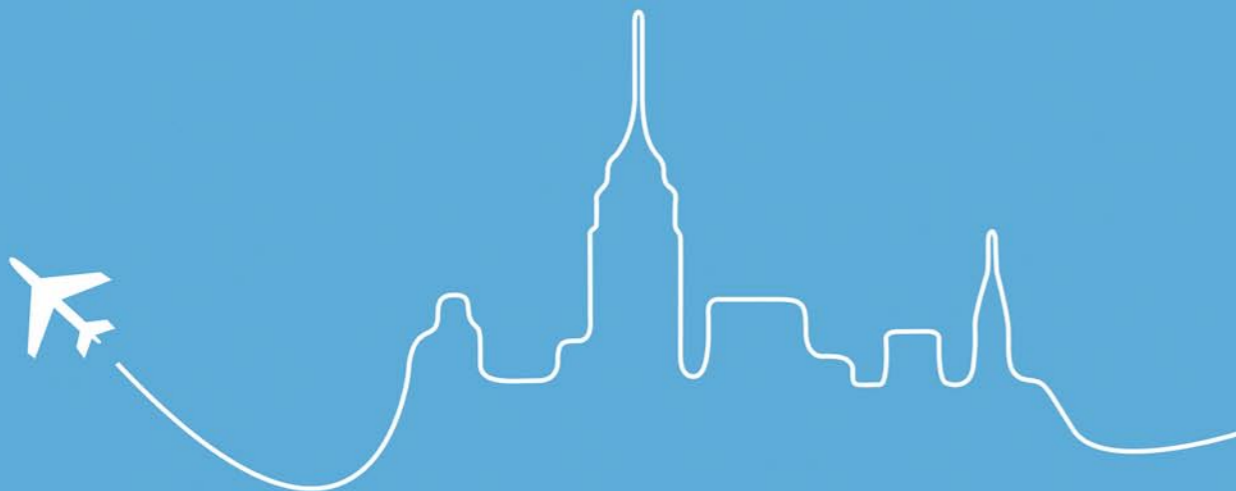


去海外工作 Outward Bound

全世界的雇主都迫切地把公司的中国本土员工派往海外。在世界各地工作的中欧校友们知道，难能可贵的海外工作机会能够极大地改变你的职业发展，无论你留在海外还是回到国内。然而最大的挑战在于，你必须赢得这样一个宝贵的机会。

INTEREST IS GROWING AMONG EMPLOYERS EAGER TO SEND THEIR CHINESE MANAGERS ON OVERSEAS ASSIGNMENTS. CEIBS ALUMNI WORKING AROUND THE GLOBE TELL THAT OFFSHORE WORKING STINTS CAN TURBO CHARGE YOUR CAREER DEVELOPMENT, WHETHER YOU STAY ABROAD OR RETURN TO CHINA. THE BIGGEST CHALLENGE IS IN WINNING SUCH A PLUM POSITION.



文 / Charmaine N. Clarke

投资银行家吴健 (MBA2001) 工作雷厉风行，非常投入，她也一直以此为傲。MBA 毕业后，吴健进入花旗银行，并被派往新加坡，成为公司拓展中国经理人海外经历计划中的一分子。吴健不得不更加的坚强投入。“在海外工作的时候，你要比当地的员工更加努力地工作，有更好的表现，你要加倍努力，才能完成任务。你必须非常出色，别人才不会怀疑你的能力。”吴健说。

By Charmaine N. Clarke

Investment banker Sabrina Wu (CEIBS MBA 2001) has always prided herself on being assertive at work, but when she was sent to Singapore after graduation, as part of Citibank's strategy to expand its pool of Chinese managers with overseas experience, she had to become even tougher. "When working overseas, you need to work harder than local staff, perform better," she says. "You have to go the extra mile to get things done. You have to be outstanding so they won't question your competence."

In the tough early days as a foreign management trainee, Wu remembers spending her days struggling to impress her Singaporean supervisors and to win-over her local colleagues. After work, she had to develop such new skills as negotiating with foreign landlords and adjusting to the local culture and food. But Wu says the challenges were worth it; her 12-month stay in Singapore soon proved to be a stepping stone to her current position as Vice President of Affluent Segment and Prestige Banking in the Wealth Management Department of Hangseng Bank, China.

Wu is among a growing pool of CEIBS grads being sent to the world's major business centers, as well as the lesser known regions of Asia, Europe, the United States, and beyond. Today, many Chinese professionals have found that one thing that trumps an MBA from one of the country's leading business schools is that same MBA degree plus an overseas working stint.

One executive who learned this lesson the hard way was Bing Zhu, now CFO for Canada-based alternative energy firm Canadian Solar Inc (CSI). Back in 2000, even with an MBA

from CEIBS' predecessor, CEMI, plus several years of experience working for MNCs within China, Zhu initially had a hard time convincing potential employers in Canada, where he had immigrated, that he had the right skills to contribute to their companies. Zhu was finally hired by Royal Bank of Canada in May 2001. In 2005, with four years of overseas work experience under his belt, Zhu returned to Suzhou to work for CSI. Within a year in his new role as CFO, he spearheaded its listing on the NASDAQ. That accomplishment helped make him the cover boy of choice for the August 2007 issue of prestigious *CFO, China* magazine. Today, as Canadian Solar Inc. moves towards deeper penetration of the international solar energy market, Zhu's ability to operate effectively in both the China and global business cultures give his company a vital edge over competitors. "Working abroad has given me the skill to understand what overseas clients are thinking, why they say what they say, the nuances of their speech. A Chinese who has studied English for years but never lived and worked overseas won't have that," he says.

DEMISTIFYING CHINA

Another executive who echoes Zhu's thinking, but from another corner of the globe, is Daniel Dong (CEIBS MBA 2005). Dong landed a job as Global Internal Auditor at Henkel KGaA's headquarters in Düsseldorf after graduating last February. He is now absorbing all he can – both professionally and culturally – while helping to bridge the gap between his German employer and China's business world. His long-term goal is to return home and leverage his



职业成功：拥有海外工作经验让朱秉在跨国公司的国际运作中游刃有余。在带领公司登上 NASDAQ 的同时，朱秉也登上了著名财经杂志的封面。

Overseas stints helped Bing Zhu (CEMI 2000) advance his career, attracting the attention of CFO, China magazine.

作为一名海外管理培训生，在刚开始的几个月中，吴健倍感艰辛，她每天刻苦工作，努力赢得新加坡上司的认可，超过她的新加坡同事。而下班后，她还得锻炼其他新技能，比如和外国房东“谈判”，适应当地的文化和饮食。但是，吴健觉得这些挑战都是值得的：12 个月的新加坡培训成为了她迅速进阶的踏脚石，如今她已经是恒生银行（中国）个人理财及财富管理业务的副总裁兼卓越理财产品经理。

吴健的经历并非个案。如今，有越来越多的中欧毕业生被派往亚洲以及欧美等国工作。很多中国职业经理人发现，要胜人一筹，除了一张优秀商学院的毕业文凭，还要加上一份海外工作经历。

CEMI（中欧前身）1993 级毕业生朱秉领会到这个道理的过程有一些痛苦的色彩。朱秉如今是加拿大光伏公司 CSI 阿特斯（Canadian Solar Inc.）的 CFO。2000 年，移民加拿大的朱秉发现，尽管拥有 CEMI 的 MBA 毕业证书和多年跨国企业的工作经历，他还是很难让加拿大公司相信他有足够的能力胜任那里的工作。2001 年 5 月，朱秉终于在加拿大皇家银行获得了一份工作。带着 4 年的海外工作经验，2005 年，朱秉回到中国，担任位于苏州的 CSI 阿特斯公司的 CFO 一职。在 CSI 阿特斯不到一年，他就带领公司完成了在 NASDAQ 的成功上市，这也使他登上了《经济学人》集团旗下著名财经杂志《CFO》的封面（2007 年 8 月刊）。目前，CSI 阿特斯正在国际太阳能市场进一步渗透，朱秉在中国和全球商业文化中的浸染使他的工作游刃有余，也令他的公司远远走在了竞争对手的前面。朱秉说，“在海外的工作经历让我理解了

海外客户的想法，以及语言中的微妙含义。中国人即使学了很多年的英语，如果不在海外生活和工作过，就不可能理解。”

增值的海外经历

来自世界另一端的董小刚（MBA2005）和朱秉拥有同样的想法。毕业于 07 年 2 月份的董小刚现在是德国汉高公司杜塞尔多夫全球总部的一名全球高级内审。董小刚正在拼命地吸收工作中与当地文化的各种新事物，同时他也为德国同事架起了了解中国的桥梁。董小刚的长期目标是回到中国，然后利用自己的中国背景和全球市场上的工作能力开展事业。他说：“我在海外工作中获得的所有经验——全球化的视野、跨文化经历和沟通技能——都将为我一生职业发展的重要财富。”

韩国友利投资银行全球业务单元（Woori Investment & Securities）高级经理杨海鼎（MBA2003 级）也相信，等到他回国时，他在韩国的四年工作经验将是一个非常明显的职业优势。友利的长期目标是开拓全亚洲市场。杨海鼎进入友利正是公司拓展中国市场战略的反映。开始时，他的职务是中国区业务经理。在未来的两年里，友利银行准备先把他派到韩国，再派到新加坡，培养他在国际商业市场上的工作能力。“进入友利不到一年，我感到我的发展真的非常快。”杨海鼎说，“从一个海外职位到另一个，对于我建立人脉关系很有好处，在海外工作让我对全球和中国市场都增长了见识。”

更大的工作压力

尽管海外工作经历对于工作者本人和公司都变得越来越有价值，但并非所有人都能够获得这样的机会。杨海鼎和其他中欧毕业生获得的海外培训机会并不是出于运气。中欧职业发展中心顾问李宜儒表示，只有“强者中的强者”才能获得这些炙手可热的职位。优秀的成绩单和出色的语言能力十分关键，但这还远远不够。

“公司最看重的是应聘者的潜力。应聘者要表现得更为积极，更加主动，表现出对成功的渴望，这样才能够让公司相信他们拥有公司需要的能力。”李宜儒说。李宜儒和中欧的毕业生们一致肯定海外职位通常比在中国的相应职位薪水更高，因为在海外的生活成本更高。这也是这些职位被竞相追逐的

ability to do business on a global level, but from within China. “All the experience I get from working overseas – global perspective, cross-cultural experience and communication skills – will be a source of life-long wealth for my career development,” Dong says.

Ace Yang (CEIBS MBA 2003) also believes that the four years he plans to spend working for Korean-based Woori Investment & Securities will give him a clear career advantage when he returns to China. Woori’s long-term goal is to expand across Asia. Yang says the company’s initial move to hire him as China Business Manager reflects its strategy to break into the China market. He is now Senior Manager, Principal Investment Department at Woori Investment Asia. Meanwhile, the company’s decision to send him to first Korea, then Singapore for much of the past two years reflects Woori’s plan to groom him for the international business arena. “In less than a year, I feel my development has been really fast,” he says. “Transferring from one overseas post to another has been good for building up my network; and being outside of China has given me more insight into both the global and China markets.”

PERFORMANCE PRESSURE

But while overseas postings have become increasingly valuable – both to employees and employers – not everyone has what it takes to land one. Yang and other fellow CEIBS grads have snagged jobs with an overseas management training component. CEIBS Career Development Center Consultant Tracy Lee cautions that only the best of the best will be able to land those coveted spots. An excellent academic record and language skills are vital, but it takes more than that.

“The most important thing is that the company sees the job applicants’ potential. By showing more initiative, being more proactive,



showing that they desire success, they are able to convince these companies they’ve got what it takes,” she says. Overseas postings, both Lee and some CEIBS grads have confirmed, often come with higher salaries than those offered in China because of the need to factor in the higher cost of living abroad. This is another reason these jobs are so coveted. However Lee cautions that employees posted overseas, especially those on training programs, must give their employers value for money by finding the right balance between learning the ropes and producing tangible results. “Performing is what the company expects of you. The essential thing is to make sure that your learning curve is as short as possible,” says Lee.

Equally vital for career boosting is to make the most of your overseas experience once back in China. CEIBS grads have accomplished this by making the most of the contacts they made while abroad. To this end, Sabrina Wu still bounces business ideas and explores opportunities for collaboration with contacts she made overseas three years ago. Meanwhile, Seeger Wang (CEIBS MBA 2005), who is now a management trainee at Santander Bank’s offices in Spain, says he is busy building up a database of European contacts located in Madrid’s huge Chinese business center. His long-term goal is to be among Santander’s top-level management

显著优势：韩国有利投资银行的杨海鼎将在韩国和新加坡进行四年的培训与工作，这将为他未来的职业发展提供显著的优势。POSTED ABROAD – Ace Yang (MBA 2003) says the two years he has spent for his company in Korea and Singapore have speeded his professional development.

