门叫做“中国企业管理”的选修课，主要讲解中国的商业环境与企业管理热点问题，深受学生的欢迎。我们还举办了一个为期七周的系列讲坛，邀请跨

国的企业管理高层前来演讲。这在目前还是尝试性的，但有可能正式成为 MBA 课程的一部分。

我们还在去年秋天给国际学生开设了“中国文化适应”课程，帮助他们适应在中国的生活。这门课在今年还将继续开设。

最后，我们尝试创办了为期两天的“领导力与团队建设”项目，学生们运用中欧的领导力行为实验室（见本刊第 74 页）的最新研究成果，评估自己的跨文化领导能力和团队技能。这门课会成为下一届学生的一门核心课程。



“过去，教授在台上讲，学生被动地听，上完课就走人。现在，学生们更加主动，社会意识更强了。”  
“In the past, professors taught, students absorbed, and then they left. Now the students are much more proactive, much more socially minded.”

#### 白诗莉教授简介：

白诗莉是中欧国际工商学院市场营销学教授，2006 年起担任中欧副教务长兼 MBA 课程学术主任。白教授拥有近 20 年市场营销和消费者行为学方面的国际教学与研究经验，她执教过的商学院包括 INDEAD 商学院、香港科技大学商学院、纽约大学斯特恩商学院、北京大学光华管理学院，以及里斯本天主教大学商学院等。她的商业实践经验包括为苹果、GE 医疗、柯达和惠普等国际著名企业开发培训和咨询项目等。1996 年，白教授成为中欧访问教授，2003 年正式加盟中欧，成为长期教授，并任教至今。

next generation students can pick up where they left off and there can be continuous improvement. Once we have functioning student bodies, we can start to integrate them into the schools' decision-making processes.

Another accomplishment is in the application to the AACSB [Association to Advance Collegiate Schools of Business – the U.S. standard for business school accreditation]. I am co-chair of the AACSB Accreditation Committee. So far, we have been approved at each interim stage of the accreditation process. We hope to complete the process and achieve accreditation by 2009.

One of the key goals of the accreditation process is continual improvement. One initiative started in 2006 is the Learning Assessment Committee. This group will formally articulate the learning goals of the MBA and EMBA programs. The committee will also regularly assess whether we are meeting those goals, then develop a strategy for closing

the gaps. One goal will be to include alumni in the curriculum review process. Alumni will be solicited for feedback on the adequacy and relevance of the overall curriculum.

In the MBA curriculum, we are identifying holes and filling them in, especially in soft skills. For example, some international students requested a stronger China focus, so this May and June, we offered an elective on “Doing Business in China” in which our professors lectured on China-related issues. We also ran a seven-week lecture series featuring senior business executives based in China. This is experimental but may become a permanent part of the curriculum.

Last fall, we also ran a two-day intensive acculturation seminar to help international students to adapt to China. We will repeat it this year as an optional workshop.

Last, we initiated an experimental two-day Leadership Assessment Workshop in which students could assess their cross-cultural leadership

and teamwork skills using the CEIBS Leadership Lab (see “Seeing is Believing,” page 74). This workshop has become part of the core curriculum for the next intake of students.

**LINK: For alumni who have not been on campus for a year or two: how has CEIBS changed, especially in “software”?**

**LP:** The Mentoring Program and the Ambassador Program are both new [see box]. Also, the MBA class size has grown and become much more internationalized. We also have more and better exchange programs.

In terms of software, the student body has become much more active and more socially aware. In the past, professors taught, students absorbed, and then they left. Now, the students are much more proactive, much more socially minded. They are networking more deeply and broadly than before. For example, they organized a Shanghai Nights Party, a 1930s theme party with Jiaotong and other schools, which was very successful.

Much of the activity is oriented toward social responsibility such as forming the Social Venture Club, organizing the Being Globally Responsible Conference. Students suddenly have big interest in social issues, and this is coming largely from the students. The MBA office is supporting their efforts and learning from them.

**LINK: Another change is that CEIBS recently shot up in the rankings – the MBA Program is now rated 11th worldwide by the *Financial Times*. Was CEIBS**

## BIO

Marketing Professor Lydia Price was named Associate Dean and Academic Director of the CEIBS MBA Programme in April 2006, bringing to the position nearly two decades of teaching experience at INSEAD (France), Hong Kong University of Science & Technology, New York University, Beijing University, and Catholic University of Lisbon, in the fields of Marketing and Consumer Behavior. Her corporate experience includes developing training and research projects for leading global companies including Apple, GE Medical, Kodak, and Hewlett Packard. Price began her career at CEIBS in 1996 as a visiting professor and became a fulltime Professor of Marketing in 2003, and continues to teach today.

**LINK: 中欧 MBA 课程在过去一两年当中发生了哪些变化,尤其在“软件”方面?**

**白诗莉:**“良师益友”项目和“学生大使”项目都属新举措(见链接)。尤为重要的是, MBA 班级的规模扩大了,也更加国际化了。我们的海外交流项目更多也更好了。

从软件方面来说,学生团体更加活跃,具有更强的社会意识。过去,教授在台上讲,学生被动地听,上完课就走人。现在,学生们更加主动,社会意识更强了。他们比以前更加乐意广交朋友,比如,他们组织了一场名叫“上海之夜”的聚会,这是一场以上世纪 30 年代为主题的晚会,复旦、交大等多所商学院的学生都参与进来,相当成功。

学生的很多活动都和社会责任有关,比如他们建立了社会公益俱乐部,组织了“企业社会责任国际论坛”及“慈善义卖集市”。这些都是他们自发的, MBA 办公室只给他们提供必要的支持;与此同时,我们其实也在向他们学习。

**LINK: 中欧的另一个变化是最近在排名上的攀升——中欧 MBA 课程在最新的《金融时报》排名上位列第 11。这是否有些出乎意料?**

**白诗莉:**我们当时很乐观,觉得我们会上升,但是没想到上升得这么快。我们可以看到一条不断上扬的线,这代表学校正在不断地努力向上。评估标准对于课程建设具有很好的指导意义,由于我们一直按照这些标准不断提升课程质量,所以排名的攀升就会成为意料之中的事。今年,我们在多个方面都有大的进步,如我们的国际学生比例上升到 30%,我们教授的国际化也有所上升,我们在“课程的投资回报”这个指标上也有很大进步,该指标

对比在中欧就学的成本和学生毕业三年后的收入水平。另外,在学生就业率和毕业后职业发展方面我们的表现也非常好。

中国经济的发展使我们能够在这些方面获得很快的提升,中国目前的商业环境为学生们提供了工资和职位快速上升的机会。的确,学校本身具有很强的优势,但我觉得除此之外,我们还得感谢我们所处的非常有利的经济环境。

**LINK: 您认为中欧在未来 5 年中会面临什么样的挑战和机遇?**

**白诗莉:**大家越来越有一种共识,我们应该加强金融方面的发展,不管是从 MBA 课程来说,还是从整个学校来说。上海市政府希望将上海发展成为一个金融中心,也为我们在这方面提供了各种形式的支持。我们现在的目的是明确怎样加强这方面的发展。

中欧所面临的一大挑战是如何在一个竞争日益激烈的市场上保持领先地位和差异化。这需要生源质量的保证。目前,国内国外的商学院都在争取具备很好的英语语言能力与商业潜质的学生。很多国际项目正在非常努力地争取,比如提供去国外学习的优厚的奖学金。拿 2007 届新生来说,一些潜在申请者去了沃顿、耶鲁、IESE,或是伦敦商学院,但是我们也从他们那里吸引了一批学生过来。这将是一个长期的挑战。但我们坚信,中欧是将国际化与中国元素结合得最好得商学院。

未来的另一个挑战是如何与校友建立起紧密的联系。现在我们已经有了十二届毕业生,很多校友都在企业里身居高位。我们要开始让他们更多地参与到学校的建设中来,我们的 EMBA 和 MBA 毕业生数量与素质已经足以能够在学校的发展中发挥更大的作用了。 **TheLINK**

**链接:**

中欧校友和学生,欢迎您以下方面提供您的支持、意见或建议。

**MBA 学生大使项目:**

如果你想在 MBA 课程宣讲会上担任“发言人”,为潜在申请者现身说法,请联系 MBA 市场经理徐国栋先生: [xgolden@ceibs.edu](mailto:xgolden@ceibs.edu)。

**EMBA-MBA 良师益友项目:**

EMBA 学生和 中欧校友,请支持良师益友项目,如果您愿意和学校的 MBA 结对,为他们提供指导,请联系 MBA 课程主管陆筠女士: [lsunna@ceibs.edu](mailto:lsunna@ceibs.edu), 或 EMBA 课程主管忻梅女士: [xmeris@ceibs.edu](mailto:xmeris@ceibs.edu)。

**校友支持 - 学习评估委员会:**

中欧学习评估委员会正在评估所有课程,我们需要您的反馈。请联系学习评估委员会主席李秀娟教授: [jeanlee@ceibs.edu](mailto:jeanlee@ceibs.edu)。

**校友支持 - 实习 / 小组咨询项目:**

如果您的公司需要中欧 MBA 实习生或 MBA 学生来做小组咨询项目,请联系中欧职业发展中心主任谈论女士: [tcclara@ceibs.edu](mailto:tcclara@ceibs.edu)。

**校友支持 - MBA 招聘:**

如果您的公司正在招聘,中欧应该成为您的第一站,因为在中欧,您可以招到非常优秀的员工。请联系职业发展中心主任谈论女士: [tcclara@ceibs.edu](mailto:tcclara@ceibs.edu)。



## GET INVOLVED

CEIBS alumni and students are urged to offer feedback to the MBA Program through the following channels:

**Student Ambassadors Programme:** To serve as spokespersons to potential students during information sessions, contact Golden Xu at: [xgolden@ceibs.edu](mailto:xgolden@ceibs.edu)

**Alumni / EMBA Mentoring Programme:** EMBA students and CEIBS alumni interested in supporting the Mentoring Program, which pairs a current MBA student with a more senior executive for career guidance. Contact Sunna Lu at: [lsunna@ceibs.edu](mailto:lsunna@ceibs.edu), or Meris Xin at: [xmeris@ceibs.edu](mailto:xmeris@ceibs.edu)

### Alumni Input to Learning Assessment

**Committee:** Alumni keen to offer input as CEIBS assesses its curriculum can contact Professor Jean Lee, Learning Assessment Committee Chairman, [jeanlee@ceibs.edu](mailto:jeanlee@ceibs.edu)

### Alumni Input to Internships or Group Consulting

**Project:** Alumni with companies seeking CEIBS interns or CEIBS student groups to conduct Group Consulting Projects should contact CEIBS Career Development Center. Director Clara Tan at email: [tclara@ceibs.edu](mailto:tclara@ceibs.edu)

**Alumni Hiring:** After reminding your HR Director that CEIBS should be the first stop for your company when hiring bright and qualified personnel, contact Career Development Center Director Clara Tan at: [tclara@ceibs.edu](mailto:tclara@ceibs.edu)

### expecting such a rapid rise?

**LP:** We were optimistic that we would rise this year but we didn't anticipate moving forward as far or fast as we did. What we see is a continuing trajectory; the school is working on continuous improvement. Maybe we should have expected it, if we had been paying more attention to the ranking criterion. We made big leaps by increasing the international composition to 30% foreign students, by increasing student body by one-third, and by increasing the faculty. We also made a big leap in the category of "value for money," which compares the cost of attending CEIBS to the salary differential before entering CEIBS versus three years after graduating. We also scored well in terms of job placement and in career advancement for graduates.

The Chinese economy allows for fast progress in these categories; it is the nature of the job market to allow students to increase their salary and title rapidly. We have our own strengths but on top of that, we are located within a very supportive business environment.

**LINK: Looking ahead, what opportunities and challenges do you expect CEIBS to face in the next**

### five years or so?

**LP:** There is an emerging consensus at CEIBS that we want to develop a strength in finance – both in the MBA Program and school-wide. The Shanghai government really wants to develop Shanghai as a financial center and is supporting us in various forms to get there. The goal now is to clarify how to develop this strength.

The big challenges for CEIBS will be to maintain a leading position and a differentiation in a market that is becoming more competitive. There is a lot more competition for English-speaking Chinese students, both locally and internationally. A lot of international programmes are competing very aggressively and are offering sponsorship to study abroad. For the 2007 intake class, we have lost some students to Wharton, Yale, IESE, and London Business School but we have won some of these competitions as well. This will be an ongoing challenge.

The other challenge in the future will be to establish strong ties to alumni. Now we have 12 years of graduating classes, and many graduates are in positions of responsibility. It is time to start pulling them closer to the school. Our EMBA and MBA graduate base is large enough to play a more important role.

**TheLINK**

## 中欧教育发展基金会 - 企业赞助伙伴

中欧教育发展基金会旨在与企业赞助伙伴共同努力，积极为学院提供支持，以实现学院短期和长期发展目标：

- 吸引最优秀的师资
- 推进世界水准的研究
- 提供最佳学习环境
- 确保持续发展
- 吸引最优秀的学生

## CEIBS FOUNDATION - CORPORATE SPONSOR PARTNERS

Together with our Partners, the goal of the CEIBS Foundation is to ensure continuous investment in the school for short and long-term growth:

- To attract world-class faculty
- To provide an inspiring environment
- To attract the best students
- To innovate world-class research
- To ensure continuous improvement

For Further Information on CEIBS Corporate Sponsorship Projects and Programmes, please contact:

Ms. Seanie Comerford, Development Director: Tel: +86-21-2890-5120/ Email: [development@ceibs.edu](mailto:development@ceibs.edu)/ Fax: +86-21-2890-5126



Spanish Government



# 颠覆传统

## Mover & Shaker

10年中欧，27年中国，来自美国的史璞兰教授留下的是知识和在学生中的美名

After a decade at CEIBS, and 27 years of visiting China, Prof. Linda Sprague will leave a legacy

### ■ 安若丽 (Laurie Underwood)

“循规蹈矩的女人成不了什么大事”，普利策获奖者劳拉·乌里奇的这句名言被骄傲地挂在史璞兰(Linda Sprague)博士在中欧的办公室里，提醒访客们小心了：这位教授可不怕“颠覆传统”。

事实上，看一眼史璞兰的简历，就会发现这位女性一生的职业传奇，当然，她常常不那么“守规矩”。在她近40年的职业生涯中，她一直是个先锋，无论在中国还是在男性主导的运营管理领域。史璞兰引以为豪的一些“颠覆”事件包括：

大学四年级时，史璞兰获得了Karl Taylor Compton奖，她是麻省理工学院(MIT)第一位获得这个奖的女性。她也是MIT女生联合会的主席、MIT校刊“The Tech”的第一位

女性主编，以及MIT1960级的班长。

毕业于1973年的史璞兰是哈佛商学院博士班有史以来的第三位女性学员(哈佛要求所有的学生在毕业前必须教课，但是当时的校规又不允许女性在商学院教课，这也意味着当男同学们在哈佛校园里教课的时候，史璞兰不得不在其他学校教课)。

1970年代中，加入新罕布什尔大学屈指可数的女性教授队伍的史璞兰强烈要求男女教授的同等工资，结束了男女教授间的同工不同酬的现象。

2003年，史璞兰成为国际管理协会运营管理分会评选的第一位“杰出运营管理学者”。

史璞兰是中国改革开放之后第一个中美学术交流项目的创建者之

一。1980年，她帮助创立了中国最早的管理培训项目——中国工业科技管理大连培训中心。

任何一个在27年前就敢来中国教课的美国学者都可以被称为“勇士”。这一由美国商务部与中国国家计划委员会、经济委员会、科技委员会合作的项目，向大连理工学院派遣了由8位美国教授组成的教授队伍。

这个项目是真正的开拓者。“在那以前，中国还没有正式的管理培训”，史璞兰说，在命令和计划体制下，没有真正的经理人。美国教授的任务是把120名平均年龄52岁的学生培训成国有企业的经理或政府部门的中级干部。每一名美国教授还派给四到五位中国教授，作为工作伙伴。“大多数的中国老师刚刚上山下乡回来”，史

“学生们去交流学习时候，会把他们在交流学校的学习与中欧相比，他们总是会吃惊地发现他们在中欧受到了多么好的培训，有时候甚至比那些海外同学更好。这让我觉得很骄傲。”

“When students go on exchange programs, they are always a little surprised that they are as well trained as — and sometimes better trained than — their peers overseas. That makes me proud.”



“Well behaved women rarely make history.” This quote from Pulitzer-prize winning author Laurel Thatcher Ulrich, proudly displayed in Dr. Linda Sprague’s office at CEIBS, gives fair warning to visitors: this professor is not afraid to shake things up.

In fact, a glance at Prof. Sprague’s CV shows that she has made a career of making history, and not necessarily always behaving “well” along the way. She has been a pioneer, both in China and in what was the very male field of Operations Management, for much of her nearly 40-year career. A few of the “shake-ups” Professor Sprague can claim:

- Being the first woman to be awarded the Karl Taylor Compton Prize, as a senior at the Massachusetts Institute of Technology (MIT). Sprague was also President of the MIT Association of Women Students, the first woman Editor-in-Chief of MIT’s newspaper, *The Tech*, and was President of the MIT Class of 1960.
- Being the third-ever woman admitted to the Harvard University Graduate School of Business Administration’s Doctoral Program, graduating in 1973. (Note: Harvard required that students must teach before gradu-

ating, but the school rules then forbade women from teaching at the business school. That meant that Sprague had to teach at another school while male classmates taught on campus.)

- Joining (the few) other women faculty at the University of New Hampshire in the mid 1970s to press for equal pay for male and female professors, ending a significant gender-based wage gap.
- Being the first person named as Distinguished Operations Management Scholar by the Operations Management Division of the international Academy of Management in 2003.



**MAKING THEM SWEAT:** Famous for her rigorous teaching style, Prof. Sprague is well known to CEIBS MBA graduates. 90% of MBA alumni have passed through her demanding Operations Management course, for which she earned the nickname “The Terminator.”

“**铁血**”教学：严格的教学方法让史璞兰成为一个令学生难忘的教授。90%的中欧MBA校友都上过她的严格的运营管理课，而她也由此获得了“灭绝师太”的称号。

璞兰回忆道。离开新罕布什尔大学来到中国的史璞兰和她的美国同事们被要求“和在美国教课那样一模一样地教。”目标是，在六个月内，上完一个小型MBA——这依靠的是一群翻译和时不时来到课堂的政府高级官员。

史璞兰捱过了每天六点就被广播喇叭吵醒的日子，走在路上被其他人好奇地盯着看的尴尬，以及那些好学的工科本科生想要和一个真正的老外练习英语的急迫心情。“大连是一个封闭的城市，50年代苏联人走了之后，人们再也没有看到过白人”，史璞兰说。她一方面教课，另一方面也学到了很多。一有空余时间，她就钻到工厂和车间里，研究计划经济体制。她说工厂只是“执行计划”，既不知道供应商，也不懂消费者，生产能力得不到检验，仓库里积压着大量的产品。大学生毕业后工作都是国家分配的。

虽然史璞兰只教了一个学期，但是她留下来的知识却继续在中国的

大学里传播。访问教授们不知道的是，他们上的课都被偷偷地录了像，内容被听抄下来，编成教科书出版，其后很长时间内在全中国的大学里被广泛的使用。

### 中欧“灭绝师太”

在大连教课结束之后，史璞兰常常回到中国，此时她正在欧美优秀的商学院教学，斯坦福、达特茅斯、新罕布什尔大学、英国格连菲尔德（Cranfield）、西班牙IESE、瑞士IMD都留下了她的身影。

1997年，史璞兰正在格连菲尔德大学工业与制造科学院任职，她在哈佛博士班的同班同学、中欧现任执行院长雷诺（Pedro Nueno）教授找到了她。“他说‘你一定要来中国’”，史璞兰笑着说。当了三年的中欧访问教授后，她在2002年成为了中欧的全职教授。史璞兰带来了数十年的国际经验以及发表在几十个权威期刊上的丰厚著作。这些期刊中有《哈佛商业评论》、《运营管理期刊》、《国际

生产与运营管理期刊》、《国际生产研究期刊》等等。最近的一篇文章于今年5月份发表在《远东经济评论》上。2003年，她和中欧副教务长王建翎教授合作出版了《国有企业改革：中国的实践和西班牙的经验》一书。2007年，《运营管理期刊特刊：运营管理的发展》出版。史璞兰是该书的特邀编辑。这本书的出版历时四年，史璞兰和其他编辑从全世界的来稿中选取、编辑论文，最后集结了16篇顶级论文出版。

史璞兰担任过的职务包括决策科学研究所主席、管理协会运营管理分会主席、运营管理学会主席、决策科学协会亚太区主席，以及这些机构所举办的无数国内与国际会议的主席，包括一些在中欧举行的开创国内先河的学术会议。她还是美国决策科学研究所、美国运营管理研究所的荣誉教授。

史璞兰为中欧至今为止的12届MBA学生中的10届上过课，这也意味着中欧90%以上的MBA学生上过

• In China, serving as Founding Professor at the first U.S.-China academic exchange following China's reopening. Prof. Sprague helped to establish the management development program and the National Center for Industrial Science and Technology Management Development in Dalian in 1980.

