

# 远程会议“新玩法”

## G-Net Bets Big on China's "Web Meeting" Market

网络通讯技术的革新与发展,令即使参与远程全球会议,也只要轻松一“点”。安全、便捷、便宜,正令这项新服务逐渐兴起。

BY HELPING COMPANIES COMMUNICATE REAL-TIME WITH COLLEAGUES AND CLIENTS WORLDWIDE WHILE KEEPING TRAVEL COSTS DOWN, FOUR-YEAR-OLD G-NET NOW REIGNS AS CHINA'S LARGEST "WEB MEETING" SERVICE PROVIDER. FOUNDER CHEN XUEJUN (EMBA 2004) SHARES HIS BIG PLANS FOR THE COMPANY'S GROWTH.

文/吴冯淑

**远**程视频会议是什么?如果你想到的还是用昂贵的远程设备布置起来的一个个分会场,那你就落伍了。只要你身边有一台普通的PC,能够上互联网,那么你就可以和很多人一起同时参加全球性的会议。就这么简单。你不必再做“空中飞人”,免受奔波之苦,避免旅途中可能带来的危险,更可以为自己节约大量时间。无论高端决策,还是员工培训,甚至对外的信息发布,不论地点,不论时间,不限人数,都可以方便地实现。而且,它很便宜。

这个听起来很棒的事物在近几年的美国公司中大为流行,其市场在短短的五六年内就从5亿美元实现了10倍的迅速发展。如果你听说过今年3月全球最大的网络设备生产商思科以32亿美元现金的天价收购由中国人朱敏在1996年创立的美国网讯(WebEx)公司,就会明白它的



By Audrey Wu

Last March, when Cisco, the world's leading supplier of networking equipment and network management for the internet, purchased WebEx, the world's largest "web meeting" solution provider, the move made waves across China's IT industry. Domestic techies know that WebEx – which establishes a channel for remote video-conferencing via the internet – was established in 1996 by Chinese-American entrepreneur Zhu Min. China's domestic IT wizards took note, especially when Zhu's 11-year old Silicon Valley-based company fetched US\$3.2 billion from Cisco.

One of those carefully watching the WebEx sale was Chen Xuejun (EMBA 2004), the founder of G-Net. Today, G-Net is the largest professional service provider in this sector in China. True, the total China market remains quite small – about 1/200 of the US market – but Chen believes the potential for expansion is great.

Chen's theory is that his service of internet-based "web meetings" is just too attractive for China-based companies ignore. The service works on a simple principle: users in different locations around the world can log on to a virtual space provided by G-Net. Using the company's technological platform, clients can see, hear, and respond to each other instantaneously, and for a very small fee. Thus, web meetings are a cost-effective alternative to traveling for conferences, strategy sessions, training courses, and other business scenarios.

The service, used by multinational companies to communicate internally or externally, eliminates the need to travel to meeting sites, and rent or maintain facilities. Even teleconferencing is expensive by comparison, he says, estimating that traditional teleconferencing equipment for a single business runs at least RMB300,000.

Because costs are low, Chen says employees tend to schedule web meetings more often than they would tele-conferences or face-to-face meetings. This increases the company's understanding of its clients,





作为国内首家网络会议解决方案的供应商，G-Net 创建人陈学军认为国内市场存在更大的机遇。

HIGH EXPECTATIONS – G-Net founder Chen Xuejun believes the popularity of web meetings in the U.S. bode well for China. Already, the company has attracted 2000 customers .

价值所在。

在国内，这项服务正在逐步兴起。陈学军（中欧EMBA2004）和他的伙伴们则是“吃螃蟹的人”。国安创想通信技术公司（G-Net）是国内最早也是最大的提供这项服务的公司，目前公司的主营业务包括远程网络会议、网络信息发布、远程培训等。“现在的视频会议在美国只占2%~4%的市场。在美国，远程会议市场模式主要通过Web。目前中国在网络会议这一新服务的市场规模只及美国的1/200。国内的市场虽然还比较小，但是潜力是无限的，这将是一种趋势。”从SARS期间开始涉足网络商务通讯业务的G-Net，对于这个市场的发展十分有信心，而他们每年超过100%的增长速度也证明了这一点。

尽管有WebEx的经验在先，G-Net仍有自己的发展途径和战略。不同于前者完全基于网络提供服务，G-Net提供软件和电信整合的融合性统一服务。

这样一来，客户就不仅仅能在电脑上分享数据以及视频，还能通过传统的电话网络进行高品质的语音交流，毕竟今天国内的互联网还很难确保语音传输的质量。

G-Net的服务原理十分简单，G-Net提供网络虚拟空间，以及相应的软件和硬件支持，不同地方的用户只要在互联网上登录到G-Net的空间，就可以聚集在一起通过PC和电话召开会议、进行培训，甚至组织新品发布等大型活动。这项服务的学名叫做SaaS，Software-as-a-service（软件即服务）的简称。它是一种通过Internet提供软件的模式，用户不用再购买软件和硬件，而改用向提供商租用基于Web的软件，来管理企业经营活动，且无需进行维护，服务提供商会全权管理和维护软件和硬件。

在国外跨国公司内，这种新型的网络服务已经得到了广泛的运用。其优势显而易见：第一，不需要在固定的地方设置分会场。第二，没有固定设备的投资，节省成本，一个会场的设备投入通常至少需要30万元，加上维护和人员配备，相当昂贵。第三，固定的会场使得远程会议局限于公司内部，而这种新型的服务突破了地域的局限性，更具开放性和外部性。并且，随着产品周期的不断缩短，公司需要以更快的速度把产品信息推向顾客。第四，高效，节约时间。由于不需要搭乘交通工具来到实际的会场，不存在交通拥堵或航班延误等影响参会的因素，能更好地确保参会人员的准时和齐全。已经厌烦了“在路上”的生活和公司大量差旅支出的企业管理者们对此日益青睐。

“如果使用G-Net的服务，开一个十几人的会议只需要几百元，一个上百人的大型会议也只需要几千元，相比参会人员实际聚集在一起所花费的差旅和时间成本简直太合算了！”陈学军算了这样一笔账。网络远程会议的节约相当明显。G-net根据提供的不同服务收取不同的费用，还有包月制的。对于像GE这种每天有三四百场会议的大型跨国公司来说，网络会议是最经济、方便、有效的途径，而GE也正是G-Net的客户之一。

目前G-Net正在为2000多家大型跨地域企业提供服务，其中包括近百家《财富》全球500强企业。尽管国内市场对此的熟悉和运用还需要有一些时间，G-Net已经成功地吸引了不少国内企业，帮助他们降低成本，提高效率，从经常性的区域性会议的烦扰中解脱出来，如

cooperators, and other stakeholders, Chen says. The result is improved innovation, flexibility, and market savvy.

“Using G-Net, a meeting with a dozen people costs only several hundred yuan, while a meeting with 100 people costs several thousand yuan,” says Chen. “This is equal to the expense of one domestic airplane ticket for one participant.”

Many of G-Net’s customers know these benefits well and are frequent users of the service. GE, one of G-Net’s largest customers, sometimes holds as many as 400 virtual meetings around the globe in a single day. For such a client, web meetings often offer the most economical, convenient and effective choice. GE is one of more than 1,000 MNCs and 100 Global Fortune 500 firms using G-Net’s services in China. Domestic companies are less familiar with the web meeting concept, but G-Net has successfully attracted dozens of big-name domestic companies including Bank of Communications and New Hope Group. To date, G-Net has signed on more than 2000 enterprises as customers. In addition, its revenue has been increased by more than 100 percent annually in recent years.

## “HUGE POTENTIAL”

The U.S. market for the remote conferencing industry has switched nearly entirely to internet-based connections; only 2 to 4 percent of the market uses traditional non-web-based methods. Chen believes China will follow a similar path once executives grow comfortable with the technology. “In China, the web meeting market is currently only 1/200 the size of the U.S. market,” says Chen. “It is small now, but the potential is huge. This will be a trend.”

The growth of G-Net to date has certainly given Chen reason for optimism. The company happened to launch in 2003, just as China was suffering from the SARS epidemic. Ironically, the headline-grabbing disease created a new demand for virtual meetings, since large-scale

meetings were generally discouraged. Even more impressively, the company has continued to double its growth yearly during the past four years.

Chen and his partners are now also branching into additional services including tools allowing companies to communicate with their investors, and web-based remote training. This strategy differs from that of the much admired WebEx, which is entirely based on web software service. In contrast, G-Net provides both software and telecom integrated services. In addition to sharing data and videos through the Internet, G-Net also links its services to traditional telecommunication networks (such as telephone landlines) to ensure better audio quality.

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One satisfied customer is Chengdu-based real estate and agricultural product manufacturing conglomerate New Hope Group. New Hope IT Director Li Tao says the G-Net virtual meeting room has helped the company stay informed. “Staff at different places only need to open the Internet Explorer browser to get together,” he says.

Li is particularly impressed with G-Net’s high-quality of audio transmission. “We have very high demands for audio quality because we often need to have discussions at meetings,” says Li. In a recent test, the company used G-Net for a web meeting of 10 people at different places, worldwide. “The audio quality was like we were sitting together in one room,” says Li.

Each month, New Hope Group’s president meets with more than 100 department heads

交通银行、新希望集团等。

“G-Net 为我们提供了一个网上虚拟会议室。开会时，各地员工只需打开 IE 浏览器就可以同时汇聚在一起，大家可以同步看到主持人打开的文档，并围绕文档进行讨论，还可以让某个分公司的同事打开自己的文档向总部汇报。”新希望信息网信息处处长李涛在使用过 G-Net 的电话结合网络的会议解决方案后说，“我们在会议中经常需要讨论，所以对语音质量的要求非常高。我们做了测试，在 G-Net 电话会议中，十几个远隔千里的人同时在线讨论，语音就像围坐在一起一样清晰。”

## WebEx 为网络远程会议树立了一个榜样，尽管 G-Net 在国外也有业务，但是陈学军觉得更大的市场在国内。

新希望的集团总裁每月需要与分散在全国 9 大片区 37 个分公司的 100 多位负责人召开一次经营分析会，会议一般持续 4 小时。这 100 多位分布在全国各地的负责人需要整整 2 天的时间返回总部开会。这些负责人经常会因为在当地有重要的工作而无法安排出 2 天时间用于返回总部开会。G-Net 的方案帮助新希望集团很好地解决了这一问题。

在 G-Net 提供的服务中远程会议只是一个方面，如今 G-Net 的远程培训也受到了很大的欢迎。“比如远程培训，我们一个 100 人的 room（网上教室）包月费是 10000 元，你可以 24 小时使用，不限次数。这能够很好地解决培训师的短缺问题，在一个实际的课堂上，一个老师对 30 个学生就可能显得很吃力。而在网络上，每个人都相当于坐在第一排，在你的屏幕上清楚地看到老师的 PPT、Word 等各种文档演示。提问、讨论、互动也非常方便。”陈学军介绍道，这一块业务现在是 G-Net 收入的第二大来源。

用户还可以借助 G-Net 向客户推销自己的产品或向媒体发布新品，尤其是 IT 类的产品。由于 IT 类的产品的更新尤其快，利用网络通讯平台销售，既快捷，又可以做到比较直观。对于 G-Net 自身的推广，陈学军坚持全部通过自身的网络技术来实现，而不借助媒体或其他的网络平台。

昂贵的国际长途费用让很多人都望而却步，但是在 G-Net，即使使用电话会议，费用还是相当低

廉。由于 G-Net 在各地都设有接入点，因此用户使用的是“国际长途”也只要付市话接入费。一般用户可以使用 VOIP，而对于语音质量要求特别高的则可以使用电话通讯。借用 G-Net 的软件和会议助手，主持人可以对网络会议或者培训可以加以轻松地控制，G-Net 的软件对主持人、主讲人或普通参与者设定了不同的权限，因此不会影响网络会议的现场秩序。

WebEx 为网络远程会议树立了一个榜样，尽管 G-Net 在国外也有业务，但是陈学军觉得更大的市场在国内，他们开始更多地开发中国的中小型企业。G-Net 并不想做中国的 WebEx，而是希望能够超越 WebEx。“中国的市场一定会成全球最大的市场之一，一年 50 亿，肯定是没有问题的。”陈学军们也并不想把脚步停留在目前的主营业务上，尽管目前网络会议贡献了公司 70% 的收入，但他觉得将来这一块能够达到 50% 就到顶了，因为公司会议再多，也是有限的，应该推出更多外部的，能为客户带来更多价值的服务。G-Net 已经在着手开发新的服务品种，比如远程销售、网上产品研讨会、远程 IT 支持、远程面试等等。比如他们目前正在试验的传真转邮件业务（FaxMe）就受到了客户的欢迎，每月只要 10 元包月费，传真就可以发到对方用户的电子邮箱里，非常方便。而业务的改变，从根本上来说是“客户需求的改变”。作为一家网络通讯服务公司的老总，陈学军说自己其实并不懂技术，但是正因为如此，他才能更好地从用户的角度去考虑问题，怎么才能让技术变得更加人性化，让用户用得更加方便。

如果说一个公司管理者的梦想是能够在度假或和家人在一起的时候也能够轻松地远程参与和解决公司的问题的话，那么 G-Net 的梦想除了为用户提供高效、便宜、方便的服务外，便是为中国的农村教育提供支持。“政府每年花在希望工程上的钱并不少，但是每年有多少农村孩子考上大学呢？我想更大的问题是在没有足够的师资，但是网络教育可以帮助解决这个问题，中国的希望小学不缺少电脑，但是缺少给他们上课的人。”从某种程度上也可以说，G-Net 其实已经开始了这方面的努力和尝试。G-Net 曾免费为中欧的管理论坛，如为北京办事处举办的“高朋满座”管理论坛提供过多次技术支持，同时 G-Net 的服务也将用于一些 EMBA 同学的小组讨论中。由于 EMBA 同学身处各地，日常工作非常繁忙，聚到一起进行讨论相当不易，既要花费差旅费用，也要花费不少时间。G-Net 的服务可以使组员间的讨论和交流更为方便和高效。TheLINK

from company's 37 subsidiaries across China to discuss the company's development. In the past, participating in this four-hour meeting required many department heads to spend two days traveling in order to attend. Thanks to G-Net, the meeting no longer requires travel.

There are also other advantages to G-Net's services, Chen stresses. A face-to-face meeting with several hundred participants all trying to make a point can result in disaster, but such concerns are unnecessary with web meetings. With the support of G-Net software, he says the meeting MC is authorized with special rights, and can easily control the pace and order of the discussion.

Remote meeting solutions is not the only product on offer for G-Net. The company's second-largest money-maker is its remote classroom product, which accommodates 100 users at a cost of RMB10,000 per month and is accessible for users 24 hours per day. "Companies like to use it to conduct training programs. It can save time for the participants and teachers – no traffic time anymore," Chen explains. He adds that the virtual classroom is also a useful tool for addressing a shortage of faculty. "In a real classroom, the teacher may feel tired after interacting with just 30 students. Using the web, an unlimited number of student users can sit in the virtual "front row," everyone can see the professor's presentation, and all students can submit questions – and receive answers – online."

Other G-Net services allow companies to promote their products online by inviting customers to take a virtual "test run" of new item. This service is especially valuable to IT companies that depend on getting new products to customers quickly.

Becoming China's next WebEx is not G-Net's dream – the company wants to be even bigger than WebEx, says Chen. This is a lofty target as WebEx now draws revenues

of US\$400 million annually through serving 20,000 customers. But it is because the web meeting business is booming overseas that Chen expects the domestic Chinese market to boom. In particular, G-Net has stepped up its efforts at developing mid- and small-sized Chinese companies. "The China market will be one of the biggest markets in this field. Five billion yuan a year? No problem!" says Chen.

Diversification is also part of Chen's growth strategy. The company has shifted from receiving 100 percent of its income from web meetings in the beginning, to 70 percent today. Eventually, the ratio will shrink to 50 percent, Chen says, and future growth will come from value-added services such as webinars, remote selling, remote IT support, and web interviews. These products and others – such as a new FaxMe product that would allow users to send faxes to email inboxes – are now being tested by G-Net's R&D department.

Chen says one of the advantages of G-Net is his own lack of technological savvy – which requires that products are easy to use. "I am the general manager, but to tell the truth, I don't know technology," Chen laughs, "That's why I can think from the angle of the users, better meet their needs and make our service more user-friendly." **TheLINK**

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[www.gnetconferencing.com/ceibs](http://www.gnetconferencing.com/ceibs), 享受 3 个月免费体验。

G-Net 的网站: [www.gnetis.com](http://www.gnetis.com)。

CEIBS SPECIAL OFFER: CEIBS alumni and students can sample an exclusive three-month trial of G-Net services, free of charge.