另一个原因。但是，在海外工作的员工，尤其是那些培训生必须让公司的付出“物有所值”，在自身学习提高的同时创造可以看得见的成果，李宜儒提醒道。“公司期望你能做出好的成绩。关键的是要确保尽量缩短你的学习曲线”，李宜儒说。

对于促进职业发展同样关键的一点是回到国内后，充分利用你的海外经历。中欧毕业生都充分利用起他们在海外建立的人脉关系。在这方面，吴健至今仍在使用她三年前在海外建立的关系，碰撞出新的商业火花，开拓合作机会。同时，西班牙桑坦德银行管理培训生王学刚(EMBA2005)也表示，他如今正在马德里的中国商业区积极建立一个欧洲人脉网。他的长期目标是进入桑坦德银行亚洲地区的最高管理团队。他知道建立一个庞大的关系网的价值。

寻觅乡音

尽管在海外工作有诸多好处，但也存在挑战，中欧毕业生们的告诫是，无论在工作上，还是在生活中，都要适应当地的不同文化。“同在异乡为异客”，就像其他在海外工作的中国人一样，很多中欧校友也希望和来自国内的人交往。每周三中午，董小刚都会和汉高的其他中国同事聚餐，这令他很快在德国安顿了下来。而在首尔的杨海鼎则组织当地金融领域工作的中国人成立了一个社团。去年7月这个团体成立，当时只有10个成员，到今年10月份杨海鼎转派到新加坡时，已经发展到50个成员。杨海鼎打算在新加坡成立一个类似的团体。希望寻找乡音的愿望也使吴健和朱秉在新加坡和加拿大分别成立了校友分会。

和其他中国人交往，帮助中国的海外工作者摆脱了远离家乡的孤独感。也有一些幸运儿，比如正在 Tesco 伦敦学习零售业务的丁林生(MBA2005级)。在获得公司的许可后，丁林生把回家的商务舱机票换成了几张经济舱机票，今年8月把父母、哥哥和嫂子都请到了英国。“如果(海外工作)的时间超过一年，而你的家人不能同去，你就得好好考虑是不是要接受了，或者至少做好心理准备，过一段更加孤独的生活”，丁林生这样建议每一个去海外工作的人。

丁林生的建议非常有价值，越来越多的中欧毕业生可能走向海外工作。李宜儒说：“在我们这里招聘的公司都是全球性公司，所以我期待他们在这里招收更多的人才，培训他们，将来把他们留在马德里、伦敦、世界各地的分部工作。” **TheLINK**



面对孤独：异乡的孤独感是在海外工作的人将要面对的一大问题。获得公司许可将亲人接到伦敦探亲的幸运儿丁林生告诫，要做好心理准备。
Michael Ding (MBA05) during his posting with Tesco in London.



中外桥梁：在德国汉高公司总部工作的董小刚在中德商业圈里搭起了增进了解的桥梁。

WORK-LIFE BALANCE: CEIBS alumni say working overseas can boost your career, but dampen your social life. To cope, Daniel Dong (MBA 2005, at right) hosts regular lunches with Chinese colleagues at the Henkel KGaA headquarters in Duesseldorf.

team in Asia and he knows the value of building up just the right network base.

FAMILIAR FACES

Despite all the benefits of working overseas, CEIBS graduates living offshore also warn of the challenges of adjusting to a different culture, both professionally and socially. Like other overseas-employed Chinese, many CEIBS alumni search for traces of the familiar while abroad. Weekly Wednesday lunches with other Chinese nationals employed at Henkel have helped Daniel Dong feel at home in Germany; and while in Seoul, Ace Yang regularly organised a social group made up of Chinese working in the finance field. The group began with 10 members this past July but had grown to 50 by the time he transferred to Singapore in October. Yang intends to form a similar group there. The search for familiar faces also led Sabrina Wu and Bing Zhu to establish alumni associations in Singapore and Canada, respectively.

Networking with other Chinese nationals – former alumni or otherwise – helps those

posted overseas get past the loneliness that often comes with working away from home. Those that are lucky, such as Michael Ding (CEIBS MBA 2005) who is in the UK learning the ins and outs of retail buying at Tesco's London offices, have relatives join them for a brief visit. By getting approval to convert his business class ticket home (available via Tesco's family visit budget) into payment towards economy class fares, he invited his parents, older brother and sister-in-law for a visit in August. "If [the overseas job] lasts more than one year and you can't bring family with you, you should think very carefully before accepting the assignment, or at least, be mentally prepared for a much more lonely life," he advises anyone with an eye on a posting overseas.

Ding offers valuable advice since it is expected that the number of CEIBS grads who end up working overseas for extended periods will likely continue to grow. "The companies that hire from us are all global corporations, so I expect to see them become more committed to getting the talents here, training them, and in the longer term keeping them in their branches in Madrid, London, all over the world," says the CDC's Tracy Lee. **TheLINK**

“变脸”艺术

Quick-Change Artists



应对日益变化的环境和消费者需求，企业必须学会瞬间变化的“变脸”绝活。最新公布的IBM“2008全球人力资本调查”报告的建议是，建立具有适应能力的企业文化。

ADAPTABILITY IS NOW A CRITICAL, BUT CHALLENGING, QUALITY FOR COMPANIES WORLDWIDE, AND ESPECIALLY SO IN CHINA. IBM'S NEWLY RELEASED GLOBAL HUMAN CAPITAL STUDY 2008 OFFERS INSIGHT INTO THIS GROWING NEED, WITH RECOMMENDATIONS ON CREATING A FLEXIBLE CORPORATE CULTURE IN CHINA.

中国商业环境变化之快如同扫射的冲锋枪。新的消费趋向来去迅速（2005年红遍全国的“超级女声”，在第二年就热度消退）。而国际贸易政策的频繁变化，令从成都到西安的厂商们倍感无措。全球经济之间千丝万缕的复杂关系给世界的企业提出了要求——适应朝夕变化的环境。

要在今天的在全球市场获得成功，关键是拥有极强的适应能力，然而这是一项不容易获得的技能。IBM公司在2007年10月发布的一份“2008全球人力资本调查”报告中指出：企业应该开始积极思考如何培养自己的员工获得这项关键技能。因为公司的整体适应能力与员工个人的适应能力密切相联。

“2008全球人力资本调查”共调查了全球40多个国家的400多位人力资源专业人士。调查覆盖全球，但对新兴市场给予了特别关注，尤其是中国和印度。一直以来，IBM的调查结果都在纽约公布，出于对中国的浓厚兴趣，此次IBM破例在上海公布调查结果。在新兴市场，人力资源问题往往是公司最大的挑战。“人力资本问题在中国比其他地方更为迫切和严重”，IBM全球企业咨询服务部大中华地区

Changes in China's business environment often come with the speed and intensity of a machine gun. New consumer trends sweep through the country with dizzying speed (Super Girls is hot one season, not hot the next), and shifting international trade policies send tremors through factories in Chengdu and Xi'an as soon as they hit Google News. The inter-connectedness and complexity of the global economy requires businesses throughout the world to adapt to situations that are changing daily – and the impact is felt from the most senior executives to the newest hires.

The bottom line: today's global market demands extreme flexibility among successful businesses, but adaptability can be a difficult skill to acquire. Businesses need to start thinking creatively about how best to train their workforce in this critical skill, according to the findings of the IBM *Global Human Capital Study 2008* released in October. The adaptability of a company as a whole, the study maintains, is closely tied to the flexibility of individual employees.

The study surveyed more than 400 HR professionals in 40 countries worldwide. While the study is global in scope, specific attention was paid to emerging markets, in particular India and China, where human resource challenges are often the most critical. “The human capital issues in China are arguably more pressing and more serious than any other region,” says Nigel Knight, managing partner at IBM Global Business Services, Greater China. “Companies have to build the right human resources to support what, for most industries, is unprecedented levels of growth.”

During the course of the study, interest in China was so high that IBM, which traditionally launches survey results from its New York offices, came to Shanghai to kick off the launch. The resulting study found that the struggle to attract and retain personnel is also more highly recognized in China than elsewhere; 67 percent

首席合伙人黎俊伟 (Nigel Knight) 指出, “在大多数行业里, 企业都必须建立起正确的人力资源, 以支持前所未有的快速发展。” 中国企业对于吸引和留住员工的挑战比其他主要国家的企业有更为深刻的认识, 在调查中, 67% 的中国受访者表示 (这一数字在全球范围内是 39%), 公司的员工战略既由公司的整体战略决定, 又影响着公司的整体战略。

调查发现全球人力资源专业人士正面临着四大主要问题: 建立具有适应能力的员工队伍、发现和培养领导者、吸引人才, 以及使用有效的员工分析法衡量公司是否成功和制定战略 (见图表)。由于中国经济的飞速发展和巨大规模, 公司对人才的大量需求, 以及为跟上不断增长的销售所需要的适应能力, 使得这四个问题在中国尤其突出。“中国的消费者太善变了”, 黎俊伟说, “消费潮流改变得非常快, 人们的需求也变得非常快。你一定要更好地运用你的人力资源, 适应这种变化。”

综合技能与合作的需求

具有适应能力的员工队伍能够及时转变, 不断适应新的任务、新的市场潮流和新的规定。这样的适应性能力需要员工既拥有综合性技能, 又专长于某一方面。消费者趋向的变化, 比如对环保产品和公司环保经营的日益关注, 要求公司重新部署或组织员工结构。“一个公司在某个国家的员工可能一直保持在 2 万名, 但是比起以往, 他们制造的产品或提供的服务, 以及员工的结构可能改变得更多”, 黎俊伟说。

调查指出了一个真正具有适应能力的工作队伍所需要的三大主要特征: 把合适的人安排到合适的位置上的能力, 在整个组织中合作的能力, 预测未来的关键技能的能力。在全球调查中, 只有 14% 的受访者对于他们的员工队伍真正具有适应能力表示出了

of Chinese respondents stated that their workforce strategy is both driven by and influential to the company's overall business strategy, compared to 39 percent globally.

The study identified four key goals among HR professionals worldwide: create an adaptable workforce, use an effective talent management model, locate and train leaders, and use effective workforce analytics to measure success and set strategy (see chart). These four concerns apply to China particularly acutely given the country's rapid growth and huge size, increasing demand for talent and the need for flexibility alongside increasing sales. Commenting on the reputation of Chinese consumers for being fickle, Knight said: “Trends [in China] change very fast and people's wants and needs change very fast. You have to make better use of your workforce to adapt.”

WANTED: EXPERTISE, COLLABORATION SKILLS

An adaptable workforce is one that can shift to take on new tasks, new marketplace trends and new regulatory demands without skipping a beat. Such abilities require employees to draw upon a broad base of skills while maintaining an area of specialization. Changes in consumer trends, for example the growing emphasis on environmentally friendly products and practices, may require a company to redeploy or reorganize their workforce. “A company may always have 20,000 employees in a country, but the products and services they're working on and how they're organized may be changing more dynamically than before,” says Knight.

The study pinpointed three main aspects of a truly adaptable workforce: the ability to successfully locate experts suitable for specialized subjects, the ability to collaborate across organizations, and the ability to predict what skills may be critical in the future. In the global survey, only 14 percent of respondents

worldwide displayed confidence that their workforce is truly adaptable. The survey also finds that activities that could foster an adaptable workforce are often compartmentalized and uncoordinated.

In China, Knight says many multinational companies are beginning to think outside the box in order to help employees to gain the critical skills now needed to compete globally. Two methods of coping with the new need to equip staff with a wide range of diverse skills are: outsourcing and e-learning programs. For China-based companies, however, these channels are not as well developed as in other major markets worldwide.

LACK OF LEADERS

Shortages of key personnel add to the challenge of building flexibility into operations, especially for China-based companies. Says Knight: “We are resource constrained in a country of 1.3 billion people. That's the reality.”

One factor making the talent squeeze especially acute in China is that, while many multinational companies seek to fill their leadership positions locally, there is a missing generation of potential leaders in China. Many Chinese citizens in the senior management age group suffered from an interrupted education and work experience during the political turmoil of the 1960s and 70s. Multinational companies in China are therefore trying to train younger leaders in a short period of time.

In fact, the problem is a global one, though it is especially acute in China. In the global survey, building leadership talent topped the list of concerns of the companies surveyed, with 75 percent of respondents citing their inability to develop future leaders as a critical problem.