Any American academic who taught in China 27 years ago must be a brave soul. The program, organized by China's State Planning Commission, State Economic Commission, State Science and Technology Commission and the U.S. Department of Commerce, sent a team of eight U.S. professors to teach management on the campus of the Dalian Institute of Technology.

The project was true academic trail blazing. "There had been no formal management training in China until then," says Prof. Sprague, explaining that under the Imperial and then the State Planning systems, there were no managers, per se. The American professors' mission was to teach 120 participants – average age 52 – who were being groomed to serve as managers of state-owned companies or for mid-level government positions. Each American professor was assigned four to five Chinese faculty as working partners. "Almost all of them had just returned from the countryside," Sprague remembers. Sprague, took a leave from the University of New Hampshire to participate in the program. She and her American colleagues were instructed to "teach exactly as you teach students in the United States." The goal was to

deliver, in six months, a mini MBA – through a team of translators and in the constant presence of high-level party officials.

Sprague survived the daily 6 am awakening by loudspeaker, the gawking crowds that watched the foreign professors walk to work, and the aggressive undergraduate engineering students eager to practice English with a real foreigner. "Dalian was a closed city, people had not seen Caucasians since the Russians went home in the late 1950s," says Sprague. The trip was also a learning experience for Sprague, who spent all of her free time in factories and workshops learning about the state planning system. She describes factories that "executed The Plan," with little knowledge of suppliers or customers, no productivity measures, and huge inventories. Worst of all for students, engineering graduates were assigned jobs after graduation.

Although she taught only one session for the program, Prof. Sprague's legacy lived on in Chinese universities. Unbeknownst to the visiting professors, their lectures were tape recorded, transcribed and printed as teaching manuals and used in universities throughout China for years after the initial program.

#### **"THE TERMINATOR" AT CEIBS**

After her stint at Dalian, Prof. Sprague continued coming to China regularly while teaching at top U.S., UK, and European schools including Stanford, Dartmouth, University of New Hampshire, Cranfield (England), IESE (Spain), IMD

(Switzerland).

In 1997, while teaching at the School of Industrial & Manufacturing Science at Cranfield University, she was called by CEIBS' current Executive President Pedro Nueno – a classmate from the Harvard Doctoral Program. "He said 'You have to come to China'," laughs Sprague. After three years as a visiting professor at CEIBS, she became a full time faculty member in 2002. Prof. Sprague brought to the school decades of international experience as well as a publishing record that spans dozens of academic journals including *Harvard Business Review*, *Journal of Operations Management*, *International Journal of Production and Operations Management*, *International Journal of Production Research* and, last month, the *Far East Economic Review*. In 2003, she teamed with CEIBS Associate Dean Wang Jianmao to publish the book *State-Owned Enterprise Reform: Chinese Practice and Spanish Experience*. In 2007 a Special Issue of the *Journal of Operations Management* on the Evolution of the Field of Operations Management, for which she was Guest Editor, was published with 16 articles – the culmination of four years spent evaluating and editing submissions from colleagues throughout the world.

Professionally, Prof. Sprague has been elected and served as President of the Decision Sciences Institute, Chair of the Operations Management Division of the Academy of Management, President of the Operations Management



**CHINA PIONEER:** Prof. Sprague was a founding professor on the first U.S.-China academic exchange following China's reopening. Here, (in blue silk jacket) teaching management development at the National Center for Industrial Science and Technology Management Development in Dalian, 1980.

**先锋:** 史璞兰是中国改革开放之后第一个中美学术交流项目的创建教授之一。照片中，穿着蓝色丝质上衣的她正在中国工业科技管理大连培训中心教授管理发展课程，当时是 1980 年。

她的“运营管理”必修课。除此以外，她还设计并教授 MBA 选修课“生产管理”。她还是 MBA 实习和小组咨询项目的负责人，以及很多小组的导师。

中欧 10 年，史璞兰在学生当中留下了深刻的印象，褒贬都因为她的“严格”教学方法。她那出了名的“铁血”用 MBA 中国学生给她起的外号来表达最为形象——灭绝师太，这个称呼里既包含着敬畏，也包含着热爱。

中欧 MBA04 级的王峥曾经在《Linda 师太》一文中这样描述他的上课经历。“原本以为在物流行业浸淫七年之久的我可以在她的课上驾轻就熟，谁知道学起来却依然找不到方向。也许是哈佛的传统，她喜欢用案例讲课……让大多数没有接触过生产的同学头疼不已。更特别的是，Linda 对她案例里的问题从来不会给出标准答案。一时间，自发组织的互助研讨会纷纷出台。……为了成为师太门下的得意弟子，我于是

在开夜车温习完财务课程之后，又加班学习供应链管理的专业课程。”尽管经历了如此这般的“痛苦挣扎”，王峥在总结史璞兰教授其人时这样说道：“越来越近距离地感受 Linda 师太，我便越来越为她折服。后来我才知道，她是我们班很多女生的偶像，很多人去逛街买和她一样的套裙。”

史璞兰对于中欧的发展非常骄傲，中欧 MBA 是真正国际一流的课程。“学生们去交流学习时候，会把他们在交流学校的学习与中欧相比，他们总是会吃惊地发现他们在中欧受到了多么好的培训，有时候甚至比那些海外同学更好。这让我觉得很骄傲。”

史璞兰为中欧的发展献出了自己的力量。她是中欧 AACSB 认证委员会的第一任主席，中欧 AACSB 战略计划书的编辑，还是学院最新的 EQUIS 自评报告的编辑。

今年 9 月，史璞兰将成为 Rollins 大学和 Crummer 管理学院的 Petters 教席国际商务教授，同时担任其中国中心主任。搬到佛罗里达的 Winter Park 对于史璞兰的儿女们是个好消息：20 多年来，史璞兰一家人第一次住在同一个时区内。她的丈夫克里斯于 2005 年在病卧多年后去世。

如今虽然离开中欧，但史璞兰教授会被学生、教授和校友们牢牢记着。一位 MBA04 校友这样描述他在史璞兰的指导下制作小组咨询项目的演示稿的情形：“每一个细节，每一张幻灯片，甚至每一条线段，都在 Linda 的要求下改了又改，苦不堪言。当然，正是这样的工作态度为我们赢得了公司的好评，我的两位同班同学都因为这样的经历如愿以偿地拿到了咨询公司的工作机会。”他总结道：“这就是 Linda 教授，一位严厉的师长，一个真诚的朋友，一位值得尊敬和爱戴的女士。”的确如此。TheLINK

Association, President of the Asia Pacific Region of the Decision Sciences Institute and has chaired numerous national and international conferences of these societies, including several “First in China” professional meetings on the CEIBS campus. She has been elected a Fellow of the Decision Sciences Institute and a Fellow of the Institute of Operations Management.

During her career at CEIBS, Prof. Sprague has taught 10 of the school’s first 12 MBA classes, meaning that more than 90 percent of CEIBS’ MBAs have passed through her required Operations Management class. She has also developed and taught the MBA elective Manufacturing Management, and served as Faculty Supervisor for MBA Internships and Group Consulting Projects (GCPs), as well as serving as Faculty Mentor for considerable numbers of these assignments.

Her decade at CEIBS has made her a legend among students, famous or infamous for her “rigorous” teaching style. Her “make ‘em sweat” reputation is perhaps best summed up by the nickname from Chinese MBA students, given with a mix of awe and affection – The Terminator.

CEIBS MBA04 student Tiger Wang describes taking her class in this way in a printed collection of essays: “With seven years of work experience, I regarded myself as an expert in the operation management field and thought the class would be a piece of cake. How wrong I was! Linda favors the case study method causing us a lot of pain. What’s worse, Linda didn’t simply give out a standard solution to the problems raised

in the cases. We had to think, think and think. This pushed us to organize seminars to exchange ideas with each other. I had to stay up late, like the others, to digest what had been taught each day.” Despite the struggle, this student concludes his essay by saying: “The more I learn of Linda, the more I respect her. Later I found that Linda is the idol of many of my female classmates, some of whom even bought similar suits as hers.”

Prof. Sprague is proud of the development of CEIBS, and urges students to see for themselves that CEIBS is truly a top-tier international MBA program. “When students go on exchange programs, and compare their study at CEIBS with partner schools, they are always a little surprised that they are as well-trained – and sometimes better trained – as their peers overseas. That makes me proud.”

Sprague has helped with the school’s maturation, writing CEIBS’ Articles of Association, serving as the first Chair of the AACSB Accreditation Committee and Editor of the School’s AACSB Strategic Plan, and Editor of the School’s most recent EQUIS Self-Study Report.

This September, Sprague will

become the Petters Professor of International Business at Rollins College and the Crummer Graduate School of Management, and will serve as a director of their China Center. Her moving to Winter Park Florida is good news for her son and daughter: this will be the first time in more than 20 years that the Sprague family has lived in the same time zone. Her husband Chris passed away in 2005 after a lengthy illness.

Back at CEIBS, Prof. Sprague will be fondly remembered by students, faculty, and alumni. One MBA2005 alumnus sums up her legacy when he writes of his experience in creating a presentation for his Group Consulting Project under her guidance: “Every detail, every slide, even every written line had to be changed again and again until the presentation really looked perfect. The experience was painful but the result made it worthwhile – the companies praised our attitude and two of my classmates even got offers from consulting companies because of their good performance. Linda is thus a strict teacher, a sincere friend, a respected lady.” Indeed. **TheLINK**



# 再见，MBA05

## Parting Words

**MBA05级学生会主席陈宁和秘书长 Mat Erwin 在毕业当天回顾在中欧的学习生活，展望未来**

**MBA05 Class President Jason Chen and Secretary Mat Erwin offer final words of wisdom on Graduation Day**

■ **安若丽 Laurie Underwood**



不要停留于既有的成绩，这样你才能在中欧这样的学校  
获得最大的收益。——Mat Erwin

“Push yourself outside your comfort zone. That’s how you get  
the most out of a school like CEIBS.” – Mat Erwin

Dressed in traditional tassled caps and distinguished black robes, the 164 members of the CEIBS MBA intake class of 2005 proudly celebrated their graduation on April 21. Within the CEIBS community, MBA05 will be remembered for many marks of distinction: as the school’s largest-ever MBA class, as its most internationally diverse (comprised of 30% foreign students), and for its strong social-mindedness. Last year, this class launched both the Being Globally Responsible Conference and the fund-raising Charity Bazaar. Then too, MBA05 threw what just may be the school’s best social event ever, with its over-the-top Farewell Party.

Here, Class President Jason Chen and Secretary Mat Erwin share their thoughts on the achievements of their class, words of wisdom for future students, and their wishes for the future of CEIBS.

**LINK: What were the biggest achievements of MBA05? What accomplishments made the class most proud?**

**Jason Chen:** For academic achievements, our classmates participated in more than 10 global business competitions and received top results.

In 2005, one CEIBS team won the “Confluence 2005” championship at the India Institute of Management. Then in 2006, three teams from CEIBS attended the MIT Sloan Littlefield Manufacturing Simulation competition and all three teams finished in the top 10 against very top schools such as Wharton and Yale. I’m really proud of them.

In non-academic achievements, the 2006 Being Globally Responsible Conference was really impressive. This was the first conference on global social responsibility arranged by students in the Asia region. Nearly half of the MBA05 class volunteered in that conference. We attracted nearly 150 students from other schools, and we arranged speakers on social responsibility issues.

**Mat Erwin:** Two words: Sam Lee. The amount of effort that students like Sam put into these events was incredible. It was the students driving it, not just the faculty and staff.

**LINK: What were the most memorable events for your class during your 18 months at CEIBS?**

**Mat:** The Farewell Party blew me away with the amount of effort that went into it. There was just a fantastic

collegiate environment in that farewell party. Really impressive!

**Jason:** We made a DVD of the party for all students when they graduated. We spent three months making that DVD as a way to preserve our memories. The Student Committee of MBA2005 and MBA2006 both helped – there were 40 to 50 students involved.

Another memorable event was the dinner offered to us by international students two months after we joined CEIBS. Our international students used their spare time to make dishes from their home countries.

Another event I will never forget is the Charity Bazaar arranged by the students. We collected nearly 300 items for the auctions and generated RMB20,000 to charity organizations in Shanghai.

**LINK: The MBA2005 intake class was the largest ever for CEIBS and the most internationally diverse. How would you describe the character of your class?**

**Jason:** It is difficult to use one word to describe the class. We are close, and the friendship is the most valuable aspect we have developed together. We also come from differ-

流苏帽、硕士黑长袍。4月21日,164位2005级中欧MBA学生骄傲地迎来了他们的毕业典礼。MBA05的特殊之处在于,他们是中欧迄今为止人数最多的一届MBA,也是最国际化的一届MBA(外国学生占30%),他们还拥有非常强烈的社会责任感。去年,MBA05举办了企业社会责任国际论坛和慈善筹款义卖活动,可谓中欧社会活动的亮点,他们还举办了一场令人难忘的告别晚会。

这个班级到底取得了什么特别的成绩?在此,05级学生会主席陈宁和秘书长Mat Erwin将和我们一同说说他们的故事。他们给未来的MBA学生提出了寄语,同时还表达了对中欧未来的祝愿。

### **LINK: MBA05级学生所取得的最大成就是什么?其中最令你们感到骄傲的是什么?**

**陈宁:**从学术成就来说,我们的学生参加了10多次全球性的商业竞赛,都取得了很好的成绩。2005年,中欧MBA学生队在印度管理学院举行的“汇聚2005”国际商学院大赛上赢得了冠军。2006年,由中欧学生组成的三支队伍参加了在MIT斯隆管理学院举办的公司运作模拟竞赛,在与顶尖商学院沃顿、耶鲁等的竞争中脱颖而出,三支队伍都闯入了前十名。我真的为他们感到非常骄傲。

从其他方面的成绩来说,2006年的企业社会责任国际会议让人印象十分深刻。这是亚洲地区第一次由学生组织的企业社会责任国际论坛。几乎一半的MBA05级学生都自愿参加了这次会议。会议吸引了大约150位来自其他学院的学生,我们还邀请了演讲嘉宾与大家一起探讨社会责任问题。

**Mat Erwin:**两个字: Sam Lee。Sam这样的学生为这些活动付出了难

以置信的努力。除了教授和员工的鼓励,这还是我们学生积极主动的成果。

### **LINK: 在中欧的18个月中,你们最难忘的活动是什么?**

**Mat:**大家为告别晚会付出了非常大的努力,让我很感动。晚会中那种浓厚的大学气氛,给我留下了深刻难忘的印象。

**陈宁:**我们把晚会做成了DVD,给每一位同学。我们花了3个月制作这张DVD,来保留我们的记忆。MBA05级和06级学生会的同学都来帮忙,大约有四五十个学生参与了进来。

另一个令人难以忘怀的活动是在进中欧两个月后的“国际美食节”,国际学生利用空余时间制作了自己国家的食物,让我们品尝了各国美味。

另一个我永远都不会忘记的活动是我们学生们组织的慈善义卖。我们收集了将近300件物品,拍卖后筹得了两万元,这些钱都捐给了上海的慈善组织。

### **LINK: 中欧MBA05级是迄今为止人数最多,也是最国际化的班级。你们如何看待你们班级的特性?**

**陈宁:**很难用一个词来形容。我们非常亲密,友谊是我们共同成长中最珍贵的部分。我们来自不同的国家,不同的行业,有着不同的背景。也可以说,我们之间相互竞争,不仅与中欧的其他学生竞争,与中国其他学校的MBA学生竞争,也与世界上其他优秀商学院的学生竞争。

### **LINK: 你对中欧的国际学生有什么建议?**

**Mat:**我对国际学生的建议是:积极融入、不断努力。对中国学生,也是如此。不要停留于既有的成绩,这样你才能在中欧这样的学校获得

最大的收益。

### **LINK: 在中欧学习前后,你和你的同学发生了什么样的改变呢?**

**陈宁:**对我自己而言,我感到更加自信了。我们学会了如何从整体而非局部来看待问题,以及如何更加理性地、逻辑性地而非感性地思考问题。对我而言,这是最大的改变。

**Mat:**我们在一起学习,每个人都是平等的,因此我们之间建立了非常亲密的关系。对我而言,结交朋友,特别是中国朋友,是非常棒的经历。现在,在我工作的大楼里就有四位中欧的毕业生,我们每周都在一起吃一顿午餐。能看到这么多朋友真的太棒了,我们之间的关系非常真挚、坦诚。

### **LINK: 你对中欧未来的学生领导有什么建议么?**

**陈宁:**有一项工作我们还没有完成:中欧主办一场全球商学院竞赛。我们的学生会已经做了一些基础的工作,我们也得到了教务长的支持,但我们最后没能完成。我希望下届的学生会能够组织起来,这能帮助提高中欧的国际形象。

### **LINK: 在未来五年中,你希望中欧有什么样的变化?**

**陈宁:**北京新校区建成后,将进一步提高学校在整个中国和世界上的品牌知名度。

**Mat:**作为中欧的一分子,我们每个人都应该努力,使学校不断地国际化。我们在欧洲有这么好的基础,得到欧盟政府的大力支持,我们要好好利用这个资源,更好地体现中欧国际工商学院名称中的E-Europe和I-International。中欧已经在全球的商学院中名列前茅。我们每个人都应该积极参与,一起努力,巩固学校的声名。**TheLINK**

ent countries, different industries, different backgrounds. You can also say that we are competitive, competing with other CEIBS groups, with students from other China MBA schools, and with other top b-schools worldwide.

**LINK: What advice do you have for international students at CEIBS?**

**Mat:** My advice to international students is: get involved, make the effort. From the Chinese side, too. Push yourself outside your comfort zone. That's how you get the most out of a school like CEIBS.

**LINK: What changes have you seen in yourself and your**

**classmates before and after your studies at CEIBS?**

**Jason:** For myself, I feel more confident. We have learned how to look at the big picture instead of the small picture, and how to think more logically rather than emotionally. That was the biggest change for me.

**Mat:** When you are studying together, there is no hierarchy. Everyone is equal, so you can develop very close relationships. Making friends, especially Chinese friends, was a fantastic experience. Now, in the building where I work, there are four of CEIBS' graduates and we have lunch together once a week. It is great to see friendly faces; we have a very genuine, honest relationship.

**LINK: What message do you have for future student leaders**

**at CEIBS?**

**Jason:** There is one project we did not finish: launching a global business school competition from CEIBS. The Student Committee did some basic work on this and we received support from the dean but we weren't able to finish. I hope the next student committee can arrange it. It can help enhance the image of CEIBS internationally.

**LINK: Five years from now, what changes would you like to see at CEIBS?**

**Jason:** CEIBS is well known in south China, in Shanghai, in Jiangsu Province but in the North, the brand awareness is not so good. When I went to Beijing for the Job Fair, most companies did not know CEIBS well or thought we were at the same level as the other second-tier b-schools. When the new campus in Beijing is completed, we can strengthen our brand awareness in China and the world.