For details, visit [www.gnetconferencing.com/ceibs](http://www.gnetconferencing.com/ceibs). For full info on G-Net, visit [www.gnetis.com](http://www.gnetis.com).



# 越跳越高?

## Job Hoppers Beware

频繁跳槽是否真能带来越来越高的收入和职位?

HR EXECUTIVES WARN THAT CHINA-BASED PROFESSIONALS WHO REPEATEDLY JUMP SHIP AFTER A SHORT SAIL MAY BE HARMING, RATHER THAN HELPING, THEIR CAREERS.



文 / Charmaine N. Clarke

**在**如今火热的中国人才市场上，很多人频频跳槽。频繁跳槽是否真的意味着更多的收入和更高的职位？这种做法会给个人的职业发展带来什么样的影响？

根据全球著名人力资源管理咨询公司翰威特咨询的调查，中国的员工主动流失率在过去的6年中已经从每年8%上升到近14%。翰威特咨询共调查了2600家国内外企业，涵盖17个产业，21个城市。该调查涉及所有级别的员工，从普通工人，一般职

员，到主管级和最高级的经理。调查发现富有经验的职业人士和经理人中的流失率是最高的。此外，大城市中的员工流失率更高（其中苏州的员工流失率最高，达18%）。一些产业的员工流失率也特别高，如零售业高达20%。

招聘者和人事主管们已经注意到了这个问题。在《The Link》杂志的采访中，被访者们都建议不要在一家公司里没待满两年就急于跳槽。

“在中国的职场上，频繁跳槽确实已经成为一个很大的问题。如果有人被认为是‘频繁跳槽者’，我们是不会和他们接触的”，国际知名猎头公司光辉国际(Korn/Ferry)高级客户合伙人Helen Tantau说：“在过去几年中，整个人才市场发生了很大的变化，因为

By Charmaine N. Clarke

**C**hina's red hot job market, combined with the prevalent belief among employees that a pay increase or better title is always a good move, has earned many professionals in China the career-crippling label of "job hopper."

According to global human resources firm Hewitt Associates, China's voluntary turnover rate – meaning the total number of employees who opt to change jobs each year – has increased from over 8 percent to nearly 14 percent over the last six years. The data was compiled from a survey of 2,600 China-based companies spanning 17 industries in 21 cities.

Hewitt queried employees at all levels, from manual workers, to supervisors and top-level managers but the highest turnover rates were recorded among skilled professionals and managers. In addition, the revolving doors are swirling faster in big cities (Suzhou topped the list with a churn rate above 18 percent) and among certain industries (the retail sector also sees employee replacements of 20 percent).

The fast turnover phenomenon has not gone unnoticed by recruiters and HR executives. Those interviewed by *The Link* sought to warn job seekers not to make a habit of spending less than 24 months with a company.

"Job hopping has become a really big problem in the [China] market. If somebody's branded a job hopper, we won't touch him," says Helen Tantau, senior client partner for Korn/Ferry in Shanghai. "The market's changed a lot in the last few years because there's a lot more movement at all these levels. But when we look at a resume, if the guy's changed jobs every two years, we're very hesitant to even talk to him, let alone present him with an opportunity."

Tantau's views are shared by many China-based employers. Simply put, they think short-timers are a bad investment. "In most cases, I try to avoid such candidates," says Xu Yonghua, senior

partner at IBM Global Business Services, and a CEIBS EMBA 2002 alumni. "When you hire and train people who contribute very little and then move on, you have to consider your return on investment. With people who change jobs so frequently, without strong reasons to do so, you have big risks."

On a scale of 1 to 10, Tantau rates the negative impact of job hopping on business operations as a 9, while Xu rates it an 8. At IBM, he says the company strives to avoid the headaches of replacing an employee – the disruption to operations, the cost of recruitment, the training for new hires – by retaining top talent. The company's retention efforts include offering company-wide career opportunities and annual assistance in crafting a three-year career development plan for employees, even if those plans include eventually leaving IBM. "We have a system to make sure all our top talent have an opportunity to develop their skills," Xu says.

So, why does IBM – and other China-based employers striving to retain staff – still face high turnover? Xu, who manages a 120-member consulting team, says the market is simply guided by supply and demand. "[China] is a hot market now," he says, "especially for experienced professionals or experienced management teams."

## VIEW FROM THE EMPLOYEE SIDE

But warnings from employers and recruiters may fall on deaf ears since China's working professionals know exactly how hot the market is, and are eager to benefit from the current environment. In fact, many of China's white-collar employees feel pressured to advance their careers to keep pace with fast-moving friends and family members.

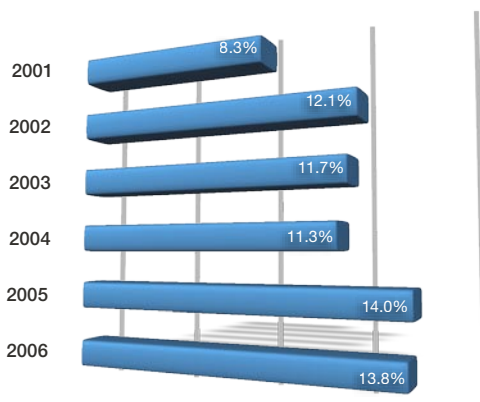
One 28-year-old Shanghai-based financial analyst explains the mindset among her peers in this way: "There are always much better chances," she says. "It is common in my field; my co-workers all changed their job within a year. Our industry is special, because highly-qualified people are in short supply. We get phone calls



各个层面的员工都在更为频繁地变动。我们看一个人的简历，如果发现他每两年就会换一份工作，我们就不太愿意和他联系，更不用说提供他工作机会了。”

很多用人单位和 Tantau 持有相同的观点。简而言之，他们认为招聘很快就会跳槽的人是一项糟糕的投资。“在绝大多数情况下，我会避免招聘这样的应聘者”，IBM 业务咨询服务事业部合伙人、中欧 EMBA 2002 级校友徐永华表示，“如果你聘用了他们，培训了他们，他们为公司作了一点点贡献，然后就走人了，你必须要考虑你的投资回报。如果公司招聘的人没有什么充分的理由就这样频繁的变换工作，公司就有大风险。”

中国的员工流失率正在上升  
China's Rising Turnover Rate



Tantau 把员工频繁跳槽给公司运营带来的负面影响评为 9 分，徐永华则将其评为 8 分（按影响的严重程度分成 1 到 10 分）。徐永华说，在 IBM，公司尽量避免发生员工的替换，这事相当头疼——中断工作、招聘成本、新员工的培训，而是尽力留住最好的人才。IBM 在留任员工方面所作的努力包括提供给员工整个公司范围内的职业发展机会；每年为员工提供帮助，设计一个三年期的职业发展计划，即使该员工最终会离开 IBM，也会在计划中包括进去。“我们有一个系统确保所有的好员工都有机会发展他们的技能”，徐永华说。

那么，为什么 IBM 以及其他努力想要留住员工的公司仍然面临着高流失率呢？目前管理着一个 120 人的咨询队伍的徐永华说，市场就是非常简单地受着供需要求的影响，“中国市场现在非常热，尤其是那些有经验的职业人士和管理团队，炙手可热。”

## 用人单位如何看待频繁跳槽

不过，中国的职业人士对来自用人单位和招聘者的忠告充耳不闻，因为他们非常清楚市场现在有多么热，他们急迫地想在目前的环境中获得更多的好处。而事实上，很多白领也感到了职业上升的压力，他们希望能够跟上快速发展的朋友和家人的步伐。

一位 28 岁的金融分析师这样解释他们这一代人的想法：“总是有很多更好的机会，这在我们这个行业非常正常。我所有的同事都是一份工作做不到一年就换新工作的。我们这个行业比较特殊，优秀的人才非常紧缺。所以，我们经常会接到竞争公司打来的电话。”在过去的五年中，这位分析师已经换了五份工作，并一路走上了副总裁的位置。她对此解释道，她的每个新职位都为她提供了“更好的平台和更大的机会来提升自我。”

尽管认为在一家公司里待上三到四年更能让人接受，她并不认为目前为止自己做的职业决定有什么不好。在她的行业里，其他公司经常抢着要他们去，这种情况司空见惯。

Tantau 非常熟悉这种想法。“现在在 30 多岁的人里面，有一种普遍的观念，认为他们应该每两年跳一次槽。他们认为，我已经在两年的时间里学会这个工作岗位上的所有东西了。这种想法是非常有害的。”

ABB 公司北亚区人力资源总监韩愉（CEMI1992）觉得频繁跳槽是可以理解的，但还是难以接受。他认为跳槽最频繁的是 35 岁以下来自城市的外企工作者。

“1985 年以后出生的一代非常的自我中心，他们不在乎稳定”，韩愉说，“中国有句老话，叫做‘干一行，爱一行’。但是对于这一代年轻人来说，他们到一个公司，就是尝试一下而已。过一两个月，不喜欢了，就想换工作了。然后，再换工作。他们很挑剔，即使是他们还不清楚自己能干什么。”韩愉把这个问题部分归咎于国内大学职业咨询的缺乏。他认为为学生提供的职业咨询太少，也提供得太晚了。

25 岁重庆男孩江鲸就是一个例子。2007 年 2 月，刚从位于四川成都的电子科技大学毕业的江鲸来到上海，花了 8 个月才找到了比较合适自己的第一份工作。小江共拿到了三个公司的 offer，最后在 10 月份选定了 IBM。两个月后，他又接到了惠普公司给出的 offer，立刻改换门庭了。对于小江如此仓促的跳槽，韩愉认为有两个原因：一是因为大多数的同事都说上海话，而小江不会；二是因为 IBM 的这份工作主要做硬件，而小江的专业是计算机系统，是软件方面的，专业不对口。

韩愉认为小江的跳槽有正当的理由。在他看来，那些因为与公司文化不符或专业不对口而跳槽的人和单

from competing companies very often.”

During the past five years, the woman has changed jobs five times, working her way up to vice-president. As she explains, each new position has offered “a better platform and greater chances to enhance myself.”

While she acknowledges that three to four years would be a more acceptable amount of time with a firm, she does not believe she has made poor career decisions so far. In her line of work, she explains, it’s normal to be wooed from one job to the next.

Korn/Ferry’s Tantau is familiar with such thinking. “There’s a perception in the China market by people in their 30s, that they’re supposed to change jobs every two years,” she says. “They think: in two years I’ve gained everything I can learn from this job. This, of course, is incredibly detrimental.”

ABB’s Human Resource Vice President Han Yu (CEMI 1992) deems job hopping as understandable, but still not acceptable. He identifies the most active short-timers as urbanites aged under 35 who work for foreign-owned companies. He believes those in their early 20s are especially problematic.

“The generation [of Chinese] born after 1985 are very self-centered and don’t care much about stability,” Han says. “In Chinese, we say *gan yi hang, ai yi hang*, which means ‘if you like your job, stay there.’ But the young generation, when they move to a company, they just test it out. One or two months later, they dislike it and want to change. Then they change again. They are picky, even when they don’t know what they can do [in the job market].”

Han blames the problem, in part, on inadequate career counseling at Chinese universities, which he says is offered too little, too late.

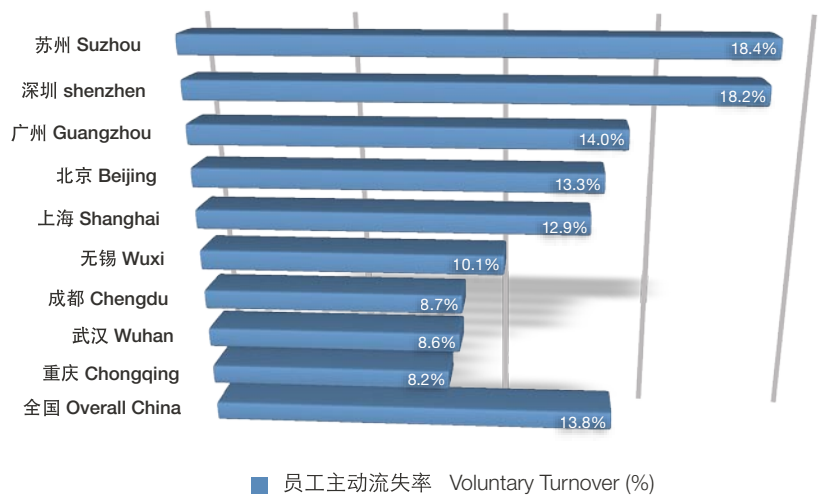
One recent university graduate, 25-year-old Chongqing native Jimmy Jiang, is a typical example. After graduating from Chengdu’s University of Electronics, Science and Technology with a degree in Computer Systems, Jiang moved to Shanghai in February 2007 and spent eight months searching for the right first job.

After turning down two offers, he accepted a position with IBM in October. Two months later, he got an offer from HP and jumped ship.

Two factors led Jiang to leave IBM, he says: most of his former coworkers spoke Shanghainese (he does not) and the job focused on hardware while his training had been in software.

ABB’s Han defends Jiang as using valid reasons to switch jobs. He says those who jump ship in search of a better fit in terms of corporate culture or job focus differ greatly from those simply seeking a fatter paycheck. The

2006年中国不同城市员工流失率  
China’s Turnover Rate, by City (2006)



worst job hoppers in the market, Han says, are those who continually offer their professional skills or advanced educations to the highest bidder. “One group [of employees] is the young generation who are just starting out; they have no choice but to change jobs sometimes,” says Han. “The other side is the so-called ‘talent’, [they] already [have] a few years with a foreign company or have an MBA and they like gambling with their careers.”

## HOW LONG IS LONG ENOUGH?

If 24 months is too short a time at one company, how long is long enough? Three to five years was the consensus among interviewees for *The Link*. Employers argued that a new employee usually requires one year to fully understand an organization and his role in it. In the second year, he is

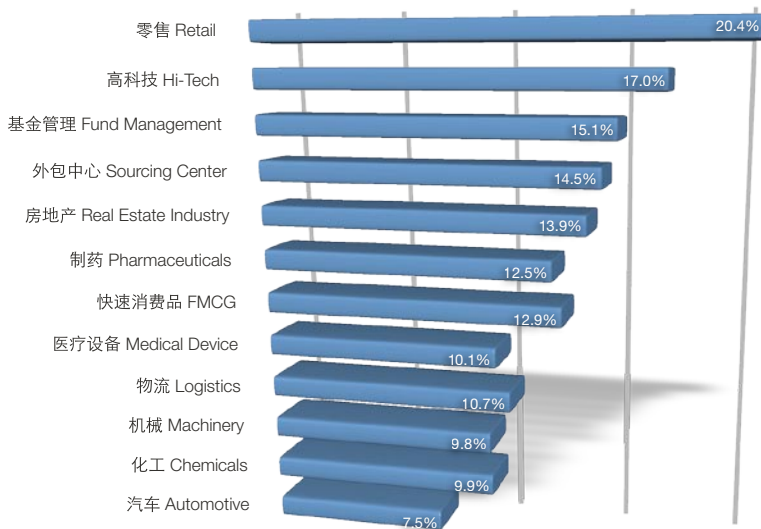
## 高流失率的成本有多高？

员工跳槽给用人单位带来的成本有多高？要计算出确切的数字相当困难，这就是为什么在中国快速变化的商业环境里制定年度预算十分困难的原因。

“员工受到特别的关注。保留和吸引人才现在是（公司）最大的挑战之一。”国际著名猎头公司光辉国际的 Tantau 说。事实上，根据上海美国商会所作的年度中国商业调查显示，招聘和保留员工已经成为 2006 和 2007 年外资企业的最大挑战。

考虑到这些，一家人力资源网站《人事族》已经制作了一个模板，该模板能够帮助企业计算出替代一个离职员工的成本。这个程序可以分析由于工作中断、在员工离职期间其他员工的加班、寻找接替者和培训费等各方面所导致的成本。总计以上各项，《人事族》计算出的结果是，公司每流失一个员工再找到其接替者即需付出 9524 元。以此计算，如果一家 300 人的公司每年的员工流失率是 20%，那么公司因此而付出的费用就会达到每年 60 万元，这还不包括很有可能发生的为了吸引接替者所增加的薪资支出。

2006 年中国不同行业员工流失率  
China's Turnover Rate, by Industry (2006)



为了更加丰厚的报酬而跳槽的人有很大的区别。他觉得，那些为了更高的报酬，不停地依靠自己的职业技能和良好的教育跳槽的人是最糟糕的。“频繁更换工作的一个群体是刚刚走上社会的年轻人，有时候他们更换工作确实出于无奈。而另一个群体则是我们所谓的‘人才’，他们已经有若干年的工作经验了，或者拥有一个 MBA 的学历，这个群体常常喜欢在他们的职业发展上赌一把。”