In response, IBM recommends that developing talented leaders not simply be considered as a job for the HR department. Instead, companies are recommended to provide training and support at all levels of development, and to

在当今日益变化的商业环境中, 要提高员工队伍的绩效, 必须具备四个关键要素

FOUR KEYS TO ENHANCING WORKFORCE PERFORMANCE

The IBM Global Human Capital Study 2008 identified the following components to efficient employee performance

能够迅速响应外部市场变化的高适应力员工队伍

An adaptable workforce that can rapidly respond to changes in the outside market

能够指引员工实施变革及取得成果的高效能领导者

Effective leadership to guide individuals through change and deliver results

贯穿员工整个工作生命周期的整合型人才管理模式

An integrated talent management model that addresses the entire employee lifecycle

能够提供战略性见解及衡量成功度的员工队伍分析法

Workforce analytics that can deliver strategic insight and measure success

信心。调查同时发现，在发展具有适应能力的员工队伍上，公司内的不同部门往往各干各的，因此使得适应能力的培养更加困难。

黎俊伟说，很多在华跨国企业开始跳出传统的框框进行思考，帮助员工获得在全球竞争所需要的关键技能。如何才能帮助员工获得各种不同的技能？黎俊伟认为有两个方法：外包和电子学习课程。但在中国公司里，这些方法还没有得到很好的运用。

本土领导者断层

缺少关键人才使得提高公司的应变能力变得更为困难，尤其对于中国公司来说。黎俊伟说：“在 13 亿人口的国家里还缺少人手。但现实就是这样。”

缺乏人才的问题在中国显得尤其突出的一个原因是，很多跨国公司都在寻找本土人才担任领导职位，但是本土领导人才却出现了一个断层。在西方，最适合担任公司高层领导职位的年龄段，在中国由于文化大革命中断了学习和更好的工作机会而出现了断层，无法成为公司的领导者。这迫使跨国公司只能在短时间内催化领导者。

事实上，这是一个全球性问题，只是在中国更为显著。在全球范围内，培养领导人才都是各被访公司的首要问题，75% 的被访者都认为难以发展未来的领导者是一大难题。

对此，IBM 的建议是，发展富有才能的领导者不应仅仅被视作是人力资源部门的工作。公司的每个部门都应该提供培训和支持，并在全公司建立明晰统一的评估和升职体系。应该及早发现具有高潜质的人才，加以鼓励，帮助他们发展战略技能，作为未来领导者的储备人才。中国公司特别喜欢用上级带领下级的方式培养后继领导者，认为这是培养领导力的有效方式。调查中，有 33% 的中国被访者认为，这种方式非常有效，在全球范围内这一数字只有 13%。

上级带领和其他创新课程能够帮助员工清晰地看到职业发展的机会，这一点对于中国公司特别重要。因为，中国公司所面临的另一大挑战就是如何首先吸引人才。

跨国企业在人才招聘上享有一定的优势。调查还发现，80% 的中国被访者认为，“好的企业名声”是吸引员工的一个重要因素，但在全球范围内只有 49% 的被访者将此看作重要因素。

目前，妨碍在华跨国企业招收到足够的员工的一个原因是他们只喜欢从中国最好的大学里招聘，

这使一些企业远离了当地的招聘市场。“在美国，没人认为从当地人才市场招聘有什么不好”，黎俊伟说，“但是在中国，跨国企业有点痴迷于从名校招聘员工，因为他们不了解中国的教育市场。”

这个问题的解决方法是，要在最好的大学以外招收员工，同时为员工提供更多的培训和教育机会，包括海外经历。随着潜在的员工对人才市场情况越来越了解，跨国公司在人才问题上不能有丝毫放松，黎俊伟说。

但是中国本土公司面临着更大更根本的挑战。“他们缺乏核心人力资源管理政策、流程和系统，真正帮助他们发展到下一步”，黎俊伟说，“仅仅招收更多的人是不够的。”中国公司已经开始实施明确的工资系统、工作界定和评估流程，确保职位要求与业务范围和员工表现相符合，以此对寻求职业发展机会的人才的保持吸引力。

一个新产生的问题是很多中国公司正在为海外运营中遇到的问题所困扰。中国公司在走向全球市场的同时，也在当地碰到了文化和语言的问题。很多公司更面临着企业内部如何适应新语言的问题。比如，IBM 的一个中国客户已经开始要求公司里所有的报告演示都必须用英语阐述，尽管很多高层管理人员需要翻译（才能听懂）。文化差异也是在华跨国公司所烦恼的问题。越来越多的公司正在聘用能够融入全球标准和国际公司操作的本土人才。而这同样需要整个公司各个层级的支持和培训。

加强沟通与融合

一个公司如何对待人力资源对整个公司是否能够成功招收和培训人才有极大的影响。全球范围内，只有 39% 的被访者表示，人事主管们经常和其他部门一起讨论。全球的公司都认为，人事部缺乏与其他部门的沟通是影响利用人力资本数据和信息进行有效的员工决策的主要障碍之一。

研究发现被访公司不仅无法把人事部门收集的员工数据与其他部门联系起来，人事部自身使用的很多数据库和流程系统也无法和其他部门共享。

人事部和其他部门缺乏联系在中国公司里特别有害，黎俊伟说。在中国公司里，人力资源部一般主要担任行政性职能，比如处理员工请假要求、薪酬支付、绩效评估等。很多西方公司已经使用电子或自助流程来处理这些问题，很多中国公司还在使用老办法。黎俊伟指出，结果是人事工作一般被看作是简单的“管家”工作，对整个公司没有太大的贡献。



紧俏市场：缺少管理人才是国内外公司面临的重大问题。IBM 全球企业咨询服务部大中华地区首席合伙人黎俊伟说：“在 13 亿人口的国家里还缺少人手。但现实就是这样。”

TIGHT MARKET – Lack of management personnel is a top issue for China-based firms. Says IBM Global Services Managing Partner (Greater China) Nigel Knight: “We are resource constrained in a country of 1.3 billion people. That’s the reality.”

establish clear and integrated systems of evaluation and promotion throughout the company. High-potential individuals should be recognized and encouraged early in their careers, to help them develop strategic skills and to prepare them for future leadership positions. Chinese firms were particularly in favor of mentoring programs as an effective means to build leadership skills, the study found, with 33 percent of Chinese respondents reporting that they find mentoring very effective, as opposed to 13 percent of companies worldwide.

Mentoring and other innovative programs can help companies establish clear opportunities for career development – a quality that is especially valuable to China-based operations. That’s because another key challenge facing Chinese employers is attracting talent in the first place.

When hiring, the survey found that multinationals in China enjoy a number of advantages. In particular, the survey shows that a “positive corporate reputation” was recognized as a driver for employee attraction by 80 percent of Chinese respondents (globally only 49 percent listed corporate reputation as a driver).

One factor currently inhibiting the ability of MNCs to hire adequate numbers of personnel, says Knight, is their tendency to recruit only from China’s top universities. The emphasis on graduates from only the top-tier universities has driven some companies away from local recruitment. “No one thinks it’s a bad thing in the U.S. to be recruiting in the local market,” says Knight. “[In China] there has been a bit of an obsession because multinationals don’t know the whole education market and they tend to gravitate toward those prestigious institutions.”

Solutions to the problem include looking toward other universities beyond the top 1 to 2 for recruiting and offering increased opportunities for training and education, including overseas experience. As potential employees become more and more discerning, there is no room for complacency among global companies, Knight says.

Domestic Chinese companies, however, tend to face greater, more fundamental challenges. “They’re lacking the core human resource management policies, processes and systems to really help take them to the next level,” says Knight. “Just adding more people is no longer enough.” To remain competitive with a talent pool looking for career-building opportunities, Chinese companies are beginning to put into place measures for clearly defined payment systems, job definitions and evaluation processes, ensuring that job descriptions align with business functions, and that pay aligns with performance.

An emerging problem, is that many domestic companies are now struggling with issues facing their own overseas operations. The move into the global marketplace has brought questions of culture and language to the forefront and many companies are facing the additional challenges of adapting their workforce to new languages. One of IBM’s domestic client companies, for example, has begun requiring that presentations be made in English, despite the fact that some top management require translation. Cultural differences are also a top concern

人力资源职能的角色变化

CHANGING ROLE OF THE HR FUNCTION

IBM's Institute of Business Value has found that many HR organizations are now looking to deliver strategic capability to the business by making the following shifts:

传统范式 TRADITIONAL PARADIGM		新兴范式 EMERGING PARADIGM
人力资源部门应业务部门的要求, 为之提供支持 HR provides support to the business units when asked	»»	人力资源部门应提前发现业务机会以及潜在的人力资本风险 HR proactively identifies business opportunities and flags potential human capital risks
对人力资源专业人员的评估基于其对要求的响应能力 HR professionals are valued by their responsiveness to inquiries	»»	对人力资源专业人员的评估基于其解决业务问题的能力 HR professionals are valued for their ability to solve business problems
人力资源部门处理的是公司的“软性”问题 HR deals with the 'soft' side of the business	»»	人力资源部门像公司其它部门一样采用以数据为驱动、以事实为基础的方法 HR uses the same data-driven, fact-based approach as the rest of the organization
员工问题是人力资源部门的职责 People problems are the responsibility of the HR department	»»	各级管理人员与人力资源部门合作, 运用各自的经验来共同处理员工的问题 Managers and HR jointly apply their experience to address employee issues
人力资源部门拥有员工数据 The HR department owns employee data	»»	员工数据由各级管理人员、员工和人力资源部门共同负责 Employee data is a shared responsibility between managers, employees and the HR organization

报告建议, 应对人力资源部和整个公司都作出一些改变, 总的来说, 应加强沟通、整合技术、增加培训, 这样才能发展一支具有适应能力的高效的工作队伍。如何提高人力资源部的效率? IBM 的建议是人事高管应该参与公司的整体战略和决策制定。反过来, 人事高管们也必须参与解决公司的关键问题, 比如如何提供更好的客服、削减成本, 以及大多数被访公司所列的最大问题“增加公司营收”。

“全球人力资本调查”不仅被用于 IBM 公司自身在中国的活动, 还被用于其客户公司。随着跨国

公司在中国的深入, 人力资本问题将变得日益重要, 黎俊伟说。企业必须继续考量提供给员工的东西, 以及如何能够系统地推进员工的发展、成长和适应能力。无论在中国, 还是在全世界, 对于任何一个公司, 在员工招聘、培训和保留问题上, 自满都绝对不是一个好的选择。TheLINK

阅读 IBM “全球人力资本调查”全文(英文), 请登录以下网址下载 www-935.ibm.com/services/us/gbs/bus/html/2008ghcs.html。

among multinational companies in China. More and more companies are looking to recruit local talent that will easily be integrated into the global standards and practices of the international company. This, again, requires support and training at all levels of the organization.

INTEGRATION

The treatment of human resources within the company can have a large impact on any company's ability to successfully recruit and train talent. Only 39 percent of the survey's respondents worldwide reported that HR executives regularly engage in discussions with other business units. This lack of communication is cited among companies surveyed globally as one of the primary obstacles in using human capital data and information to make effective workforce decisions.

The study found that not only are companies unable to link data collected by the HR department with other departments, and that many of the databases and processing systems used by the HR department cannot be shared with other

departments.

This dis-connect between the HR function and other functions in a company can be particularly damaging among Chinese companies, Knight says. Here, human resources departments tend to be confined largely to administrative duties such as processing requests for leave, handling salary payments and performance evaluations. While many Western companies have turned to electronic or self-service programs to take handle these duties, many Chinese companies have maintained the traditional methods. The result, Knight says, is that HR processes tend to be viewed as simple housekeeping procedures, adding little value to the company overall.

The report suggests making a number of changes within HR departments, and across entire companies. In general, the study recommends improving communication, integrating technology and increasing training in order to develop a flexible and effective workforce. To increase the effectiveness of their departments, the study suggests that HR directors take part in the company's overall strategy and decision-making. In return, HR executives also must help the overall company with key tasks such as better serving clients or cutting costs (most surveyed companies listed “increasing top line growth” as a top concern).

IBM is using findings from the *Global Human Capital Study 2008* not only to direct its own activities in China, but also to advise its client companies. As companies move farther into China's interior, human capital will only grow in importance, Knight says. Companies must continue reviewing their offerings for employees and how they systematically foster development, growth and flexibility. When it comes to recruiting, training and retaining talent in China, and throughout the world, the study finds that complacency is not an option. TheLINK

The full IBM Global Human Capital Study can be downloaded at <http://www-935.ibm.com/services/us/gbs/bus/html/2008ghcs.html>



中欧教授最新研究 New CEIBS Faculty Research

李秀娟：破解家族企业“富不过三代”诅咒

BOOKS: PROF. JEAN LEE ON BREAKING THE FAMILY BUSINESS CURSE

在世界经济发展的舞台上，家族企业扮演着重要角色，在《财富》500强企业中有175家为家族企业，如杜邦、摩托罗拉、IBM等。随着中国经济的崛起与发展，家族企业所占的比例也变得越来越。与普通企业相比，家族企业的传承问题、经营管理问题、用人问题、家族内部的情感问题、战略规划问题以及治理结构问题都带有其独特性，如何处理这些问题使家族企业能够健康地生存和发展是一个十分重要而具有挑战性的问题。

中欧国际工商学院管理学教授李秀娟博士和中国社会科学院研究生院管理学院副教授李虹博士在其新著《富过三代——破解家族企业的传统诅咒》中，对这些问题作了重点的阐述和讨论。该书由4个篇章组成，先以百年家族企业杨协成的盛衰和当代中国家族企业的三大经典案例，探讨家族企业中所存在的独特和主要问题。再通过分析包括福特汽车、鬼甲万、三星、台塑等7家欧美和亚洲的长青家族企业，向读者揭示成功的家族管理之道。在第三篇中，作者从家族企业的形成、所有权、家庭、企业以及创业者个人数个方面对现阶段社会环境下中国家族企业发生的变化和特点加以分析。同时，该书还系统介绍了迄今为止有关家族企业的最新理论研究进展，让读者从一个更深入的视角来分析家族企业中所出现的问题。中国家族企业刚刚经过仅一代的成长和发展，因此该书结合目前中国企业所处的环境，揭示了家族企业在进一步发展过程中可能面临的十大陷阱，并提出了如何规避这些陷阱以使企业能够可持续发展的建议。

对于中国家族企业人士和试图了解家族企业的商业人士来说，这是一本不可多得的好书。其简洁明快的写作风格使深刻的道理通俗易懂，读者可在丰富真实的案



《富过三代》李秀娟 李虹 编著
世纪出版集团 上海人民出版社 2007年9月
How Family Businesses Maintain Sustainable Prosperity by Jean LEE and Hong LI,
The World Scientific Publication, Sept. 2007.

例中身临其境。中国家族企业的管理者如果能对书中提到的问题加以思考，一定会受益匪浅。

With 175 family businesses on the Fortune 500 List – including DuPont, Motorola and IBM – there can be no doubt that family-run enterprises play an important role in global economic development. Their role is no less significant in China where, in keeping with the country's rapid economic growth, an increasing number of family businesses are emerging. With unique characteristics that set them apart from other business types – succession, management, staffing, family affairs, strategy planning, governance structure – these commercial enterprises face particular challenges in survival and sustainability.

These are some of the issues explored in the newly published *How Family Businesses Maintain*

Their Sustainable Prosperity – Break the curse of “shirtsleeves to shirtsleeves in three generations.” The book, published in September 2007, was co-authored in English and Chinese by CEIBS Management Professor Jean Lee and Associate Professor at the Graduate School of Management of Chinese Academy of Sciences Hong Li.