**Mat:** The challenge now for CEIBS – for the school community as a whole – is that everyone has to really work on internationalizing the school. This will only be achieved when everyone gets involved and generates new ideas. People ask, 'Where are the 'E' and 'I' in CEIBS?' We have such a good base in Europe and support in Brussels, so let's utilize it. The rankings are already established. Now we need everyone to get involved, to do things to develop the school's reputation more solidly. **TheLINK**



Mat Erwin and Jason Chen.  
Mat Erwin 和陈宁



**OFFICIAL WORD:** Shanghai Municipal People's Congress Standing Committee Director Gong Xueping comments on the future direction for CEIBS with the school's President Zhu Xiaoming (left) and Honorary President Liu Ji. 上海市人大常委会主任龚学平(中)和朱晓明院长(左)、刘吉名誉院长(左)讨论中欧未来的发展方向。

### 龚学平主任等上海市人大常委会领导视察中欧国际工商学院

4月4日下午,上海市人大常委会领导视察了中欧国际工商学院。前来视察的领导同志有市人大常委会主任龚学平,副主任周慕尧、包信宝、刘伦贤、张圣坤、胡炜,秘书长孙运时,以及市人大法制、财经、科教文卫、城建环保、侨民宗教等专业委员会的主任委员和其他人大常委共25人。

龚学平主任等领导首先参观了校园,然后与学院领导和部分中层干部进行了座谈,调研了学院的学科建设和教学情况。座谈会上,张维炯副院长汇报了学院办学情况,总结了学院跻身全球商学院第一梯队的成功经验;刘吉名誉院长介绍了学院在坚持高标准、高质量,培养既符合国际化要求、又有民族自尊心的经营管理人才方面的体会;朱晓明院长展示了学院根据上海建设国际金融中心的方向,成立国际金融研究中心,将重点转向金融领域开展教学科研的发展规划。

胡炜副主任代表前来视察的市人大领导在座谈会上发言,他对学院以

最短时间跻身国际商学院第一梯队表示祝贺,同时要求全院师生员工恪守“认真、创新、追求卓越”的校训,在走国际化道路的同时,注重本土教育资源的开拓和本土商务案例的开发;加快机制创新,研究中国工商管理教育的共性问题,为中国工商管理教育贡献可供借鉴的模式和经验;大力培养企业领军人才,为全国和上海的发展提供人力资源和智力支持。

龚学平主任在座谈会结束前回顾了市人大以及他本人与中欧国际工商学院多年以来密切的联系和深厚的感情,赞扬了学院历任领导和师生员工的创业精神,并表示市人大将一如既往地关心和支持学院的发展,帮助学院围绕上海国际金融中心建设作出更大贡献。

### SHANGHAI MUNICIPAL PEOPLE'S CONGRESS OFFICIALS ADVISE ON CEIBS' FUTURE

Shanghai Municipal People's Congress (SMPC) Standing Committee Director Gong Xueping

visited CEIBS on April 4 to discuss the business school's areas of educational and research focus. Gong was accompanied by SMPC Standing Committee Deputy Directors Zhou Muyao, Bao Xinbao, Liu Lunxian, Zhang Shengkun, and Hu Wei. The delegation included 25 officials in charge of the SMPC's legal, finance, science and education, and city construction departments.

Representing the government delegation, Hu Wei congratulated CEIBS on entering the first tier of international business schools, following the 2007 rankings by *Financial Times*, which placed the CEIBS MBA Program 11th worldwide. Hu encouraged CEIBS to speed up the development of innovation in China, to serve as a model for the nation's business administration education, to develop top quality business leaders, and to provide strong support in human resources and knowledge for Shanghai, and the entire country.

### 中欧国际工商学院举行“中国战略管理挑战与问题”会议

2007年5月30日,“中国战略管理挑战与问题”会议在中欧国际工商学院上海校园举行。作为战略管理协会(SMS)中国战略特别会议的开放模块,本届大会邀请到青岛啤酒股份有限公司总裁金志国、雅虎中国区总裁曾鸣、三星电子无线事业部中国区总经理周晓阳、麦肯锡亚洲区董事Dominic Barton、盛大网络副主席谭群钊等知名本土公司及国际跨国公司的战略决策者,就企业在发展中面

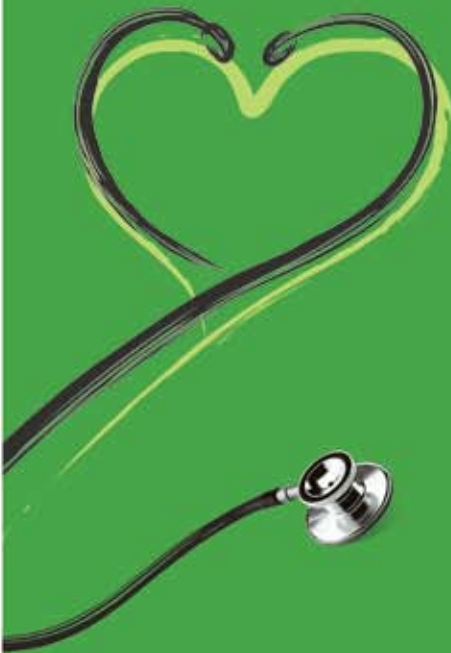
CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL (CEIBS)

# The 3rd Annual China Health Care Management Forum 2007

## Between the government and the market Where is the equilibrium for China's medical reform?

Year 2007 is witnessing a critical moment of China's health care reform. The official announcement of "reaching health for all" has ended the long debate on China's medical reform. However, the Chinese government is fully aware of the great challenges to explore a sustainable path for China's health care reform.

Find out more on Saturday September 15, 2007 when government policy-makers, industry leaders and distinguished scholars from China and abroad will gather at the China Europe International Business School (CEIBS) in Shanghai to probe into the challenges for China's health care reform and seek for practical solutions from different perspectives.



### Invited Speakers

- |                       |  |
|-----------------------|--|
| <b>Ma Xiaowei</b>     | Vice-Minister of Health, PRC   |
| <b>Sun Longchun</b>   | Deputy Director of the Subcommittee of Science, Education, Culture, Health and Sports of the Chinese People's Political Consultative Conference (CPPCC)<br>Former Vice-Minister of Health of PRC |
| <b>Yao Hong</b>       | Director General of the Health Care Insurance Department, Ministry of Labor and Social Security of PRC   |
| <b>Xu Ke</b>          | Director General of the Rural Health Management Department, Ministry of Health of PRC  |
| <b>Song Rullin</b>    | Deputy Director of Department of Education, Science, Culture and Public Health, Legislative Affairs Office of the State Council of PRC   |
| <b>Zhang Zongjin</b>  | Deputy Director General of the Medical Administration Department, Ministry of Health of PRC  |
| <b>Lu Fengxia</b>     | Deputy Director of the Evaluation Centre for Drug Pricing, National Reform and Development Commission of PRC   |
| <b>Li Liming</b>      | Vice-President of Peking Union Medical College   |
| <b>Li Ling</b>        | Deputy Director of China Centre for Economic Research, Peking University   |
| <b>Liu Jun</b>        | Vice-Chairman of the Chinese Medical Association<br>Former Director General of the Shanghai Municipal Health Bureau  |
| <b>Zuo Xuejin</b>     | Executive Vice-President of Shanghai Academy of Social Sciences  |
| <b>Ma Anning</b>      | Director General of Welfang Municipal Health Bureau  |
| <b>Xu Jianguang</b>   | President of Shanghai Huashan Hospital   |
| <b>Jörg Ostertag</b>  | President of Eli Lilly China   |
| <b>Robert Meenan</b>  | Dean of School of Public Health, Boston University<br>Professor of Health Policy and Management, Boston University   |
| <b>Daniel Laurent</b> | Professor of University of Marne-La-Vallée (France)<br>Scientific Advisor of AXA Group   |
| <b>Soe Nyunt U</b>    | Director of Health Sector Development, Western Pacific Regional Office of WHO  |

Venue: China Europe International Business School  
(699 Hongfeng Road, Shanghai)

Tel: 86-21-28905504

Fax: 86-21-28905273

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Web: [www.ceibs.edu/healthcareforum](http://www.ceibs.edu/healthcareforum)

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**STRATEGY SESSION:** Prof. Sam Park opens the Special Conference on China Strategies.  
**战略会议:** 朴胜虎教授宣布中国战略特别会议的召开。

临的战略挑战和应对之道展开对话。

中欧国际工商学院英美烟草市场营销学教席教授、战略学教授和新兴市场战略中心主任朴胜虎博士主持了会议。他指出，跨国公司在华制定战略定位时有很多困扰，包括如何应对中国本土对手，如何形成统一市场、如何培养本土的中层经理层，如何为中国客户推出合适的产品与服务等。中国本土企业要在短期之内全面开花，快速赶超跨国公司，要在产品领导力、运营优势、管理技能三方面做好。

作为世界第八大啤酒生产企业的决策者，中欧 EMBA02 级校友、青岛啤酒总裁金志国指出了中国企业目前存在的一味求大、重量轻质的不足，并分享了青岛啤酒的经验。青岛啤酒在 2001 年做出战略调整，而这一调整得益于金志国在中欧所上的战略管理一课。青岛啤酒确立了做大品牌的战略方向，由此从一个啤酒制造公司成长为一个著名的啤酒品牌公司，确立了青岛啤酒长远发展的关键。

雅虎中国区总裁曾鸣特别指出了执行力，优秀的管理团队和领导团队及彼此间的相互信任对于战略成功的重要性。另外，他提醒企业要注意行业环境、宏观环境的发展趋势。

麦肯锡亚洲区董事 Dominic

Barton 先生对企业战略管理作了较为系统的论述，提醒决策者提高决策制定的速度，注意产品组合和业务组合的选择，以及企业的兼并和收购问题。

会议的主办方战略管理协会以发展和传播企业战略管理理论为主要任务，协会成员来自 50 个不同国家，分布在学术界、商业领域和咨询业。

### **CEIBS HOLDS “CHALLENGES AND ISSUES IN STRATEGIC MANAGEMENT IN CHINA” CONFERENCE**

Top executives from Yahoo China, Tsingtao Beer, McKinsey & Company, and Samsung descended upon CEIBS on May 30 for a Special Conference on China Strategies organized by the Strategic Management Society.

The full-day conference, entitled “Challenges and Issues in Strategic Management in China,” was chaired by CEIBS Strategy Professor Sam Park, who is British American Tobacco Chair Professor of Marketing and Director of the Center for Emerging Market Strategy. In his opening presentation, Park pointed out that many

China-based companies are struggling to formulate an effective strategy given the challenges of rising competition, lack of middle management talent, and fickle Chinese consumers. Success, he said, depends on excelling in product leadership, operational advantage and management skill.

During the presentations, Tsingtao Beer General Manager Zhiguo Jin, a CEIBS EMBA02 alumnus, told the conference audience that a common problem among domestic Chinese companies is “the pursuit of scale at the expense of quality.” He said if Tsingtao had followed such a strategy, the company would have remained only a brewery rather than developing a valuable brand and growing into the world’s eighth largest beer manufacturer. He spoke about how the company switched strategies in 2001, and since then has focused successfully on building up its own brand.

Yahoo China President Ming Zeng also shared two secrets of success. First, he said companies must form an effective management team with strong trust in one another. Second, the company strategy must be aligned with the general trends of the sector, the trends of the Chinese economy, and the world economy.

McKinsey & Company Asia Pacific Chairman Dominic Barton advised participants to quicken their corporate decision-making process and ensure that their busi-

ness strategy matches their product portfolio. For example, he said resource-based enterprises benefit from developing efficient horizontal integration while IT companies should focus on product development, service, and opportunities for future growth.

The conference also featured presentations from Samsung Mobile China Operations Vice President and General Manager Grant Zhou, and Shanda Interactive Entertainment Vice Chairman Qunzhao Tan.

### 《福布斯》2007 中国最具价值 MBA 项目揭晓——中欧再登榜首

4月6日，著名商业杂志《福布斯》中文版正式对外发布了“2007 中国最具价值商学院”榜单。继 2005 年首度推出此项榜单后，该杂志今年第三次针对中国商学院及其 MBA 毕业生进行了调查和排名，中欧国际工商学院连续三年夺得全日制 MBA 项目桂冠。

据悉，《福布斯》此次调查针对所有 2003 年毕业的全日制和在职 MBA 毕业生，以 MBA 学生毕业 4 年后的投资回报作为主要排名依据。调查显示，中欧 MBA 学生毕业 4 年投资回报达 56.3 万元，毕业后收入年平均增长率达 30.5%，是国内全日制 MBA 课程中收入绝对值最高、收入年平均增长最快的商学院。此外，调查还显示，中欧 MBA 学生收回教育投资的平均时间为 1.9 年，为同类商学院中最短。

为了反映目前 MBA 毕业生的就业现状，《福布斯》中文版同时对最近一届（即 2006 届）MBA 毕业生进行了调研，并评选出 20 所毕业生薪



**BRIGHT FUTURE:** Forbes China says CEIBS offers the “Most Valuable” full-time MBA degree in China.

**光明的未来：**《福布斯》中文版将中欧 MBA 评为中国最有价值的全日制 MBA 课程。

资增长最快的商学院，这些商学院毕业生入学前平均工作年限为 6.9 年，毕业后平均起薪达到 14.1 万元，比入学前增长了 90.9%，比上一届（2005 届）毕业生的起薪也增加了 12%。占据首位的依然是中欧，其 2006 届毕业生的平均起薪达到 30.4 万元，比 2003 届的起薪（19.9 万元）增长了 52.8%。

### FORBES CHINA RATES CEIBS MBA PROGRAM “MOST VALUABLE IN CHINA” AGAIN

CEIBS once again ranks as the “Most Valuable” full-time MBA program in China, according to *Forbes China*. The magazine’s annual ranking survey of all China-based b-schools, released each April, has found CEIBS to be the country’s most valuable school every year since 2005.

The ranking is based on the return on investment for MBA students four years after graduation. For the 2007 ranking, *Forbes* surveyed CEIBS students graduating in 2003 to determine the average ROI for their business school tuition.

According to the magazine, the average CEIBS MBA student had increased his or her pre-MBA salary by 30.5% four years after graduation – the largest increase among surveyed schools. *Forbes* also found that CEIBS graduates made an average raw profit of RMB563,000 in the first four working years, after subtracting their CEIBS tuition. In addition, CEIBS’ 2003 graduates earned the highest absolute income in the survey, and earned back their b-school investment in the shortest time period (1.9 years).

The magazine also researched the ROI for MBA graduates after just one year. Among all China MBA students graduating in 2006, the average annual post-graduation salary was RMB141,000. Among CEIBS students graduating that year, the average annual starting salary was more than double the national average, at RMB304,000.

### 中欧获得欧洲质量认证体系 EQUIS 续证

6月，中欧国际工商学院获得欧洲



**APPROVED:** The European Quality Improvement System (EQUIS) in June approved CEIBS accreditation through 2012, bringing smiles to CEIBS Co-Deans Rolf Cremer (far left) and Zhang Weijiong. At center, EFMD Director General Eric Cornuel.

**通过续认：**欧洲质量认证体系 EQUIS 在 6 月通过对中欧的续认（2007-2012）。中欧教务长兼副院长郭理默教授（左）和副院长兼中方教务长张维炯教授（右）对于学院获此荣誉感到十分欣喜。图中为 EFMD 主任 Eric Cornuel 先生。

质量认证体系 EQUIS 的续认。EQUIS 和美国商学院协会 (AACSB) 认证是全球商学院质量认证的两大权威体系。

此次续认为期 5 年，从 2007 年至 2012 年。中欧国际工商学院是目前中国大陆唯一获得 EQUIS 认证的商学院。

“能够同时获得顶尖的国际排名和为期 5 年的 EQUIS 认证，对于中国商学院来说是相当难得的”，中欧教务长兼副院长郭理默说，“这是对于中欧的高标准和所取得的优异成就的充分认可。如果没有一个清晰的愿景，优秀的教授和敬业高效的员工，无法获得这样的成功。”

2004 年，中欧首次获得 EQUIS 认证。2002 年，中欧 MBA 学位获得了国务院学位办的正式颁文认可。2005 年，AACSB 接受了中欧的认证申请，中欧由此又向成为国际一流的商学院迈进了重要的一步。

## **EQUIS ACCREDITATION RENEWED**

The European Quality Improvement System (EQUIS) in June awarded CEIBS with renewal of its accreditation.

EQUIS and the U.S.-based Association to Advance Collegiate Schools of Business (AACSB) are recognized as the two leading systems of academic quality assessment worldwide.

The new EQUIS certificate ensures CEIBS' accreditation for five years. CEIBS is the only business school in mainland China to be EQUIS accredited.

“The combination of high international rankings and full EQUIS accreditation until 2012 is absolutely unique in China,” said CEIBS Dean and Vice President Rolf Cremer. “It is simply a fantastic recognition of the outstanding standards and relevant accomplishments of CEIBS. Such a success is only possible with a clear vision, with excellent faculty, and with highly committed, efficient staff.”

CEIBS was first accredited by EQUIS in 2004. Since 2002, the school's MBA degree has also been formally recognized by the Academic Degree Committee

of the State Council of China. In 2005, CEIBS' application for AACSB accreditation was accepted, marking another important step towards CEIBS becoming a global player.

## **中欧携手第一财经《头脑风暴》“激荡 30 年”——中欧大讲坛浦西开讲**

2007 年 6 月 15 日，中欧国际工商学院携手第一财经频道《头脑风暴》栏目以“激荡三十年 1978-2008”为主题，邀请亲历改革开放的中国企业家代表，共同回顾和反思 30 年来中国经济的变化，展望未来中国商业的发展方向。这也是中欧国际工商学院市场公关部策划的中欧大讲坛在浦西的第一次活动，共有超过 100 名中欧校友及企业界人士参与了这次论坛。

论坛把改革开放三十年划分为不同的几个时间点：1978 年-1984 年-1992 年-1997 年-2008 年，邀请不同时间点上最具代表性的中国企业家——傻子瓜子创始人年广久，中欧国际工商学院首届 CEO 班校友、万通集团董事长冯仑，红豆集团董事局主



**ON AIR:** CEIBS faculty and students star on Brainstorm this month.

**电视播送:** 中欧教授和学生参与《头脑风暴》节目。

席党委书记周耀庭, 珠峰伟业公司总裁王峻涛、点击科技总裁王志东、汉庭酒店连锁 CEO 季琦等六位风暴嘉宾, 以“激荡三十年 1978-2008”为主题, 对过去 30 年中国经济的变化和未来的发展方向展开了热烈讨论。中欧国际工商学院管理学教授、副教授、EMBA 主任梁能教授, 《中国企业家》杂志主编牛文文, 著名财经作家吴晓波担任论坛的风暴评论员。

中欧国际工商学院携手《头脑风暴》特别节目——“激荡 30 年”播出时间:

2007 年 7 月 15 日播出上部

2007 年 7 月 22 日播出下部

具体播出时间安排如下:

第一财经: 首播: 每周日 22:00;

重播: 第二周六 9:30, 13:30;

第二周日 12:00, 16:30

东方卫视: 首播: 每周日 23:15

### **CEIBS FEATURED ON CBN'S BRAINSTORM**

CEIBS faculty and students will star on two episodes of CBN TV's popular Brainstorm series, to be aired in July. CEIBS co-produced the program, which features inter-

views with a panel of high profile entrepreneurs who have witnessed first-hand China's opening and reform. More than 100 school faculty and alumni filled the CBN studios for the June 15 filming of "30 Years of Excitement: 1978-2008." CEIBS Associate Dean and EMBA Program Director Liang Neng serves as a commentator.

### **"30 Years of Excitement: 1978-2008" Air Times**

• On CBN:

**July 15, 2007 (Sunday),**

22:00 — First Episode

**July 22, 2007 (Sunday),**

22:00 — Second Episode

**July 28, 2007 (Saturday),**

9:30, 13:30 — replay

**July 29 2007 (Sunday),**

12:00 pm, 16:30 pm — replay

• On Dragon TV:

**July 15, 2007 (Sunday) 23:15**

**July 22, 2007 (Sunday) 23:15**

### **沃顿商学院将与中欧开展 MBA 交换项目**

5 月 21 日, 美国宾夕法尼亚大学沃顿商学院 MBA 师生代表团一行 90 人访问中欧。这是继今年初哈佛商学院师生代表团访问中欧后, 又一所全球顶尖商学院造访中欧。

本次访问是沃顿商学院 MBA 学生“全球文化沉浸项目”(GIP)的重要组成部分。沃顿国际交流项目副主任 Parker Snowe 先生曾多次来访中欧。此行, 他还带来了一个振奋人心的好消息。沃顿将正式与中欧签署 MBA 学生海外交换协议, 这将开创沃顿与中国商学院开展学生交换的先河, 中欧也因此成为国内两所与沃顿达成交换协议的商学院之一(另一所是北京大学光华管理学院)。这必将进一步促进中美两所顶级商学院之间深层次的交流。至此, 在最新的英国《金融时报》商学院排名前 50 强中, 与中欧达成 MBA 交换协议的学





**RECOGNIZED:** Spanish King Juan Carlos I and Queen Sophia of Spain (far right) presented CEIBS Executive President Pedro Nueno with the 2007 Gresol Award in June.