## 多久才是足够久？

如果在一个公司里待两年太短的话，那麽多久才足够呢？在接受《The Link》采访的被访者中，3-5 年是一个共识。用人单位认为，一个新员工通常需要一年时间完全理解一个组织及其在这个组织中的角色。在第二年，他的工作表现就会进入稳定状态。而进入第三年，他才开始有显著的进步，让公司有所获益。

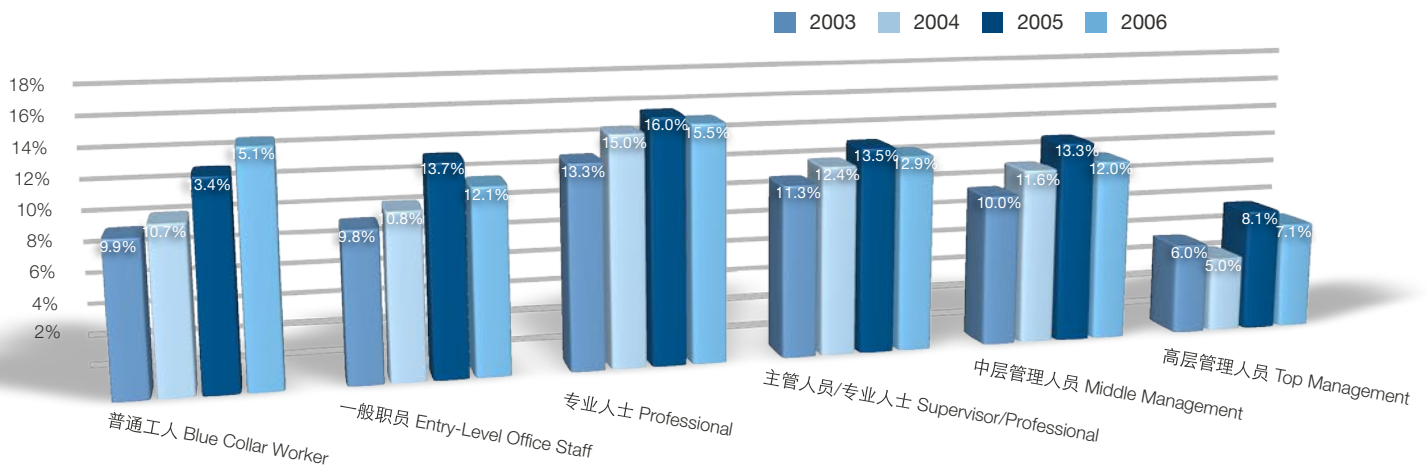
“我们希望看到我们挖掘的对象能在一个公司里干上至少三年，不一定是在一个工作岗位上，因为职业提升最好的途径是通过内部提升。这表明了你的忠诚度，公司相信你。这种提升比更换工作要有份量得多。”Tantau 说。

ABB 的韩愉建议职业人士们给自己制定一个清晰的职业发展计划，最好是在进入人才市场前。“任何时候你想主动更换工作，你应该先多问自己几个为什么。”韩愉告诫，不要出于冲动或者随随便便更换工作。他还大力建议每六个月坦诚地为自己做一个自我职业评估，其中包括制定 3-5 年的职业目标，同时和高级猎头顾问保持良好的关系，他们可以在潜在的职业发展机会上为你提供好的建议。”

韩愉将自己的职业指导总结为：“在工作中，你不仅需要学习一些东西，还要做一些事情，表现出你的领导能力，拿出成果来，让别人相信你。要不然，你就像个游客，你不是来公司工作的，只不过‘到此一游’而已。”

Tantau 则表现地更为直接：“经常跳槽的人想要的是一条赚快钱的捷径，而不是考虑个人的发展。总之，频繁跳槽也许是对你的职业发展最为有害的做法之一。”TheLINK

## 中国不同职位员工流失率 China's Turnover Rate, by Job Level (National)



## The High Cost of High Turnover

How costly is job hopping for employers? Putting an accurate price tag on the costs incurred when staff leave is nearly impossible, which is precisely why creating annual budgets can be a nightmare in China's volatile operating environment.

"People are extremely concerned. Retention and attraction in the market right now is one of the big issues," said Korn/Ferry's Helen Tantau. In fact, in an annual China Business Survey by the American Chamber of Commerce in Shanghai, recruitment and retention of personnel emerged as the No. 1 challenge to doing business in China for 2006 and 2007.

With this in mind, one China-based human resource website, HR Network, has created a template to help firms calculate the expense of replacing an employee. The program analyzes factors including the cost of work disruption, overtime for other workers during the vacancy, replacement and training fees. Adding all fees together, HR Network tabulates an expense of RMB9,524 every time a company loses and replaces an employee. Thus, if a 300-employee company loses 20 percent of its employees annually, the charges reach RMB60,000 per year. And this does not include the very real possibility that a company may need to increase the offered salary to attract a replacement hire.

expected to be a steady performer. In the third year, he begins making significant improvements and benefiting the company.

"We would like to see candidates spend at least three years with a company – not [just] in a job but with a company, because the best way to be promoted is internally. It shows good faith, the company believes in you. That type of promotion has more weight than them changing jobs," says Korn/Ferry's Tantau.

ABB's Han advises professionals to develop a clear career plan, preferably before entering the job market. "Any time you need to [voluntarily] make a change, you should first ask yourself why and why?" he says, warning against impulsive or careless behavior. He also urges a frank career self assessment every six months, including setting three-to five-year goals, as well as maintaining good relationships with senior level headhunters who can offer good advice on potential career moves.

Han sums up his career guidance in this way: "You should not only learn something [at a job] but do something there, show leadership, show results, let the people believe in you. Otherwise, you are like a tourist. ...You were not in the company, you just toured around."

Korn/Ferry's Tantau is more direct in her message: "Job hoppers are trying to discover how to make a quick buck, rather than how to grow as individuals. Overall, job hopping is probably one of the most detrimental things you can do to your career." **TheLINK**

# 兼听则明

## THE ART OF LISTENING

### - Dow Corning's Secret Weapon for Staff Retention

马凌先生

Mr. Jean-Paul Mollie

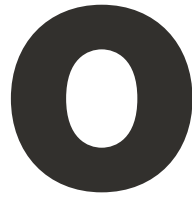
文 / Charmaine N. Clarke

在中国，如何留住专业人才是雇主们最为苦恼的事情。中国人才市场的热度令企业间争夺富有经验的白领人才的战斗异常激烈，在一些行业里，员工流失率达到20%至30%成为普遍现象。然而，在华经营多年的著名跨国公司道康宁却在员工留用方面表现出色。在本期中，道康宁与《THE LINK》分享了其成功留住员工的秘诀。

RETENTION OF PROFESSIONAL PERSONNEL REIGNS AS THE NO. 1 ISSUE PLAGUING EMPLOYERS ACROSS CHINA. THE NATION'S WHITE-HOT JOB MARKET HAS TRIGGERED FIERCE COMPETITION FOR EXPERIENCED WHITE-COLLAR STAFFERS, MAKING TURNOVER OF 20 TO 30 PERCENT COMMON IN SOME INDUSTRIES. LONG-TIME CHINA OPERATOR DOW CORNING CORP. TELLS HOW IT IS BEATING THE AVERAGES.

**道** 康宁亚洲区商务总监马凌 (Jean-Paul Mollie) 的办公室比邻繁华的人民广场，在办公室的后墙上悬挂着一幅书法作品，上面只写了一个字——“听”。只要回过头或稍稍转动一下椅子，马凌就能看到这个字，它时刻提醒马凌要善于倾听——而这正是道康宁公司留住人才的关键所在。

“听”是马凌在道康宁公司大力提倡的企业文化的关键元素。“听”字包含了几个字，每一个字都在提醒他成为一个高效的倾听者。“（听）包含了‘心’、‘耳’、‘眼’。这意味着要把员工放在‘王’的位置上，告诉他们，你们对我非常重要，我在用心听你的谈话。”



On the rear wall of Mr. Jean-Paul Mollie's 20th-story office near Shanghai's bustling People's Square hangs a framed poster of the traditional Chinese character, *ting*. With just a turn of his head or a slight swivel of his chair, Mr. Mollie, functional director for the Commercial Activities in Asia at Dow Corning, is reminded to practice one of the vital actions the company uses to retain key staff – to listen.

For Mr. Mollie, the Chinese character has come to represent key elements of the corporate culture he promotes at Dow Corning. Pointing out the separate components that combine to create this complex character, he says each element reminds him to be an effective listener. “It contains a ‘heart’ [symbol], it contains an ear, it contains elements of using eyes. It also means putting people into a ‘king’ position; saying to them: You are important to me. I am listening to you with my heart.”

In fact, good listening skills topped Mr. Mollie's list of suggestions for any company executive struggling with retaining key staff – especially in China. Among his strategies, one clear theme emerged: focus on employee job satisfaction. Mr. Mollie's second bit of advice, for example, is for managers to spend time on people development and to avoid the mistake of taking staff for granted. “Once you have them in the company, don't think you have them forever. Spend time with people, they're worth it,” he says.

Like most other multinational corporations in China, in recent years, Dow Corning has faced the negative effects of employee turnover triggered by the nation's white-hot job market. According to the American Chamber of Commerce in Shanghai, the largest U.S. chamber in Asia, recruitment and retention of human

resources has reigned as the No.1 challenge to doing business in China for the past two years. AmCham Shanghai's *2007 China Business Report*, which polled 274 U.S. companies working in China, showed that 33 percent of executives surveyed named “lack of HR” as their most serious challenge in China. The poll shows that the “war for talent” is now more problematic for MNCs in China than other traditional challenges such as market access or transparency.

At Dow Corning China, Mr. Mollie is well familiar with the rigors of the talent war; he is responsible for the company's commercial staffing, succession planning, career development, commercial processes and aspects of the organization's strategic planning in Asia. It is a tall order given Dow Corning's size and aggressive growth targets for China. During the first nine months of 2007 alone, the company added more than 350 staff across all functions to its employment roster, boosting the countrywide total to 1,250. Mr. Mollie is pleased with the growth and also with the retention rate. “We're doing much, much better than the industry and that's a good feeling,” he says of the company's efforts at keeping key staff.

## RECIPE FOR RETENTION

One key factor in Dow Corning's staff retention strategy is evident during the interview process, Mr. Mollie says. The company expends significant effort in determining whether a prospective employee fits the corporate culture. Potential employees are judged according to Dow Corning's seven core values: integrity, customer needs, employee needs, safety (on and off the job), quality, sustainability and technology. “We spend a lot of time and effort in finding the right people and then we put a lot of focus on keeping the people happy in the company,” Mr. Mollie says.

Once the right people are hired, Dow Corning begins implementing its strategy to keep them happy and productive. Mr. Mollie explains the four primary elements to Dow Corning's staff retention policy as:

倾听：道康宁保留员工的战略是鼓励员工说出他们的需求，然后采取行动加以解决。

LISTEN UP – Dow Corning China has built its employee retention strategy around encouraging staff to speak up about their needs, then acting on them.

事实上，好的倾听技巧是马凌给所有为保留关键员工感到烦恼的管理者（尤其在中国）的第一建议。在他的战略里面，有一个十分清晰的理念：关注员工的工作满意度。马凌的第二个建议是，管理者应该花在员工的发展上，避免想当然的错误。“你把他们招进来了，但不要认为他们会永远留在公司里。花时间在你的员工身上，他们值得你这么做”，马凌说道。

近几年，由于中国人才市场的白热化，像大多数在华跨国公司一样，员工流动过多同样给道康宁带来负面影响。根据亚洲最大的美国商会上海美国商会的调查，过去的两年中，招聘员工和留用员工是跨国公司在华经营中面临的巨大挑战。2007年，上海美国商会针对274家在华美资公司进行了调查，结果显示，有33%的管理者认为，人力资源的短缺是他们在华面临的巨大挑战。调查显示，如今对跨国公司而言，比起其它一些传统挑战，如市场准入或市场透明度，“人才战”是更大的问题。

在道康宁中国，马凌非常了解人才战的激烈——他负责公司商务部门的招聘、继任规划、职业发展、商业流程以及公司在亚洲的战略规划制定。由于道康宁公司规模大，在华增长目标很高，这些都对马凌的工作提出了非常高的要求。仅2007年前9个月里，道康宁的员工就增加了350多名，全国员工数达1250名。马凌对道康宁的员工增长率和留用率感到非常满意。说到公司为留用关键员工做出的努力，马凌表示：“我们比行业内其他企业做得好得多。这种感觉非常棒”。

## 人才留用的秘诀

马凌说，道康宁公司的人才留用政策在面试的时候就 very 明确，公司会特别考虑一名候选人是否符合公司的企业文化。公司会根据七个核心价值来判断一个名潜在员工：是否诚实，能否满足客户需求，能否满足雇主需求，安全性（在任或离任后），素质，持久性和技术。马凌说：“我们会花大量的时间和精力来寻找合适的员工，然后尽力使员工在公司里感到愉快。”

一旦聘用了合适的人员，公司就会实行相关政策让他们保持心情愉快，提高工作效率。马凌解释道康宁员工留用政策的四个基本要素。

- 畅通员工和公司高管之间的交流渠道，比如倾听
- 经理应时常与员工沟通，探讨他们如何为公司整体发展作出贡献
- 公司为每个员工制定个人发展与职业发展计划
- 有效的团队建设

这四个要素要达到的目的相当简单：使你的员工心



书法繁体字“听”

Traditional Chinese character, ting.

怀感激。马凌解释道：“我们为员工的个人发展做出了很多努力，帮助他们在工作中成长，以及在未来获得更好的发展。我们的目标是发展当地的管理者。”

凡是参加过马凌的培训课程的员工都非常熟悉他的TT2DY (Take Time to Develop Yourself, 投入时间发展自我) 理念。伴随着这个目标，马凌鼓励员工们利用公司制定的机制，采取5种方式发展自我：主动、专注、可塑、组织性、积极。同时，公司也会为员工提供一系列有助于发展技能的活动，包括：

- 建立内部员工信息档案，全面了解员工的在职经历和能力
- 完善360度评估，同事、领导、员工强调其积极态度
- 使用道康宁职业规划图来规划他们的内部职业发展
- 使用道康宁职业阶梯，鼓励员工保持灵活发展的态度，发展新的技能和领域内的专长
- 使用职业发展规划，与管理人员确定职业发展的需要及如何实现
- 通过职业发展矩阵（道康宁大学的课程纲要），寻找和申请适合自己的课程
- 通过道康宁的职业发展网站获得全球范围内的工作机会

以上举措的设计是为了帮助道康宁的员工拥有马凌所

“ We spend a lot of time and effort in finding the right people and then we put a lot of focus on keeping the people happy in the company.”

- Clear and accessible communication channels for employees to top managers — i.e., listening.
- Frequent communication from managers to employees on how their work contributes to the company's overall accomplishments.
- Personal and career development planning for each member of staff.
- Effective team building.

The underlying goal behind these four components is simple: make your employees feel appreciated. “There is a lot of effort spent on people developing as individuals and helping them to grow in their job, and towards a future job,” he explains. “It is our goal to develop local leaders.”

Many Dow Corning China employees who have attended Mr. Mollie's staff training sessions are familiar with his TT2DY motto (Take Time to Develop Yourself). With this goal in mind, he encourages employees to utilize the structure the company has put in place. Dow Corning advocates taking five specific actions in developing employees: be positive, be focused, be flexible, be organized and be proactive. Employees are also given a list of activities to undertake in developing their skills, including:

- Create an internal resume outlining your on-the-job experience and strengths.
- Complete a 360-degree assessment in which colleagues, supervisors, and staff members stress your positive attributes.
- Use the Dow Corning Career Planning Chart to plan your internal career moves.
- Use the Dow Corning Functional Career Ladder to encourage a flexible attitude in developing new skills and areas of expertise.
- Use the Career Development Plan to meet with managers to identify professional development needs.
- Explore and apply for enrollment via the Professional Development Matrix, which out-

lines courses and programs at Dow Corning University.

- Keep abreast of job opportunities worldwide via Dow Corning's Career Opportunity website.

The activities above are designed to help Dow Corning achieve what Mr. Mollie describes as “engagement.” The company also fosters this feeling through activities that require teamwork and help employees focus on shared goals. These include participation in industry-specific activities, intra-company team events, or via the company's employee clubs across China. A feeling of belonging is also fostered when employees attend training courses or visit other Dow Corning locations across the globe. Mr. Mollie says such efforts instill goodwill among employees. “They feel that they belong to a team,” he says. “They're all going after the same goal.”

Finally, the company emphasizes helping employees to strike the right work/life balance. Mr. Mollie explains Dow Corning's philosophy as providing “flexibility for people to work hard when they have to,” but also to take time off if they need to. The company maintains a flexible policy for employees to take time away from work to handle family emergencies or to pursue education or professional development courses.