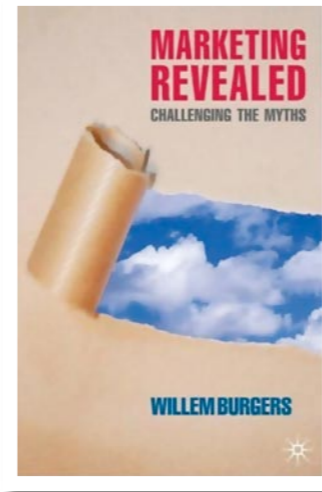
The four-chapter book begins with three typical cases of modern Chinese family businesses – including food and beverage company Yeo Hiap Seng – to explore the specific problems that family businesses face. The authors then analyze seven long-standing family businesses in Europe, America and Asia, including Ford, Kikkoman, Samsung, and Formosa Plastics, in order to highlight the factors contributing to the success of family business management. The changing characteristics of Chinese family businesses is discussed next, in terms of the formation of the family business, ownership, family issues, and business issues. Finally, the authors introduce the latest developments in theoretical research on family businesses, enabling readers to consider the problems in these commercial enterprises from a broader perspective.

Since modern Chinese family businesses have only experienced one generation of growth and development, the book discloses 10 pitfalls companies are likely to face going forward. The authors offer valuable solutions for sustainable development.

How Family Businesses Maintain Their Sustainable Prosperity is highly recommended for Chinese family business owners and managers, as well as those wanting to understand family-run businesses. Its straightforward writing style, easy-to-understand explanations, and practical cases provide readers with much food for thought.

柏唯良：揭开市场营销的秘密

BOOKS: PROF. WILLEM BURGERS ON MARKETING REVEALED



中欧拜耳战略与市场营销学教授柏唯良继2004年成功推出畅销管理书《细节营销》之后，将在此基础上于08年1月推出新著 *Marketing Revealed: Challenging the Myths*（《揭开市场营销的秘密》，编者译，Palgrave Macmillan 出版）。《细节营销》由柏唯良教授在中欧国际工商学院EMBA课上的教学精华集结而成。在新著中，柏唯良继续以其招牌式的犀利洞见和简洁语言阐述最前沿的市场营销知识。《揭开市场营销的秘密》针对诸多营销概念提出了实用建议和新的思考，如把市场营销看作商业哲学、诚实是市场营销的一个工具、在公司之外管理营销，以及顾客价格理念。

In his new book, *Marketing Revealed: Challenging the Myths* (Palgrave Macmillan, January 2008), CEIBS Bayer Chair in Strategy and Marketing Willem Burgers uses his trademark combination of sharp wit and simple language to showcase cutting-edge ideas. This latest work is an expanded version of Burger's successful 2004 publication, *The Marketing You Never Knew*. The first book was based on a series of four-day lectures delivered by Prof. Burgers for the CEIBS Executive Education Program. Taking the subject matter one step further, *Marketing Revealed* offers practical advice and new thinking on concepts such as marketing as a business philosophy, honesty as a marketing tool, managing marketing outside the company, and customer price perceptions.

赵欣舸：影响个人投资者选择国际股票型基金的决定因素

PROF. XINGE ZHAO ON UNDERSTANDING THE U.S. INVESTOR MINDSET

打算投资QDII？行动之前，不妨潜心研读一下中欧金融学副教授赵欣舸最近的研究成果吧。

赵教授在题为“零售国际股票型基金投资的决定因素”的论文中，对影响投资者选择国际股票型基金的因素进行了研究。该论文目前已被《国际商业研究期刊》接受，即将出版。

在他的论著中，赵教授记述了美国投资者的投资趋势，即他们倾向选择与美国本土市场关联更少的基金。他还发现，那些投资于世界不同地区的证券组合的基金更容易得到美国投资者的青睐——这与投资范围狭窄的基金形成鲜明对比。论文还比较了风险调整回报率 and 原始回报率在对国际股票型基金的投资中所产生的不同影响；此外，论文还发现交易成本或汇率对美国投资者影响甚微。

赵教授同时还是中欧的CFO课程主任，主要研究领域涉及共同基金、投资及投资组合管理、投资者行为与保护以及中国银行理财产品市场。

赵教授最新发表的其他文章包括：



“银行理财警钟”，《财经·金融实务》，8月6日，2007。

Thinking of investing in QDII? Before you do, bone up on the research findings newly released by CEIBS Associate Professor of Finance Xinge Zhao.

Prof. Zhao's paper entitled “*Determinants of Flows into Retail International Equity Funds*,” which has been accepted for publication in the *Journal of International Business Studies*, explores the factors that contribute to an investors' choice of international equity funds.

In his research, Prof. Zhao recorded a trend among U.S. investors to show a preference for funds that are less correlated to the domestic U.S. market. In particular, he discovered American investors' penchant for funds with portfolios built on securities from different regions of the world – as opposed to those with a narrower geographic focus. The paper also explores the impact of risk-adjusted return versus raw return on the flows into international equity funds; and the negligible effects of costs or exchange rates on U.S. investors.

Prof. Zhao, who is also CFO Program Director at CEIBS, conducts research mainly on mutual funds, investments and portfolio management, investor behavior and protection, and the bank-structured product market in China.

许斌：对外开放的工资效应：为什么工资差距在扩大？

PROF. BIN XU ASKS "WHAT'S BEHIND CHINA'S WIDENING WAGE GAP?"

根据中欧经济学与金融学教授许斌的最新研究，中国不同技术层次劳动者的工资差距正在急剧扩大，而外贸和外资的增长对此起了重要的推动作用。在其题为“贸易、技术和中国日益增长的高技能需求”的论文中，许教授研究了外贸和外资对中国高技能工人需求增长及其引发的工资差距扩大所产生的影响。

该论文的合作者是美国弗吉尼亚大学达顿商学院的李伟教授。论文将发表于2008年第一期的《转型经济学杂志》(Economics of Transition)。

许教授和李教授通过分析1500家企业的发现，尽管劳动密集型产品的出口推动了对低技能工人的需求，但是出口竞争迫使中国企业采用更为技术密集型的生产技术，从而增加了对高技能工人的需求。根据两位教授的估计，在1998年至2000年期间，中国高低技能工人之间工资差距的扩大中有5%是由出口增长造成的。两位教授同时还研究了在华外商直接投资对工资差距扩大的影响。他们发现外资控股企业倾向于使用高技能密集型的生产技术，其对工资差距扩大的影响远远超过外贸的作用。根据两位教授的估计，在上述时间



段中国高低技能工人之间工资差距扩大中有22%是由外资控股企业的增长造成的。

The role of China's trade and investment openness in increasing the wage gap between unskilled and skilled workers is the focus of a new study by CEIBS Professor of Economics and Finance Bin Xu. His paper, enti-

itled "Trade, Technology, and China's Rising Skill Demand," explores the impact of trade and foreign direct investment on China's increasing demand for skilled labor and widening wage gap.

The paper was co-authored with Professor Wei Li (Darden School, University of Virginia) and will be published in a forthcoming issue of *Economics of Transition*.

Through analysing data from 1,500 companies, professors Xu and Li found that although China's exportation of labor-intensive goods increases demand for unskilled labor, export competition also causes Chinese firms to use more skill-intensive production technology. This, in turn, increases the demand for skilled labor. The authors estimate the net effect of trade to have contributed 5 percent to China's rising wage gap during the period 1998 to 2000.

The authors also examined the role of foreign direct investment in China on the wage gap. They found that majority foreign-owned companies tend to use technologies that save unskilled labor, and the increasing number of these firms contributed 22 percent to China's rising wage gap during the three-year period.

鸿嘉吉马：社会资本推动新产品发展

PROF. ATUAHENE-GIMA ON LAUNCHING THE NEXT BIG THING

如果您或您的企业将于或计划于2008年在中国推出新产品，那么读下去。在其题为《新产品开发的探究性与开发性学习：中国新技术企业的社会资本观察》的文章中，中欧市场营销学和创新管理学教授鸿嘉吉马论述了高级管理层在成功的产品开发与营销中所起到的作用。

本文的合著者是密苏里大学圣路易斯分校的E. Desmond Lee教授珍妮特Y·默瑞，默瑞教授的专长是研究和发展国际商业中的女性领导人和企业家。该文章

已于近期在《国际营销杂志》上发表。

鸿嘉吉马与默瑞对179家位于广东省工业园区的新技术企业进行了分析，进而证实，如果高级管理层能够同时投入内部与外部社会资本，新产品成功的几率就会大大增加。这一发现尤其适用于中国这样的新兴市场。他们的报告同时还强调了管理人员应注重发展社会关系网(行业内外)，使企业跟上行业发展的步伐；此外，管理人员还应为员工创造大量机会相互交往、分享企业目标，从而在团队成员之间树立相互信任与友爱的关系。



鸿嘉吉马教授是中欧营销与创新中心主任。

If 2008 will see you or your company launching – or preparing to launch – a new product in China, read on. CEIBS Prof. of Marketing & Innovation Management Kwaku Atuahene-Gima looks at the role top management plays in successful product development and marketing in his article entitled: "Exploratory and Exploitative Learning in New Product Development: A Social Capital Perspective on New Technology Ventures in China."

The article, co-authored by Janet Y. Murray, E. Desmond Lee Professor for Developing Women Leaders and Entrepreneurs in International Business at the University of Missouri - St. Louis, was recently

published in the *Journal of International Marketing*.

Through analyzing 179 new technology firms in Guangdong Province industrial parks, Atuahene-Gima and Murray confirm that new products have a greater chance of success if top management invest both internal and external "social capital." This finding is especially true in emerging markets such as China. Their report also emphasizes the importance for managers of networking (both inside and outside their industries), of keeping up with advances in the sector; and of fostering trust and camaraderie among members of their team. The latter goal requires providing ample opportunities for employees to interact socially and share the firm's goals.

Prof. Atuahene-Gima is director of the CEIBS' Center for Marketing & Innovation.

方跃教授提出新的时间序列回归模型预测方法

PROF YUE FANG PRESENTS NEW FORECASTING METHOD FOR REGRESSION MODELS

历经近六十年的研究之后，围绕时间序列回归模型的相关话题已出现了不少论著。最近，中欧决策科学合聘教授方跃提出一种新的时间序列回归模型预测方法。回归模型用于研究多变量之间的复杂关系，可对变量的未来变化做出精确预测。此类模型广泛应用于商业和经济领域。

这项新的研究结果来自于方跃教授与美国俄勒冈大学Lundquist商学院耐克教授Sergio G. Koreisha共同撰写的“利用最小平方生成时间序列回归模型的预测”一文。该论文已经被《时间序列分析杂志》接受。

After half a decade of research, much has already been written on the topic of serial correlation in regression models. However, CEIBS Joint Professor of Decision Science Yue Fang outlines a new procedure for generating forecasts for regression models. Regression models are used to make accurate predictions on the impact one variable will have on one or more other variables. Such models are widely used in academia and, in their more basic form, within the business world.



Professor Fang's paper, written with co-author Sergio Koreisha (Philip Knight Professor of Business at the University of Oregon Lunquist College of Business), is entitled "Using Least Squares to Generate Forecasts in Regressions with Serial Correlation." It has been accepted for publication in the *Journal of Time Series Analysis*.

中欧新案例 CEIBS NEW CASE STUDIES

The following have been newly published from the CEIBS Case Development Center:

- 《2004年中国汽车行业》，朴胜虎、舒金斯
- 《艰难创业路》(A)、(B)，陈峻松
- 《贵阳市商业银行开拓市场的思考》，舒金斯、周东生
- WangYou Media: Entertaining the Youth, by Gary Liu, Lily Li, Hector Zeng
- Wanbo Technology Co. Ltd., by Per V. Jenster, Cheng Yiting
- Notes on Competitors in the Chinese Juice Concentrate Industry, by Per V. Jenster, Cheng Yiting
- New Service Development of Guiyang Commercial Bank, by Jason Shu, Zhou Dongsheng
- A Rough Road to Entrepreneurial Success (A), by Chen Junsong
- A Rough Road to Entrepreneurial Success (B), by Chen Junsong
- Identifying and Coping with Balance Sheet Differences: A Comparative Analysis of U.S., Chinese, and French Oil and Gas Firms Using the "Statement of Financial Structure", by Ding Yuan, Gary Entwistle, Hervé Stolowy
- China Automotive Industry in 2004, by Seung Ho Park, Jason Shu
- Exemplar Electronics, Inc. (A), by Linda Sprague
- China Haisheng Juice, by Per V. Jenster, Gina Yue
- ChangYu-Ready to Go Global?, by Per V. Jenster
- WWRC Shanghai: The Threat to the Middleman, by Per V. Jenster

如欲获知案例具体情况，或购买案例，请联系中欧案例发展中心(021-28905239) For detailed information or purchase of CEIBS cases, please contact CEIBS Case Development Center at 021-28905239.

朱民博士阐述新世纪全球金融格局十大特征

——中欧陆家嘴国际金融研究院成功举办

首期中欧陆家嘴金融家沙龙

Trend tracking

AT THE DEBUT CEIBS FINANCE SALON, BANK OF CHINA DEPUTY GOVERNOR ZHU MIN OUTLINED TOP FINANCE INDUSTRY DEVELOPMENTS WORLDWIDE.