**颁奖:** 6月, 西班牙国王胡安·卡洛斯一世与索菲娅王后(右一)向中欧执行院长佩德罗·雷诺教授亲授2007年度Gresol勋章

校达到16所之多。今年9月, 中欧将有2名2006级学员到沃顿参加为期3个多月的交换学习。

目前, 中欧与沃顿商学院的合作是多领域、全方位的。除MBA学生交换伙伴关系外, 两所商学院还在EMBA课程和高层经理培训课程中强强联手, 开展合作。在EMBA课程方面, 中欧EMBA课程体系中专门设有全球商务方向(沃顿模块), 学员将有机会在沃顿商学院进行住读学习。在EDP课程方面, 双方集结强大的学术力量, 共同设计、开发和讲授“公司治理和董事会课程”。该课程根据当今中国企业董事会和公司治理的现状度身定制, 专为中国企业的高管和董事破解长治久安的难题。

### **CEIBS, WHARTON ESTABLISH INTERNATIONAL EXCHANGE PARTNERSHIP**

During a May 28 visit to the CEIBS Shanghai Campus, representatives from the Wharton School of Business announced the formation of a Student Exchange Partnership between the

MBA programs of both schools. This breakthrough makes CEIBS one of just two business schools in China to have established a student exchange program with the Wharton School (the other is Peking University).

The agreement with Wharton brings CEIBS a total of 16 partnerships with international business schools that are ranked among the Top 50 by the *Financial Times*. Under the agreement, two CEIBS MBA2005 students will attend Wharton for a three-month exchange in fall 2007.

CEIBS and the Wharton School have also collaborated via their EMBA and Executive Education programs. The CEIBS EMBA Program allows selected CEIBS students to study at Wharton for one module. Within the Executive Education, the two schools have jointly developed a Board and Corporate Governance Program designed to guide senior

executives of Chinese enterprises in managing their long-term sustainable development challenges.

### **奖励与荣誉 AWARDS & HONORS**

#### **中欧执行院长佩德罗·雷诺教授获西班牙国王胡安·卡洛斯一世亲授Gresol勋章**

2007年6月25日, 中欧国际工商学院执行院长佩德罗·雷诺获得了西班牙国王胡安·卡洛斯一世亲自授予的2007年国际Gresol勋章。该勋章每年由西班牙的Gresol基金会提供, 目的在于表彰当年最具国际影响力的西班牙杰出商业领袖。此前, 该殊荣的获得者包括前苏联总统戈尔巴乔夫; 国际货币基金组织总裁罗德里戈·德·拉托(Rodrigo de Rato)。

国王对中欧国际工商学院的访问是其此次中国五日之行中的一站。授予该勋章的同时, 国王胡安·卡洛斯一世宣布: “雷诺先生今年的当选, 不仅是因为他职业上取得的成功, 包括推动中欧国际工商学院成为世界

一流商学院、以及与哈佛等学术机构的成功合作，更是因为他个人优秀的品质。”

### CEIBS EXECUTIVE PRESIDENT RECEIVES GRESOL AWARD

His Royal Highness King Juan Carlos I of Spain awarded CEIBS Executive President Pedro Nueno with the international Gresol Award for 2007 during His Majesty's visit to the Shanghai campus on June 25. The Gresol Award is given annually by the Gresol Foundation of Spain to the year's Most Influential International Business Leader. Previous winners include Former President of the USSR Mikhail Gorbachev, President of the World Heart Foundation Valenti Fuster, and International Monetary Fund Managing Director Rodrigo de Rato.

King Juan Carlos I was visiting CEIBS as part of a five day trip to China. As he gave the award, His Majesty announced: "Mr. Nueno was chosen this year not only for his professional successes in developing CEIBS into a top-tier global business school, and for his impressive work with Harvard and other academic institutions, but also because of his excellence of personal character."

### 中欧 MBA 学生在 MIT 斯隆管理学院公司运作模拟竞赛中取得好成绩

4月10日凌晨0点，美国麻省理工大学斯隆管理学院2007公司运作模拟竞赛拉开帷幕，比赛一直持续到13日0点。经过72小时的激烈在



**WINNING COMBO:** The CEIBS Third Place team at the 2007 MIT Sloan Littlefield Manufacturing Competition.

**获胜团队成员：**MIT 斯隆管理学院公司运作模拟竞赛中进入三甲的中欧团队成员

线竞赛，中欧参赛的8支队伍共39位参赛者不负众望取得了骄人成绩，再次为母校争得了荣誉：其中一支队伍位列三甲，另有两队闯入前10名，四队进入前25名。

这是麻省理工大学斯隆管理学院举办的第三届年度国际公司运作模拟竞赛，内容为所有参赛队管理“Littlefield”制造工厂三天而使公司利润最大化。共有来自北美、欧洲、南美和亚洲商学院的64支MBA队伍参赛，其中不乏来自耶鲁、加州大学伯克利分校及麻省理工大学斯隆管理学院等名校的队伍。值得一提的是，在去年同样的竞赛中，中欧亦有3支队伍参赛且进入前10名，最好的一队取得了第二名的成绩。

### CEIBS TEAMS FINISH IN TOP 10 IN MIT SLOAN 2007 LITTLEFIELD MANUFACTURING COMPETITION

Three CEIBS MBA 2006 student teams finished in the Top 10, and seven finished in the Top 25, at the MIT Sloan 2007 Littlefield Manufacturing Competition in April.

Eight of the 64 teams accepted in the online competition this year were sent by CEIBS. The

56 other participating teams hailed from top schools including MIT, Vanderbilt, INCAE, UC Berkeley, Chicago, Yale, Wisconsin, Purdue, Babson, and Manitoba.

The Littlefield Manufacturing Factory Simulation ran 24 hours per day, from midnight April 9 to midnight April 12. For 72 hours, the student teams operated a simulated job shop factory assembling and testing digital satellite system receivers. The teams tried to process orders as efficiently and effectively as possible while facing a series of varied and difficult challenges. The team with the most cash at the game's end won.

"CEIBS is a young business school compared with most in the world, but through the MBA students' active participation and impressive performance in international competitions, the CEIBS MBA Program stands firmly in the first tier of the world's top business schools," said competitor Linda Shi, part of the CEIBS team that placed third.

### 中欧 MBA 学生在 2007 年 WELLcontest 国际竞赛中位列三甲

**SUCCESS:** CEIBS placed second at the International Wellcontest 2007

**胜利：**中欧 MBA 学生在 2007 年 WELLcontest 国际竞赛中位列三甲



4月15日至21日在哥本哈根商学院举行的2007 WELLcontest竞赛中,4名中欧MBA2006学生组成的队伍再创佳绩:进入三甲且被评为最佳创意和运作奖。

WELLcontest比赛是一个由世界领先的循环水泵制造商GRUNDFOS公司主导的实例比赛。GRUNDFOS公司在全球循环水泵制造业占有半数市场份额。进入中国后,公司在供应链、尤其是二级供应商实施企业社会责任战略方面遇到了极大挑战。此次比赛要求来自欧洲和中国著名商学院的众多参赛队伍在48小时内完成10页纸的公司供应链管理战略报告,最后胜出的三支队伍获得给评审团及其他队伍作现场报告的资格。经过激烈的竞争,中欧的参赛队伍最终进入三甲。他们的中国特效责任供应链战略还被评为最佳创意和运作奖。

### **CEIBS MBA 2006 TEAM PLACES 2ND IN INTERNATIONAL WELLCONTEST 2007**

A CEIBS team of four MBA 2006 students outperformed their peers from other top Chinese and European business schools to finish 2nd at the WELLcontest 2007. The CEIBS team also received the contest's "Innovative and Operational Award."

The competition, held April 15 to 21 at the Copenhagen Business School, invited eight business schools to write a 10-page case solution report within 48 hours. The paper was to outline a strategy for one of the world's leading manufacturers in the field of circulator

pumps, and to develop a responsible supply chain management system in order to meet its Corporate Social Responsibility goals. CEIBS' winning team consisted of students Richard Ren, Raghuram KS, Carrie Xiao, and Gary Que. CSR remains a relatively new concept in China, making the CEIBS team's success even more remarkable.

### **中欧鸿翥吉马教授被评为世界创新 管理学科最多产学者第四名**



Prof. Kwaku Atuahene-Gima  
鸿翥吉马教授

中欧国际工商学院市场营销学和创新管理学教授鸿翥吉马(Kwaku Atuahene-Gima)以其在国际顶级学术刊物《产品创新管理杂志》上发表的大量研究论文,于今年3月被评为世界创新管理领域最多产学者的第四名。

此项评选是基于该领域专家所发表的学术论文数量所得。鸿翥吉马教授因其在顶级学术杂志上发表了8篇论文成为创新管理学科研究论文最为多产的学者之一。鸿翥吉马教授的论文研究主要集中于帮助企业在以下关键领域进行改善:超越以顾客为中心的研究及开发(R&D)管理、使

创新成为公司的组织能力、开发并保持市场导向能力、管理新产品开发进程、开发和执行创新市场战略。

### **PROF. KWAKU ATUAHENE- GIMA NAMED WORLD'S 4TH TOP INNOVATION SCHOLAR**

CEIBS Professor Kwaku Atuahene-Gima was recognized, in March, as the world's fourth most prolific researcher in the field of technology and innovation management according to a study by the *Journal of Innovation Management*. Atuahene-Gima, who is also Director of the CEIBS Centre of Innovation, had published eight articles in top-tier journals between 1990 and 2004. His research has focused on helping companies to improve in such key areas as developing customer-focused R&D, building innovation as an organizational competency, and maintaining innovative marketing strategies.

### **中欧丁远教授著作稳居国际顶级 会计学杂志“最受欢迎文章榜”首位**

中欧国际工商学院会计学教授

Prof. Ding Yuan  
丁远教授



丁远撰写的会计学著作——“从文化层面看通用会计准则 (GAAP) 与国际会计准则 (IAS) 之不同”的文章,自 2005 年 11 月在美国《国际会计学杂志》发表以来,得到了广泛认可,该文章持续占据杂志“25 篇最受欢迎文章”排行榜首位。由美国伊利诺斯大学香槟分校出版的《国际会计学杂志》是世界上历史最悠久并具有深刻影响力的国际会计学学科杂志。文章由丁远教授与法国巴黎 HEC 管理学院会计与管理控制系 Thomas Jeanjean 及 Herve Stolowy 教授合著。请登陆中欧知识在线:  
[www.ceibs.edu/knowledge/](http://www.ceibs.edu/knowledge/)。

### PROF. DING YUAN AUTHORS “HOTTEST” ACCOUNTING ARTICLE

Since CEIBS Professor of Accounting Ding Yuan published the article “Why do national GAAP differ from IAS? The role of culture” in the U.S.-based *International Journal of Accounting* in November 2005, the article has consistently ranked Number 1 among the journal’s “Top 25 Hottest Articles.” In May, the journal, the industry’s oldest and most influential academic periodical, recognized Yuan and coauthors Prof. Thomas Jeanjean and Herve Stolowy, both of the HEC School of Management in Paris.

To read the full article, click onto  
[www.ceibs.edu/knowledge/](http://www.ceibs.edu/knowledge/)

### 中欧肖知兴教授在世界顶级管理学期刊发表论文

全球管理学者公认的国际一流管理科学学术期刊——《管理科学季刊》(Administrative Science



Prof. Xiao Zhixing  
肖知兴教授

Quarterly) 2007 年的第一期第一篇文章刊登了由中欧国际工商学院管理学教授肖知兴撰写的论文《当“结构洞”失效:中国高科技企业中文化因素对社会资本的影响》。肖知兴教授是首位在该顶级学术刊物上发表论文的大陆学者。

作为管理学界历史最悠久、最受尊重、最难发表的学术期刊,《管理科学季刊》每年只接受 16 篇左右论文。

肖知兴教授所写论文的主要成果在于推翻了罗纳德·博特 (Ronald Burt) 的“结构洞”理论的普遍有效性,并通过缜密的数据调查和研究,总结出该理论在中国及高投入企业中并不适用。论文的结论支持了美国芝加哥大学已故社会学大师詹姆斯·科尔曼 (James Coleman) 对社会资本的定义。

### ASST. PROF. XIAO ZHIXING PUBLISHED IN TOP-RANKED SCIENTIFIC JOURNAL

CEIBS Assistant Professor of Management Xiao Zhixing made history in May when he became the first mainland Chinese scholar to publish in the world renowned journal of management *Administrative Science Quarterly*. The exclusive

journal publishes fewer than 20 articles per year. Xiao’s paper, “When Brokers Do Not Work: Social Capital in High-Commitment Organizations,” looks at the impact that cultural factors have on the “social capital” of China’s high technology companies.

Xiao is Deputy Director of the CEIBS Entrepreneurship Center and Visiting Research Fellow at the National Development Research Center.

### 本年度课程中期 MBA 优等生名单揭晓

6 月, 中欧 MBA 办公室公布了 2006 级优等生名单, 共有 16 名学生榜上有名。这是中欧 MBA 课程第一次设立课程中期奖励。此奖励评选标准为前两个学期的平均成绩和学生对中欧的服务及贡献。

### MBA2006 级优等生名单 (中期): (以姓氏拼音为序)

Ena Marie HEWITT (南非)、景慎 (中国)、林劲毅 (新加坡)、刘又仁 (中国台湾)、罗为为 (中国)、吕文博 (中国)、Arjan Merijn PETTEN (荷兰)、宋晓俊 (中国)、Wolfram STEIN (德国)、Jurn TERPSTRA (荷兰)、童伟俊 (中国)、Candise Allison TU (美国)、Sheridan Louise WARE (澳大利亚)、谢孟辰 (中国台湾)、薛昱欣 (中国)、朱践知 (中国)

### MBA PROGRAM ANNOUNCES MID-PROGRAM ‘DEAN’S LIST’

Sixteen MBA06 students were appointed to CEIBS’ first-ever mid-program Dean’s List in June. Making the Dean’s List is an honor



**INNOVATIVE MINDS:** The new Center of Marketing & Innovation will research innovative marketing approaches for companies. Above, CEIBS faculty at the center launch, with representatives from corporate sponsor Dow Chemical Co.

**创新精神:** 新成立的中欧营销与创新中心将会展开关于企业创新营销的研究。上图，中欧教授和来自企业合作伙伴陶氏化学公司的代表在中心成立仪式上。

granted to top MBA students based on their GPAs in the first two semesters, as well as their contribution to the CEIBS community. The new award is designed to encourage students to pursue academic excellence and to contribute to the CEIBS community. It will also help recruiting companies identify top students. The Dean's List acknowledges academic achievement as well as student services and social work for CEIBS.

#### **MBA06 Mid Program Dean's List**

HEWITT, Ena Marie (South Africa); HSIEH, Meng Chen, Jim (Taiwan, China) JING, Shen, Roy (China); LIM, Jing Yi, Tristan (Singapore); LIU, Yu-Jen, Alex (Taiwan, China); LUO, Weiwei, Chris (China); LV, Wenbo, Katrina (China); PETTEN, Arjan Merijn (The Netherlands); SONG, Xiaojun, Vicky (China); STEIN, Wolfram (Germany); TERPSTRA, Jurn (The

Netherlands); TONG, Weijun, Edwin (China); TU, Candise Allison (U.S.); WARE, Sheridan Louise (Australia); UE, Yuxin, Matthew (China); ZHU, Jianzhi, Richard (China)

#### **合作伙伴**

#### **CORPORATE PARTNERSHIPS**

#### **陶氏化学支持中欧成立营销与创新中心**

2007年3月14日，在陶氏化学公司的大力支持下，中欧营销与创新中心在校内成立，双方举行了合作签字仪式。

中欧副院长兼中方教务长张维炯教授对陶氏化学公司支持并出资成立新的营销与创新中心，表示了诚挚的感谢。陶氏化学公司亚太区总裁麦健铭 (Jim McIlvenny) 强调说，双方通过建立新的合作关系，旨在长期合作开展一系列的活动。与中欧建立新的合作关系后，以麦健铭先生为代表的陶氏化学公司成为中欧企业顾问会的新会员。

中欧鸿翥吉马担任营销与创新

中心主任，他概述了营销与创新中心的发展远景，提出在营销创新方法上实行专业研究与教育。中心将关注的研究与教育领域包括：提升组织市场定位与营销能力的途径；市场成长策略，包括市场机会的识别与分析、关于产品与服务的解决方案创新；价值主张管理，包括定位、品牌策略与商业模式策略；采购管理，包括理解采购的驱动因素及买卖关系的方法；产品/应用经理与专业营销人才的关系。

#### **CEIBS, DOW CHEMICAL CO. ESTABLISH CENTER FOR MARKETING AND INNOVATION**

CEIBS proudly launched a Center of Marketing & Innovation (CMI) on March 14, at a signing ceremony with corporate partner Dow Chemical Co. The center's mission will be to advance professional R&D into innovative approaches to marketing through funding research, organizing forums and seminars, and developing student



**NEW DEAL:** CEIBS' new agreement with Akzo Nobel will support the future development of the school. Here, CEIBS Executive President Pedro Nueno (left) and Akzo Nobel China President Anders Brostrom seal the deal.

**新合作:** 阿克苏诺贝尔公司与中欧签订赞助协议, 支持学院未来的发展。中欧执行院长佩德罗·雷诺教授(左)和阿克苏诺贝尔中国区总裁 Anders Brostrom 博士签订协议。

consultancy projects.

The CMI, directed by CEIBS Prof. of Marketing Kwaku Atuahene-Gima, will assist companies in addressing such challenges as: developing market growth strategies, managing their value proposition, and strengthening relations between marketing professionals and product or application managers.

### 阿克苏诺贝尔成为中欧新赞助伙伴

2007年3月19日, 中欧迎来又一位企业赞助伙伴——阿克苏诺贝尔。在未来的3年内(2007-2010), 阿克苏诺贝尔将为中欧发展基金提供10万欧元的资助。

阿克苏诺贝尔中国区总裁 Anders Brostrom 博士代表公司出席了合作签字仪式。Brostrom 博士表示, 他十分欣赏中欧为中国经济和管理教育所做出的贡献; 通过此次捐赠, 他希望阿克苏诺贝尔和中欧在培养管理人才和开展项目咨询方面的合作能够得到长足的发展。他说很多阿克苏诺贝尔的外籍和本地员工完

成中欧的学习后受益匪浅。

中欧执行院长雷诺(Pedro Nueno)教授向 Brostrom 博士表达了对阿克苏诺贝尔慷慨捐赠的感谢, 并表示中欧会全力支持阿克苏诺贝尔在中国的活动和人才发展。

### CEIBS, AKZO NOBEL FORM NEW CORPORATE SPONSORSHIP PARTNERSHIP

CEIBS signed a new corporate

sponsorship agreement with Akzo Nobel on March 19, in which the company pledged to support the CEIBS Education Development Foundation from 2007 to 2010. Akzo Nobel's donation of Euro 100,000 will be used for the continuous development of CEIBS.

At the ceremony, Akzo Nobel China President Anders Brostrom acknowledged the vital role that CEIBS has played in developing management talent in China. He also spoke of the need to further strengthen the cooperation in order to continue training management professionals and to promote research projects.

In his address, CEIBS Executive President Pedro Nueno emphasized the importance, to the school, of both financial support and guidance from the corporate community.

### 贝卡尔特和中欧加强合作

4月17日, 贝卡尔特董事长



**STRONG SUPPORT:** Beakart Board Chairman Baron Paul Buysee pledged continued sponsorship for CEIBS in April. Here, with CEIBS Executive President Pedro Nueno

**大力支持:** 4月, 贝卡尔特董事长 Baron Paul Buysee 先生继续对中欧的大力支持。上图, 与中欧执行院长佩德罗·雷诺教授在一起。

Baron Paul Buyssee 先生继三年前造访中欧之后重返中欧校园。Buysee 先生在中欧与贝卡尔特公司继续赞助伙伴关系的仪式上表达了对中欧师生员工的鼓励和祝贺。

此次，贝卡尔特再次向中欧提供 10 万欧元的捐赠资金支持中欧的发展，双方将继续在人才招聘、高层管理培训项目等方面展开紧密的合作。贝卡尔特亚洲区总裁范达乐 (Herman Vandaele) 先生也是中欧的积极支持者，他是中欧公司顾问委员会会议的积极参与者，该会议由学院教务长主持，每年举行四次。

### **CEIBS, BEKAERT**

#### **STRENGTHEN PARTNERSHIP**

CEIBS strengthened its corporate sponsorship program with Bekaert on April 17 when the company's Board Chairman Baron Paul Buyssee signed an agreement pledging Euro 100,000 to the school's Development Fund. Under the renewed partnership, CEIBS and Bekaert will work closely on talent recruitment and executive development projects.