## ADAPTING THE FORMULA TO CHINA

While this formula is presented to all 9,000 Dow Corning employees across the globe, the company has adapted it somewhat, for the China market. TT2DY, for example, can be a difficult concept for Chinese employees to grasp and implement. Because many domestic personnel come from an education system and work envi-



只有当员工对其他问题不满时，薪水才会成为一个问题。除非这些问题能够被解决，否则即使增加了薪水，问题还是没法解决。



说的“参与感”。公司通过组织需要团队合作的活动，帮助员工关注共同的目标，以培养这种感情。这些活动包括参加行业特定活动、公司内部团队活动，或者参加公司在全国的员工俱乐部。员工参加培训课程或参观道康宁在全球其他国家和地区的公司时能增强归属感。马凌认为这样的努力在员工中营造了友好的氛围，“员工们感到自己属于团队，每个人都追求着同一个目标。”

最后，公司强调帮助员工平衡工作与生活。马凌解释说，道康宁的企业哲学是为员工提供一个弹性的工作环境。公司制定的弹性政策，让员工有时间去处理家庭紧急事务，继续学习或者参加职业发展课程。

## 调整在华模式

道康宁全球 9000 名员工都在遵循以上原则，公司针对中国市场还作了适当的调整。比如，TT2DY 的概念对中国员工而言很难理解和实施。因为中国员工所受到的教育和工作环境不强调个人决策，当一些员工被问及对自己的未来有何打算时，感到非常困惑。“我们要帮助这些员工尽快转变思维，可能有些人会转变得比较快，有些人比较慢。这是需要勇气的。”马凌说，“我们招聘到员工并留住了他们，这一事实证明我们所做的是正确的。”

文化差异也影响着员工对培训的观念，这是道康宁根据中国的特殊情况来调整其员工发展与留用策略的另一个方面。马凌说，中国员工喜欢培训，他们认为“培训课越多，培训种类越多就越好。”在中国，道康宁强调只有当职业发展培训和员工职业发展有关，同时员工确实使用他们所学时才会有用。

马凌不提倡的一个做法是用加薪来留住关键员工。他强调工资补偿对防止员工跳槽最没有作用。他建议在华经理人在面对跳槽过度的问题时，不要用加薪的方式来解决。“如果你认为这只是钱的问题，那么，你就是短视的。”事实上，马凌相信只有当员工对其他问题不满时，薪水才会成为一个问题。除非这些问题能够被解决，否则即使增加了薪水，问题还是没法解决。“虽然，通常来说，薪水很重要，但只有当你对你的工作不满时，才会考虑以薪水为补偿。”马凌说，“只要你满意自己的工作，那薪水就不是一个大问题。” **TheLINK**

ronment that does not emphasize individual decision-making, some employees struggle when asked to chart their own future. “That’s a shift that we try to help people make quickly. Some people are doing it, others are slower. It requires guts,” Mr. Mollie says. “The fact that we are hiring people and keeping them tells us we are on the right track.”

Cultural differences also influence the way employee training is perceived, and this is another area in which Dow Corning has tweaked its global formula for staff development and retention to fit China’s unique needs. Mr. Mollie says domestic employees tend to expect staff training, adopting an attitude of: ‘the more courses taken, and the more variety, the better.’ In China, Dow Corning emphasizes that professional development training will only be effective if it is relevant to the employee’s career path, and if employees actually make use of what they learn.

One tool Mr. Mollie downplays as a way to keep key staff is salary increases. He stresses that monetary compensation is the least effective tool in fighting job hopping. He advises China-based managers who face high turnover not to fight back with pay increases. “If you only focus on money, you won’t get far,” he says. In fact, he believes dissatisfaction with pay becomes an issue only when other issues are also bothering the employee. Unless these underlying issues are addressed, they will remain problematic even after the salary is increased. “Although pay is extremely important [in general], remuneration only comes up in discussion when you are unhappy about your job,” says Mr. Mollie. “It’s not a big issue as long as you feel good about your job.” **TheLINK**

## 中欧愿景

每个领先的组织都需要一个愿景——一个所有成员共同拥有和支持的愿景。

十分有趣的是,我经常被问及“中欧的愿景是什么?”

我经常听到有人说中欧的愿景是“发展”,或是中欧力争成为一所“领先的”或“排名前10位”的商学院。当然,中欧确实在努力实现所有这些目标,不过它们仅仅是——

目标。它们并不能构成一个激发热情和投入的愿景。为什么呢?因为它们与中国无关,即与中国特殊的环境,及其存在的问题和机遇无关。

毕竟,世界上任何一个地方的任何一所学校都能把“发展”和成为“领先的”或“排名前10位”的商学院作为目标。但我们不是在随便什么地方——我们是在中国。更为特殊的是,我们是在上海,中国的商业中心。

因此,一个真正的中欧愿景必须和我们所处的特殊的地理位置联系起来。中欧的愿景必须是,成为一所为建设中国的商业未来的管理精英们提供服务的优秀教育中心。

在未来的二到三十年中,中国将发生多种多样的变化,并崛起于世界舞台。中国的变化(以及印度的崛起)将给世界经济带来巨大的转变。在这一转变发生之时,中欧正是经理人和管理者们获得与中国和变化的世界相关的第一手知识的理想之地。这必须成为中欧愿景的一部分。

我们的校园本身就是中欧愿景的一个绝佳比喻。位于上海浦东的现代化校园,是一座融入了中国传统元素的合围式建筑,如同张开双臂,欢迎来自各方的学生和学者,来到一个特殊的氛围中。这个氛围专注于为明日的商业世界作准备,由世界一流的教授教导,由杰出的学生组成。当学生们走进中欧的大门时,他们会感觉自己正通过一扇走向中国未来的大门。他们可以确信,在这所学校的教室、演讲厅、讨论室里,他们将学到先进的知识,受到专业的培训,发展成未来的商业领袖,推动中国经济的发展,促进中国企业走向国际。

中欧的这个愿景使学院能够利用其在中国所处的地理位置,成为一个具有价值的竞争优势。拥有这个愿景,我们努力实现的高远目标才富有意义:中欧需要发展;在中国,我们需要具有一定的规模,才能提供足够的相关性知识;我们还需要通过获得权威排名的领先名次来保证我们的国际名声。

但是,所有这些目标都必须建立在我们的愿景上,即中欧将成为现在和未来商业领袖们相聚,以及获得有关中国和改变的世界的最前沿商业知识的首选之地。



## The CEIBS Vision

Every leading organization needs a vision, a vision that is shared and supported by all stakeholders.

It is interesting to me how often I am asked “What is the vision of CEIBS?”

I often hear that the vision of CEIBS is “growth,” or that CEIBS seeks to become a “leading” or “top ten” business school. Of course, CEIBS does seek to meet each of these goals, but they are just that – goals. They do not constitute a vision that inspires enthusiasm and commitment. The reason they do not constitute a vision is that they have nothing to do with China, i.e. nothing with the specific context, environments, problems and opportunities that exist in China.

The goals of “growth,” and of being a “leading” or “top 10” business school, after all, could be held by any competing school located anywhere in the world. But we are not anywhere – we are in China. More specifically, we are in Shanghai, the commercial center of China.

Any true vision for CEIBS, therefore, must be inextricably connected to our location. The CEIBS vision must be to serve as the outstanding center of learning for those building the business future of China.

The next two or three decades will see multiple transformations of China, and a historical rise of China in the world. In turn, this shift (along with the rise of India) will trigger a vast transformation in the world economy. As this transformation takes place, CEIBS is ideally situated as the place where managers and executives can acquire the most relevant knowledge about China and the changing world. This must be the vision of CEIBS.

Our campus itself provides an excellent metaphor for the CEIBS vision. The modern architecture of the Shanghai campus, created in the traditional Chinese “gated” compound style, welcomes students and academics to enter into a distinct and unique atmosphere – an environment focused on preparing for the business world of tomorrow, led by world-class faculty and outstanding students and course participants. In short, when participants enter the CEIBS main campus, they feel they are passing through a gateway leading to the future of China. They can be certain that, within the classrooms, lecture halls, discussion rooms of this school, knowledge is being shared and training delivered that will develop and nurture the future business leaders who will drive China’s economy and will foster China’s business connections worldwide.

This CEIBS vision allows the school to use its location in China as a valuable competitive advantage. With this vision, the ambitious goals to which we aspire make sense: CEIBS needs growth; in China, we must achieve a certain size in order to be relevant. We also need to ensure our international reputation through achieving top-level results from respected ranking surveys.

But these goals must be built upon our vision: CEIBS will be the preferred place in the world for current and future business leaders to meet and acquire the most advanced business knowledge about China and the changing world.



郭理默  
教务长兼副院长

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

# 学者

## First Mover

张春，一位真正的学者的学术风范与人格魅力。

A COMBINATION OF BRAVE HEART, WANDERLUST, AND WORLD-CLASS ACADEMIC ACUMEN HAVE MADE PROFESSOR CHUN CHANG ONE OF CHINA'S LEADING FINANCE SCHOLARS. TODAY, CHANG IS USING BOTH HIS EXPERIENCE AND HIS FAME TO EXPAND CEIBS' OFFERINGS IN THE FINANCE FIELD.

文/吴冯淑

**他**是中国改革开放后最早走出国门的一批负笈者之一，也是最早和至今为止极少数获得美国大学金融系终身教授资格的大陆学者之一。2006年，他辞去美国明尼苏达大学教职，加入中欧国际工商学院，成为第一个辞去美国大学金融学终身教授教职回国任教的学者。

他低调谦和，不事张扬，不过一谈起金融和他的研究，他就变得神采奕奕。要知道，他的多项研究都被引用于当今世界上最权威的公司金融理论教科书和合约理论教科书，他为国际上公司金融理论和金融契约理论的发展做出了重要贡献。他是国际公认的金融专家，也是国内最权威的金融学者之一。他就是中欧金融学教授、荷兰银行风险管理教席教授、学术委员会成员、金融学和会计学学科主任，

张春，一位令人尊敬的真正的学者。

### 执著的开始

改革开放是中国发展的转折点，也给很多人的人生带来了机遇和转折，这其中的一个人就是张春。当中国的历史跨入20世纪80年代的时候，还在大学读本科的张春产生了去国外看看的念头。1981年，年轻的张春提前本科毕业，来到美国。从小对社会科学感兴趣的他尽管读的是数学，在此时对金融学表现出了极大的兴趣，完成数学硕士课程学习的同时，他已经修完了经济学的本科课程，加上坚实的数学功底非常有利于数据和模型的分析，张春在1983年顺利地被称为著名的美国西北大学凯洛格管理学



By Audrey Wu

“When I decided to study finance, many people tried to persuade me to give up that idea. They told me I would not find a job,” says Chun Chang. Had the professor taken the advice of his family and friends some 30 years ago, it would have been a great loss to China’s financial sector and, indeed, to the international finance community. As it turned out, Prof. Chang not only secured an impressive job after graduation, but also became the first mainland Chinese to teach finance at a U.S. university.

In fact, a look at Chang’s curriculum vitae shows many “firsts.” When he enrolled at

University of Oregon to study mathematics in 1981, Chang became one of the earliest mainland Chinese to study abroad following the nation’s opening to the outside world. Later, when he began teaching finance at University of Minnesota’s Carlson School of Management, Chang also became the first mainland Chinese finance scholar to receive tenure at a U.S. university. In a telling change of the times, in 2006, Chang again broke new ground as the first mainlander to give up a tenured position in the West to return China. Later that year, Chang became CEIBS’ first full-time professor in Finance.

先锋：张春是中国改革开放后最早赴美求学的人之一；25年后，他又成为第一位放弃美国大学金融学终身教授教职回归祖国的人。

PIONEER RETURNEE – Prof. Chun Chang was one of the first mainland Chinese to study in the U.S. following the nation’s reopening in the early 1980s. Twenty-five years later, he became one of the first professors to give up tenure at a U.S. university in order to return to China.



专注金融：1987年，张春获得美国西北大学凯洛格管理学院博士学位，从此全身心致力于金融学的研究。如今，他正带领着中欧国际工商学院在金融学领域的发展与壮大。

FINANCE MIND – Chang Chun obtained his Ph.D. from Kellogg School of Management in 1987, then steered his career toward finance, a study that combined his prowess in mathematics with his interest in sociology. Today, he is driving CEIBS' expansion in finance.

院录取，正式开始学习和研究经济与金融学。

上世纪初，在一片“学好数理化，走遍天下都不怕”声中选择了学习金融的张春为很多人所不理解，那时候对于国内许多人来说，金融学还是一个十分陌生而遥远的名词。一则是出于真正的喜好，另一方面也是预见到了经济发展与金融学兴起的必然，张春不顾家人和朋友的劝阻，选择了金融学（张春的专业是管理经济学，同时学习经济和金融）。结果，他并没有像别人认为的那样找不到工作，而是在1987年成为第一位在美国大学金融系正式任教的大陆学者。在其后的20年他在金融学方面做出了重要的贡献，成为在国际上令人尊敬的金融经济学家。

## 多方面的贡献者

从1981年去往美国的20多年来，张春的人生是由一次次重要的研究成果连接起来的。

张春的研究兴趣和领域颇为广泛。其研究成果主要分布在三个领域：公司金融、商业银行学，以及劳工经济学里的人力资本投资。在公司金融学里，张春对企业的资本结构理论进行了长期研究，并做出重大贡献。这个领域关注的问题是企业的最优融资方法和组合以及对企业价值和利益相关者的影响。张春提出了在一定的情况下，员工也可以对企业拥有一定的控制权的理论。除此之外，他还提出了多元化并购以及纵向并购的新理论。

张春对商业银行的研究，起始于他和他的两位

美国同事对银行混业还是分业经营利弊的研究。随后，他们又发表了多篇论文研究银行存款的保险制度对银行以及企业行为的影响。这些研究对美国银行由分业经营转为混业经营以及对中国银行业今后的发展和建立存款保险体系都有很重要的现实意义。最近几年，张春还开始了对于在中国的制度环境下，商业银行贷款行为的理论和实证的研究。

1990年代中张春和王一江教授发表了在信息不对称情况下的人力资本投资领域的合作研究成果，被劳工经济学界公认为开创性的工作。

## 化深为浅，化繁为简

2006年，张春总结了近几年在中国给EMBA学生授课的经验，撰写了《写给中国企业家的公司财务》一书，用简明易懂的问答形式，全面地阐述了相关的基本知识体系。该书的一大特点在于，其中的很多问题都是张春根据上课时EMBA学生的提问梳理出来的，然后加上他自己设计的问题，通常用十几个问答将公司金融某一专题的内容讲清楚，如企业的投资决策、资本成本、融资渠道和方法、收购兼并，价值评估，盈利能力分析和绩效评估等。这是一本针对非金融专业管理人员极具实用价值的入门书。

由于目前在国际上公司金融理论还不系统，很难写出比较全面的理论书籍，所以国际上公司金融学的博士生教科书还只有一本，即Jean Tirole的《公

Behind his warm but humble personality and his boyish looks, Prof. Chang's pioneering spirit, his ambitious academic goals, and his world-class research make him an invaluable asset to CEIBS. In addition to his role as the school's most senior finance professor, he also serves as the school's ABN AMRO Chair Professor of Risk Management, Member of the Academic Council, and Subject Area Coordinator for Finance and Accounting. During his 20-year academic career, Chang has contributed greatly to the development of theories in the fields of contracts and corporate finance. His research findings on corporate finance and contract theory have appeared in the most authoritative international journals and textbooks. Today, Chang is regarded as China's top finance scholar, and is renowned in the field worldwide.

## RIDING THE REFORM WAVE

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In many ways, the story of Chang's career parallels the drama of China's overall opening and economic reform. As a member of the generation that entered university just following the Cultural Revolution (1966-1976), Chang avoided coming of age at a time when schools were closed and study was regarded as useless. Like his peers, he was eager for knowledge and for opportunities to see the outside world. He made the most of that chance in 1981, when he was accepted at University of Oregon and began a 20-year stint in studying and teaching. Having majored in mathematics in China, he continued in this field for his undergraduate and master's degrees. However, Chang's passion is not confined to the mathematics field. Since childhood, he has shown a great interest in sociology, especially in the use of mathematics methodology to analyze social issues. Finance seemed a perfect combination of these two interests. In 1987, Chang was accepted into Northwestern University's Kellogg School of Management to pursue a Ph.D. in Managerial Economics and

Decision Sciences.

Personal interest is not the only factor pushing Chang to eventually focus on finance. In the 1980s, finance was considered a strange and remote field in China – a country that had adopted a state-controlled planned economic system for more than 30 years. Still, Chang foresaw the important role finance would eventually play in China's future economic development. Thus, he stuck with his decision despite the warning of family and friends – a choice that soon proved beneficial for himself, and for his profession.