2007年10月12日，由中欧陆家嘴国际金融研究院举办的首期金融家沙龙成功举办。中国银行副行长、中欧国际工商学院兼职教授朱民博士发表了题为“新世纪全球金融格局十大特征”的精彩演讲，全面分析了全球金融格局的走向和影响，并与在座的金融界精英进行了互动式探讨。

在演讲中，朱民博士指出，在过去的10年中，世界金融格局发生了根本性的变化，整个世界最大的变化是经济金融化，这是理解当今全球经济金融的核心问题。朱民博士将全球金融格局细化成十个特征：第一是金融主导的全球经济金融一体化；第二是全面的全球流动性过剩；第三是经济金融化和资产化；第四是外汇市场迅速增长和汇率波动；第五是金融衍生产品迅猛增长；第六是对冲基金、私募基金和主权基金日益成为市场主体；第七是国际资本流动结构性变动；第八是美元和美国成为超级金融霸权；第九是分配资本倾斜，财富高度集中；第十是全球经济金融持续失衡。这些新的全球金融格局导致我们今天看到的全球经济金融失衡、美国次级债危机、股市和商品市场狂飙突进、私募基金攻城掠地等新现象。针对上述特征和现象，朱民博士进行了深入的分析。

朱民博士指出，利率降低，债券利差减少，金融衍生产品的发展是导致全球流

动性过剩的主要原因。当前的实际利率创20年来最低点，而且在不同评级资产之间的自由流动，风险溢价是最低的，所以资本和基金在全球范围内流通。当下的金融衍生产品相当发达，使得金融衍生产品可以无限地创造货币，即可以无限地提供流动性。自1998年以来，金融衍生产品迅猛发展，去年已达到了412万亿，这不是一个抽象的概念，它在所有方面影响着我们的生活。美国次级债危机就是一个典型案例，在这个长链条当中任何一个环节发生问题，都会引起整个链条的崩溃。

朱民博士表示，财富的高度集中会使有效需求下降；其次，财富的高度集中必须进行再投资，因此财富高度集中的人，就会把钱投入市场进行再投资，这就产生了两个严重的问题，第一，当财富高度集中的人把钱更多投入到对冲基金，私募基金时，使得对冲、私募基金空前壮大，也使得这些基金能够迅速地行动，彻底打破世界的格局；第二，当大量财富集中在极少数人手里，当这些人做出的决策可以影响整个市场的时候，这个市场就不再有效。

最后，朱民博士以印尼1998年发生的金融危机为例，向在座的金融界同仁们表达了他对目前世界经济金融风险，以及对风险调控和掌握的深深担忧，给在座的行业精英、金融界领导和中欧的专家教授

们留下了一个值得深思的话题。

有关中欧陆家嘴金融家沙龙：

中欧国际工商学院院长朱晓明教授在首期中欧陆家嘴金融家沙龙上阐述了沙龙的意义：中欧陆家嘴金融家沙龙是陆家嘴国际金融研究院成立以来推出的第一项服务，它具有三大特点。首先是“前沿性”：沙龙的演讲嘉宾都是国内外金融界的顶尖学者、权威官员以及企业领袖。他们将和听众分享对金融热点问题的深入思考和独到见解；其次是“系列性”：研究院将每月推出一期金融家沙龙，准确把握金融家所关心的重大问题，并根据形势变化不断推陈出新；第三是“专享性”：沙龙定位于金融界高端精英人士的“闭门式”交流平台，在这一专享空间，与会的金融机构高管可以与演讲嘉宾进行“零距离”交流，提出自己关心的问题，并探讨相应的对策。

CEIBS opened the CEIBS Lujiazui International Finance Research Center on October 12 with a debut event featuring Bank of China Deputy Governor Zhu Min as keynote speaker. The exclusive presentation kicked off the CEIBS



首期金融家沙龙嘉宾中国银行副行长朱民分析“新世纪全球金融格局十大特征”。
DEBUT SPEAKER – Bank of China Deputy Governor Zhu Min was keynote speaker at the debut CEIBS Finance Salon.

Finance Salon series. The event attracted more than 40 distinguished finance industry executives, influential government officials, and academics.

In his address, Dr. Zhu pointed out that new trends in finance have triggered fundamental changes in the industry during the past decade. Most significant among these, has been the shift toward the international finance industry gaining increasing influence over the global economy.

Dr. Zhu identified the most critical finance-industry trends now impacting the global economy as:

- finance-led global economic and financial integration;
- excess liquidity worldwide;

- the "financialization" and "assetization" of the economy;
- the rapid growth of the foreign exchange market and the fluctuation of foreign exchange rates;

- the rapid growth of financial derivative products;
- the development of hedge funds, private funds and sovereign funds as key market players;
- structural fluctuation of international capital flows;

- the United States, and the U.S. dollar, emerging as a "super financial hegemony";

- the increasing wealth concentration in specific business groups and families;

- and the "imbalanced" nature of both the finance industry and the global economy.

Dr. Zhu then addressed each of these trends in depth. Using the 1998 Indonesian financial crisis as an example, he expressed his concerns over current global financial risk and risk control.

CEIBS President Zhu Xiaoming, also Vice Chairman of the Standing Committee of the People's Congress of the Shanghai Municipality, told the audience that CEIBS' Finance Salon Series will serve as a valuable platform for domestic and foreign financiers to discuss and exchange opinions on current industry issues.

伦敦金融城市长为上海打造国际金融中心献策 Lord Mayor of the City of London offers Shanghai tips on becoming financial hub



伦敦金融城市长史达德
Lord Mayor of the City of London Alderman John Stuttard

10月19日，英国伦敦金融城市长史达德先生(Alderman John Stuttard)在中欧陆家嘴国际金融研究院举办演讲，以其数十年的丰富商业经验，为上海如何打造成为国际金融中心提出了宝贵建议。

在题为“伦敦金融城如何决胜于国际金融市场”的演讲中，史达德先生描绘了一幅可以借鉴的“路线图”。

史达德先生表示，伦敦发展成为“世界顶级金融中心”的过程并非“一马平川”，开放金融市场、营造基于原则而非死板的规章制度的有利监管环境，是其获得成功的主要原因，“严厉的制度只会伤害金融服务业，相反，只要遵守原则，就能促进金融业的发展。”中欧国际工商学院的师生员工、兄弟院校及各金融机构的成员等约200余人聆听了史达德先生的精彩演讲。

史达德先生对比了伦敦和上海，他认

为，中国今天的金融资本市场好比昨天的英国，在一系列措施的推动下，市场正逐步打开。但是，他还建议，要成为全球顶级金融中心，上海必须重点关注以下领域

- 在批准外资经纪商的过程中减少官僚作风；

- 继续与国际合作伙伴合作，有效管理全球金融市场日益交织的监管问题；

- 填补全球金融专业人才缺口。

史达德先生还追溯了英国自“金融大爆炸”(为应对1987年“黑色星期一”带来的后遗症，萨切尔夫政府开始放宽金融市场管制)以来的变化，列举了伦敦招商引资的三项措施：首先，允许外资自由进入市场；其次，不对外资并购类别设限；第三，欢迎外国投资商。

据史达德先生介绍，确保投资者的人身及金融安全是伦敦金融城成功的又一原

因。“正直、信任、诚实、公平和公正是任何金融中心获得成功的关键。这些都与文化有关，要全部做到很难，但这里是上海，你们懂得这些价值观。”他相信上海的未来一片光明。

Drawing upon his decades of business experience, Lord Mayor of the City of London Alderman John Stuttard offered Shanghai tips on how to become a financial hub during an October 19 speech at the CEIBS Lujiazui International Finance Research Center.

During his speech entitled "How the City of London succeeded in the international financial market," the Lord Mayor created a "roadmap" that can be followed by other international cities.

The vital elements of the "staggering success story" that led to London's rise to become "the world's leading international finance center," said the Lord Mayor, include an open market and a favorable regulatory environment that relies on principles rather than regulations. "Stringent rules adversely affect the financial service industry, whereas principles, if adhered to, encourage development," he told an audience of more than 200 CEIBS faculty, students, and members of the media.

The Lord Mayor drew parallels between London and Shanghai, comparing the increasing opening up of China's financial capital's economy to the steps the British capital took in the past. He recommended, however, that in its quest

to become a global financial center, Shanghai should focus on:

- decreasing the red tape faced by wholly foreign owned enterprises applying to become licensed brokers;

- continued cooperation with international partners in order to manage increasingly intertwined global regulations for the financial sector; and

- addressing the global shortage of finance-educated professionals.

Tracing the changes back to the "Big

Bang" (the Thatcher administration's market deregulation in response to the fallout from Black Monday in 1997), the Lord Mayor gave examples of the steps London took to open up its markets to an influx of foreign investment. The city first allowed foreign companies to freely enter the market; second, did not restrict the categories in which foreign companies could buy; third, welcomed foreign investors.

Other factors vital to successfully becoming a financial powerhouse, the

Lord Mayor said, include guaranteeing physical and financial security to investors. "Essential to the success of any financial center are the basic values of integrity, trust, honesty, fairness and equity," he said. "These are cultural issues, and difficult to learn, but you here in Shanghai understand these values." Shanghai, he said, has a bright future ahead.

— By Charmaine N. Clarke

高西庆博士分析中国养老保险体制 Dr. Gao Xiqing Speaks on China's Social Security Fund Mechanism

2007年12月2日，中欧陆家嘴国际金融研究院迎来了金融家沙龙第三位主讲嘉宾——中国投资有限责任公司总经理、中欧国际工商学院兼职教授高西庆博士。高西庆博士曾担任中国证监会副主席、全国社会保障基金理事会副理事长等职务。

本期沙龙主题为“中国社会保障机制的问题与前景”。高西庆博士全面分析了中国养老保险机制的历史演进、中国社会保障体系面临的严峻挑战以及解决养老保险机制的选择方案，并与在座的金融界精英进行了互动式探讨。

高博士指出，中国“未富先老”，人口出生率不断下降，人口预期寿命不断上升。虽然人均GDP只有2000美元，但预期寿命却是很多国家人均GDP达到5000美元时的水平。1982年，中国平均16个在职人员养1个退休工人，现在是3个在职人员养1个退休工人。此外，中国完善养老保险还面临多重严峻挑战：基本养老保险的覆盖面小于15%（世界平均是

30%），主要覆盖城镇国有企业和集体企业职工，占中国人口60%的农村人口基本没有受到社会养老保险体系的保障。

高博士指出，世界各国解决养老保障问题的通行方法有三种：提高雇主和雇员的缴费率；降低养老待遇；推迟退休年龄并严格领取标准。中国社保机制改革面临的有利条件包括：目前人民期望值较低、高储蓄文化、年轻农业劳动力转移的供应、巨大的国有资产存量和稳定的政治制度。

高博士认为，养老保障机制建设包括三方面问题：资金如何筹集、资金如何发放、积累资金如何运用管理。其中，养老保障的模式选择尤为关键。只有在积累制的养老保障制度下，才可能形成当期积累，才可能通过市场机构的专业投资形成未来可持续的支付。随着个人账户的逐步做实，随着储备性机构与企业年金制度的逐步建立与规范，中国养老保障机制的可持续性会得以逐步增强，也会为金融市场提供更多的发展机会。



中国投资有限责任公司
总经理高西庆博士
China Investment Corp.
General Manager Gao
Xiqing.

General Manager of China Investment Corp. Gao Xiqing was named adjunct professor of the CEIBS Lujiazui International Finance Research Center during the Center's third Finance Salon, held December 2. CEIBS President Zhu Xiaoming conferred Prof. Gao with the award during the roundtable discussion on "Problems and Prospects for China's Social Security Fund Mechanism."

Prof. Gao is the former Vice Chairman of the China Securities Regulatory Commission and Vice Chairman of the National Council for the Social Security Fund. In his keynote speech, Prof. Gao briefed the audience on the historical development of China's pension system, then outlined the key challenges now facing the country's social security and pension systems.

While China's per capita annual

GDP is only US\$2,000, its average life expectancy rate is on par with those of countries with a per capita GDP of \$5,000. Prof. Gao also noted that China's worker-to-retiree ratio has decreased from 16:1 in 1982 to 3:1 at present. Another challenge: only 15% of China's retirees enjoy pension coverage – about half the world average. In addition, rural residents, who make up 60 percent of China's population, benefit very little from the country's pension system.

Balancing his discussion, Prof. Gao also highlighted several beneficial aspects to the Chinese economy. First, Chinese retirees have relatively low expectations of pension coverage compared with their counterparts in developed countries. Second, China has a very high savings-to-income ratio. Third, a large percentage of rural youth work in China's cities, filling the huge labor

demand there. Fourth, China holds vast state-owned assets. Finally, China's political system is stable and powerful.

Prof. Gao then addressed the three core components of the pension system: fund raising, fund distribution, and accumulated fund management. Choosing the right pension system is critical, he stressed. Accumulated pension systems in which employees pay in throughout their working life, he said, offer the best channel for a country to build pension reserves and provide sustainable payments through professional fund investment by institutional investors. Prof. Gao stressed that China's pension system could be strengthened by increasing funds in individual pension accounts, establishing reserve institutions, and developing an enterprise annuity system. These steps would also provide new opportunities for the financial market, he said.