CEIBS is also strongly supported by Bekeart President for Asia Pacific Herman Vandaele, who serves on the school's Corporate Advisory Board.

### **中欧举行首届可再生能源高层管理论坛**

2007 年 4 月 26 日，借西班牙坎塔布利亚政府及其地区发展委员会访问中国的机会，西班牙 ENEL 公司首席执行官 Miguel Antonanzas 先生和 SNIACE 集团总裁 Blas Mezquita 来到中欧，为 60 多名中欧学生、校

友和伙伴带来了精彩演讲。

在其演讲中，Antonanzas 先生介绍了欧洲能源的未来，他强调传统能源终将被替代，并预测 2007-2010 年可再生能源将有 15% 的增长。作为欧洲第三大能源公司，ENEL 准备在 2001-2011 年投资 40 亿资金，用于研究和生产创新可再生能源，例如太阳能、生物油、光电池和风力发电。

“生物乙醇能否成为可靠能源？”在 Mezquita 先生的演讲中，他充满自信地论证了生物乙醇的可靠性，并介绍了生物乙醇的种种优点，比如，二氧化碳排放减少 25-80%。Mezquita 先生同时强调了农民生产能源型农作物的机会（例如谷类、糖类作物和草根），以及减少对进口石油和煤炭的依赖对当地和国家农业发展的积极作用。

### **CEIBS, ENEL, & SNIACE HOST FIRST RENEWABLE ENERGIES EXECUTIVE FORUM**

The challenge of not changing the world by pursuing economically friendly economic growth was a key topic of debate during CEIBS' first Renewable Energies Executive Forum on April 26. The forum featured presentations by ENEL Chairman and CEO Miguel Antonanzas and SNIACE Group President Blas Mezquita. ENEL is Italy's largest power company and Europe's third-largest listed utility; SNAICE is a large-scale Spanish power and materials group. Executives from both companies were visiting China as part of a trade

delegation. The visit was arranged by the Government of Cantabria and SODERCAN, the Regional Development Agency of Cantabria.

In his presentation, Antonanzas outlined the future of Europe's energy usage; highlighting the decline in traditional energies such as coal and the 15% growth in renewable energies expected between 2007 and 2010. Given the importance of shifting toward renewable energy, Antonanzas stressed that: "The real revolution is *not* to change the world".

### **中欧 EMBA 班参观浦东新区展览馆**

2007 年 4 月 15 日下午，在中欧副院长张维炯、EMBA 主任梁能、副主任赖卫东、张逸民和高岩教授的带领下，EMBA05 级 4 班 50 余名同学一起参观了浦东新区展览馆。

浦东新区宣传部部长、区委办公室主任陈高宏 (EMBA054) 给大家生动地介绍了新区发展的历史进程和改革成果以及面对的机遇与挑战。随后大家来到新区政府第一贵宾厅，浦东新区区委书记杜家毫 (EMBA054) 向大家介绍了浦东新区作为城市综合配套改革示范区的一些情况。座谈在轻松、融洽的气氛当中进行。

作为中欧 EMBA 的学员，杜家毫也表达了对学校的感谢，并表示浦东新区将会全力支持中欧建设成为世界一流商学院，为中国的经济发展做出贡献。张维炯教授也表示在校友的支持和协助下，中欧将会为浦东、上海乃至全国输送更多的高级管理人才。



浦东新区政府领导同中欧 EMBA 参访团合影。

### CEIBS EMBA05 VISITS PUDONG EXHIBITION HALL

Over fifty students of the CEIBS EMBA05 visited the Pudong Exhibition Hall in Shanghai on the afternoon of April 15, under the leadership of CEIBS Vice President Professor Zhang Weijiong, EMBA Director

Professor Liang Neng, EMBA Deputy Director Weldon Lai, and CEIBS Professors Zhang Yimin and Gao Yan.

The group was welcomed by Mr. Chen Gaohong (EMBA05), head of the Publicity Department in Pudong New District. He gave a vivid introduction of the evolution

and results of Pudong's economic development and the challenges and opportunities the economic zone faces. Afterward, the CEIBS EMBA students met with Du Jiahao (EMBA05), Secretary of Commission of Pudong New District. Mr. Du introduced the model of urban facilities to the visitors.

### NEW SKYLINE: Pudong New District officials brief CEIBS visitors on the changing landscape of eastern Shanghai

**新景象：**浦东新区政府领导向中欧 EMBA 参访团介绍浦东的发展变化。



As a CEIBS EMBA student, Mr. Du expressed his gratitude to the school. He said the Pudong government will continue to support CEIBS in achieving its goal to become the best international business school and make a significant contribution to China's economic development. Prof. Zhang Weijiong stated that with the strong support and assistance of the alumni, CEIBS will educate more qualified senior management talents for Pudong, Shanghai and the whole country.

# 合聚讲坛

中欧国际工商学院

## 2007 “国学智慧与管理”系列

中欧国际工商学院 / 中国文化书院 首度携手合作

合 大家智慧

聚 万万心力

启迪

点燃人文火花 以微小处见大义

观察

浏览古往今来 从过去事想未来

体悟

体悟生命百态 因身边事见深意

传递

传递国学体悟 同管理人论文化

提升

升华管理内涵 以新高度看管理

行走

探访古刹名寺 从体验中得力量



### 2007合聚讲坛安排

| 日期               | 主题                       | 地点      |
|------------------|--------------------------|---------|
| 6月24日(周日)        | 第一讲: 以德治兵 — 孙子兵法再认识      | 中欧北京代表处 |
| 7月14日(周六)        | 第二讲: 求己达人 — 儒家的基本精神与现代意义 | 中欧北京代表处 |
| 8月11日(周六)        | 第三讲: 光而不耀 — 道家智慧之阐释      | 中欧北京代表处 |
| 9月15日-16日(周六-周日) | 第四讲: 往返佛儒 — 中国文化与佛教异同    | 河北柏林禅寺  |



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## 新任校友事务副教务长周东生教授致校友信

亲爱的中欧校友们：

大家好！我很高兴，也很荣幸被任命为负责校友事务的副教务长。

在我看来，校友资源是任何一所商学院最宝贵的财富。只有广大的校友成功了，我们中欧才算是真正的成功。中欧作为中国大陆最早的商学院，拥有最多的校友群体。我们的校友在推广中欧品牌、协助中欧招生、资助中欧发展等很多方面都已作出了不少的贡献。作为负责校友事务的副教务长，我最重要的任务就是充分挖掘和利用校友资源，以及通过中欧这个平台，为广大校友服务、帮助校友在各个方面取得更大的成功。同时，作为中欧市场营销学的教授，我也会充分利用学校的一切资源，尤其是教授资源，为中欧校友及其企业的发展出谋献策，提供智力支持。

中欧是最为国际化的中国商学院，我们工作的一项更高目标，就是要把中欧校友会建设成一个最具国际视野、能整合全球资源的校友网络，为中华民族的伟大复兴作出应有的贡献，真正实现中欧的办学宗旨。

通过过去几年与近千名校友的接触，我深深感受到广大校友对中欧的热爱之心，以及对母校的关爱和期盼。我真诚地希望，忙碌在全国各地的校友们，能充分发挥你们的聪明才智，为中欧的校友工作和中欧的发展献计献策。

最后，我在这里向广大的校友们郑重地说一声：校友的事，就是中欧的事；校友的忙，一定要帮！



## A Message from the Associate Dean of Alumni Relations

Dear CEIBS Alumni,

It is my great pleasure and honor to have been appointed as Associate Dean of Alumni Relations. In my view, the alumni network is the most precious treasure of any business school worldwide. CEIBS cannot realize its full potential unless it assists in nurturing the successes of its alumni. As mainland China's first and longest-running business school, CEIBS has established the region's largest alumni network. Our alumni have made great contributions to the development of the school, giving their assistance to our brand promotion, enrollment and education funds.

My most important responsibility as the new Associate Dean of Alumni Relations is to serve our alumni and help you all to achieve every possible success. As a marketing professor of this school, I will also use all CEIBS' resources, especially the management knowledge, advice, and expert consulting of faculty to serve alumni and your companies. CEIBS is the most internationalized business school in China. Our goal is to develop a broad international perspective within the CEIBS Alumni Relations Department, working to integrate the school's alumni network worldwide. This effort will help realize the CEIBS mission, and indeed will contribute to the economic development of China.

Over the past several years, I have met with hundreds of alumni. I am deeply impressed by their love for the school and their high expectations for it. I sincerely hope that you, our alumni, will provide your suggestions and advice for expanding alumni relations and further developing CEIBS.

Last, I would like to remind all alumni that your alma mater is here to assist you whenever you need it!

我的联系方式：

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周东生 Zhou Dongsheng

# 中欧琐忆 Front of Mind

■ 李亚东 Li Yadong

中欧两年学习，所获良多。两年的学习生活给我打开了一个新的世界，包括知识，也包括师友。随着时间的流逝，知识已逐渐融入你的气质与行为中了，即李秀娟教授所谓“不知道自己知道什么”的境界，而有关人的记忆依然鲜活，并且我相信这样的鲜活不会随着时日而淡褪，只会深藏在心底的某一处，一经触及，依然温暖如旧。

Li Yadong, (EMBA05, Shenzhen), general manager of Administrative Department for China Merchants Group, tells how two years at CEIBS left an indelible mark on himself and his classmates.

## 哲人 Goodall

动笔写这个琐忆时，首先想到的是那个剑桥老头 Keith Goodall (顾凯诗)，但并不因为 Goodall 是第一个给我们上课的 EMBA 老师。

上课的第一条“鱼”，就使我感到：这老头，行！只见他未及开言，即先手绘一鱼。画毕，Goodall 开始布道：“首先要记住，管理学理论就象这条鱼一样，层出不穷，但大多都容易变质，真正能留下来的不多”。嗯！看来这老头崇尚经典，有点道道。

接下来的课越讲越精彩，如那个有关大猩猩的神秘录像，有关“商

店打烊时”故事的语言漏洞练习，以及中国的《淮南子》、阴阳太极等等，都使人興味盎然，顿然起悟。特别是一个洗澡的妙喻，使我至今难忘。课上到第四天上午，只见 Goodall 缩着身子从讲台侧走向讲台中间，做洗澡状，伸手试水，水烫，乃旋冷热水阀，嗯，很好，很舒服，做享受状。未几，水变冷，旋阀，又享受，水又热，又旋阀。几次反复，动作自然，一点儿也不逊于吾国时下当红小品演员的哑剧表演。演毕，老头儿正色布道：“洗澡时，旋冷热水阀要适度，管理也是一样，如果出现了问题，你可

能先得等一会儿，不要急于去解决问题，解决也不要矫枉过正。正如调冷热水一样，一次要调小一点儿。记住——今天的管理问题正是来自于你昨天的解决方案。”啧啧！说到最后，管理问题上升到了哲学问题，我只能说 Goodall 是个哲人了。害得我至今洗澡调冷热水时，都要想到这个剑桥瘦老头。

但我相信恭维 Goodall 是个优秀的管理学教授或是个高深的哲人，都不如恭维他是个技艺高超的画家令他高兴。从讲课画第一条鱼时，他就表现出了对画画的高度兴趣，并对



During my two years of EMBA study at CEIBS, a new world opened in front of me, not only in terms of new knowledge but also through new connections to professors and friends. Over the course period, the knowledge gained has seeped so thoroughly into my thinking that I am no longer aware of it – a phenomenon that Prof. Jean Lee calls “not knowing what you know.” However, I am sure that the many people who have influenced me during this program will remain at the forefront of mind.

**PROF. KEITH GOODALL**  
**The Philosopher**

In beginning writing this essay, the first professor I thought of was Prof. Keith Goodall, not because of his senior position at Cambridge (Dr. Goodall is a senior professor at the University of Cambridge’s Judge Business School in addition to serving as CEIBS Professor of Organizational Behavior) nor because he delivered our first EMBA lecture, but because of a fish – the fish he drew on the whiteboard, without any

explanation, on the first day of class. “First of all, you must remember that management theories are like this fish,” Goodall had told the class, “colorful, yet so perishable that little will be left of them eventually.” Yes, this classical philosopher has got some tricks to show.

The ensuing lessons turned out to be both exciting and enlightening, including a secret video about a gorilla, an exercise on language vulnerability from the stories *When the Store is Closed*, *Huai Nan-tzu* and



自己的画画水平高度自信。画鱼、画《淮南子》里的那只猴子、画 DHL 公司那个可怜的司机、画太极阴阳图、画到处都是帅男美女的充满诱惑的“9.9 岛”，等等。特别是画猴子时，一时全班同学都认不出他画的是啥，不知是谁颇有慧根，大叫了一声“猴子”，Goodall 简直高兴地要跳起来了，直指着这位知音声音颤抖地说道：“哈哈，你 MBA 可以毕业了”。

四天课很快就上完了，Goodall 最后的告别秀，仍是一幅自己做的画：一个缩着头、夹着伞、穿着老派西服、神情有些倔强的老头。他指着这个自画像，有点落寞地说：希望大家记住我。

确实，至今我还记着这个有趣也有料的老头，我想会记很长时间的。

### 摇滚 Biddle

想起 Biddle，首先就想到他那夸张的眼神。他把呆板的会计概念用种种夸张的方式表述得生动活泼、淋漓尽致，至今令人难忘。

上课伊始，Biddle 即宣称：会计是一门艺术。他说，如果你喜欢政治又喜欢艺术，你就肯定会爱上会计的。接下来的四天课，Biddle 用他的激情演绎，证明了此言非虚。

为了说明会计报表上的资产必须是客观的、可以衡量的及有依据的，Biddle 扮演了一个梦中惊醒的 CEO。只见此公夜半突然惊醒，惊恐

的眼神怔怔地望着稀疏的残星，口中念念有词：我记录在账上的那个数字的根据在哪儿呢？

为了说明管理会计和财务会计的不同，Biddle 突然把讲桌上的教案本抱起，紧紧地揽在怀里，宛若一个生怕别人抢走自己孩子的母亲，用他那同样经典的惊恐眼神瞪着假想的来人，低吼道：这是我的管理会计，这个是不能给你看的（保密的）！

还有，为了表现潜在收购者的可怕，他生动地扮演了一个随时可能趁机而入对公司进行收购的“守候在门口的华尔街野蛮人”，张牙舞爪，颇具威风；为了说明“递延税项”的涵义，他扮演了一个愚蠢而又可爱的 CEO 形象，此公在电视台节目中向母亲报告说：“亲爱的妈妈，我们的公司终于赚钱了，因为我们通过各种办法少交了很多税。”……现在每当碰到以上种种这些概念时，我的脑海中都会浮出 Biddle 栩栩如生的形象。徐金荣曾谈到一本书，名叫《教你一天记住一千个英语单词》，讲的是如何把一个个枯燥的英语单词通过形象的方法记下来。我看 Biddle 可以拍一个录像片，名字就叫《让你一辈子都忘不了的会计概念》。

当然，Biddle 更绝的是摇滚会计。他在课堂上把许多 PPT 或者和会计知识、会计事件相关的一些录像配上了冲击力很强的摇滚音乐放给大家。得意处，Biddle 还会随着音乐强

劲起舞。正是这样富于创造性的授课方式，使得每天都要晚上七、八点下课的财务会计课并不显得很累，会计因而确实成了一门迷人的科学。

### 大师二老

中欧学习，所遇名师不少，其中可堪称大师者，当属吴敬琏、江平二老。

吴老向有声名，同学们都对他的《中国经济》期待已久。我一直惊异于这样一个看着干瘦的小老头，上课时怎么能有如此的力量与激情呢？四天的课里，已 76 岁高龄的一代大师，竟能底气十足、声音洪亮、激情澎湃地每天讲近 8 个小时的课，不由得令人钦佩。

老人渊博的知识、丰富的经历，使他的课听起来如饮佳酿，不觉醇然，至今回味，仍留余香。更使我深受感染的是他那一腔忧国忧民的赤子情怀和饱砺风霜后仍秉热忱的活力心态。

另一位大师，江平，也是同样的 1930 年代生人，同样的激情澎湃，同样的率真爽直。江平老师同样有许多发人深省的点拨，令人有醍醐灌顶之感，这里就不一一赘述。记得听完江平老师课的当晚，我与一位学法律出身的同学喝酒，乘着酒兴，与其论辩起一些法理上的问题，竟被其评说：看来名师出高徒啊，有点意思。此事至今让我引以为得意。也正是听了江



*Yin-yang Taiji*. Another unshakeable memory: the day Prof. Goodall “took a bath” in class. On the morning of the fourth day, the professor began class by miming the actions of drawing a bath. He first found the temperature of the water too hot, then adjusted it, and climbed in, reveling for a time... until it became too cold. He then added more hot water, performing with a talent that rivaled China’s wittiest actors.

Then came the professor’s sermon, which compared management to regulating bath temperature. “The faucet should be turned moderately when taking a bath. In the same way, as a manager reacting to a problem, you may have to wait for a while after a problem arises. Do not rush to solve the problem nor over-correct it. Similar to adjusting the bath temperature, managers should generally adjust to problems gently and moderately.” Even today, whenever I adjust the faucet for a bath, I think of this lean Cambridge gentleman.

However, I believe that nothing pleases Goodall more than to be complimented on his drawing skills. In addition to the fish drawing, he also treated us to drawings

of a monkey in Huai Nan-tzu, a DHL driver, and an island teeming with handsome men and pretty girls. When our class at first failed to identify the monkey drawing, he nearly jumped for joy when one classmate finally shouted out “monkey.” Pointing at his new bosom friend, Goodall announced, “Ha-ha, you can graduate now.”

The final lecture also concluded with Goodall drawing a self portrait: a caricature of an elderly gentleman with an unbending look and an umbrella under the arm, wearing an old-fashioned suit. Pointing at the cartoon, he told the class humbly: “I hope all of you will remember me.”

I certainly will remember this interesting and tricky veteran professor for a long time. I will also remember the following gems of wisdom from Goodall’s philosophical repertoire: “You are not a scientist or an engineer but a manager. So, you should enter the organization instead of standing outside and observing.” Also: “You cannot claim that you have changed an organization with a simple alteration of organizational structure.” And last: “Incompetence within your staff may be caused by your own incompetence.”

## **PROF. GARY BIDDLE** **Rock ‘n’ Roll Accounting**

For my EMBA classmates, the first image that undoubtedly comes to mind when Accounting Professor Gary Biddle is mentioned is that of his flashing and expressive eyes. He was capable of explaining the most tedious and serious accounting concepts in unforgettably exaggerated ways.

“If you like politics and art, you will surely fall in love with accounting,” he told us in the first lesson. Over the following four days, Biddle proved his belief with his great passion, and treated us to a number of dramatic performances. In one lesson, he was a paranoid CEO spending a sleepless night wondering if the figures in his accounting statement were correct. In another, he was a corporate finance director protecting the confidentiality of the management accounting records. In another, he was an evil Wall Street raider hoping to take over a weak and defenseless company.

Nowadays, the lively image of Biddle pops into mind whenever I read about these concepts.

Professor Biddle’s most memorable feat certainly lies in his use of rock ‘n’ roll in teaching accounting. He accompanied many PPTs and videos on accounting knowledge and issues with booming rock music – which would set him off dancing. Thanks to his creative teaching methods, even those financial accounting lessons that finished at 8 pm were not so exhausting. Biddle successfully turned accounting into a charming science.



**LASTING IMPRESSION:** Li Yadong says this of the EMBA program, "The degree from CEIBS helps us to develop new ways of thinking, to develop our reasoning skills, and to enhance our spirit and personality."

**深刻的印象:** 李亚东这样评论中欧 EMBA 课程: “中欧对我们的影响, 是一种总的思维方式的塑造, 一种总的感觉的培养, 一种总的精神、气质的提升。”

平老师的课, 使我对法理学产生了浓厚的兴趣, 课后从书店搬回了几本砖头厚的书, 目前正在研读, 每当研读到困惑处, 想起江平老师讲过的一句话, 就又似有所通。他说: “私权是‘权利’, 公权是‘权力’, 法律无非是解决权利和权力的问题。这就是悬在法律这根绳两头的东西”。

授人以鱼, 不如授人以渔。大师与其它老师的根本不同之处, 也许就是授我们以渔吧!