## INTO THE RESEARCH REALM

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International academic circles have also benefited from Chang's decision to follow his heart. Over the past two decades, his research has broken ground in three main areas: corporate finance, commercial banking, and human resource investment.

In the area of corporate finance, Prof. Chang's work has covered mainly corporate capital structure theory. He has studied optimum financing methods for enterprises and is seeking to measure the influence of different financial methods on a corporation's value and its stakeholders. Chang has developed a theory which states that under certain circumstances, employees should be given the control rights of corporations. This is the first theory that rationalizes employee participation in corporate governance. In addition, he also proposed a theory of conglomerate mergers.

In the field of commercial banking, Chang has teamed with two American researchers to study the pros and cons of legally separating commercial banking activities and investment banking activities in financial industry. The three professors also published several reports discussing the impact of deposit insurance systems on the behavior of banks and enterprises. This research brings practical recommendations for American banks in their shift from separate business to multiple businesses. The findings



are also useful in the future development of the Chinese banking system and the establishment of deposit insurance system. In recent years, Chang has extended his research to a theoretical and empirical study on loan granting among commercial banks in China – addressing the country's serious problems with non-performing

loans.

Turning to the field of HR, in the mid 19890s, Chang and Professor Wang Yijiang co-published their research results concerning human capital investment under the condition of unsymmetrical information. The findings were generally recognized as “pioneering” by the

## PROVEN IN PRINT

During his 20-year academic career, the byline “Chun Chang” has become well known among the world's top international finance journals. Prof. Chang has published his research findings in such publications as *Journal of Finance*, *Review of Financial Studies*, *Journal of Monetary Economics*, *Journal of Economic Theory*, *Journal of Labor Economics* and *Journal of Business*.

In 2004, he also began serving as editor-in-chief of the *Chinese Economics Review*, the most authoritative international academic journal specifically studying China's economy.

Prof. Chang's published books include:

- *Corporate Finance for Chinese Entrepreneurs* (Peking University Press, 2006) – A practical Chinese-language publication based on Chang's Executive MBA teaching experiences over the past several years in China, this book stands out for its unique Q&A structure, resulting in a straightforward, reader-friendly method of conveying complex finance knowledge. Many of the questions used in the book were raised by real life CEIBS EMBA students in Chang's class.
- *The Theory of Corporate Finance* (Princeton University Press, 2006) – Authored by Economics Professor Jean Tirole, this book refers frequently to Prof. Chang's key research achievements. The book is widely considered the best textbook for PhD students of corporate finance worldwide.
- *Advanced Corporate Finance: Theories and Evidence* – Set to publish this October by Remin

University Press publishing, this Chinese-language work is oriented toward researchers and postgraduate students of Finance. The book incorporates findings from Prof. Chang's years of theoretical and empirical study in China, while drawing upon his two decades of accumulated expertise in the field of corporate finance. If the Chinese edition is well received, Chang plans to translate the work into English. This could well bring a welcomed addition to the textbooks used for PhD Finance studies.

Other articles published in key industry journals include:

- “Investment Opportunities, Liquidity Premiums and Conglomerate Mergers” (co-authored with Xiaoyun Yu), *Journal of Business*, (2004).
- “Deposit Insurance: A Reconsideration” (co-authored with John Boyd and Bruce Smith), *Journal of Monetary Economics*, (2002).
- “Human Capital Investment under Asymmetric Information: the Pigovian Conjecture Revisited” (coauthored with Yijiang Wang), *Journal of Labor Economics*, (1996).
- “Payout Policy, Capital Structure, and Compensation Contracts when Managers Value Control,” *Review of Financial Studies*, 1993.
- “Capital Structure as an Optimal Contract between Employees and Investors,” *Journal of Finance*, (July 1992).
- “The Dynamic Structure of Optimal Debt Contracts,” *Journal of Economic Theory*, (October, 1990).



## 在张春的带领下，中欧金融学科从无到有、从小到大，获得了迅速发展。

授人于鱼，不如授人于渔：在美工作 20 载之后，张春回到中国，为国内的金融业发展尽一份力。照片摄于 2001 年，明尼苏达州。

BETTER TO TEACH FISHING THAN TO GIVE A FISH – After 20 years in the U.S., including fishing trips in Minnesota, Prof. Chang returned to China to help build the fledgling finance field. He calls his work in China “very challenging and exciting.”

### 带头人

作为一名国际知名的教授，至今，张春已有近 30 篇学术论文和著作发表在国际顶级学术杂志如《金融学期刊》(Journal of Finance)、《金融研究评论》(Review of Financial Studies)、《经济理论期刊》(Journal of Economic Theory)、《货币经济期刊》(Journal of Monetary Economics)、《劳工经济学期刊》(Journal of Labor Economics)、《商业评论》(Journal of Business) 等上面。他是《中国经济评论》(Chinese Economics Review) 的执行主编，该杂志是专门研究中国经济问题最权威的国际学术期刊。进入权威学术期刊的编委是对学者的一项十分重要的认可，而能成为顶级学术期刊的主编充分证明了一名学者权威的学术地位。

在中欧，张春是金融学和会计学学科的带头人。2002 年，张春开始作为访问教授在中欧任教。鉴于他在金融领域突出的科研实力和丰富的教学经验，时任中欧副院长兼中方教务长的张国华教授力邀他全职加盟。2004 年 6 月，张春在学术休假期间开始全职工作于中欧，并于 2006 年正式成为中欧第一位金融学长期教授。在张春的带领下，中欧金融学科从无到有、从小到大，获得了迅速发展。他一方面潜心于教学研究，另一方面，积极致力于学院金融学领域的学科建设，特别是金融学师资队伍的建设。目前为止已有 9 名金融学长期教授，金融学亦成为中欧较强的学科领域。除此之外，他还在清华大学和上海交通大学兼职指导金融学博士生。

鉴于金融发展对于打造经济强国的重要性，中欧和上海陆家嘴(集团)有限公司发起建立“中欧陆家嘴国际金融研究院”，致力于成为建设上海国际金融中心的权威智库。该中心汇集了学院和我国金融领域内的权威专家。作为学术带头人，张春将和其他专家学者共同研究相关前沿课题，并设计相关课程，为政府、金融机构提供一流的研究、咨询和培训服务。

中欧的学术委员会是学院学术质量的一大保证，由来自一流商学院的国际知名学者组成，把握着学院的学术标准和学科发展方向。2006 年，张春成为中欧的学术委员会成员，他正与委员会其他成员一起为中欧学术研究和教育保持一流，更上一个台阶而努力。

对于中国金融市场的未来，张春是如何看待的呢？事实上，他已经用自己的行动回答了这个问题，正是预见到金融对于一国发展的重要性和国内日益良好的教学和研究环境，张春才决定放弃十分难得的美国终身教职，回到中国，来到中欧。

### 学者的风范

尽管拥有如此高的学术地位，张春的谦和、耐心却有口皆碑，令人对他更为尊敬。对于研究，他一丝不苟，并以同样的严谨态度要求自己的助手。他是一个执著而专注的学者，他不在意名誉的光环和外界的宣传，而是保持着一贯的低调。对于学生，他总是十分耐心，有问必答。对于助手，他从不苛责，而是大力指导提携。尽管身兼数职，他对每样事情都尽善而为。他从不夸夸其谈，他不善于用漂亮的辞令来表述，却用实实在在的研究成果赢得大家的信服。因为他是一位真正的学者。TheLINK

scholars of labor economics. (For a full listing of Prof. Chang's publishing record, see sidebar, "Proven in Print.")

## CEIBS' NEW FINANCE FOCUS

When Chang began teaching EMBA finance courses in China in 2002, the concepts and theories he introduced were regarded by domestic students as the stuff of fantasy. Since China's financial markets were still largely closed, financial practices in China differed greatly from those of developed nations.

The situation has changed dramatically since 2005, with the opening of China's financial sector. Financial concepts that were once considered irrelevant by Chinese executives – such as stock options, IPO, risk management, investment strategies – have now gained acceptance and importance. As the industry has liberalized, tables have turned and Chinese executives are now eager to understand and use financial concepts.

As CEIBS' first Finance faculty member, Chang has been influential from the start in building the school's capabilities in this critical field. Today, CEIBS has attracted nine full-time finance professors, making finance the strongest discipline at CEIBS. Meanwhile, Chang tutors finance PhD students in Tsinghua University and Shanghai Jiaotong University as an adjunct professor.

What is next for Prof. Chang? This year, he is helping CEIBS to significantly expand and strengthen its finance offerings. In April 2007, CEIBS and Shanghai Lujiazui (Group) founded the CEIBS Lujiazui International Finance Research Centre. The center will support the efforts of the Chinese government to build Shanghai into a regional financial hub. By offering advanced finance courses and programs, the center will serve as an authorita-

“When Chang began teaching EMBA finance courses in China in 2002, the concepts and theories he introduced were regarded by domestic students as the stuff of fantasy.”

tive and influential think tank for the city.

As CEIBS' most senior finance expert, Chang Chun will lead the centre in providing world-class research, consulting and training services for government entities and financial institutions.

For Chang, launching the centre, with its goal of assisting in building Shanghai into a regional financial center, is a logical next move in his career, making his return to China all the more worthwhile. “China is now the fastest growing economy in the world. The outlook of China's finance industry and finance education is rosy,” says Chang.

Does he regret giving up tenure in the West? Chang says “no.” He explains: “After getting tenure in a U.S. university, your life and career are usually predictable – not many new challenges.” By contrast, returning to China has made Chang a pioneer in his field, and CEIBS provided the right environment for him to blaze new trails. “CEIBS gave me another reason to return to China,” he says. The school's focus on research and its teaching environment also persuaded him. “CEIBS is a real international business school; that is very important for a researcher.” In his typically humble style, Chang sums up the factors motivating his new career focus in China. “There are many things to do: research, teaching, interaction with companies and government,” he says. “This is very challenging and exciting.” **TheLINK**

# 打开你的思想

## Open Your Mind

观摩顶级企业，与商业领袖对话，聆听一流教授的指导和教诲，对于来自墨西哥的企业家 LUIS GÓMEZ COBO (EMBA07) 来说，为期一周的中欧 EMBA 沃顿商学院全球商务海外模块是一次打开思想的难忘体验。

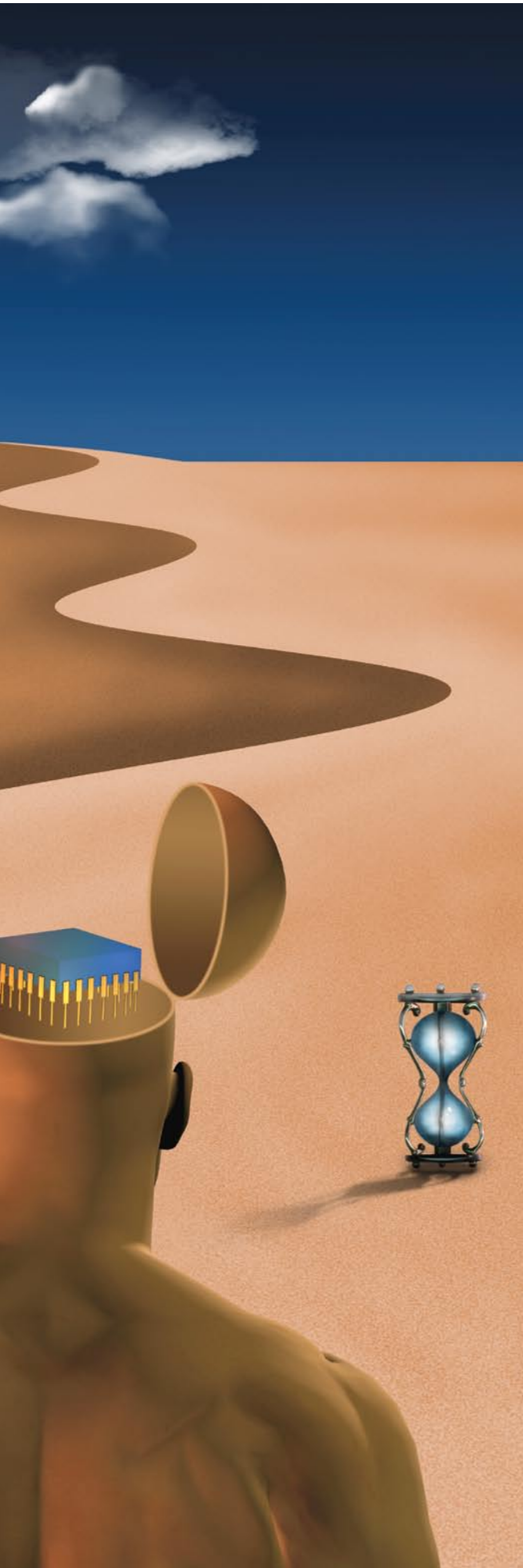
Luis Gómez Cobo (EMBA 2007) joined this year's Global Track Wharton module. Below are his takeaways from this weeklong tour of top-performing U.S. companies, with lectures from some of America's most famous business leaders and academics.

文 / Luis Gómez Cobo

**我**们都有这样的经历——阅读一本精彩的书籍，聆听成功人士的讲授，或者参观一家知名企业——这些经历常常将伴随终身并对我们未来的工作和生活产生有益的影响。我们每个人都会按照自己既定的“心智模式”去生活和工作，又以此来评估、内省，进而提高自我。我们应当时常打开自己的视野和思路，去接受那些不同的经历和模式，进行自我挑战。我们会发现，我们认为正确的事物不是每个人都会赞同，而自己的观念模式也并不总是无可挑剔。

2007年6月15日至6月22日，我有幸同32位EMBA同学一起参加了今年的全球商务海外模块。这段经历可谓真正打开了我们的思路，使我们领略到其它全新的思维模式。我想就自己的亲身体会，同中欧的同学们分享我的所见所感。在一周的时间里，我们参观了数家美国的顶级企业，聆听了沃顿商学院教授的精彩讲课。整整一周，





By Luis Gómez Cobo

**W**henever we read a great book, attend a lecture delivered by a highly successful person, or visit a leading company, part of the experience sticks with us and many times such experiences prove useful in our future. Each of us live and work according to established “mental models” or paradigms; to evaluate, question, and improve upon these, we should regularly open our eyes, ears, and minds in order to expose ourselves to experiences or models that differ from those we have come to accept and use. Through this process, we will challenge ourselves. We will discover that our truth is not everybody’s truth; that our way is not always the right way.

Speaking from experience, I want to share with fellow students that the CEIBS’ EMBA Global Track Wharton Module is one way to truly open your mind to new models and paradigms. From July 15 to 22, I joined 32 other CEIBS EMBA classmates to participate in this year’s EMBA Global Track program (an optional elective course offered once a year). The program gave us students the opportunity to visit top-performing companies in the United States and to receive lectures from excellent professors at The Wharton School. For one week, we were immersed in the ideas of world-famous entrepreneurs, managers, businesspeople and researchers. We witnessed first-hand how extremely successful companies are run, what happens when ideas transform into reality and when everyday challenges are overcome in order to create wealth.

## **GETTING UNCONVENTIONAL AT GOOGLE**

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Imagine working for a company that uses no fixed working hours. In addition, whenever hunger strikes, you and your colleagues are free to enjoy cuisine from around the world, 24 hours a day. You can also use the gym, snooker table, swimming pool, and in-house laundry service. All this is offered within a beautifully designed campus surrounded by marvelous gardens. In this company, you are encouraged to use 20 percent of your time creating anything you want. If you come up with a good idea, don’t worry about money and human resources – your project will receive both funding and top-quality staff. This company is called Google, one of the most successful companies in recent history and also one of the most unconventional in terms of its business model, operations, and management style. The goal of Google’s managers is to let the imaginations of every employee fly in order to continue developing the breakthrough ideas that will secure their web leadership today

“

我们应该不断挑战我们的思想，使我们的思想充满知识、想法、理想和目标，如同风一般柔韧、清新和自由。

”

作者在沃顿商学院。

The author poses at Wharton.