渣打银行高官称： 国家资本主义是中国面临的一项严峻挑战 State capitalism is China's big challenge, says Standard Chartered Exec Lance Browne

未来数十年，中国经济将面临一项严峻挑战——如何有效利用手中高达1.4万亿的外汇储备，在收购海外资产的同时，不引发投资目标国的担忧。这是伦敦金融城高级顾问、渣打银行中国有限公司副董事长博文杰（Lance Browne）于10月19日在中欧上海校区所作演讲的重点之一。

博文杰的演讲题目是“国家资本主义的战略意义”。此次与他同行的还有伦敦金融城市市长史达德先生（John Stuttard），后者被授予中欧陆家嘴国际金融研究院名誉理事称号。博文杰是此行代表团成员之一。

在谈及新兴经济体的国家资本主义（即利用国家外汇储备并购海外资产）问题时，博文杰指出亚洲，尤其是中国，正处于全球经济力量大转移的中心。他表示，这种转移为许多领域创建了新的贸易走廊。“国家资本主义是全球顶级商业人士关心的议题。我认为对这一议题的关注还将持续。”

博文杰称，渣打银行预估中国经济的实际年增长率为13%至14%，而且没有放缓迹象，他还预测未来将崛起25座“举足轻重”的城市，其中一半在亚洲。他指出，亚洲经济发展之快令国家领导人在面对日

益庞大的资源时，必须思考如何使之最大化，以确保未来经济的稳定发展，满足“长期战略需求”。博文杰称，寻求海外发展天经地义，“随着全球化的日趋深入，我们最常看见的可能不再是‘中国制造’，而是‘中国拥有’。”

虽然国家资本主义不是新的概念，但寻求海外投资机会的国家数量空前增长，博文杰说到。除亚洲外，石油资源充沛的中东地区同样因资金充裕，对海外市场虎视眈眈。这种情况引发了潜在投资目标国的担忧。他表示：“主要问题是如何管理



渣打银行中国有限公司副董事长博文杰
Standard Chartered Bank (China) Vice Chairman Lance Browne.

所购股权，尤其是恶意跨国收购的股权。跨国收购的主要动机应该是有效利用资金，将其作为额外的政府政策工具。”

博文杰提醒，如果投资国收购海外资产的目的仅仅是为壮大其全球势力，那么投资目标国的反应可能令其“大吃一惊”。他列举了泰国拒绝新加坡公司入主泰国电信以及美国阻止中国企业竞标加利福尼亚汽油零售巨头优尼科等两个并购失败案例。他还补充，一些国家的资金缺乏透明度也是导致双方紧张关系的因素之一。

共有200名中欧师生和多家媒体聆听了博文杰的演讲，最后是精彩的问答环节，其中谈到了美国的次级债问题以及英国诺森罗克银行的挤兑事件。

State capitalism, one of the current buzz words in global economic circles, will be one of the major economic challenges for China during the next few decades. That was one of the main points made by Lance Browne, senior advisor to the City of London and Vice Chairman of Standard Chartered Bank (China), during a media address on the CEIBS Shanghai campus on October 19.

China, Browne said, must strike just the right balance when it uses its ever-increasing US\$1.4 trillion currency

reserves to acquire overseas assets. It must tread carefully in order not to set off ripples of alarm among investment destination countries.

During his speech on "The Strategic Implications of State Capitalism" Browne also addressed the increasingly important issue of state capitalism – the practice of using national financial reserves to acquire assets overseas – among emerging economies. He explained that Asia, and China in particular, is at the center of the global shift in economic power. This shift, he said, had created new trade corridors in many sectors. "State capitalism is an issue that is on the mind of every leading business executive around the world. And I don't believe it is an issue that will go away quickly," he said.

Citing Standard Chartered estimates that China's real growth-rate is now 13 to 14 percent annually, with no signs of a slowdown, Browne predicted that the future will bring the rise of 25 "world cities that really matter," half of which will be in Asia. He argued that the continent's economic growth would force leaders to confront the challenge of maximizing their ever-increasing resources

to ensure future economic stability and to address their "longer-term strategic needs." It is natural for them to look overseas, Browne said. "As globalization takes hold, the three most common words we may read may no longer be, 'made in China' but could become 'owned by China,'" he added.

While state capitalism is not a new concept, Browne said an unprecedented number of countries are now looking beyond their borders for investment destinations. In addition to Asia, the oil-rich Middle East is also awash with funds to invest abroad. This scenario has triggered concerns among potential investment locations. "The bigger issue is how the equity stakes taken are managed, particularly in the event of hostile cross-border takeovers," Browne said. "The more significant driver is where the funds are effectively used as an extra tool of official government policy."

Browne warned that investment destination countries may react in "unpredictable" ways if the investing country is motivated by a strategic desire to increase its global powerbase. He cited as examples Thailand's refusal to allow a Singaporean firm to invest in Thai telecommunications and the U.S' blocking of a Chinese company's bid for Californian gasoline retailer UNOCAL. One factor that may heighten tensions, Browne added, is a lack of transparency within the wealth funds of some countries.

Browne's speech, delivered to an audience of 200 CEIBS students and faculty plus members of the media, was followed by a lively Q&A session. CEIBS students raised issues including the global impact of the U.S. sub-prime mortgage crisis and of London's recent Central Bank bail-out of investors in the Northern Rock building society.

– By Charmaine N. Clarke

欧盟认可

亲爱的中欧学员和校友们:

2007年11月28日,中国政府与欧盟在北京人民大会堂共同签署了三项重要项目协议。国务院总理温家宝、欧盟委员会主席若泽·曼努埃尔·巴罗佐出席了签字仪式。

其中一个项目就是将由中欧国际工商学院执行的“欧洲-中国工商管理培训项目”。2007年4月,欧盟针对此项目进行了招标,中欧参与了竞标,并在各优秀商学院中胜出。该项目获得欧盟1千多万欧元的资金支持,以及上海市人民政府的资助。

“欧洲-中国工商管理培训项目”主要解决中国管理教育三大极为重要的战略性问题:首先,通过资助六名相关领域的教授,提供研究和培训,发展中国企业的领导力并提高其责任感。这些教授将结合中国实际,开发案例,出版图书,举办研讨会并开设课程,促进有关中国商业实践的新知灼见不断涌现。

其次,“欧洲-中国工商管理培训项目”将向中国更需帮助的人们,尤其是女性,提供工商管理教育。中欧国际工商学院将与其国内外合作院校一起在中国西部、华北以及华中地区开发综合管理、创业学和小企业财务方面的新课程。学院还将提供160个奖学金名额,用以资助弱势个人和贫困地区。

第三,“欧洲-中国工商管理培训项目”的资金还将用于发展中国管理师资。中欧国际工商学院将开设博士课程,解决中国管理师资短缺的问题,确保中国也能培养最高国际水准的管理师资。

欧盟将该重要项目授予中欧国际工商学院,是对学院办学成就的高度认可。同时也表明,欧盟和中国政府一致肯定,中欧国际工商学院是推动中国管理教育和管理研究的最佳平台。学院将通过开发新的教育和培训项目,为实现中国政府的发展目标,进一步促进中国经济发展和提高人民生活水平做出贡献。

显然,学院还将持续不断地在全球传播有关中国的知识。目前,有关中国的经济政策、商业实践及其对世界经济影响力的认识依然缺乏。“七国集团”(G7)会议本是一个全球领先经济领导者的会议,它包括了加拿大和意大利,却没有包括中国,这说明发达国家还没有认识到中国崛起的意义。

通过开展“欧洲-中国工商管理培训项目”,学院将在可持续发展、社会责任、创新和全球供应链方面引领中国管理研究。

最后,该项目充分显示了欧盟与中国有效的战略合作伙伴关系。身为这一项目的执行者,学院将竭尽所能确保这一项目圆满完成。

我一如既往地期待着中欧校友和学员们的支持,我衷心希望中欧校友能借助“欧洲-中国工商管理培训项目”的契机为中欧学员提供更多的实习机会和奖学金。如果您有意于此,请联系学院职业发展部。



EU Endorsement

Dear Readers,

On November 28, 2007, the European Union and the Government of the People's Republic of China signed three important projects in the Great Hall of the People in Beijing, in the presence of Chinese Premier Wen Jiabao and European Commission President Manuel Barroso.

One of the projects signed was the Europe-China Business Management Training Project (BMT Project), which will be undertaken by CEIBS. Your school is extremely pleased to have been awarded this large-scale, ambitious initiative, which grants funding of more than E10 million, plus a contribution from the Shanghai Municipal Government.

The project addresses three critically important strategic issues in management education in China. First, it provides research and training to develop leadership and responsibility in China by sponsoring six additional professors in this important field.

Second, the project provides business management education to disadvantaged persons in China, particularly women. CEIBS, together with its domestic and international partner business schools, will develop new programs in general management, entrepreneurship, and small business finance to be delivered in the less developed Chinese provinces. CEIBS will also provide 160 scholarships for disadvantaged individuals.

Third, the project sponsors the development of management faculty in China. A new PhD program will be developed by CEIBS, addressing the shortage of management faculty in China and helping to ensure that top quality management faculty are developed within China.

The EU's decision to award this important project

to CEIBS is a strong endorsement of the school. With this decision, the EU and the Chinese government have confirmed that CEIBS is their premier platform for pushing the boundaries in management education and research in China. Through launched within this project, CEIBS perfectly supports the goals of the central government in speeding economic development and improving living conditions throughout China.

It is also clear that CEIBS will continue to promote knowledge in China internationally. Currently, knowledge of China's economic policies, business practices, and its impact on the world economy are insufficient. Consider that the G7, which is intended as a meeting of the leaders of the world's leading economies, does not include China (but does include Canada and Italy). This illustrates the developed world's failure to recognize the importance of the rise of China.

Through the BMT Project, CEIBS will lead research into Chinese business development in terms of sustainable development, social responsibility, innovation, and global supply chains.

Finally, through the project, both the EU and China are demonstrating their engagement in an effective strategic partnership. Your school sits right at the center of this process and we will do our best to meet the high expectations of this project.

As always, I welcome your support. The BMT Project offers CEIBS alumni an excellent opportunity to contribute through creating internships and scholarships for Chinese and European students. To learn more, please, contact the CEIBS Career Development Department.

郭理默 Prof. Dr. Rolf D. Cremer
教务长兼副院长 Dean and Vice President

中欧教育发展基金会 - 企业赞助伙伴

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

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

CEIBS FOUNDATION - CORPORATE SPONSOR PARTNERS

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

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

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

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难忘上海之夜 UNFORGETTABLE: CEIBS Hosts Glamorous Shanghai Nights Celebration

优美的女人、华丽的旗袍；劲酷的男人、中式绸衫、一席软呢帽。时光宛如回到上世纪 30 年代的繁华上海滩。

12 月 14 日，夜幕降临，几百名中欧校友、师生、员工一同在中欧上海校园感受老上海的魅力。在忙碌的现代生活中品味上海这个城市独有的文化与气质，这已经是第二次。由中欧 2006、2007 级 MBA 学生组织的第二届上海之夜包括了 T 台秀、现场音乐表演，以及为新疆孩子捐款的慈善义拍。

张维炯副院长以热情的欢迎辞为晚会揭开了序幕。主持人 Jeffery Pi (MBA07) 和 Erika Toledo (Exchange 06) 登台，演出开始。张金镛 (MBA07) 率先表演了一曲肖邦的钢琴曲。在晚会中，晚会组织者 MBA07 的 Gloria Carreras 和 Marius Bluszczyk 一曲深情款款的“Unforgettable”（《难以忘怀》）令人陶醉；董璐 (MBA07) 的一曲黄梅戏带来了别样的感受；MBA 同学表演的别具异域风情的肚皮舞则将晚会掀起了小小的高潮。

晚会的另一大亮点是由“Curiosity”精品店老板 Valerie Touya (EMBA02) 组织和赞助的时装秀。在柳丽娜 (MBA07) 的协助下，Touya 编排了一场 20 分钟的时装表演，12 名 MBA 同学在 T 台上尽显风采，引得台下喝彩一片。

晚会的重头戏是慈善义拍。在拍卖师 Georg Jacobi (Exchange 06) 的带动下，共筹集到 14150 元。这笔款项将捐赠给“救助儿童会”，用于为新疆的孩子购买书籍和乐器。

The CEIBS Shanghai campus was overtaken on the evening of December 14 by hundreds of glamorous-looking women in Chinese-style qipao and dangerous-looking men in silk jackets and fedoras. The occasion was the school's second annual Shanghai Nights

Celebration. Following a Shanghai-in-the-1930s theme, the MBA classes of 2006 and 2007 organized a formal evening party including a runway fashion show, live musical performances, and a fund-raising auction for the Xinjiang-based charity Save the Children. Kicking off the evening's events was CEIBS Co-Dean and Vice President Zhang Weijiong, who welcomed the 300 plus students, alumni and faculty to Shanghai Nights 2007. Led by MCs Jeffery Pi (MBA07) and Erika Toledo (Exchange 06), the entertainment began with pianist Robert Zhang performing a piece by Chopin (MBA07). Other stellar performances included a heartfelt rendition of "Unforgettable" sung by Shanghai Nights organizer Gloria Carreras and Marius Bluszczyk, both of the MBA 2007 class, a Huangmei Chinese Opera performance by Dong Lu (MBA07), and a spirited belly-dancing exhibition enhanced by male backup dancers from the CEIBS MBA classes. Another highlight was the fashion show organized Valerie Touya (EMBA02), founder of Curiosity[®] fashion boutiques. With the help of Elle Liu (MBA07), Touya donated clothing and choreographed a 20-minute performance featuring a dozen female and male MBA students as models. The show left the crowd hoarse from cheering. The Shanghai Nights fundraising auction, lead by auctioneer Georg Jacobi (Exchange 06), raised RMB14,150 for the nonprofit Save the Children. The money will be used to buy books and musical instruments for children in Xinjiang Province. (See box for list of sponsors.)