### 一幅水彩

中欧两年学习下来, 到底获得了什么? 有很多人向我问过这个问题, 自己也多次问过自己。

最后一门课的最后的一张画也许是最好的回答。

在毕业模块的最后总结阶段, 梁能教授给大家看了一幅空灵的江南美

景水墨画, 并说了一段令人深思的话, 他说: 知识的折旧是很快的, 知识的遗忘也是很快的。相信今天就有不少人对这两年来学的不少概念、工具、技术已开始逐渐淡忘。但我相信中欧这两年的学习, 对于你一定会象这幅水彩画一样, 近看分不清具体画的是什么, 但如果你从一个整体看, 它就会给你一个总的感觉、总的意境。

确实如此。中欧对我们的影响, 是一种总的思维方式的塑造, 一种总的感觉的培养, 一种总的精神、气质的提升。

这使我想到李秀娟教授说到的人的认识水平的四个阶段: 由不知道自己不知道什么, 到知道自己不知道什么, 再到知道自己知道什么, 最后才到了自己不知道知道什么的境界了。只有到了最后一个阶段, 才说明你学的东西已融入到你自己的骨子里

面了, 成为你生命中自然的一部分, 成为你行为的下意识反应。这也正是 Goodall 讲的“思考的目的是为了停止思考”的哲理所在。

我相信, 随着时日的流逝, 中欧的学习会越来越显现出它对我们生命变化的影响。

### 不老庭院

除过那些鲜活的人和事, 我想中欧最令人难忘的就是她的校园了。

每次走进中欧校园, 都有种从尘嚣间不意挣脱出去突然沉静下来的感觉。如若又回到当年的学生时代, 久违的散淡、闲适又重新找回。

我喜欢中欧校园围合式的布局。虽然校园不大, 但入得内来, 四眼一望, 能感到包藏着无限的乾坤。天下之才, 当尽揽于此。

我喜欢中欧校园的青砖。有厚重感, 有历史感, 不轻浮、不张扬。我喜欢中欧校园的轩窗、青竹, 好似当年文风浸染的江南书院。我喜欢中欧校园的水。一方一方深色的润石围托着一泓泓清水, 随着一柱柱小小喷泉的涌流, 使得整个中欧校园灵动起来。

中欧校园, 总是给人一种大气而又质朴的感觉。其中西合璧、古今契合的风格, 想必是贝聿铭大师当年设计时所想体现的中欧“合”字的精神吧!

相信一百年后, 中欧校园依然会这么自信地面对每个观者。它将是一座不老庭院。 **TheLINK**

本文作者为 2005 级深圳班学员、招商局集团行政部总经理

本文为《中欧琐忆》一文节选。阅读全文及其他精彩 EMBA 学生感悟心得请登录中欧 EMBA 网站 [http://www.ceibs.edu/emba\\_c/students/perspective/index.shtml](http://www.ceibs.edu/emba_c/students/perspective/index.shtml)。

## **PROF. WU JINGLIAN AND JIANG PING:**

### **Two Senior Academic Masters**

Among the host of renowned professors I met during my time at CEIBS, Prof. Wu Jinglian and Prof. Jiang Ping stand out as masters of learning and integrity.

Professor Wu has long enjoyed a glowing reputation and all students look forward to his Chinese Economy course. One warning: don't be fooled by this trim-figured elderly gentleman – he is both passionate and vehement in class.

During the four-day session, this 76-year-old learned scholar won my admiration by delivering nearly eight hours of lectures; his sonorous, passionate voice echoing in the classroom. The time-tested knowledge and rich experiences of this senior economist seasoned his lectures into a fine wine, giving listeners a mellow first sip followed by a lasting aftertaste.

What impressed me most was Prof. Wu's energetically hopeful attitude toward the future of China, and his vigor despite having endured hardships.

After the course, I once happened to spot Professor Wu walking on campus with his wife. Gazing at this delicate figure who carries such valuable knowledge and wisdom, I couldn't help praying silently for his continued health and well being.

Prof. Jiang Ping, the other academic "master" from our EMBA course, was also born in the 1930s and displays a similar enthusiastic

and frank manner. He gave students as many thought-provoking enlightenments as did Wu. On the evening after Professor Jiang's lecture, I drank wine with a classmate who studied law. During the dinner, in my alcohol-induced excitement, I began debating with him. Hearing the debate, my classmate commented "Interesting! It seems that you accomplished disciple, owe much to your great teacher!" I have taken great pride in this recognition.

In fact, it was Professor Jiang's speech that aroused my intense interest in legal theory. After his lecture, I bought several brick-thick books, which I have been studying since. Whenever I begin to struggle in my studies, I recall one of Professor Jiang's key lessons and the difficulty seems to dissolve. He told us: "The private right seeks individuality and the public right is 'authority for the majority's sake'. These are two ends of a single rope. Law must deal with both individuality and public authority."

It is better to teach somebody how to fish than to give him a fish. To me, the ultimate difference between great masters and ordinary teachers lies in whether they succeed in teaching students how to fish.

### **AN INK-WASH PAINTING**

Many people have asked me "What did you get out of the two years spent studying at CEIBS?" The painting shown at the end of the final day of class may give the best answer to this. At the

graduation ceremony, Professor Liang Neng showed us an ink-wash painting of ethereal Yangtze River scenes, before delivering his thought-provoking speech. "Information becomes out-of-date very quickly and people can forget what they have learned quickly too. I suppose many of you can't remember some of those concepts, instruments and techniques you have learned over these two years. But just like this painting, you cannot figure out what is in it at close quarters – only when you step back and see it from afar does the whole composite scene make sense.

He has got a point. The degree from CEIBS helps us to develop new way of thinking, to develop our reasoning skills, and to enhance our spirit and personality.

This reminds me of the four phases of cognition that Professor Jean Lee taught us: unawareness of what one does not know, awareness of what one does not know, awareness of what one knows, and unawareness of what one knows. At the final stage, the knowledge you have gained sinks fully into your being and becomes a natural part of your subconscious reactions. This explains well the truth in Professor Goodall's golden saying: "The aim of thinking is to stop thinking." I believe as time goes by, my studies at CEIBS will continually show their influence on my life and the knowledge gained will truly become a part of my psyche and personality. [TheLINK](#)

Note: To read the full essay from author Li Yadong, please visit [www.ciebs.edu](http://www.ciebs.edu)

# 品牌“搅局者” 从济南报业到商用 Unix The Trouble-Maker in a Branding War

中国农业银行山东分行科技部总经理宋传杰 (EMBA02)  
分享他发现的市场竞争秘密武器。

Song Chuanjie (EMBA02), general manager of the Technology  
Department, Agricultural Bank of China (Shandong) shares his discovery  
of a secret weapon in the battle for market turf.



IT界一个长期不解之谜也曾令我百思不得其解。忽然有一天济南的报纸格局吸引了我的兴趣。

济南的报纸市场上，有《齐鲁晚报》、《生活日报》、《山东商报》、《济南时报》、《都市女报》等，其中，《晚报》和《生活》同属大众报业，《商报》由商业集团主办，《时报》和《女报》归济南报业，报纸就基本在这三大势力之间竞争。

与“《时报》+《女报》”明确面向不同读者群体的组合有所不同的

是，同为出自大众报业的《晚报》和《生活》除了版面数不同之外，并没有其他显性不同。而且，据大众报业人士透露，《生活》在财务上一直入不敷出，需要靠《晚报》的收益去补贴。《生活》吃着《晚报》的饭，却要与《晚报》竞争，这不是“同根生、相煎急”吗？这样一张《生活》为什么还要继续存在下去呢？

先做一些市场观察。《晚报》是济南最早的报纸，实力强大，《时报》后来崛起，但拥有和《晚报》不同的

读者群，因此，二者都卖5角，没有直接竞争。《女报》读者的“专业性”比较强，可以不作为对比分析的对象。因此，三大势力的竞争的关键就落在《商报》和《生活》上面。

《商报》尽管名叫《商报》，但商业的成分并不高。《商报》从创办伊始，就瞄准了与《晚报》完全相同的读者群体。为了与实力强大的《晚报》竞争，《商报》一开始就打出了低价牌，并采用周日停刊的方式降低年订阅费。由于《商报》能节省20%的价

I had long been perplexed by a puzzle in the IT industry, until one day something about the newspaper industry in Jinan attracted my attention.

There is a variety of newspapers in Jinan, including Qi Lu Evening News, Daily Life, Shandong Commercial Daily, Jinan Times and Women Newspaper. Among them, Qi Lu Evening News and Daily Life belong to People's News Group. Shandong Commercial Daily is run by the Commercial Group, while Jinan Times and Women's Newspaper are produced by Jinan News Group. Therefore, these three groups are the main powers in Jinan's newspaper business war.

Jinan Times and Women Newspaper obviously have their own unique readership. But in sharp contrast, Qi Lu Evening News and Daily Life, which are owned by People's News Group, are quite similar except for the number of pages. According to an insider from People's News Group, Daily Life has been losing money since the very beginning, while the Evening News keeps subsidizing it. Isn't this strange that Daily Life plays the role of a parasite but is still allowed to remain and share the market with the Evening News? Isn't People's News Group silly to continue this practice?

Let's look at the facts behind it all. The Evening News enjoys the longest history in Jinan's newspaper industry and occupies a prestigious place. Jinan Times came later, but with the clear aim of targeting differ-

ent readers from those who read the Evening News. Hence, although these two papers were sold at the same price, they were not competing directly with each other. As for Women's Newspaper, it catered to urban and professional women, a group that falls outside the Evening News readers' circle. So, we have to set our eyes on what happened between Daily Life and Commercial Daily. Probably, this is where the crucial point of the whole battle lies.

In spite of its title, Commercial Daily never contained much business stuff. Actually, from the very start, it defined its readers as exactly the same as those who read the Evening News. In order to compete with the powerful news veteran, i.e., the Evening News, Commercial Daily engaged them in a price war. It even cancelled its Sunday edition, which reduced its annual subscription even more. These measures worked well in attracting readers, because it was 20% cheaper with a more compact layout. The Evening News felt the real threat that its competitor presented.

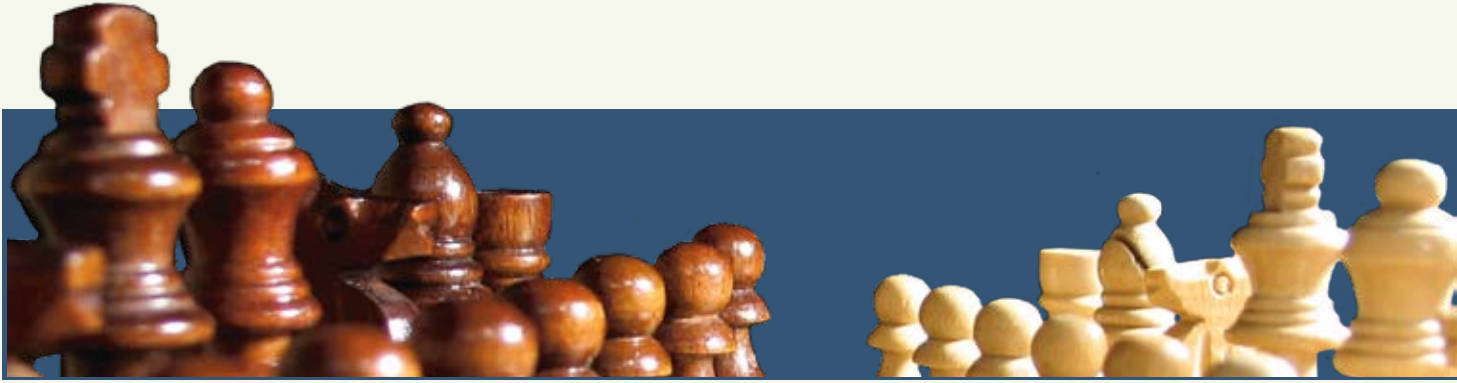
This is where Daily Life came in and played its part! It had the same number of pages as Commercial Daily but was sold at a quarter of the price! It offered another option to readers who had previously decided to shift from the Evening News to Commercial Daily. Anyone sensitive to price was easily drawn to Daily Life. Hence, Commercial Daily found itself in a dilemma: to lower its price even further would not be an accept-

able option; to adjust its content in a battle with Daily Life would conflict with its original market positioning.

It follows that the very purpose of the combination of Evening News + Daily Life was to curb the circulation of Commercial Daily. The income of a newspaper comes mainly from its advertisement, and the advertising price is determined by its circulation. This means that the higher a newspaper is placed on the circulation ranking list, the more it is entitled to charge for the ads carried on its pages. Only with the reduction of Commercial Daily's circulation could the Evening News secure the top spot in the rankings and keep its bargaining power in the advertising business. Compared with such an achievement, aren't the financial losses of Daily Life worthwhile? I think so.

Even today, the two newspapers frequently change their battle strategies, but the war never ceases. Their battle for turf gave me tremendous insight, helping me to understand a curious phenomenon in the IT industry that I had always wondered about.

It was once anticipated that the market for commercial or enterprise-level Unix products would experience a huge boom. However, it never happened. During the early and mid 1990s, client-server architecture seemed to have overwhelmed the Mainframe model. But today, enterprise-level Unix technology is further slowing its pace of advancement and remains a minor player in big business data centers.



钱，版数也比《晚报》精简，因此，对读者很有吸引力。这对《晚报》是很要命的。

于是，《生活》的作用显现出来了！《生活》的版数比《商报》少不了多少，但价格却比《商报》又降低了1/4！所以，对于那些放弃《晚报》准备读《商报》的人来说，又多了一个《生活》可以选择！对价格敏感的读者，就被《生活》拉走了！这使得《商报》落入了两难的地步：继续降价，显然不理性；与《生活》叫板，又不符合《商报》的定位。

由此可见，活生生一付“《晚报》+《生活》”的组合牌，目的就是不能让《商报》的发行量增长上去！报纸的收入主要来源于广告，而广告版面费的高低是根据发行量和发行量排行榜来确定的。《商报》发行量上不去，《晚报》就能继续稳坐发行量的第一把交椅，对广告商就有要价的筹码，反过头来，《生活》的那点亏损又算得了什么呢？

后来，我从不同角度和渠道都验证了上述分析。当然，二者之间的竞争不断变化着方式，但其实质没有改变。《晚报》和《商报》给了我很大的启发来思考IT领域的奇怪现象。

人们曾预期商用企业级 Unix 市场会得到蓬勃的发展，但现实却并非如此。90年代初中期，Client/Server 架构大有把“恐龙（Mainframe）”一扫而光的势头，但事实上呢，企业级

Unix 技术虽然一直都在进步，但步伐越来越慢，在大型商业数据中心一直还处于配角的地位。所以现在，关键业务领域的大规模计算和数据管理设施还不得不继续依赖 Mainframe 技术。令行业难过的是，Mainframe 技术却只有一家公司可以提供。

回溯 Unix 市场 15 年左右的历史，当年的 Unix 供应商现在大多数都不见踪影了，而仅存的几家，HP、IBM、SUN 也都还没有足以与 Mainframe 相媲美的产品出来。是什么影响了 Unix 技术和产业的发展呢？业界有很多对此的高见，但我怀疑，在 Unix 的问题上，是不是也上演了（并仍在上演着）与“《晚报》+《生活》”类似的一场组合 Show？

90年代中后期商业 Unix 市场竞争中出现了一个新手，这就是来自和 mainframe 同样供应商的 RS/6000。凭借其供应商在许多基础领域的领先水平，R6 一直是有力的竞争者。R6 的到来，使得 Unix 市场的竞争火药味更浓。

竞争对技术进步是有意义，事实上，我们也看到并体会到了这些进步。但不容置疑的是，R6 还起到了另外一种隐形而关键的作用。对于 R6 来说，实际的作用可谓一石二鸟。如果其他 Unix 厂商的性能价格比高不过 R6，那好了，R6 就主导或主宰商用 Unix 市场了！如果其他 Unix 厂商也拼出相近或更高的性价比，那就

会因为拼价格而无法获得足够的收益，自然，支持研发快速提升 Unix 技术的资源就大打折扣了，这样，Unix 或许也就永远无法接近或达到 Mainframe 的水平。

当市场需要 Mainframe，而且只有一家供应商能提供时，供应商就左右了市场的议价能力。理论和实际都表明，没有竞争的市场，一定会给供应商带来所预期的收益，当然可以保证足够高的 Margin 去支撑更大、更优的研发，良性循环就形成了。

看上去，R6 既“自残”了自身的价值、也“自残”不少原本可能属于 Mainframe 的市场份额，但是，“Mainframe + R6”的组合又保证了 Mainframe 得以快速发展的基础。

因此，是否可以推出一个天方夜谭式的结论：R6 在 Unix 市场一直扮演了一个搅局者的角色，R6 整体上削弱了企业级 Unix 市场的技术进步的能力和步伐。结果呢？在超大型的企业信息系统市场上，Mainframe 就可以一直维持高利润。

借助于品牌管理和动态市场竞争的理论，我们可以认为：《生活》是《晚报》的战斗品牌，它的目的不是盈利，而是为了防止竞争对手《商报》的发展。同样的，R6 是 Mainframe 的战斗品牌，它起到了遏制 Unix 进一步走向成功的作用。肩负战斗品牌的产品，目的不是趋利，而是为了避害、为了消灾。TheLINK

《生活》是《晚报》的战斗品牌，它的目的不是盈利，  
而是为了防止竞争对手《商报》的发展。同样的，R6 是 Mainframe 的战斗品牌，  
它起到了遏制 Unix 进一步走向成功的作用。

The aim of a “flanker brand” is not to make profits  
but to prevent the development of its rivals and to kill off the competition.



Large-scale computation and data management machines in key business fields still rely on Mainframe technology. More embarrassingly for the IT industry, there is only one company offering this much-needed technology.

Looking back on the roughly 15-year history of Unix’s market, most of the vendors who prospered in those days have disappeared today. Even the few that remain, such as HP, IBM, SUN, have not developed anything that can compete with Mainframe. What caused these setbacks in the development of Unix technology and industry? People within the industry suggested a whole array of answers to this question. I think that a strategic combination similar to that of Evening News + Daily Life took place (or is still taking place) in the Unix arena.

We find that a newcomer joined the Unix business war during the mid-to-late 1990s. This newcomer was RS/6000, which was owned by the same vendor as Mainframe. With the many advantages that its vendor had developed in quite a few fundamental areas, R6 was a powerful competitor and therefore started to make the Unix

war even more intense.

On one hand, competition means a lot to technological advancement. This is what we keep witnessing and experiencing every day. But on the other hand, it is no doubt that R6 played another subtle and crucial role. In fact, R6 acted as a double-edged sword: when other Unix vendors failed to offer a better price-performance ratio, R6 was pleased to dominate the market. However when other Unix vendors improved their price-performance ratio, the sacrifice they made in lowering prices ended up reducing their profit margins. As a result, their R&D resources were limited and technological enhancement was hindered. In this way, it became a daunting task for Unix to reach Mainframe’s level.

When the market had a demand for Mainframe while there was only one vendor to offer it, this vendor had the biggest bargaining power in the market. It showed, both in theory and in practice, that a market without qualified competitors would surely bring the huge benefits that the vendor anticipated. More certainly, a big profit margin was secured to support more and better R&D work.

It might be argued that R6 “damaged” its own value and also “damaged” some marketshare enjoyed by Mainframe. Nonetheless, the combination of “Mainframe + R6” strengthened the development of Mainframe.

May I suggest the following conclusion: R6 has been a “trouble-maker” in the enterprise-level Unix market, for it weakened the capacity of the technological advancement and hindered its proper pace. What is the result? Mainframe was able to maintain a fat profit margin in the mega-size enterprise IT market.