我们遨游在世界著名企业家、经理人、经营者和研究人士的思想海洋中。我们亲身体会到了顶级企业运作的方式，好的主意是如何成为现实的，以及如何克服日常的挑战创造财富获得成功。

试想一下在这样的公司里工作会是怎样的感觉——没有固定的上班时间，你和你的同事能在这里免费享用到世界各地的美食，体育馆、台球桌、游泳池、24小时全天候开放的内部洗衣服务中心。这家公司坐落于一个优美的校园，周围环抱着迷人的花园。在这里，20%的时间可以由员工自己支配。如果你有一个好点子，不用担心钱和人手的问题——公司会从人力和财力上来支持你的想法。这家公司就是 Google 公司——近年来全球最成功的企业之一；无论从商业模式、企业运行还是管理风格而言，也是最敢于突破传统的公司之一。Google 经理们的目标是让每个员工的想象力自由飞翔，因为只有不断的突破创新，才能稳固 Google 在当今与未来网络领军者的地位。参观完 Google 公司，我们许多学员开始对自己公司的管理风格进行反思。

不同的企业，其创新模式也不尽相同。在随后的行程中，我们见到了一家同样十分成功却采用完

全不同管理风格的企业。这家公司改变了我们对美国赌城只是一个娱乐休闲场所的印象。我们花了整整一天的时间参观了哈利士娱乐公司 (Harrah's Entertainment) (哈利士是凯撒皇宫饭店的赌场运营商以及其他很多著名赌场的运营商)，并与其管理者进行了交流，不禁被这家公司前沿的商业分析和商业战略所深深折服。哈利士拥有 2000 万客户的数据库以及最先进的数据分析系统。公司的成功，归功于其对所有客户的品味与赌博习惯的深入了解。有了强大数据库作为后盾，公司可以把更多的精力放在提高员工服务质量上。客户感到更满意，消费也就会更多。此外，哈利士在每个业务运作上都十分注重改善细节和方法，包括最简单的如何向玩家表示欢迎。在娱乐业，成本分析和控制似乎才是成功的关键。

接下来，我们的顶级公司之旅来到了地处费城市中心的 World Café Live & WXPN，这既是一家现场演奏音乐的酒店，也是一家公共电台。World Café Live 的演出吸引了成千上万的听众，听众们可以自由选择来自世界各地的非商业音乐。经 World Café Live 总裁 Hal Real 的简单介绍，我们了解到了音乐爱好者的梦想与当地公共电台的结合如何在 2004 年诞生了 World Café Live。社会与企业的结合，可以获得理想与商业目标的双赢。正是对自由音乐的艺术性展现的关注，才使得 World Café Live 成为一个成功的商业机构。公司在为新人提供舞台的同时，也为听众提供了欣赏新兴音乐人所创作的另类音乐的机会。在把优秀的音乐传达给所需听众的同时，企业为投资者创造了财富。离开 World Café Live 之后，我们的脑海里充满了新的想法，我们热烈地讨论如何让这种“共生共存”的商业模式运用到其他行业里去。

在美国学习期间，参加海外模块课程的每一位学员与同伴分享着自己的个人经历和专业见解。通过提问和交换意见，使得每一次参观、每一堂讲座都对我们受益非浅。正如沃顿商学院的 Ian C. MacMillan 教授所言，“三个臭皮匠，顶个诸葛亮”，这句名言在我们的队伍中得到了充分的体现。

意义最深的一堂课莫过于沃顿商学院市场营销学教授 Yoram Wind 讲授的“不可思议的思维模式”。思维模式是商业改革中最大的障碍，商业改革不是缺乏技术专家或是经济实力，而是缺乏思维模式。海外模块课程让我们意识到要经常反思我们的思维模式，并使之不断完善。我们应该不断挑战我们的思想，使我们的思想充满知识、想法、理想和目标，如同风一般柔韧、清新和自由。 **TheLINK**

and in the years to come. After visiting Google, many of us came out questioning the management style of our companies.

## CUTTING EDGE ANALYSIS

Not all businesses are created equal. Later in our trip, we encountered a similarly successful company that uses a completely different management style. When visiting a casino, one would expect to find a company culture that is focused on fun, enjoyment and relaxation. But after we spent a full day with the management team of Harrah's – the casino operator for Caesar's Palace and many other famous U.S. casinos – we came to appreciate the company's strengths in cutting-edge business analysis and strategy. With a database of 20 million customers and a state-of-the-art data-mining system, the company succeeds by tracking and understanding each of its customers, recording their tastes and gambling habits. Armed with this data, Harrah's focuses the efforts of its employees on those services that make customers feel happy – and spend more. In addition, the casino has developed procedures and measures for every business operation, including the simplest procedures such as greeting customers. In the business of leisure entertainment, it seems that analysis and control is the name of the game.

Our tour of highly-successful U.S. companies next featured a visit to Philadelphia-based World Café Live & WXPB, a live music venue with a restaurant and a public radio station, respectively, located in the same building. The World Café Live show reaches thousands of listeners with a program of alternative; noncommercial music from around the world. Through our briefing from World Café Live President Hal Real, we learned how the dreams of a music lover and local public radio station manager combined, leading to the birth of World Café Live in 2004. We saw that when social and business entrepreneurs come together, they can create an organization that satisfies the ideals and goals of both partners. By focusing on the artistic goal

of showcasing independent music, World Café Live has become a successful commercial business. The program gives air time and stage-performing opportunities to new musicians, and offers audiences the opportunity to hear promising new musicians performing alternative music. By successfully delivering good alternative music to the right audience, the program also creates wealth for investors. After our day with World Café Live, the EMBA Global Track participants left the studios with our minds buzzing with new ideas, eagerly discussing with each other how this symbiotic business model can be applied to other industries.

During our week in the U.S., each of the Global Track classmates contributed by adding his or her unique professional and personal experience and insights. By questioning and exchanging opinions and ideas, every visit and lecture became a meaning-



ful and rewarding experience. As we heard at The Wharton School, from Professor Ian C. MacMillan, “Many heads are better than one.” This simple statement certainly proved true among our group.

One of the most profound lessons taught to us by Wharton professor of Marketing Yoram Wind in his lecture entitled “Impossible Thinking” was that the biggest obstacle to business transformation is not the lack of technological expertise or economic strength – it is the mental models of those running the business. The Global Track program taught us to regularly question and revise our own mental models. We learned that we should always challenge our thinking, keeping our minds full of knowledge, ideas, dreams and goals while at the same time being flexible, clear and free as the wind. **TheLINK**

中欧 EMBA2007 全球商务海外模块让学生们领略了美国管理的精髓——无论是在沃顿商学院的课堂上，还是在著名的人性化 Google 办公室里，以及其他具有代表性的企业和场所中。

STATE-SIDE – The CEIBS' 2007 Global Track program lead participants to tour the best of U.S. business learning — the classrooms of Wharton Business School, the employee kitchen at Google, and more.

# 新教授加盟

## New Faculty on Board



今夏季，中欧又迎来 5 位新教授。这五位新教授分别来自四个不同的国家，皆拥有丰厚的教学和研究经验。他们的加入将进一步加强中欧师资队伍的多源性，以及中欧的教学和研究实力。迄今，中欧的全职教授已经达到 47 名。



EIBS is pleased to welcome five new faculty members who will enhance the school's international diversity and further strengthen its teaching and research capabilities. With these additions, the school now boasts a team of 47 full-time faculty.

### 海若琳 (Norma Harrison)

#### 运营管理学教授

国籍：澳大利亚

海若琳博士加入中欧之前是澳大利亚麦克理大学研究生院管理系的管理学教授。她拥有长达 25 年的教学研究经验和超过 15 年的咨询经验。

海若琳博士的博士学位研究方向是运营战略，而教学研究和咨询工作则侧重于创新和技术管理、供应链管理、电子商务、运营全球化等领域。她是《技术管理：文本与国际案例》一书的合著者，她还著有《商务与经济学中的统计学》一书。1990 年至今，海若琳博士组织了很多生产和运营领域的重大学术会议及研讨会。

海若琳博士是决策科学协会 2007 年度新当选的主席。自 1998 年起她曾陆续担任该协会的多项职务。2001 年到 2003 年间，她还曾当选为生产运营管理协会的理事。她曾参与大型对标项目，如提升生产服务中的卓越经营项目、全球制造业前瞻项目（1986 年至 1998 年），全球供应链管理项目（1996 年至 1998 年），以及澳大利亚本土印刷业和酒店业的一些对标项目。她曾与澳大利亚联邦政府、州政府和企业合作，推介创新审计方案，评审在软硬技术接入与管理方面的国际最佳实践。



#### **NORMA HARRISON** PROFESSOR OF OPERATIONS MANAGEMENT

Before joining CEIBS, Prof. Harrison was a professor of Management at Macquarie Graduate School of Management. Hailing from Australia, she brings to CEIBS more than 25 years of university teaching experience and 15 years of consulting experience.

## 弗沃德 (Waldemar Pfoertsch)

### 市场营销学副教授

国籍：德国

弗沃德博士在加入中欧之前是德国普福尔茨海姆大学国际商业学教授。此外，他还是美国凯洛格管理学院的访问教授，他曾为马里兰大学研究生院进行在线授课。目前，他还是美国伊利诺斯大学和德国斯泰恩拜斯大学 EMBA 课程的客座讲师。

弗沃德博士具有丰富的管理咨询经验。他曾在 UBM 咨询公司、安达信会计师事务所和 LEK 工作，足迹遍及欧洲、亚洲和北美洲，为很多公司发展国际战略提供咨询。早期，他还曾担任联合国工业发展组织经济顾问。

弗沃德博士著述颇丰，其最新著作是他和市场营销学大师菲利普·科特勒合著的《C-2-C 品牌管理》。在互联网营销方面，他已出版了《Living Web》一书，着重介绍互联网营销和互联网战略。



### WALDEMAR PFOERTSCH ASSOCIATE PROFESSOR OF MARKETING

Joining CEIBS from the University of Pforzheim, where he was a professor of International Business, Prof. Pfoertsch also served as a visiting Associate Professor at Kellogg Graduate School of Management, Northwestern University, and taught online with the University of Maryland. The German national was also an EMBA guest lecturer at the University of Illinois in Chicago and at Steinbeis University in Berlin.

Experienced in management consulting, Prof. Pfoertsch also previously worked for UBM Consulting

Group, Arthur Andersen and LEK and others, in Europe, Asia and North America, specializing in working with companies in developing international strategies. His earlier positions include serving as Economic Advisor to the United Nations Industrial Development Organization.

Prof. Pfoertsch has authored several books. The most recent, co-authored by professor Philip Kotler, covers *B2B Brand Management*. In the field of Internet Marketing, he has published *Living Web*, detailing the business applications of internet marketing and internet strategy.

Her doctoral research focused on Manufacturing Strategy and her teaching, research and consulting interests include: innovation and technology management, supply chain management, e-business, and the globalization of operations. She is the co-author of *Technology Management: Text and International Cases* (McGraw-Hill USA, 2002) and *Statistics for Business and Economics* (Harper & Row, 1989).

Prof. has served several terms with the Decision Sciences Institute since 1998, becoming President-Elect in 2007. She was elected Board Member of the

Production and Operations Management Society (2001- 2003) and has participated in benchmarking projects including Promoting Business Excellence, the Global Manufacturing Futures Project, the Global Supply Chain Management Project, and Australian benchmarking projects for the printing and hotels industries. In September, Prof. Harrison was appointed by the New South Wales (NSW) cabinet as a member of the NSW Asia Business Council. She has held other positions in the Australian Federal Government since 2002.



## 白思迪 (Steven White)

### 管理学副教授

国籍：美国

白思迪博士在加盟中欧之前，是法国 INSEAD 商学院亚洲商业和比较管理学助理教授。他拥有麻省理工学院博士学位，并曾执教于香港中文大学和香港科技大学。

白博士主要侧重于契合性问题的研究，其一是群体和公司间的关系契合，即如何创建一个可以增加关系价值的“合作优势”，其二是调查实现和维持战略契合的过程，尤其关注创新在其中的作用。他的著述见诸于多种学术刊物，如《战略管理杂志》、《管理研究杂志》、《研究政策》、《管理学会杂志》、《国际工艺技术管理杂志》、《研究与发展管理》、《亚

太管理杂志》和《组织研究》等。

白思迪博士是《亚太管理杂志》的副主编，以及管理学会、欧洲组织研究、战略管理协会、亚洲管理学会和中国管理研究国际学会的成员。

## STEVEN WHITE ASSOCIATE PROFESSOR OF MANAGEMENT

Coming to CEIBS from a position as Assistant Professor of Asian Business and Comparative Management at INSEAD, Prof. White holds a Ph.D. from Massachusetts Institute of Technology at Sloan School of Management. He previously taught at the Chinese University of Hong Kong and at the Hong Kong University of Science and Technology.

Prof. White's research has followed two streams related to the broad issue of "fit." The first covers relational fit between groups and firms, and how to create "cooperative advantage" that increases the value of relationships. The second investigates the process of achieving and maintaining strategic fit, with a focus on the role of innovation. His publications have appeared in the *Strategic Management Journal*, *Journal of Management Studies*, *Research Policy*, *Academy of Management Journal*, *International Journal of Technology Management*, *R&D Management*, *Asia Pacific Journal of Management*, and *Organization Studies*.

Prof. White is a member of the Academy of Management, European Group for Organization Studies, Strategic Management Society, Asia Academy of Management and International Association for Chinese Management Research. He is the Associate Editor of *Asia Pacific Journal of Management*.



## 蔡舒恒 (Terence Tsai)

### 管理学副教授

国籍：美国

蔡舒恒博士是中欧管理学副教授，同时也是大连理工大学和台湾长庚大学的访问教授。加入中欧之前，蔡博士曾担任香港中文大学代理教务长（硕士生研究）、案例教学研究中心主任以及 MBA 项目的代理主任兼副主任。他还曾执教于加拿大毅伟商学院和英国剑桥大学 Judge 管理学院。

蔡博士的研究集中于跨国公司、(商业) 环境管理、组织理论(环境适应理论)和中国企业管理等领域。他的研究成果发表于多种学术期刊上，如《管理学杂志》、《国际管理与组织研究》、《管理研究杂志》、《组织研究》、《商业战略和商业环境》、《亚洲案例研究杂志》等。蔡博士还是联合国环境规划署、管理学会等机构的成员和顾问。

目前，蔡博士还担任台湾京城银行董事以及国际商业伦理研究中心的高级

顾问。他曾是 GE-CH2M 等公司的全职顾问, 并为中国、台湾和美国的环保部门提供咨询。他的主要咨询客户还包括 Gucci、默克、百事可乐、陶氏化学、埃克森美孚集团公司、明基等。

### TERENCE TSAI ASSOCIATE PROFESSOR OF MANAGEMENT

In addition to his role at CEIBS, Prof. Tsai is a visiting Professor of Management at both Dalian University of Technology and Chang Gung University in Taiwan. The American professor previously worked at the Chinese University of Hong Kong as Acting Associate Dean (Graduate Studies), among other positions. Prior to that, he was a full-time faculty member at the Judge Business School, University

of Cambridge, and the Richard Ivey School of Business.

Prof. Tsai's research interests include multinational corporations, environmental management, and Chinese management. He has been published in the *Journal of General Management*, *International Studies of Management and Organisation*, *Journal of Management Studies*, and *Organisation Studies*. He serves as an advisor and committee member of the United Nations Environmental Program and the Republic of China Strategic Alliance Society.

Dr. Tsai is a board director of Kings Town Bank in Taiwan and a senior consultant to the International Business Ethics Institute. He was a full-time consultant to GE, CH2M Hill and a contracted consultant to Gucci, Merck/MSD, Pepsi Cola, Dow Chemicals, Du Pont, ICI, Hoest, Exxon, Acer, Philips, SEQUA and UMC.

### 方睿哲 (Velamuri, S. Ramakrishna)

#### 创业学副教授

国籍: 印度

简介

方睿哲博士的教学领域是创业学和谈判学。来到中欧前, 他是西班牙 IESE 商学院的助理教授, 他同时还担任 IESE 商学院全球 EMBA 课程和“Inside India”课程的学术主任。方睿哲博士是多所商学院的访问教授, 包括印度商学院、德国萨尔兰德大学、埃及 Nile 大学、墨西哥 IPADE 商学院、美国弗吉尼亚大学等。

方睿哲博士侧重两方面的研究: 其一是探讨创业者的经营道德如何影响其争取利益相关者支持的能力; 另一个是研究创业战略和公司成长之间的关系。方睿哲博士的研究成果发表于多种学术刊物中, 如《商业风险杂志》、《商业伦理学季刊》、《商业伦理学杂志》、《企业金融与商业风险杂志》等。他还参与许多研究与案例的开发。

方睿哲博士还为世界银行和国际金融公司在印度和尼日利亚等国的项目提供咨询。

### S. RAMAKRISHNA (RAMA) VELAMURI ASSOCIATE PROFESSOR OF ENTREPRENEURSHIP

Before joining CEIBS to teach entrepreneurship and negotiation, Prof. Velamuri spent four years on the faculty of IESE Business School as Academic Director of the Global Executive MBA and Inside India programs. An Indian national, he has served as a visiting professor at the Indian School of Business since 2004, and has taught at business schools in the US, Germany, Mexico, Peru, Uruguay, Egypt and Nigeria.