Thank you to the following event sponsors



优异成绩：中欧国际工商学院 2007 年董事会会议回顾了学院在 2007 年中取得的成绩。
IMPRESSED: The CEIBS Board of Directors reviewed CEIBS' accomplishments in 2007 during their November 17 meeting in Brussels.

中欧国际工商学院 2007 年董事会会议在布鲁塞尔顺利召开

11 月 17 日，中欧国际工商学院 2007 年董事会会议在比利时布鲁塞尔顺利召开，会议由学院董事长、交通大学前校长谢绳武教授主持。在认真听取学院管理委员会成员——执行院长佩德罗·雷诺教授、院长朱晓明教授、教务长兼副院长郭理默教授和副院长兼中方教务长张维炯教授的汇报后，本届董事会对学院过去一年在课程质量、国际合作、品牌建设等方面所取得的办学成绩给予了充分的肯定，并勉励学院全体师生员工继续努力，在竞争日趋激烈的市场中进一步巩固领先地位，为推动中国的管理教育以及中国和欧盟的经济和文化交流做出更大的贡献。会议通过了 2006 年董事会会议纪要、2007 年董事会报告和 2008 年学院财务预算。2008 年董事会会议定于 2008 年 11 月 8 日，即学院成立十四周年之际，在上海召开。

CEIBS BOARD CONGRATULATES SCHOOL ON 2007 PROGRESS

At a November 17 meeting in Brussels, CEIBS Board of Directors congratulated the school's management on the impressive achievements made during 2007. After reports from four members of the school's Management Committee – Executive President Pedro Nueno, President Zhu Xiaoming, Dean and Vice President Rolf D. Cremer, and Vice President and Co-Dean Zhang Weijiong – the Board praised the achievements made in terms of the school's program quality, international cooperation and brand building.

The Board also encouraged faculty and staff to sustain their efforts in maintaining CEIBS' leading position in an increasingly competitive market, and to contribute more significantly to the development of China's management education as well as its economic

relations and cultural exchanges with the European Union.

The next Board of Directors meeting will take place in Shanghai on November 8, 2008, on the occasion of CEIBS' 14th anniversary.

朱晓明院长与张维炯副院长与驻英校友会会面并考察英国商学院

11 月 18 日至 24 日，中欧院长朱晓明教授和副院长张维炯教授赴英国考察了英国伦敦商学院和剑桥大学 Judge 商学院等五所著名大学和商学院，并在课程、基建、研究、筹资、学生管理、校友服务和国际合作等方面与同行分享了经验。

在考察中，朱院长和张副院长还和在英国工作、学习的中欧校友和同学进行了亲切座谈。朱晓明院长和张维炯副院长热情鼓励在英国交流的中欧同学们能够好好学习，学成后投身到上海创建国际金融中心的伟大工程中去；同时殷切希望在英国

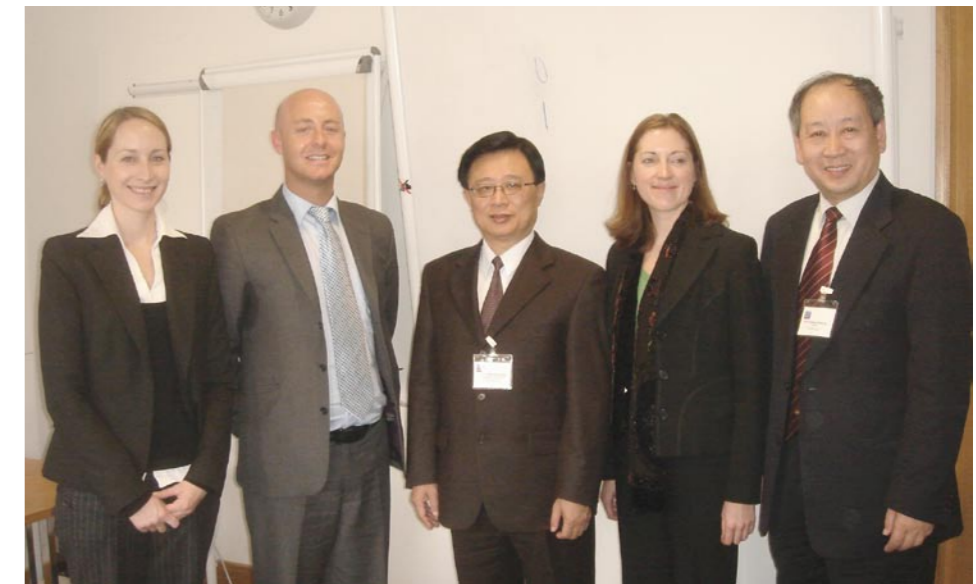
工作的中欧校友们积极发挥桥梁纽带作用，把伦敦创建国际金融中心的成功经验介绍给中国。

CEIBS LEADERS MEET ALUMNI AND STUDENTS IN BRITAIN

During a November visit to five of Britain's leading business schools, CEIBS President Zhu Xiaoming and Vice President Zhang Weijiong shared encouraging words with CEIBS alumni and students working or studying in the UK.

The CEIBS leaders encouraged their former and current students to work hard and devote themselves to helping to build Shanghai into an international financial center. They also urged the UK-based CEIBS alumni to help bridge the Chinese and British business communities.

During the November 18 to 24 visits to prestigious business schools including London Business School and the Judge School of Cambridge University, professors Zhu and Zhang exchanged with their British counterparts ideas on curriculum, infrastructure construction, research, funding, student management, alumni service and international cooperation.



英伦之行：中欧院长朱晓明教授（中）和副院长兼中方教务长张维炯教授（右）殷切希望在英国学习和工作的中欧学生和校友能够积极投身到中国和上海的建设中。
UK TOUR: CEIBS President Zhu Xiaoming (center) and Vice President Zhang Weijiong (at right) met with UK-based CEIBS alumni and students during their recent visit to top British business schools.

中欧 CEO 班学员董明珠跻身《福布斯》与《财富》杂志“全球最具影响力女性”榜单

国内空调界领军人物、中欧 CEO 班 2006 级学员、格力电器总裁董明珠女士在 2007 年 8 月和 11 月，先后当选《福布斯》“2007 年度全球最具影响力的 100 位女性”与《财富》“全球最具影响力的 50 位商界女性”。

《福布斯》杂志评选的衡量标准主要包括知名女性本身的影响力、对经济的影响以及媒体曝光度等。2007 年度共有 7 位中国女性当选，包括副主席吴仪（第 2）、中国人民银行副行长吴晓玲（第 18）等，董明珠在此榜单中排名第 93。《财富》杂志的评选，则依据该女性所领导的企业或部门在全球市场中的重要性、在公司掌控的权力、职业生涯轨迹及其对于文化和社



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中欧国际工商学院

国际视野的中国商学院

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

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影响力：中欧 CEO 班 2006 级学员、格力电器总裁董明珠获得两大国际著名媒体《福布斯》和《财富》认可。

POWERFUL LADY – Gree Electronic Appliances President Dong Mingzhu (CEIBS CEO Program 2006) was ranked 93rd on the *Forbes* 2007 list of the world's 100 Most Powerful Women.

会的影响。这是董明珠第二次上此榜单，排名第 48。

在董明珠的带领下，格力电器从昔日年产值不足 2000 万元的空调小厂，跃升至年产值 300 亿元的全球空调业翘楚。

为了推动更多的中国女性走向世界，发挥潜能，中欧国际工商学院特别推出了《女性领导力课程》。该课程通过总结成功女性的成长轨迹，对女性职业发展中的种种阻碍进行深入探讨，帮助广大中国女性更深入地了解自身潜能，找到职业发展的突破点。

DONG MINGZHU (CEIBS CEO 2006) WINS FORBES, FORTUNE RECOGNITION

CEIBS CEO 2006 Program participant Dong Mingzhu, the president of the world's largest manufacturer of air conditioners - Gree Electronic Appliances - last year won international recognition for her business acumen.

Last August, Dong was ranked 93rd on *Forbes'* list of the "100 Most Powerful Women." This was followed, three months later, by a 48th place listing on *Fortune's* list of the "50 Most Influential

Women of 2007."

The *Forbes* ranking was based on candidates' personal influence, influence on the economy, and media visibility. *Fortune* focused on the global market presence of candidates' organizations or divisions, their power within their organizations, career development, as well as cultural and societal influence. This is Dong's second time being ranked among *Fortune's* list of the world's leading businesswomen; she also made the list in 2006.

Under Dong's leadership, Gree's sales increased by 30 percent to almost US\$3 billion in 2006, as compared to the figures for 2005, a feat made even more remarkable because it was accomplished in the male dominated, highly competitive home appliance industry.

王石在中欧畅谈企业发展与社会责任

10 月 17 日，房地产业巨头万科集团董事长王石先生来到中欧国际工商学院，畅谈万科的成长道路，分享他的管理心得及其精彩纷呈的人生经历。

首先，王石用三句话言简意赅地介绍

了万科，即“中国城市住宅开发商、上市蓝筹股、受尊敬企业”，由此勾勒出一个成功企业的光辉形象。从一家深圳本土的小企业成长为一家业绩卓越的上市公司，20 年间的奋斗历程与艰辛打拼造就了万科的品牌价值。王石说，从一开始，万科就强调对人的尊重，对人文精神的弘扬。而且坚持不行贿，即使在不规范的市场环境下，也不能失去尊严。在如今房地产业突飞猛进的发展势头下，万科依然强调诚信守法，保持低调和忧患意识，着眼于长远发展。

撇开企业家的身份，王石亦作为极限运动爱好者为人所熟知。他热衷于登山、滑翔伞、滑雪等运动，并多次参与广告拍摄，这不仅仅只是他个人的爱好，也背后隐含着他的管理智慧。他说这实际上是他有意识地和管理团队的疏离，为的就是打破东方领袖式的管理方式，将企业导向规范化、透明化、制度化的现代企业。

一句话以概括之，就是王石所说的“能力有多大，责任就有多大”。相信万科在将来的道路上必将继续关怀社会、回报社会。

CHAIRMAN OF REAL ESTATE GIANT VANKE SPEAKS ON GROWTH AND CSR

Speaking at the CEIBS Executive Forum on October 17, China Vanke Co Chairman Wang Shi shared details from the company's 20 year history and its growth into one of China's largest real estate companies. He said the company has emphasized avoiding corruption, guaranteeing product quality, and respecting the stakeholders who have helped transform Vanke from a small company in Shenzhen into its current position as one of a blue chip listed developer of urban homes.

Wang described his business as "a respected company" where the emphasis is on obeying the law. Vanke, he said, prefers a low-key approach and remains aware of potential risks as it pursues its long-term development strategy. The company will continue to be committed to social responsibility as the company pursues even more growth and development, Wang said. "The bigger your skill, the bigger responsibility you need to shoulder," he added.

In an effort to ensure that the company run

smoothly when he is away, Wang has recently taken time off to climb Mount Everest, try his hand at hang-gliding, and appear in advertisements. His penchant for extreme sports and his now familiar face have boosted his popularity, as well as Vanke's. More importantly, his time away from the company has helped Vanke move away from the parent-led, Asian-style of management to operate in a more standardized and transparent way.

中欧举办首届年度私募股权基金投资论坛

中欧同学私募基金协会联合中欧陆家嘴国际金融研究院于 11 月 24 日晚在中欧上海校园举办了“首届年度私募股权基金投资论坛”，中国证监会研究中心主任祁斌，软银赛富亚洲基金创始合伙人阎炎，弘毅投资总裁赵令欢，第一财经“头脑风暴”主持人金岩石，中欧陆家嘴国际金融研究院副院长张春教授及中欧私募股权基金协会会长贾雪塘作了主题演讲。

本届论坛共分为四个议题，依次为：中国私募股权基金的政策、法规及监管问题；VC/PE 在中国投资机会、策略；私募股权基金发展的国际经验借鉴和私募股权基金国际发展的趋势。

各金融、投资行业的嘉宾在论坛上展



企业社会责任：万科集团董事长王石做客中欧高层管理论坛，谈论企业社会责任与企业成功的问题。

BROAD SHOULDERS: Vanke Chairman and famous adventurer Wang Shi says corporate social responsibility increases with success.



中国实践的国际商学院

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吴敬琏 教授 中欧国际工商学院宝钢经济学教席教授

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创业精神：民进中央常务副主席、上海市大学生科技创业基金会会长严隽琪（中）、朱晓明院长（左二）和张维炯副院长（右二）与参加“创业创新国际圆桌会议”的学员交流。

ENTREPRENEURSHIP & INNOVATION: CEIBS President Zhu Xiaoming (left) and Vice President Zhang Weijiong (right) in discussion with participants of the November 7 International Roundtable on Entrepreneurship and Innovation.

开了精彩的演讲和对话，从不同角度对中国私募股权基金行业所面临的局势变化及其发展方向、中国投资机会和中国企业成长等热点问题做了深入探讨。本届论坛为探讨中国私募股权基金提供了一个高端平台，受到了业内的广泛关注与支持。

CEIBS HOSTS FIRST ANNUAL PRIVATE EQUITY FUND FORUM

Co-organized by CEIBS Private Equity Association and CEIBS Lujiazui International Finance Research Center, the CEIBS First Annual Private Equity Fund Forum brought together a roster of China's most influential financial experts and government officials for a detailed discussion of the country's private equity market on November 24.