To go back to the newspaper analogy and put it in the language of branding management and dynamic market competitions, we might say that Daily Life is a “flanker brand”. Its aim is not to make profits but to prevent the development of its rival, Commercial Daily. In the same way, R6 can be seen as a flanker brand for Mainframe. It succeeded in containing a large-scale victory that might have been won by Unix. The flankers never fight for profits; instead, they fight to contain the competition by killing any possible enemies. **TheLINK**

俱乐部活动 ALUMNI EVENTS

### 中欧校友汽车产业俱乐部：“探究民族汽车产业发展之路”第六站穗柳行

中国校友汽车产业俱乐部“探究中国民族汽车产业发展之路”系列考察活动于6月6日拉开了第六站穗柳行的帷幕。

在本次为期三天的考察活动中，校友们沿路探访了广州丰田汽车有限公司、广州本田黄埔工厂、广州东风日产乘用车公司、东风柳州汽车有限公司、柳州上汽通用五菱、广西柳工机械股份有限公司等多个知名汽车企业。

校友们首先考察了广州的各大汽车公司。在广州丰田，校友们深切体会到了让日本丰田引以为豪的“精细生产”管理——TPM丰田生产管理的优越性。在广州本田，校友们在参观工厂后与企业领导进行了简短的交流讨论。而在东风日产乘用车公司，校友们则与公司的几位领导就其新车型

自主研发、中日合资企业的管理与文化的冲突和融合、企业的战略制定与发展方向等问题进行了积极的互动讨论。公司考察结束之后，校友们进行了分组讨论。代表们分别就各小组的讨论课题——“国家对企业引进海外人才的支持”、“中国管理人员在合资企业的管理层没有‘实质’发言权的担忧”以及“‘精益生产力’——从生产力水平角度谈中国汽车民族发展之路”发表了阐述。各组员们反响热烈，在感叹开放合作推动中国汽车行业高速发展的同时，也在深思中国民族汽车工业的发展道路与发展前景。

之后，校友们考察了柳州的汽车公司。校友们对东风柳州汽车有限公司较强的自主研发能力和明确的细分市场定位，和柳州上汽通用五菱高度的现代化精加工生产设备和生产管理表示了由衷地赞叹。穗柳行的最后一站是广西柳工机械股份有限公司。

通过三天的活动，各校友纷纷表示，对中国汽车产业的发展道路有了新的认识，也多了几分深思。本次考

察活动得到了各访问汽车企业领导的大力支持，他们与校友就汽车产业内的热门话题做了广泛深入的交流，使大家收获颇丰。

### CEIBS ALUMNI AUTO CLUB HOSTS 6TH ANNUAL “DEVELOPMENT OF THE CHINESE AUTO INDUSTRY” SYMPOSIUM IN GUANGZHOU AND LIUZHOU

To fully understand China's fast-evolving auto industry, the CEIBS Alumni Association and the CEIBS Alumni Auto Club recently held the 6th annual industry symposium. This year's event, entitled "Development of Chinese Auto Industry," was held in Guangzhou and Liuzhou on June 6.

The event was designed to give insight into the development of domestic Chinese auto corporations and joint ventures, to engage leading industry executives, and to uncover the best business strategies for domestic auto brands. The symposium featured input from representatives of six leading Chinese auto manufacturers, each sharing with participants their setbacks and successes, and lessons learned in recent years.

In Guangzhou, Guangzhou Toyota shared the secrets of the joint venture's rise to become a leading manufacturer of middle and high-end cars in China. The company sold 100,000 cars during the first four months in 2007. Executives from Guangzhou Honda next discussed the company's im-

#### IN THE FAST LANE: CEIBS Alumni Auto Club tracks China's auto industry at its annual symposium.

中欧校友汽车俱乐部考察广州和柳州的主要汽车生产厂家



pressive release of 18 auto models in China, including the renowned Accord, Odyssey, Fit and City series. Last, Dongfeng-Nissan personnel discussed the company's advanced production line, technique centre and R&D capacity, and shared tactics for creating a positive and cross-cultural work environment.

In Liuzhou, three local industry giants offered their perspectives on the commercial auto market. Representatives from Dongfeng Liuzhou Auto discussed the company's history as the first auto corporation in Guangxi Province and told of the current challenges of producing 100,000 autos per year. Executives from Liuzhou-SGMV, which produces 200 models of compact commercial autos — including mini vans, multipurpose vehicles and off-road vehicles — discussed the company's strong R&D power and multi-channel management system. Guangxi Liugong representatives shared the company's strategy for maintaining a stable international position in the truck and engineering vehicle sector.

### 中欧校友航海俱乐部：布展国际游艇展

在国际游艇展上布展，不只属于大牌的游艇公司。4月7日，中欧校友航海俱乐部受2007中国（上海）国际游艇展之邀在上海展览中心布展，借此展现中欧校友丰富多彩的休闲生活，以及企业家们航海破浪的气

魄和精诚团结的精神。

本次会展为前来参观的校友们提供了了解国际各知名游艇品牌的机会。在当天的晚宴上，校友航海俱乐部的中坚分子讲述了俱乐部故事，从发起，成立，到参加国内大型比赛并取得名次。团队成员通过帆船运动形成的信任和关心，给大家留下了深刻的印象。首位进行单人环球航行的华人、著名航海家翁以煊先生也前来与校友们交流了航海经验。

这次成功的活动，吸引了很多校友的兴趣。不少人希望加入俱乐部下一次的帆船练习活动，也希望俱乐部能多多组织类似的活动，让大家多多体验航海的乐趣，历练一下自己的意志。

### CEIBS ALUMNI SAILING CLUB EXHIBITS AT 2007 SHANGHAI INTERNATIONAL BOAT SHOW

The CEIBS Alumni Sailing Club attended the 2007 Shanghai International Boat Show on April 7 to promote CEIBS Alumni Clubs and to enjoy one of China's largest boat shows and its gala cocktail party afterwards.

High-end luxury yachts and sports boats set the theme of this show, which displayed the latest models from the world's most glamorous boating brands including Beneteau, Sunseeker, Fairline and Benetti. The CEIBS Alumni Sailing Club showed their strong interest in this sport, making the most of the opportunity to explore the exhibits.

During the post-exhibition dinner party, guests were treated to a presentation from Yixuan Wen, the first Chinese adventurer to navigate

the world by boat, in 1998. CEIBS Alumni Sailing Club leaders then shared with club members the story of the founding of the club and of its growth and development into a top-level team able to compete in a national championship. The Club's team recently placed 4th in the China Club Challenge Match. Most impressive in the story is the importance of trust and cooperation in order to succeed.

### 中欧校友高尔夫俱乐部：春季赛角逐七雄



**PLAYING TO WIN:** The Spring Tournament drew 40 alumni.

中欧校友高尔夫春季例赛吸引了近40名校友

2007年4月20日，最高温度22度，晴，球场里阳光灿烂，风和日丽。将近40名校友来到浦东林克斯高尔夫俱乐部参加中欧校友高尔夫俱乐部2007年春季例赛。本次比赛是今年俱乐部的第一次例赛，其意义更在于这是4月27日2007中国名校EMBA高尔夫全国巡回赛的中欧选拔赛，总杆数排名前7位的校友可代表中欧参赛。

中午12点，11洞同时开球，18洞的比赛历时四个小时，球友们在绿荫场上尽情挥洒球杆。比赛结果如下：

**最远距离奖：**钱孝刚

**最近旗洞奖：**郭立新

**净杆冠军：**邵阳

**净杆第二名:** 钱孝刚

**净杆第三名:** 常学鸿

**总杆冠军:** 郭立新

**总杆第二名:** 严则明

**总杆第三名:** 邓昕

**本场比赛的总杆排名前七名:**

郭立新、严则明、邓昕、邵阳、钱孝刚、卢文春、刘九评。

### **CEIBS ALUMNI GOLF CLUB TEES OFF WITH SPRING TOURNAMENT**

The CEIBS Alumni Golf Club held its Spring 2007 Tournament at the Shanghai Links Golf and Country Club on April 20. Some 40 CEIBS alumni turned out to enjoy the friendly competition and mild spring temperatures.

The four-hour, 18-hole tournament ended in glory for the top performers. The prize winners were:

**Longest Drive:** Qian Xiaogang

**Closest to the Hole:** Guo Lixin

**Net Score Champion:** Shao Yang

**Net Score 2nd Prize:** Qian Xiaogang

**Net Score 3rd Prize:** Chang Xuehong

**Gross Score Champion:** Guo Lixin

**Gross Score 2nd Prize:** Yan Zeming

**Gross Score 3rd Prize:** Deng Xin

As the first tournament of 2007, the event was a warm-up for CEIBS' performance in the Seven Business Schools Golf Tournament on April 27. The top seven gross score holders gained the right to represent CEIBS at the Seven Business School Golf Tournament. They were: Guo Lixin,

Yan Zeming, Deng Xin, Shao Yang, Qian Xiaogang, Lu Wenchun, and Liu Jiuping.

### **中欧校友会市场营销学会：南通游学**

6月2日八点三十分，中欧校友会市场营销学会会员以及校友二十多人动身前往南通，开始了一天的南通游学行活动。

会员们首先抵达南通的佛教名山——狼山。本次南通行的东道主EMBA06级的王志成的鼓励之下，身着印有中欧标志的灰蓝色运动衫的会员们在红色的营销学会大旗的带领下，一鼓作气地爬到了山顶，在狼山上留下了一道靓丽的风景线。

离开狼山，兴致勃勃的会员们直奔南通牧野公司的实验门店。在门店现场观摩十多分钟后，会员们带着众多的想法开始了交流会。会议开始，王志成同学首先介绍了南通牧野的发展历史、发展计划以及目前的困惑。接着，在场的会员们就南通牧野的国内市场营销发表了自己的看法，从南通牧野的现有优势、竞争对手、目标市场、销售渠道以及销售方式等方面进行了激烈的探讨。最后大家的讨论集中到南通牧野的销售模应该是B2B还是B2C，以及是否建立品牌两个方面。虽然没有最终的结论，但王志成

**TRIP TO BUDDHISM MOUNTAIN:** The Alumni Marketing Club enjoying hiking and a business positioning session in Nantong.

中欧市场营销协会在南通享受了爬山的乐趣后，进行了有关公司定位的热烈讨论



同学表示此次讨论的过程已经给他提供很多的思考方向和发展信心。

### **CEIBS ALUMNI MARKETING CLUB JOURNEYS TO NANTONG**

While most people were still enjoying their Saturday morning snooze, 20 members of the CEIBS Alumni Marketing Club gathered on the Shanghai campus for a daytrip to Nantong, Jiangsu Province.

After a four-hour drive, the group reached the renowned Buddhism Mountain featuring the beautiful and steep Wolf Hill. Local expert Wang Zhicheng (EMBA06) generously provided an introduction to the scenic spot, explaining that, according to the "central school" of Buddhism, the hill represents the hands of Buddha. After Wang's inspiring description, the alumni hikers (all wearing CEIBS t-shirts) quickly reached the hill's peak.

After the morning's hike, the group next gathered at the flagship store of MUYE Co. interior decorations to put their business school training and marketing expertise

to use in assisting a fellow alumni. After Wang introduced the history of MUYE and the current business challenges facing his store, the alumni held a lively discussion, offering their suggestions on the ideal business strategy, positioning, marketing, and sales model. A debate ensued concerning the use of B2B or B2C model, and on the best brand positioning. Wang offered his heartfelt thanks for the many creative ideas and strategies.

The group finished the day with the satisfaction of having enjoyed good exercise and good discussion, plus building new friendships.

#### 分会活动 REGIONAL CHAPTERS

#### 南京校友分会：汉藏文化交流讲座

4月28日下午,近二十位中欧南京校友聚集在一起,聆听专程从北京赶来为南京校友献上一份文化大餐的中央民族大学教授、著名藏学家王尧先生的讲座。

王尧教授是一位“国宝级”的藏学专家,在西藏各地研修藏语、历史、文学以及宗教等十三年,终生从事藏学研究及教学。这次讲座的主题是:绚丽的文化景观——回顾藏传佛教的东向发展及传播。

王尧教授首先向在座的听众推荐了三本好书——《藏族简史》、《西藏佛教发展史略》和犹太裔美国人梅·戈尔斯坦(Melvyn C.Goldstein)的著作《喇嘛王国的覆灭》。人们可以通过阅读他们了解一些西藏和藏传佛教的基本历史与演变。他以时间为主线,从唐宋到明清,从文成公主入

藏到达赖喇嘛出走,通过一幅幅西藏特有的色彩绚丽且人物栩栩如生的布画唐卡,来回顾1300多年来藏传佛教与汉文化交流、融合、发展的历程。神秘的西藏,古老的密宗,复杂的教派……这一切都吸引着大家进一步的学习和探究。

成功举办此次汉藏文话交流的讲座,要归功于南京校友分会会长葛宁先生的倾力支持,全体理事会的精心安排,以及分会会员的通力合作。

#### CEIBS ALUMNI NANJING CHAPTER HOSTS HAN AND TIBETAN CULTURE LECTURE

Renowned Tibetan Culture Scholar Wang Yao, a professor at the Central University for Nationalities, spoke to the CEIBS Alumni Nanjing Chapter on April 28.

Known as a “national treasure” in the area of Tibetan research, Prof. Wang spent 13 years in Tibet, researching Tibetan culture, language, history, literature and religion. During his lecture, entitled “Gorgeous Cultural Scenery: Reviewing the Eastern Development and Spread of Tibetan Buddhism,” Wang impressed the audience with his passionate expression and profound knowledge.

The professor introduced three outstanding books on the topic (written in Mandarin): *A Brief Introduction to the Tibetan Nation*, *A Historical Review of Tibetan Buddhism Development*, and *The Extermination of Lama Dynasty*. He then introduced a historical timeline of Tibetan Buddhism, from

the Tang Dynasty to the present, discussing the landmark events in the integration of Tibetan Buddhism and Han culture.

The CEIBS Alumni Nanjing Chapter thanks its chairman, Ge Ning and all members who assisted in organizing this event.

#### 重要活动 ALUMNI EVENTS

#### 中欧校友会俱乐部 2007 年度经验分享会活动

2007年3月23日下午中欧校园餐厅VIP房间里欢声笑语,由校友关系事务部举办的中欧校友会俱乐部2007年度经验分享会正在热烈地进行着。学校领导朱晓明院长、十三个校友俱乐部的负责人和校友关系事务部的全体工作人员共26人出席了此次会议。此次会议是中欧校友会自2003年成立首个俱乐部以来,首次有各个俱乐部参与的大团圆活动。

会议开始,首先由本次会议的主持人校友关系事务部主任李峥嵘女士致欢迎词。李主任回顾了俱乐部成立四年来所作出的成绩,同时与大家一起分享了2006年各个俱乐部活动照片回放。接着,各个俱乐部自报家门,分别介绍了各自俱乐部的情况和发展思路。随后,根据以往俱乐部活动经验,大家就俱乐部的内部管理、提高活动出席率、推动中欧品牌建设、俱乐部的研究能力等方面进行了主题讨论,相关俱乐部的负责人对以上主题进行了充分而精彩的阐述。最后专程从北京赶回参加此次会议的朱晓明院长向与会人员通报了学校发展的现状和未来的发展方向。朱院长的讲话鼓舞人心,与会人员就中欧的发展与朱院长进行了热烈的讨论。



**PAST AND FUTURE:** The CEIBS Alumni Club annual meeting helped club leaders set their next set of goals.  
中欧校友会俱乐部年度经验分享活动帮助各俱乐部在未来更好的发展

### **CEIBS ALUMNI CLUBS SHARE BEST PRACTICES AT 2007 ANNUAL MEETING**

The CEIBS Alumni Club held its first Annual Meeting since 2003 on March 23 at the Shanghai Campus. The event, presided by CEIBS President Zhu Xiaoming, was attended by the presidents of 13 alumni clubs plus the Alumni Relations Department staff.

CEIBS Alumni Relations Director Julia Li opened the event

with a welcome presentation reviewing the achievements of CEIBS alumni clubs over the past four years. The club presidents then introduced the past accomplishments and future goals of their clubs, including sharing best practices for club management, event planning, and brand building. In closing President Zhu reported on the current situation at the school and outlined future goals and targets.

### **全国校友齐聚华南，“流动课堂”倍受推崇**

5月23-25日，中欧“校友流动课堂”来到南国深圳。近120位校友和同学，从各地赶来，除了北京、上海和深圳三大分会的部分会员外，还有远道从江浙各地、湖南、西安、山东、香港和台湾专程赶来的校友们，可谓是全国校友在华南的一次大聚会。

23日的下午，70多位中欧校友金融与投资俱乐部的成员和各地校友兴致勃勃地拜访了国内号称“中小企业上市融资的首选地”——深圳证

券交易所。大家同深交所的首席代表和上市推广部高管进行了近两小时的对话交流。参访结束后,众多校友更加坚定了企业今后的战略发展方向——改制上市、进入资本市场。

23日晚间,百余位校友和同学济济一堂,兴高采烈地出席了“校友流动课堂”欢迎晚宴。席间,深圳校友会会长徐航校友代表分会理事会对所有参加活动的校友和同学表示欢迎,他简明扼要地介绍了深圳校友分会的情况,分会近期的工作计划,同时代表校友希望学院今后举办更多更好的象“校友流动课堂”这类能够加强各地、各行业校友互动交流的活动。

5月25日下午,一年一度的中欧校友论坛首次在深圳举办,这次有幸邀请到 EMBA023 校友、金蝶软件董事会主席徐少春先生主讲“不断演进的中国管理模式”。

当天晚上,一场体现中欧人关爱社会、承担社会责任的校友慈善酒会在深圳马可孛罗酒店温馨开幕。许小年教授应邀出席并参与了开场拍卖。三地分会都带来了大家精心准备的拍品,三件拍品早已超越本身的内涵,它们代表了广大校友的一颗颗真诚而慈善的心。当晚,拍卖共筹得 7.8 万元,特别感谢以下校友的积极参与:

#### **陪同许小年教授打球的 3 个机会 (RMB 5000 元 / 个)**

白文涛 EMBA024,

刘伟志 EMBA993,

傅强 AMP05

#### **深圳分会提供的世界各国纪念邮票和硬币集 (RMB 18000 元)**

熊华 EMBA012

#### **北京分会提供的奥运首日封 (RMB 9800 元)**

徐少春 EMBA023

#### **油画—印象中欧 (RMB 26000 元)**

曾李青 EMBA052

#### **田园风光油画 (RMB10000RMB)**

焦炳华 EMBA033

由上海、北京、深圳三大分会联手举办的“校友流动课堂”第一次举办便得到全国百余名校友和同学的强烈响应和积极参与。几天活动体现了中欧校友的真实、真诚、真挚和真情。“中欧校友流动课堂”——深圳站圆满结束,请广大校友拭目以待下一次的“开课”。

#### **CEIBS ALUMNI “MOBILE CLASSROOM” TRAVELS TO SHENZHEN**

The CEIBS Alumni Mobile Classroom descended upon Shenzhen from May 23 to 25, bringing a delegation of 120 alumni from Shanghai, Beijing, Zhejiang, Hunan, Xian, Shandong, even Hong Kong and Taiwan – plus local Shenzhen residents. The event marked the largest-ever gathering of CEIBS grads in South China.

First stop on the Shenzhen tour was the famous Shenzhen Stock Exchange (SSE). The CEIBS group enjoyed a detailed briefing and Q&A on the exchange, known as the first-choice listing channel for China's SMEs, delivered by the SSE Senior Director of Listing and Development.

At another highlight of the three-day event, Kingdee International Software Group Chairman Robert Xu (EMBA02) spoke on “Evolving Chinese Management Models.” Xu first discussed the current renaissance of the Chinese nation, then argued that continuing this impressive

economic transformation requires the development of a Chinese-style management model. Using Kingdee as a case study, Xu explained how the company has developed and implemented three management models: an entrepreneur management model emphasizing technical innovation, an elite management model stressing management creativity, and a culture management model promoting organizational innovation. In closing, Xu stated his firm belief that the development of Chinese management models will be essential as the Chinese economy continues to boom.

The event's charity cocktail party featured auction items generously supplied by CEIBS three largest alumni chapters. The party resulted in RMB78,000 raised for poverty relief programs in Qinyuan County, Guangdong Province. Event organizers wish to thank the following alumni for providing auction items: Bai Wentao (EMBA02), Liu Weizhi (EMBA99), Fu Qiang (AMP05), Xiong Hua (EMBA01), Xu Shaochun (EMBA02), Zeng Liqing (EMBA05), Jiao Binghua (EMBA03)

Where's the next stop for the Alumni Mobile Classroom? The Shenzhen Tour concluded with many creative suggestions and worthwhile invitations for the next series. Expect your invitation soon!

获悉更多校友活动报道,请登录中欧校友会网站: [www.ceibs.edu/alumni\\_c/index.shtml](http://www.ceibs.edu/alumni_c/index.shtml).

For more information on CEIBS alumni clubs and alumni activities, please visit: [www.ceibs.edu/alumni/index.shtml](http://www.ceibs.edu/alumni/index.shtml).

## MBA1995

### 许东辉



从2007年5月起, 我开始在花旗银行(中国)有限公司杭州分行(筹)工作了, 任企业银行部主管。这是今年南汇桃花节期间拍的照片。我儿子在进才试验学校读一年级。

I am now working for Citibank (China) Co., Ltd. Hangzhou Branch (under preparation) as Head of the Corporate Banking Department. The picture was taken at the Nanhui Peach Flower Festival.

## MBA1998

### 肖枫 Victor Xiao

我的职业变化: 我现任凯雷投资集团董事、北京代表处首席代表。

I am currently Board Member and Chief Representative of The Carlyle Group's Beijing Office.