Prof. Velamuri has two areas of research focus. The first explores how the ethical behaviors of firm founders influence their ability to mobilize stakeholder support. The second examines the relationship between entrepreneurial strategies and firm growth. His research has been published in

the *Journal of Business Venturing*, *Journal of Business Ethics*, *Financial Times Mastering Management Series*, and others.

Prof. Velamuri has worked as a consultant for the World Bank and the International Finance Corp. on projects in India, Nigeria, Ghana, Kenya, Tanzania, and Rwanda. Prior to joining academe, he worked as a manager for a large European corporation and for eight years as a self-employed consultant for Spanish, Indian and American clients.



# 寻根洛阳

## Back to My Roots

十三朝古都，五千年风雨，在洛阳找寻中华文明之源。  
CEIBS ALUMNI EXPERIENCE TIME TRAVEL TO THE  
ANCIENT CAPITAL OF LUOYANG

据传按照武则天的相貌雕刻而成，表情似是而非，蕴意丰富的卢舍那佛像，是龙门石窟最为辉煌的雕像作品。

CHINA'S MONA LISA – One highlight of the alumni trip to Luoyang was meeting the famed Vairocana Buddha face to face. The striking 17-meter statue is modeled after the Empress Wu Zetian, one of China's best-loved beauties.

文/吴冯淑

**双**脚终于踏上洛阳，这块埋藏着中华之根的土地。等待着我们的将是什么呢？三天三夜的探寻，二里头、偃师商城、天子驾六、白马寺、龙门石窟这些已知或未闻的地方将把原先只是出现在历史书上的一个个名词、脑海中的一个概念变成现实，眼可观之，手可触摸。心里有些激动，更有很多的好奇和期待，或许还带着些类似朝拜的敬畏。一群企业家和商业精英以虔诚的心敲开探寻中华五千年灿烂文明源头的大门，倾听国宝级专家的讲解和历史的述说。脚踏在积淀五千年文化的泥土上，这群经常决定往哪里去的时代精英询问和思考我们从哪里来。

车行在郑州去往洛阳的高速公路上，路两边宽阔茂密的绿化带以及不甚干燥的天气一扫大家对于黄土高原荒瘠的印象。其实曾经的中原地区，也曾草木茂盛，靠着黄河与洛河的滋养，古人得以生息繁衍，并孕育出中国最早的文化。五十二名来自全国各地的中欧 EMBA 学员和校友在两位 EMBA 办公室带队老师的带领下就这样在 8 月 9 日，带着满心的好奇和期待来到了洛阳。

## 风雨古都

洛阳很少有雨，每年的下雨量累计起来也只有四五百毫米。然而考察的第一天，天空就下起了不小的雨，据说是由于最近几年洛阳市政府重视绿化，带来的气候改善。感触着数千年前的风雨，大家踏进了位于洛阳市中心东周王城广场的“天子驾六”车马坑博物馆。

据古代文献记载，在夏、商、周时期“天子驾六，诸侯驾五，卿驾四，大夫三，士二，庶人一。”这座天子车马坑于 2002 年被发现，坐落于古代东周王城的范围内。车马坑长达 42 米，宽 7.2 米，是国内目前为止仅见的两座东周时期的车马坑之一（另一座位于西安），保存完好、规模宏大。其中保存有 26 辆车乘，70 匹马的遗骸，排列有序，是认识古代仪制最直观的实物。据说在洛阳是不能随便兴建建筑的，首先要申报文物管理局，在这块沉积了太多历史的土地上，随便一铲，便是一个“几千年之前”。

洛阳博物馆进门大厅内巨大的石雕貔貅顿时让大家感到了历史的厚重。这里的主要陈列以河洛文化

By Audrey Wu

**W**hen the CEIBS EMBA students and alumni finally arrived in Luoyang on August 9, flying in from Shanghai, Jiangsu, Fujian, Taiwan, and beyond, we were eager to begin a very different kind of adventure – a journey through time. For the next three days, all 52 of us would tour the area known as the birthplace of Chinese civilization, the ancient city that had reigned as the nation’s capital during 13 Chinese dynasties. Pages of history that had previously existed for us only in textbooks suddenly became real as we visited the awe inspiring Erlitou site, capital of the first Chinese dynasty (Xia), the Shang Capital in Yanshi, the tomb-site known as “Emperor’s Chariot Drawn by Six Horses,” the serene and holy White Horse Temple, and the breathtaking Longmen Grottoes.

Located at the center of ancient China, in modern day Henan province, Luoyang is also known as the Central Plain. With its geographic advantage, this city served as the national capital during some of China’s most important historical periods, including the Xia, Shang, East Zhou, East Han, Shui and Tang dynasties.

As we began our tour, I felt like a pilgrim preparing to pay tribute to the founding fathers of Chinese culture. Our first lesson concerned climate change: historical records show that, some 5000 years ago, the Central Plain was cov-

为主体，展品反映了仰韶文化、龙山文化、夏、商、两周、秦汉、隋唐等时期的文化。夫差剑已锈，金戈铁马、人声震天，犹如剑锋铮铮，依然在耳；盛唐大朝已逝，姿态各异，却个个气宇轩昂的人俑和色彩绚烂、恣肆奔放的三彩却向我们重现了中华历史上这一页灿烂的华章；青铜已生锈，陶瓦已破损，用来烧煮的鬲（lì）、饮酒的爵，先民的生活依然鲜活。它们寂静无语，却在我们心头掀起历史的潮涌。而这种心情还只是一个小小的开始，下一站，二里头，五千年前的夏朝遗址，中国真正可以称作王朝的开始。

然而让大家吃惊了，久闻的中华文明源头——夏只是眼前这座不起眼的二层小楼和窗口看上去的一大片农田。我们是这里不常有的访客，是享受了特殊待遇的，通常考古队只接待同行专业人士。我们此行一路上受到的礼遇直比得上国际级的专家，由我们的东道主中欧 EMBA01 级校友、洛阳市副市长杨萍女士安排，每一站都由负责人接待和解说。接待我们的二里头考古工作队队长许宏博士，说到夏代的考古工作就激情洋溢，这感染了所有人，大家将许博士围在中心，静静听着，其专注的程度犹如一群求知好学的大学生。

难以想象年复一年的枯燥考古工作竟然还能激发这样的热情，是一种执著和信念吧，我们吃惊于千万片零碎不堪的古代陶片竟然能够粘连复原起一个个古代器皿。最让人惊叹的是一条由几千片 3、4 毫米见方的绿松石薄片拼接出来的玉龙。玉龙长约 80 厘米，形态完整生动，翘首盘尾，出土时色彩依然鲜明。静静地埋藏在这块土地下的就是夏王城。虽然不见实物，但许博士对于遗址的大小、方位等等作了讲解，让大家有了颇为形象的了解。考虑到大面积挖掘之后所涉及的保护、资金等各种问题，二里头，这 5000 年前的历史还只掀开了小小的一角。

## 辉煌龙门

也许是天意让我们全面感受洛阳和历史，第二天便是个大晴天。下车，沿水而行，抬头忽见一座大桥，上书“龙门”二字。大家都开始兴奋起来，来到听闻已久的龙门石窟了。

沿山而走，拾级而上，一个个的洞窟，藏着一座座的佛像。石窟的开凿从北魏孝文帝开始，至唐宋，造像 10 万多尊。其中北魏石窟占 30%，唐代约占 60%。唐代雕像丰腴，最显著的特征是雕像脖子上有三条肉横，而北魏雕像清瘦，脖子细直。所有的雕像雕工细腻，

线条流畅。其中有一座被称为“东方维纳斯”的观音像，姿态优美，一手持拂尘，搭于肩头，另一手持净瓶，自然下垂，身体放松，摆出自然的 S 型，戏曲大师梅兰芳当年表演《洛神》就借鉴了这尊像的姿态。最让人震撼的当属位于奉先寺的卢舍那佛（释迦牟尼前世佛）雕像，据说是工匠根据武则天的相貌所刻。且不论传说的真假，这尊高 17 米多的佛像面容丰腴，线条柔美，最奇特的是，如果从正面看，佛像显得威严而不失慈和，而从侧面看，则感觉其嘴角微微翘起，似在微笑。其面部表情似是而非，蕴意丰富，直比达芬奇的名作《蒙娜丽莎》。

## 隋唐盛朝

两日马不停蹄地参观考察，以及第二天烈日的炙烤已经让很多人感到疲惫，但当听到最后一站是赶往隋唐古洛阳城外郭定鼎门考古现场时，大家一下子来了精神。一来洛阳便听说，就在前两天刚刚有考古新发现，在距定鼎门遗址外侧五十多米远处考古队意外发现了一处晚唐土层，上面有二百多个人和动物的脚印、蹄印和多达数十条的车辙痕迹。这是国内首次此类重大发现。

定鼎门是隋唐时期洛阳城最外层郭城的正门，门外有一条宽达 100 多米南北向的大道。亲眼见到如此宽大的道路，大家都大吃一惊，就算在现在也很少见到这么宽的道路，更何况是 1000 多年前，可以想象隋唐时期的盛大景象。

跳进隋唐的大道，犹如钻进时空隧道，亲手抚摸千年前的砖块，想象脚下的泥土便是千年前古人所立，顿时感觉中国文化的悠远。此时，那晚唐的印迹已被揭开，想象那时的车水马龙，人声鼎沸，马蹄嘚嘚，驼铃叮当……

## 说不完的历史

三天三夜，有太多可以记载。中国古代最早的官办寺院白马寺、埋葬关羽之首的关林、离二里头不远处的偃师商城、文物鉴定……这些走过的地方，限于篇幅没法一一记录。还有洛阳特色的水席，据传为武则天定做的燕菜……

最后一天，是本次学习活动的最高潮——我们此行的陪同老师、著名的夏商周断代工程首席科学家之一、北京大学考古系李伯谦教授有关中国古代文明形成的讲座。李教授娓娓讲来研究中国古代文明形成问题的意义，提出的历史背景，回顾了这一问题研究的每一个重大发现，从 1928 年开始的河南安阳



唐代气宇轩昂的人俑展现了那个时代的繁荣与气度。

ered with greenery, the benefit of plenty of rain. Nourished by both the Yellow River and the Luohe River, the area offered an environment attractive enough to convince ancient inhabitants to build the earliest Chinese civilization here. Today, rain is scarce in Luoyang City (annual rainfall averages under 500 mm); thus, we were lucky to begin our tour on a rainy day reminiscent of the showers that fell on the shoulders of our ancestors thousands of years ago.

Our first stop was the site of one of the region's most valuable archeological finds: in 2002, archeologists discovered a massive tomb-site now known as "Emperor's Chariot Drawn by Six Horses." The name comes from the tradition, during the Xia, Shang and Zhou dynasties, in which emperors' chariots were drawn by six horses (dukes used five horses, ministers got four, officials had three, scholars used two, and everyone else used one or none). Measuring 42 meters by 7.2 meters, the site contains the remains of 26 chariots and 70 horses. The tomb is one of only two East Zhou Dynasty Six-horse Chariot Tombs in China; the other is in Xi'an. After the discovery of the tomb-site, the Luoyang Chariot Tomb Museum was built to enclose and preserve it.

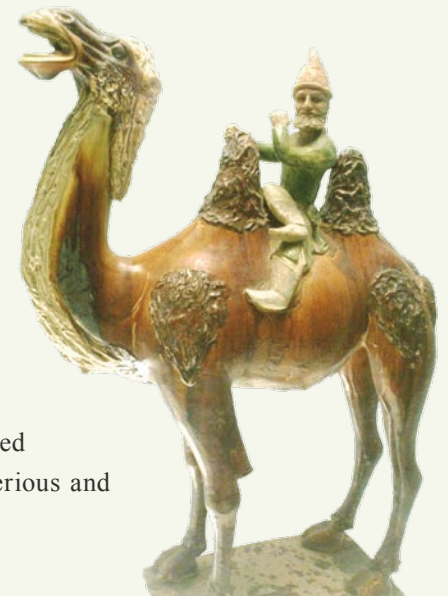
Next we immersed ourselves in Heluo Culture, exploring the exhibits at the Luoyang Municipal Museum that cover the periods of primeval Yangshao and Longshan through to the Tang Dynasty (608-907). I was particularly taken with the displays showing artifacts from the glorious Tang Dynasty. There, the swords appear worn and rusty, but with a little imagination, I could conjure up the image of golden spears and armored horses heading into battle. As I looked at the vibrant tri-colored glazed pottery figures showing people from different walks of life (nobleman, civilian, peddler), I was struck by one thought: each of the figures, no matter their different occupations or actions, had a shared air of self-confidence about him or her. It was impossible not to be impressed by the prosperity and sense of optimism that must have permeated much of Tang dynasty society.

Our next destination was the Erlitou Ruins, believed to be the site of a city that came to prominence during the transition between the Xia and Sha dynasties (1700 BC). The inconspicuous two-storey building, surrounded by farmland, which housed the archaeology team did not match our expectations for the birthplace of Chinese civilization. But despite the humble digs, Erlitou Archaeology Team Director Dr. Xu Hong wove an exciting tale of the archaeological explorations unearthing the Xia Dynasty. The artifact that startled me most was the 80-cm dragon crafted from thousands of 3-mm squares of vibrant jade. Defiantly tossing its head and twisting its tail, the dragon appears vigorous and alive despite the centuries spent underground. While the ancient Xia Dynasty Capital of Erlitou still lies buried and unseen below the museum grounds, we formed a vivid image of the place through Dr. Xu's description.

Another highlight of the trip was our visit to the renowned Longmen Grottoes. Climbing the stairs toward the grotto, I came upon the awesome sight of thousands of graceful stone buddhas, praying, meditating, and watching us mortals with an air of peaceful concern. All told, the hillside is home to over 100,000 buddhas. I learned to make an interesting distinction among them; one-third date back to the North Wei Dynasty (385-534) while most of the rest date from the Tang Dynasty. Those from the North Wei are thin and straight-necked; those from the wealthier Tang period are full and round, sporting double and triple chins.

Most spectacular among the statues is the Vairocana Buddha, whose full facial features, the legend goes, are modeled after the Empress Wu Zetian. The 17-meter-high statue possesses the uncanny ability to change expression. Viewed from the front, she appears serious and

PAST PROSPERITY – The region's tri-colored Tang dynasty sculptures give a clear view into one of China's wealthiest and most vibrant historical periods.

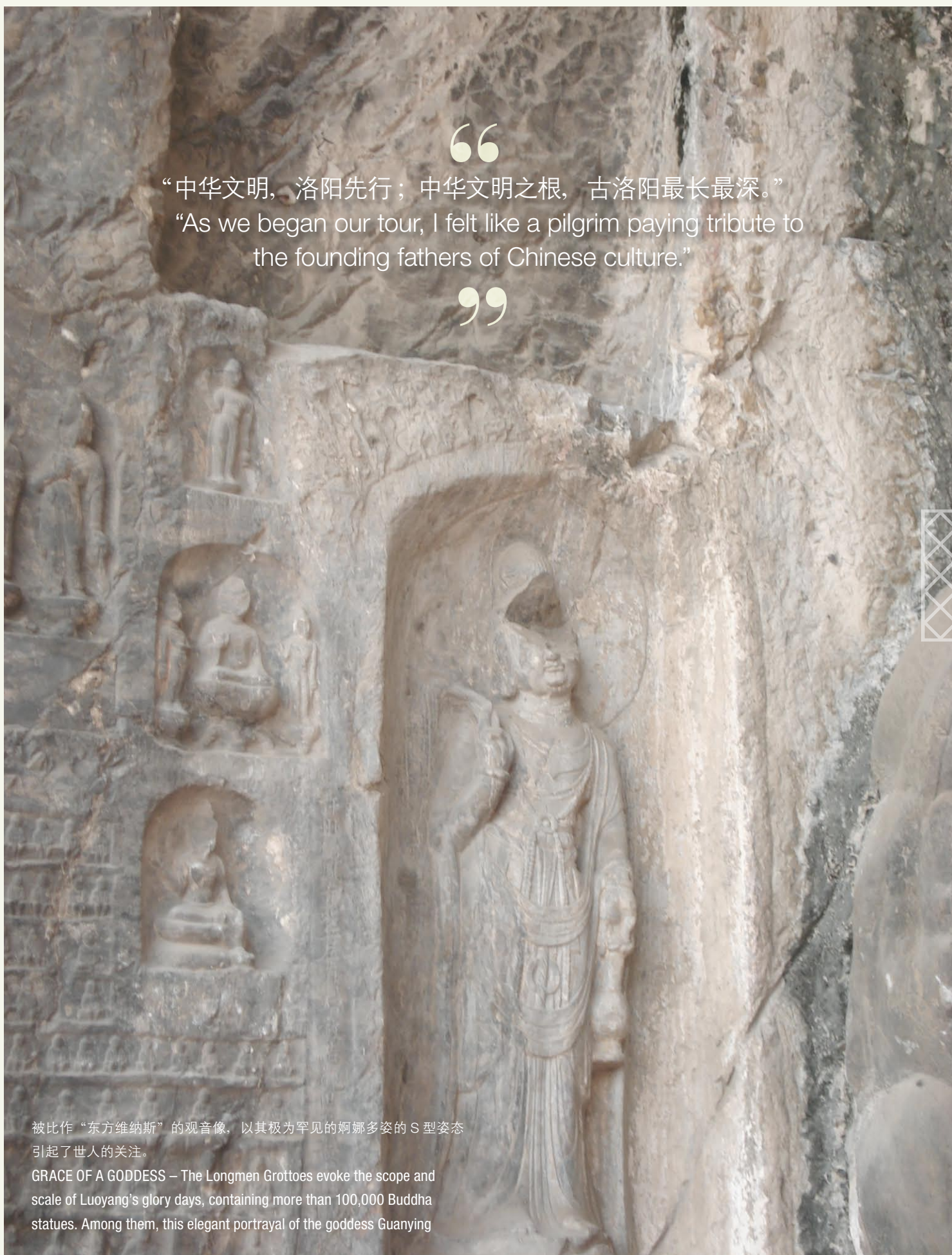


“

“中华文明，洛阳先行；中华文明之根，古洛阳最长最深。”

“As we began our tour, I felt like a pilgrim paying tribute to the founding fathers of Chinese culture.”

”



被比作“东方维纳斯”的观音像，以其极为罕见的婀娜多姿的S型姿态引起了世人的关注。

GRACE OF A GODDESS – The Longmen Grottoes evoke the scope and scale of Luoyang's glory days, containing more than 100,000 Buddha statues. Among them, this elegant portrayal of the goddess Guanying

小屯殷墟的发掘，到 1952 年郑州商城遗址的发掘，1959 年二里头遗址的发现和发掘，1983 年偃师商城的发现及发掘，等等。

此行，我们一路感受中华文明的源远流长，更学习到了很多历史和考古知识。我们知道了历史书上的一个年代的确定可能意味着考古工作者 10 多年的工作，从李伯谦教授所讲的夏代“禹居阳城”中阳城的确认，我们知道了考古确认的一些方法。还有其他更多的知识，三天三夜，有太多知识可以消化。

在我们结束洛阳考古论今行之时，我们还有了另一个吃惊的发现，为此行画上了一个完美的句号，那就是我们的同学和校友们提出的高质量的问题和他们对此行的体会，无论给李伯谦教授还是在场的洛阳文化工作者都留下了深刻的印象。让我们充分理解了中欧不仅仅教授管理知识，同时还培养人文精神这句话的含义。那么，就用我们的商业精英们体会总结的摘录来结束这篇还不够全面的记载吧。

中华文明，洛阳先行；中华文明之根，古洛阳最长最深。——贾雪塘，EMBA06

学五千年文明历史，担五千年文明传承责任。——沈炎，EMBA06

触摸 2000 千年前的砖瓦，踩在 1500 年前的街道上，品尝武皇时代的洛阳水席，我深深为自己是一个中国人感到自豪。——殷彩霞，EMBA07

在洛阳我分分钟都感受到我们脚下踏的就是中华文明的原点。我深深地佩服此行的专家学者们，不仅为他们渊博的知识，更为他们那种淡定超然的心态。——徐立宏，EMBA03 [TheLINK](#)

dignified; viewed from the side, she appears to smile. No wonder she has been compared with the Mona Lisa.

## HISTORY IN THE MAKING

In Luoyang, visitors gain the sense that this is a living, breathing historical site where archeological discoveries are being made – and history uncovered – regularly. As we arrived in the city, Luoyang was buzzing with news of a new archaeological discovery. Fifty meters from the Dingdin Gate Ruins, researchers had accidentally discovered a patch of late-Tang Dynasty soil containing the footprints of 200 persons and animals, plus dozens of chariots.

I left Luoyang with photos of dozens of other sites including White Horse Temple, the first officially recognized temple in Chinese history; Guanlin Cemetery, where the head of legendary general, Guanyu, is buried; and the east capital of Shang Dynasty in Yanshi. I also filled my notebook with learnings from guest speakers including Peking University Archeology Professor Li Boqian, a specialist in the Xia, Shang and Western Zhou Dynasties.

Our time travel ended with a pleasant return to the present: a lively Q&A session with Prof. Li in which CEIBS EMBA students and alumni impressed the professor with their enthusiasm for increasing their understanding of Chinese history. [TheLINK](#)

## 丰富的中欧文化活动

### Increase your CQ (Cultural Quotient)

### at the CEIBS' ON-CAMPUS CULTURE FESTIVAL

为培养学生的人文素质，中欧每年都推出不同的文化类讲座和活动，中欧 EMBA 每年都邀请大师级的文艺界人物前来中欧演讲。今年 8 月底至 10 月旬，中欧 EMBA 还组织了首次校园文化节。此次文化节上将邀请多位知名人士前来发表演讲，包括著名舞蹈家金星、作协主席铁凝、音乐教父罗大佑等。

未来，将有更多的人文类活动和讲座，如果您对此感兴趣，和前往参加洛阳行的同学和校友一样感受历史、探索文化、探讨发展，请关注中欧网站和来自中欧的邮件通知。

To celebrate cultural appreciation among students and alumni, the CEIBS EMBA Department regularly invites cultural experts to lecture on campus. Through late October, the office will organize the school's first On-Campus Culture Festival. The festival will feature speeches from renowned performers including famed modern dancer Jin Xing, China Writers Association Chairman Tie Nin, and the “godfather of Chinese folk music” Luo Dayou. For more information, visit the CEIBS website at [www.ceibs.edu/emba\\_c/events/21363.shtml](http://www.ceibs.edu/emba_c/events/21363.shtml)

# 学无止境

## Charging Your Management Batteries

经济的快速发展，令即使读过 MBA 的管理者们也需要在温故之外，常常知新。

WORKING IN CHINA'S FAST-CHANGING ECONOMY MAKES CONTINUOUS LEARNING A MUST. TO HELP, THE CEIBS' ALUMNI SPECIFIC PROGRAM OFFERS BUSY EXECUTIVES A SERIES OF SHORT COURSES TO HONE THEIR MANAGEMENT SKILLS.

文/吴冯淑

**韩**申瑶 (EMBA1995) 是中欧最早的 EMBA 学生，受过管理教育的他，从政府，到教育，直至现在的自我创业，至今有 35 年的工作经验，可谓身经百战，经验老道。但是经验的不断积累，职位的不断升高，依然让他时常感觉有重新充电的需要。经济的快速发展，促使着企业内外部管理的不断变化，新的现象、新的机遇、新的挑战，都对原有的知识结构提出了更新的要求。

尽管已经毕业 10 多年，韩申瑶是位喜欢经常回到学校的人，在中欧 EMBA 毕业后，他又上过一些中欧的短期培训公开课程。一方面是由于实际工作中知识更新的需要，另一方面中欧每年推出的新课程，也让他找到了补缺的可能性。2003 年，韩申瑶有了新的发现，中欧推出了专门为校友设计的校友特设课程，他感到“那就更好了”。

第一次上课，就给他留下了颇为深刻的印象。

课程名叫“自我管理”。对于更为注重管理实务的管理者来说，这门有关情商和自我调节的课程显得很是新鲜，虽然无关实务，却非常重要。“高层管理人员每天都会碰到各种各样的问题，关键是处理的心态，过于情绪化就不好。课程对于调节人的情绪很有用，这样的调节对于企业和管理团队都是非常重要的。”此后，韩申瑶便对校友特设课程加以经常的关注，至今，他已经上了好几门课程。

2003 年 8 月 23 日，中欧校友关系事务部在 EMBA 和 EDP 部门的协助下，推出了首期校友特设课程。该课程特邀沃顿商学院优秀教学奖获得者张忠教授 (John Zhang)，为校友讲授定价战略。为期两天的课程受到了校友的欢迎，由于资源有限，课程额定人数一个班，近 50 位参加课程的校友几乎坐满了整个教室。在这门课上，校友们学习到了最新的前瞻性定价决策分析框架，掌握了战略定价的最新观点和公司如何改进定价方法等管理知识。

中欧 CEO 班 04 级校友北京伊利诺伊投资有限公司董事长史晓燕曾对由校友事务关系部和 EDP 携手推出的中国企业国际化课程留下了如下的印象：“我非常高兴参加了中欧的校友课程，这次‘中国企业国



## By Audrey Wu

**H**an Shenyao is a veteran in the field of management. During 35 years of work experience, Han (CEIBS EMBA 1995) has seen his career take him from a state-run company to an educational institution, and finally to launching and operating his own company, Shanghai Huateng Software Systems.

After so much on-the-ground managerial experience, Han has certainly developed tested and tried methods of problem solving. But sometimes, having years of experience can mean falling into a rut. Seasoned businesspeople can become victims of their own success, continually relying on familiar practices that may not be bringing the best results.

The need for fresh business knowledge and strategies is especially acute in China, where the operating environment is fast-changing and highly competitive. One resource Han has turned to in recent years is the CEIBS Alumni Specific Programme (ASP), a series of short (several days to one week), non-degree courses designed to help busy alumni stay abreast of emerging international management practices.

Han's first venture into the ASP was to enroll in the Self Management course in 2003. The class covered unfamiliar ground for most Chinese managers, instructing them on effectively controlling their moods and developing their Emotional Quotient. "Executives face many different problems every day. Your attitude in handling a problem is important. It's not good to be too sentimental," says Han. "The course helped us control our emotions. And this is not only beneficial to managers but also their companies."

哈佛取经：顺应中国企业的全球化发展，中欧校友特设课程特别开设国际化课程。校友在哈佛商学院学习国际化商业思想和实践。

HARVARD CONNECTION  
— Participants in CEIBS' Alumni Specific Program head to HBS as part of their course on Internationalization of Chinese Enterprises.



重返课堂：校友特设课程内容广泛，为校友提供了更新知识和技能的机会。BACK TO CLASS – The Program offers CEIBS alumni the chance to hone their skills in short, intensive courses covering a range of fields, from pricing strategy to innovation.

际化——机遇与挑战’的哈佛之旅安排非常紧凑，有名师讲座，校友互动，企业交流与拜访，所有的活动密切联系主题，非常值得，我感到不虚此行，同时为没能参加的校友们感到遗憾！”

为什么要开设校友特设课程？“国外优秀的商学院都有校友终身学习的项目和传统”，校友关系事务部主任李峥嵘女士这样说道，“社会的发展很快，知识的更新也相当快，中欧建校 10 多年，再加上其前身 CEMI 的毕业生，校友们应该有机会重新充充电。我们提倡校友对母校的回馈，同时我们本身也重视对校友的给予。”

另一方面在和校友的经常接触中，他们也发现校友不断学习的愿望，来自不同地方、不同课程和年級的校友可能对同一门课程感兴趣。那么为什么不为他们提供一个相关的课程，把他们变成同班，一方面更新知识，另一方面也为他们提供一个结交友谊、共拓商机的机会呢？随着学院的发展，不断有新课程的推出和优秀新教授的加入，这些也应该让离开学校的校友得到分享。

2003 年开设至今，校友特设课程已经推出 8 期，每年两到三次。内容从定价战略、自我管理、投资与资产管理，到全球化、创新等等。每一期课程内容的推出，都尽量贴近当前管理发展的新动向和校友的需求。

“定价战略”是当年 EMBA 和 EDP 的一门新课程，校友特设课程及时地将其推向了校友，2005 年，中国企业界掀起并购热潮之时，校友特设课程又不失时机地推出了“中国企业国际化与国际化的 CEO”课程，并把授课地点设在了哈佛商学院。而考虑到校友们在繁忙的工作中所承受的种种压力，校友特设课程特别推出了企业家的自我管理课程，邀请知名的管理专家 Jagdish Parikh 博士前来，教校友们如何减压。一些课程在推出后，极受校友欢迎，以至于被要求再次开设，比如校友韩申瑶提到的自我管理课程。随着中国经济不断融入世界经济，越来越多的中国企业家希望有机会了解和学习国外先进的管理经验。于是，从 05 年开始，校友课程每年都

推出一次海外的游学考察，在课程中加入海外因素。06 年是来到美国好莱坞考察文化创意产业，而 07 年，则是去爱尔兰都柏林考察创新模式。

校友特设课程开设至今获得了广泛的好评，逐渐成为招牌性的校友学习活动。但是困难并非不大。最大的挑战来自于学院有限的教授资源。教授们是非常忙碌的，而一门课的开设背后涉及方方面面的努力。尤其是海外课程，外部的联络、安排需要从院长、教授到员工的共同努力。对此，校友关系事务部正和 EMBA、EDP 部门一起，尽最大的努力，为校友提供更好的继续学习的机会。师资队伍的发展一直是中欧发展的一个重点。据悉，学院的教授队伍不久将增加到近 50 位，这对于校友特设课程是一个好消息，因为将有更多优秀的资源可以利用。

另外，所谓“众口难调”，要比较准确地满足不同校友的兴趣也是一项挑战。对此，靠着平时与校友的大量联系与接触，以及不断积累的经验，校友特设课程将能够越来越好的把握住校友学习要求的脉搏。

当然，校友特设课程其实只是校友终身学习的一部分，中欧平时推出的各种校友论坛，各校友俱乐部的活动，企业参观，以及学校层面的论坛、讲座，以及各种短期课程等等都是非常好的学习交流的平台。李峥嵘女士特别表示：“我们并不赞成俱乐部活动或校友活动只是联谊，或吃喝游玩。你可以看到我们的俱乐部更多的是各种考察、论坛和学习活动。我们的很多学习活动都是系列性的，比如至今已经开展了 6 次的汽车产业行，各种创业论坛，还有关注校友健康的系列健康论坛等等。”

校友的终身学习将一直是中欧校友会工作的一项重点，对于中欧的校友来说，加入中欧，并不仅仅意味着两年的学习。校友特设课程，以及每年各种各样的活动和论坛，都意味着继续学习的良机。TheLINK

了解更多校友特设课程信息，请登录中欧校友会网页：  
[http://www.ceibs.edu/alumni\\_c/learning/index.shtml](http://www.ceibs.edu/alumni_c/learning/index.shtml)



When the CEIBS' Alumni Relations Department launched the ASP in August 2003, the first course on offer was Pricing Strategy. The inaugural class was taught by Wharton Professor of Marketing John Zhang, a recipient of Wharton's Award for Excellence in Teaching. Since then, ASP has offered eight courses covering topics ranging from investment management and asset allocation to globalization, and innovation.

Participants in the 2005 class on Internationalization of Chinese Enterprises enjoyed a special bonus: the three-day course was taught in the U.S., at the Harvard Business School. HBS professors lectured on the wave of overseas mergers and acquisitions of Chinese companies that were then shaking up China's business environment. Beijing Illinois Investment Co. Chairman Shi Xiaoyan (CEIBS CEO Program 2004) became an ASP fan after participating in this course. "I am very pleased that I participated," he says. "Every activity was tightly connected to the topic and we were lectured by international management gurus. The company visits were rewarding and the participant networking was also valuable. It was worth taking the tour, and I feel sorry for the alumni who missed this opportunity."

Since that first trip abroad, ASP has made mini study tours abroad a popular feature. In 2006, participants attended the "Creative Culture Industry Exploration" in Hollywood; this year, they studied "Globalization Through Innovation" in Dublin and London.

The ASP is especially designed for alumni doing business in or with China, organizers

“ Alumni should have the opportunity to recharge themselves with new knowledge, CEIBS must keep giving support and help to its alumni. ”

stress "All leading international business schools have the tradition of providing life-long learning to alumni, but such services are even more valuable and necessary in China," says CEIBS Alumni Relations Department Director Julia Li. "The Chinese economy is developing fast, and business practices and industry knowledge must be regularly updated."

Li reminds that the first CEIBS alumni graduated over a decade ago, while those from CEMI (the schools predecessor) graduated nearly 20 years ago. Thus, many alumni may need a refresher in management skills. "Alumni should have the opportunity to recharge themselves with new knowledge," says Li. "We call on alumni to give to the school; in return, CEIBS must keep giving support and help to its alumni."

The Alumni Specific Programme is only one way for graduates to leverage their CEIBS connection. Alumni are invited to join 14 CEIBS alumni clubs, to attend Executive Forum (on-campus evening seminars on hot business topics), or to attend the school's conferences and industry forum. As Julia Li explains, no alumni should end their studies at CEIBS on graduation day. **TheLINK**

For more information on alumni specific program and alumni activities, please visit:

<http://www.ceibs.edu/alumni/index.shtml>