## MBA2000

### 郑磊 Franklin Zheng



我于2001年11月毕业, 12月加入BP集团。欢迎活跃在石油及天然气开采、油轮运输、油轮和海上钻井平台设计、建造和运营等

能源及海上运输领域的广大校友与我联系, 共同探讨前瞻性业务问题。

I graduated in Nov 2001. I joined BP Group in Dec 2001. My current position: Deputy Regional Manager, Asia, BP Shipping. I encourage alumni in the fields of oil & gas upstream production, tanker shipping, tanker & offshore facilities design, construction & operation to contact me. We can have a get-together to network and discuss new strategic developments in these dynamic business areas.

## MBA2002

### 李牧 Amur Li

本人离开工作了三年多的美国铝业, 加入一家从事航空材料加工和分销的美国公司 Transtar Metals Corp., 为该公司在上海外高桥保税区筹建一个加工分销中心。希望能得到具有相关行业背景和经验的校友的建议和支持。谢谢!

After more than 3 years work in Alcoa, I joined Transtar Metals Corp. which is a US company that focuses on aerospace material processing and distribution. I have been working on establishing a service center in Waigaoqiao Free Trade Zone. I look forward to comments and support from alumni with backgrounds and experience in this industry. Thanks!

## MBA2003

### 孙虹 Annie Sun

我的第一次和天空的亲密接触——澳大利亚凯恩斯之跳伞经历: 上升到一万四千英尺高空, 再一下子投身于无边无际的蓝天中, 整个人不知道在哪个无尽头、无极限的空间里迅速地下落, 仿佛没有止境, 又好像找到永恒的感觉。脚下是碧绿的凯恩斯, 远处是蔚蓝的海, 海天相接的地方闪着金光, 是刚刚升起来的太阳。降落伞好宽阔, 好美! 当我划过长草、稳稳地着陆时, 我说的第一句话是: We're back from Heaven!

My first time in heaven – Skydiving in Cairns,



Australia: Higher and higher; I went 14,000 feet high. Then, with a dive, I found myself overwhelmed and enveloped in the enormous sky. I couldn't notice time, couldn't tell if I was up or down. I only knew that I was falling, very rapidly. I can't find the right word for this feeling: infinite? unlimited? boundless? This is like eternity or something, I thought. Green Cairns, blue ocean, where the sea meets the sky is shining enchantingly. When I landed, the first sentence out of my mouth was, "Hey, we're back from Heaven!"

### 董长庆 William Dong



07年初离开朗讯科技, 回到以前工作过的一家芬兰公司。如今, 繁忙许多, 但生活充实。周末与同学打场羽毛球, 小聚一下, 其乐无穷! 有空闲时间就想到处走走, 由于时间有限, 去远方旅游近乎奢望。

I left Lucent Technologies in early 2007 and now I'm back at the Finnish company that I worked with before joining CEIBS. At present I'm busier at work, but it's not bad. On weekends, I always play badminton with classmates and have dinner afterwards. I really enjoy it! Whenever I have some time, I want to travel. Unfortunately it's nearly impossible to

travel far away due to the busy work schedule.

#### MBA2004

##### 乔汉瑞 Henrik Johansson

2007 年建立普瑞斯国际有限公司并担任公司 CEO，同年建立仁民比信息咨询有限公司（深圳）并担任 CEO(www.12RMB.com)。公司致力于电子商务的研究和应用，提供国内外购物搜索引擎，为消费者提供购物信息。CEO and co-founder of PriceMe International Ltd. The company provides online shopping information to consumers in China (www.12RMB.com) and overseas.

#### MBA2006

##### 杨海鼎 Ace Yang

作为 05 级 MBA 最后的“钉子户”之一，我终于依依不舍离开校园准备赴韩国工作，签约友利投资银行的全球业务单元（韩国本土最大的投资银行），并担任其中国区业务经理职位。如果校友的公司希望得到外资基金的投资，准备海外上市或是希望开拓国际市场，都可以联系我，共同开拓事业。

Being one of the last six campus residents of MBA 2005, I finally decide to join Woori Investment & Securities, a leading investment company in Asia. I will join its Global Business Team and will be responsible for all of business in China. I will also be involved with the business in Vietnam and Indonesia as well. Please keep in touch and do contact me if your company need fund investment, IPO issues or expand into the international market, I would be very pleased to work with you to embrace a better tomorrow.  
Email: yhaiding.m05@alumni.ceibs.edu

##### Francois-Xavier Henry

My wife and I have now relocated to Philippines, Manila where she has been promoted to General Manager of Associated British Food (the makers of Ovaltine, Twinings tea, etc.). We are awaiting a happy event in

December. Indeed, my wife is pregnant.

#### MBA20006

##### Paul Chua

Exchange from London Business School  
I will be working as an associate for Alvarez & Marsal on their corporate turnarounds/restructuring group. My professional career will begin in London this August 2007, then it will take me to Hong Kong by early 2008, and then back to Shanghai by 2009. I hope to see as many of my former CEIBS classmates and friends as possible.

#### EMBA1997

##### Thomas Zhao

I am now working for ITW, Valeron Strength Film as the Business Unit Manager for China. My son is now 5 years old, he is so cute... I am looking forward to seeing you – my old classmates!

##### 薛昌俊

我现在上海雷昌德投资咨询有限公司，从事投资咨询与资产管理业务。为投资商寻找，评估，购买和管理债权资产、不动产资产和股权资产项目。我的电话：13764308472

#### EMBA1998

##### 孙志伟 Francis Sun

大家好，我在 2005 年离开 IBM，加入了另外一家著名的美国软件公司，思杰系统公司，现在管理这家软件公司在大中华的业务。非常希望大家保持联系，

我的 MSN 是：francis\_sun@133sh.com。

Dear All, this is Francis Sun, nickname, Mr. Lotus, as I worked for Lotus at that time. Now, I am the VP for Citrix System, looking after Citrix Greater China business.

My MSN is: francis\_sun@133sh.com

##### 林晓峰

我现在在上海国际集团有限公司日本东京办事

处担任总代表工作。我在日本的联系方式是：

电话：0081-3-5765-0587；

传真：0081-3-5765-7087；

手机：0081-80-5692-9828。

地址：日本國東京都港區芝 2-3-3 芝二丁目大門ビル 4 階。邮编是：105-0014。

欢迎学校的老师和同学有机会莅临我办事处指导工作。

##### 吴伟众

我现在在金泰线业（上海）有限公司任总经理。公司地址：上海昆阳路 1280 号。

我的电话：86-21-54725158；

Email: Walton.Wu@gmail.com

#### EMBA1999

##### 李有邻 Mark Lee

我是台湾同学李有邻。每个月一半时间于台湾学习高尔夫，在 6 月 1 日刚刚破百，另外一半时间在大陆或世界各地旅游。欢迎中欧同学来台湾时与我联系。

联系手机为 +886-936935560。

#### EMBA2000

##### 周益民

我现在还是在自己的公司，宁波保税区源升国际贸易有限公司。读了 EMBA 以后我们公司的业务发展更快更大了。毕竟是受过专业培训。

##### 黄伟强

我现任埃森哲大中华区副总裁。

#### EMBA2002

##### 黄敏

我最近在参与筹备一家新的寿险公司，最大的心得是知道一年还是有季节变化的，中场休息快结束了，下半场又快开球了！

##### 海涛

本人去年以来，调任摩根大通证券（亚太）有限公司高级副总裁，主要协助中国企业境外上市\私募\发债等事务。

## 宋传杰

我是济南校友分会会长，现任中国农业银行山东省分行科技部总经理。“EMBA”两离快车道尚未赶上，夜夜回归老家庭、天天服务老东家。儿子求学北上，雀巢变空。意外入选中组部直接联系的高级专家，颇感茫然。欢迎中欧教授和校友相约泰山，期望济南校友会每年一度的“泰山论道”成为经典！

## 马平



我2004年毕业后加入了如家酒店连锁，任职资深副总裁，负责公司的开发和工程方面的工作。目前我们的酒店已遍布全国约70个城市，拥有256家门店。我们也成功地于2006年10月26日在美国NASDAQ上市，代码为HMIN。我最近参加了一个培训课程：Leadership Programme，解决了我心中的很多困惑，使我更加有激情，充满了活力，开心地工作和生活。祝同学们生活幸福、工作顺利、事业有成！祝母校取得更辉煌的荣誉和成果！

### EMBA2003

## 岳国健 Kelvin Yue

从1994至今，我一直在莱尼电气线缆（常州）有限公司工作，现任总经理，负责全面工作并分管销售市场及新品开发方向的工作。

## 谭飞

目前担任五粮液保健酒公司总经理。两年中欧生活，收获颇多，感谢母校！！也渴望加入中欧校友这个大家庭！！

### EMBA2004

## 王义

对自己现有的两商场进行改造。海南商场位于海口市商业中心，面积2.2万m<sup>2</sup>，将打造成为

男仕专业店（中高档）。安徽商场位于合肥市商业中心，面积3万m<sup>2</sup>，通过整体租购和品牌引进将打造成拥有6-8万m<sup>2</sup>大型购物中心。希望有意“共同开拓正在快速发展的合肥经济和被严重低估的商业物业高增长”的同学来看看。

## Valerie Touya

My big achievement has been running my own retail fashion company “Curiosity”. After the opening of my third store, I had a lot of press articles in which I have tried to quote CEIBS. Two of the most interesting ones were released by Shanghai Daily and Elle China (in the July edition).

### EMBA2006

## 刘钧 James Liu

我在中欧开学后出任微创半导体设备（上海）有限公司总经理。上课一年来非常开心，结识了很多新朋友，也学到了很多新知识。几个月前参加了5、6班同学的贵州行，和同学们无拘无束地玩了几天很开心。而且没想到照出的照片挺受欢迎的，看来也得更新我的相机了。谁来做模特啊？

## 贾雪塘 Lucy Jia

在中欧的学习生涯是一段令人难忘的经历，现在是我在中欧读书的第二年，回首过去的一年，感觉快乐。虽然我们同学来自五湖四海，从事的行业也五花八门，但我们为着一些理想，一份愿望，一个远景走到了一起。在这里，我们不仅学业上有收获，更重要的是我们结识了一批不平凡的同学，他们的睿智，他们活力，他们的想法很强烈地冲击了我原有的思维方式，让我有了更多的灵感和思想的火花。我很感谢中欧，这段学习生活让我获益颇多。另外，中欧的活动也丰富多彩，让我们在学习之余有了更精彩的业余时间。我热爱运动和旅游，喜欢走进大自然。如果有同学组织的旅游活动，或者高尔夫球赛，乒乓球比赛等请喊上我，我很乐意参与。

## 邹平松

2003年初创办了上海屹朔通信设备有限公



司，任总经理；2004年加盟上海龙旗通信有限公司，任副总经理（营销），2005年担任龙旗控股有限公司副总裁，主管营销工作。目前正在开拓印度、南美、俄罗斯等手机市场。希望大家多交流。已经开始恢复停止了两年多的高尔夫活动。成绩正从140多杆向110杆以内迈进，希望能有机会多向中欧的高尔夫球友们学习。也计划把家从上海的浦西搬到浦东，跟住在浦东的朋友们可以更多的交流了。

### OTHER PROGRAMS

CEMI-4, 1990

## 李强

我的职业生涯以五年一个周期发展变化。近五年来我发现自己的事业正经历迅速转型：从传统的快速消费品领域过渡到新型的电子商务；从单纯的外企打工转变成公司合伙人。下一个五年也许是公司上市的时机成熟了。生活中的变化也是明显的：除了白头发多了几根，你在大街上遇见我还能认出我。这五年来我的儿子明显窜高了，现在都可以穿我的牛仔裤了。再过五年，我是不是该为他娶媳妇操心了？还是先为他攒够去国外读书的路费再说吧。

## 陈林

毕业那年是1992年，想想已经是上个世纪的事了。毕业后的生活和工作都很充实，自己也是快乐并成长着。原本学习林业的我，目前在一家外商独资的电力投资公司工作，负责已投资电厂项目的资产管理和运营工作，多年来承蒙团队同事的帮助和支持下，成绩还不错。近几年我也曾经参加过中欧的高层管理培训，组织公司员工参加过中欧的公司内训，效果也都很好。这里向各位老师和校友祝好！”

## 曾庆辉 Qinghui Zeng

1990年考入CEMI MBA-4, 2001受聘于美国 Retek 公司任技术架构顾问并移居美国, 2005年任美国甲骨文公司主任系统性能架构师, 2006年升任美国甲骨文公司首席系统性能架构师, 同年被选为明州华人信息技术协会会长。2007年6月22日很荣幸在中欧国际工商学院给校友们作《信息技术领域领导能力的培养》专题报告。

I was enrolled in CEMI MBA-4 in 1990. I worked for Retek Inc as Technical Architect Consultant in 2001, was employed for Oracle USA as Principal Performance Architect in 2005, and then promoted to the Oracle Chief Performance Architect in 2006. I was elected President of the Minnesota Chinese IT Association in 2006. I had the honor of making a presentation on "Leadership Development in the IT Industry" to CEIBS alumni on June 22 2007.

### DIMP2001

DIMP 2001

## 祝士茗

目前, 我供职于总部设在天津的合资寿险公司——恒安标准人寿保险有限公司, 任人力资源部总经理。虽然我们不常见面, 但平日的电话和邮件让我感觉到中欧人有一种共同的语言, 和共同的价值观。这一点让我感觉到非常的温暖。

## 杨名 Jerry Yang



From January 2005, I moved to Stockholm, where I worked for ATLAS COPCO TOOLS AB as Product Manager for the international marketing team's ACTA Division. In June

2006, I was promoted to Business Manager for global fixtures tooling, in the Motor Vehicle Industry (MVI) Division. I got the opportunity to travel around the world, meet different people from different countries, as well as take up the challenge to grow the business steadily across the world. At the end of 2006, my second son was born in Stockholm, and I spent 8 days at home with my family. That is called 'Pappa ledig' in Swedish, which means 'vacation for new fathers.' That was great!

## 张炜

我现在升职为摩托罗拉软件集团南京软件中心总经理。

Hi, I am Wei Zhang. I was promoted to General Manager of the Nanjing Software Center of Motorola Software Group.

### DIMP2003



## 于英娜

离开学校的变化还是蛮大的, 始尝试创业的快乐与艰辛, 新公司已经运行了近3年,

还算顺利, 在许多的朋友帮助下已经茁壮成长了, 还是很佩服自己当年的勇气。不过现在有点想尝试新的生活方式了, 还是累了点:-)。

### DIHMP2000

## 赵旭东

现在同济大学任中德友好医院筹备工作组组长、项目协调人。今年5月是我迁来上海3年中最有收获的一个月。值得庆祝的事情很多, 其中之一是在胡锦涛主席、德国总统克勒出席的仪式上, 由同济大学、西门子公司和Asklepios公司合资的上海中德友好医院项目于5月24日在人民大会堂签署了合资合同。2010年前, 中德友好医院将屹立于上海国际医学园区(南汇周浦镇)。届时, 各位校友将



会是我们最尊贵的客人! 作为医生, 我不敢说“欢迎各位来看病”, 但应该说“热烈欢迎各位来享受国际水准保健服务!”

### DIHMP2004

## 陈丹



现仍就职于山东东营胜利油田中心医院常务副院长。部分社会兼职 山东医学会骨科专业委员会委员、关节组副组长 山东省医学会理事; 青岛大学医学院硕士研究生导师; 华裔骨科学会关节外科分会理事 (CSOS); 东营市医学会骨科专业委员会主任委员。TEL:0546 8779795; EMAIL: dan0409@vip.sina.com

### SEPC2006

SEPC 2006

## 费立克思 Felix Primetzhofer

PRIME Executive Solutions Ltd.

LP&P Corporate Finance / Managing Partner / Vice-President, International Business Development and Value Creation

Heading to Europe? Contact me if you are considering investing in brands or sales-channels in Central-Europe or if you are interested in sourcing or acquiring.



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**Centre of Entrepreneurship**  
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**Centre of Organisational and People Excellence**  
Director: Professor Arthur YEUNG  
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**Centre for Emerging Market Strategy**  
Director: Professor Seung Ho "Sam" PARK

**China Centre for Financial Research**  
Director: Professor CHANG Chun

**Centre for Marketing and Innovation**  
Director: Professor Kwaku ATUAHENE-GIMA

**Case Development Centre**  
Director: Professor WANG Jianmao

# 董 事 长

在 有 道

公司治理之道，  
董事会管理之道，  
收购与兼并之道，  
控制与领导之道，  
欲求其道，  
从中欧-沃顿商学院合作  
公司治理和董事会课程开始

**中欧-沃顿商学院合作  
公司治理和董事会课程**  
2007年9月11日-14日 上海

从根本上来说，任何一个企业的管理问题，都与其治理结构和最高领导层有关。在全球经济一体化的进程中，中国企业所有者和最高领导所面临的最大难题，不是商品市场的竞争，而是企业制度的竞争。西方的治理模式的哪些方面可以为我所用，哪些方面则必须摒弃？中国企业的最高领导应该怎样来设计自己企业的治理结构？两所世界名校的七位专家共同设计了“公司治理和董事会课程”，来帮助你思考、探索上述问题的解决之道。

## 目标

本课程的目标是帮助中国企业的所有者和最高领导人为自己的企业设计有效的公司治理体系，并为董事会所必须回答的若干核心问题提供基本思路，剖析国内外公司治理的经验教训，探讨中国公司治理发展的趋势和问题，从而帮助学员掌握建设有效治理结构的基本框架和主要工具。

详情请洽：

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深圳：0755-26935750(王小姐)  
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中欧同时提供为公司度身定制的公司特设课程，  
详情请查询网站www.ceibs.edu/csp

## 对象

本课程招生的对象是企业和企业集团的所有者和最高领导层，包括企业集团的首席执行官、董事长，他们旗下上市公司的董事长、总经理、监事、董事、大股东代表、政府相关管理部门的主要官员、机构投资者，以及关心企业制度建设的创业者和高管人员。

## 受益

本课程将帮助学员理解：

- 全球董事会和公司治理模式的演化及现状
- 董事会的战略制订和决策角色
- 中国企业治理结构改革宏观政策和企业实践
- 中国企业治理结构的实务问题和分析工具

## 教授

- 中欧国际工商学院教授：吴敬琏、梁能、丁远、许定波；  
周其仁（北京大学教授、中欧国际工商学院客座教授）
- 沃顿商学院教授：Michael Useem、Harbir Singh

中欧国际工商学院

# 2007第三届中国健康产业高峰论坛

CEIBS 3rd Annual China Health Care Management Forum 2007

## 一念政府,一念市场 中国医改路在何方?

2007年,中国医疗卫生体制改革迈出关键一步。“着眼于实现人人享有基本卫生保健服务的目标”为扰攘多时的医改方案一锤定音!但是,中国政府清醒地意识到,探索和建立一条具有中国特色的卫生发展道路却充满曲折与挑战……

2007年9月15日(星期六),政府高官、专家学者、行业巨头,齐聚中欧国际工商学院,共商中国健康产业发展大计,探讨中国医疗卫生改革之路。期待您的光临!

### 受邀演讲嘉宾(排名不分先后)

- |                |  |
|----------------|--|
| 马晓伟            | 中国卫生部副部长                                     |
| 孙隆椿            | 全国政协科教文卫体委员会副主任,原中国卫生部副部长                    |
| 姚宏             | 中国国家劳动和社会保障部医疗保险司司长                          |
| 徐科             | 中国卫生部农村卫生管理司司长                               |
| 宋瑞霖            | 国务院法制办公室教科文卫法制司副司长                           |
| 张宗久            | 中国卫生部医政司副司长                                  |
| 卢凤霞            | 中国发展和改革委员会药品价格评审中心副主任                        |
| 李立明            | 中国协和医科大学副校长                                  |
| 李玲             | 北京大学中国经济研究中心副主任                              |
| 刘俊             | 中华医学会副会长,原上海市卫生局局长                           |
| 左学金            | 上海社会科学院常务副院长                                 |
| 马安宁            | 潍坊市卫生局局长                                     |
| 徐建光            | 上海华山医院院长                                     |
| Jörg Ostertag  | 美国礼来公司中国区总裁                                  |
| Robert Meenan  | 美国波士顿大学公共卫生学院院长,卫生政策与管理教授                    |
| Daniel Laurent | 法国 Marnes-La-Vallée 大学教授,法国安盛集团 (AXA) 决策咨询顾问 |
| Soe Nyunt U    | 世界卫生组织西太平洋区域办公室卫生政策研究主任                      |

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