Following the fast development of its financial market, China has become the most important growth market for private equity. The Private Equity Fund Forum provide key finance industry

players with a timely, high-level platform for communication. During the forum, participants heard from keynote speakers including:

- Qi Bin, director, China Securities Regulatory Commission Research Center;
- Andy Yan, managing partner, SAIF;
- Zhao Linghuan, president, Hony Capital;
- Jin Yanshi, anchor, CBN's "Brainstorm" program;
- Chang Chun, ABN AMRO Chair Professor of Risk Management; deputy director, CEIBS Lujiazui International Finance Research Center; director, CEIBS' China Center for Financial Research
- Jia Xuetang, president, CEIBS Private Equity Association.

The four topics covered were: Policy, Regulation and Supervision of China's Private Equity; Investment Opportunities and Strategies in China for VC and PE; International Lessons from PE Fund Development; and Trends of International PE Funds.

中欧国际工商学院举办“创业创新国际圆桌会议”

2007年11月7日，中欧国际工商学院承办了上海大学生创业周系列活动之一——创业创新国际圆桌会议。此次圆桌会议旨在建立一个创新创业教育和研究的交流平台，分享创业的经验 and 体会，促进和推动上海及全国创新创业的发展。与会的中外专家学者、中欧校友、企业家和兄弟院校的师生一起就创业的意义、创业项目、政府及民间机构的支持等话题进行了热烈的探讨。民进中央常务副主席，上海市大学生科技创业基金会会长严隽琪出席论坛并发表讲话，中欧副院长张维炯教授出席开幕仪式并致欢迎辞。

为期半天的创业创新国际圆桌会议分为3个模块：国内实践，签约仪式和国际视野。在国内实践模块，中欧EMBA学员、广州真功夫餐饮连锁有限公司创始人、董事长蔡达标先生分享了他怎样将一家起源于南方小镇的餐馆发展成为如今中国中式

快餐第一名的历程。中欧校友，安徽易德人力资源管理有限公司总经理、2006CCTV《赢在中国》冠军宋文明先生在演讲中表示，“现在社会对创业的态度已经由宽容和理解逐渐转变为尊重与支持。”他将创业的困难归结为社会资本的缺乏。之后，中欧战略及创业学助理葛定昆教授结合两位创业成功者的经历和台下的创业起步者探讨，引起了热烈的反响。

CEIBS HOSTS INTERNATIONAL ROUNDTABLE ON ENTREPRENEURSHIP AND INNOVATION

The vast opportunities and complex challenges of entrepreneurship in China was the key topic addressed at CEIBS on November 7 during the International Roundtable on Entrepreneurship and Innovation. The half-day forum brought together five leading international experts in the field of entrepreneurship for an intensive discussion of the growth and development of entrepreneurship in China and worldwide.

Keynote speaker Cai Dabiao (CEIBS EMBA 2006) provided a lively start to the forum. As chairman of the board for Kungfu Catering Management Co., the nation's most successful Chinese fast-food restaurant chain, Cai provided insight into the difficulties of entering the highly

competitive restaurant field in his speech entitled "Where There's a Will, There's a Kungfu."

Entering the speaker's podium next was Song Wenming (CEIBS EMBA 2003), general manager of Anhui Yide Human Resources Management Co. and winner of CCTV's 2006 "Win in China" Competition for best entrepreneurial business model. Song explained that while entrepreneurship was regarded in China as a "last resort" method of making a living just one generation ago, today the situation has changed. This newly positive image is also triggering interest in Chinese start-ups among venture capitalists, he said.

2007 中欧“良师益友”项目启动

10月27日晚，2007年中欧“良师益友”项目正式启动。今年共有63位EMBA学员和校友担当导师，与130多位07级MBA同学结对建立良师益友关系，其中包括40名海外同学。

中欧的“良师益友”项目起始于2004年，旨在搭建一个平台，提供各种资源帮助在校的MBA学生多渠道地读“活”书，为今后毕业进入商界实战做好充分的准备，同时也加强与在校学生和校友之间的互助友情。良师益友项目已成为密切联系MBA学员和EMBA学员及校友的纽带，被同学们称为中欧MBA的四大拳头产品之一。

为了更好地搭建这个平台，良师益友项目小组提前给所有MBA同学做了项目介绍和指导；在启动典礼当天，还专门为EMBA学员和校友做了一个“如何作好导师”的培训。在启动仪式上，白诗莉教授和赖卫东副主任向与会导师们颁发了导师聘书。启动仪式之后的酒会上，导师和学生正式见面并亲切交谈，在轻松的氛围中，彼此开始有了初步的了解，2007年“良师益友”项目拉开了序幕。

CEIBS 2007 MENTORING PROGRAM KICKS OFF

More than 130 MBA students plus 60 mentors, mainly EMBA students and MBA alumni, attended the official launch of CEIBS 2007 Mentoring Program on the Shanghai Campus on October 27. The program lasts one full year, during which mentors work closely with mentees to provide guidance in setting and meeting professional goals, as well as forging close personal bonds.

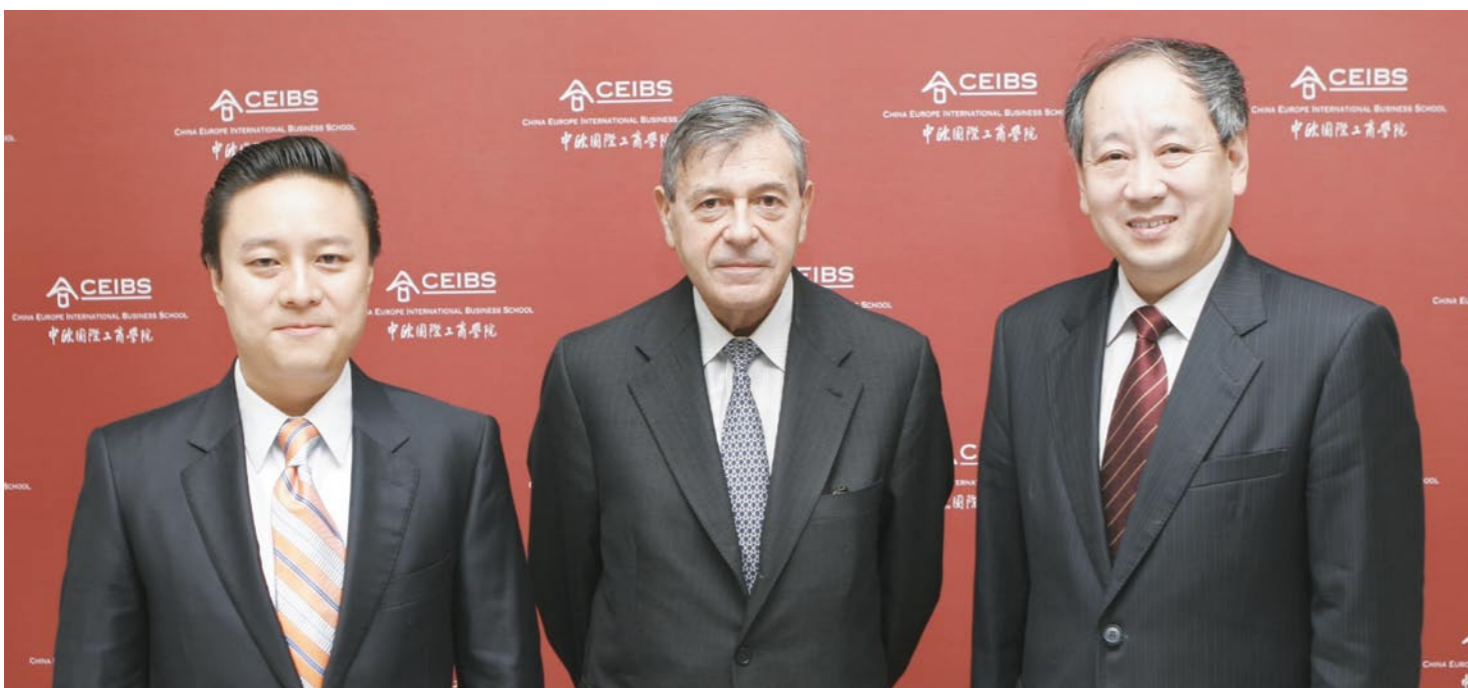
In preparing to launch this year's program, the CEIBS MBA Office organized a Mentor Coaching Session to prepare volunteer mentors for their new role. MBA Director (Operations) Yvonne Li briefed the incoming participants on the current MBA program, while EMBA Program Deputy Director Weldon Lai stressed the sig-

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中欧国际工商学院

商界精英的思想健身房

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

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创业教席：成为基金创始人兼合伙人 Eric Li（左）和佩德罗·雷诺执行院长（中）、张维炯副院长在中欧教席捐赠仪式上。
ENTREPRENEURIAL SPIRIT – Changwei Ventures founder and Managing Director Eric Li (left) with CEIBS Executive President Pedro Nueno and Vice President Zhang Weijiong at the November 1 launch of the school's new Entrepreneurship Chair.

nificance of the CEIBS Mentoring Program and shared tips on acting as a qualified mentor.

During the Open Ceremony, mentors were awarded with certificates of appreciation and were then introduced to their mentees. Participants then enjoyed their first networking exercises.

企业合作伙伴信息

CORPORATE PARTNERSHIPS

贝卡尔特为中欧捐赠窗膜

为响应中欧“绿色校园”的号召，中欧发展基金与物资捐赠基金赞助商——贝卡尔特公司(Bekaert)日前实施了一项“绿色”赞助计划。该公司向中欧捐赠一批建筑隔热窗膜，以帮助中欧上海校园减少10%的总能耗。

据了解，中欧上海校园的能耗主要来自冬夏两季的空调用电。但由于中欧的玻璃门窗隔热功能较差，因此在夏季和冬季成为最主要的热量进入和损失处，造成了大量的能耗浪费。

根据这一情况，贝卡尔特向中欧捐赠了一批视景 Sterling60 高透光高隔热窗膜



产品，以覆盖上海校园总面积达3000平米的全部玻璃门窗。该产品可通过光热分离技术，在保证太阳光线充足照射的前提下，有效阻隔超过50%的总太阳热能。贝卡尔特预计，玻璃门窗贴膜后，平均每平米可省能耗173千瓦时/年。

该工程已于2007年年末开始实施。据估算，这项价值约为60多万元人民币的捐赠将帮助中欧每年节省能耗约519,000千瓦时，折合40多万元人民币，占中欧目前总能耗的10%。

GREEN CAMPUS CAMPAIGN CONTINUES, ATTRACTS ENERGY EFFICIENCY IMPROVEMENTS FROM BEKAERT

The Green Campus Campaign initiated by CEIBS MBA students, under the guidance of CEIBS Dean and Vice President Rolf D. Cremer, has succeeded in attracting a generous donation of energy effi-

ciency improvements for the Shanghai campus contributed by Bekaert.

Bekaert, the Belgian supplier of coatings, advanced materials and metals transformation, has agreed to install, free of charge, RMB600,000-worth of energy-saving window films to enhance more than 3000-square meters of glass windows and doors throughout the campus.

At present, most of CEIBS' energy consumption is used to heat its buildings during winter and cool them during summer. The campus' famously striking Suzhou-style buildings, designed by famed Chinese architect IM Pei, were not built with energy efficiency in mind. As a result, many of hundreds of windows and doors were installed without safeguarding against energy loss.

After the window filming project is completed, Bekaert experts say CEIBS will be able to reduce its energy consumption by at least 10 per-

cent, cutting energy usage by 519,000 kilowatts per year. Stay tuned for further reporting on this project and its results.

Students or alumni interested in supporting the Green Campus Campaign, please contact greencampus@ceibs.edu

成为基金向中欧国际工商学院捐赠教席

2007年11月1日上午，成为基金向中欧国际工商学院捐赠教席的签字仪式在中欧上海校园举行。中欧副院长兼中方教务长张维炯教授、成为基金创始人兼合伙人 Eric Li 先生代表双方在捐赠协议上签字。

中欧执行院长佩德罗·雷诺教授担任成为教席教授。成为基金将向中欧国际工商学院捐赠一千万人民币。依据协议，成为教席将致力于创业企业及创业企业家的研究。

成为基金成立于2000年，总部设在上海，是合伙人结构的投资基金，也是中国较早立足于支持创业者和企业家，并帮助他们实现企业价值的实业投资基金。

Eric Li 先生表示，中欧国际工商学院见证了中国的经济腾飞，是孕育创业企业家的摇篮。与中欧携手将有助于促进资本、商业，及知识间的互动，整合投资基金、创业企业和研究机构一起合作共赢。“金融资本不是寻租的工具，而是参与企业家财富创造过程的桥梁。我们非常重视投资企业的专业管理团队的能力和凝聚力，中欧的教研成果将帮助创业企业打造富于创业内在动力同时具备职业素质的管理团队”，Eric Li 说。

CEIBS, CHENGWEI VENTURES

ESTABLISH ENTREPRENEURSHIP CHAIR

CEIBS established a new Entrepreneurship Chair position on November 1, in partnership with Chengwei Ventures. During the signing ceremony at the Shanghai campus, Chengwei Ventures founder and Managing Director Eric X. Li said the new partnership with CEIBS marks the start of a "long-term focus" in which the two sides will collaborate on a range of activities supporting the school's efforts to cultivate entrepreneurship in China. Li expressed confidence in CEIBS as a fertile ground for enhanc-



绝不妥协：艾默生荣誉董事长 Charles Knight 为中欧 MBA 学生签名赠书。
NO COMPROMISE – Charles F. Knight, Emerson Chairman Emeritus, signs a copy of his new book “Performance without Compromise - How Emerson Consistently Achieves Winning Results” for a CEIBS MBA student during his November 30 on-campus address.

ing entrepreneurial skills among the next generation of Chinese business leaders.

The Entrepreneurship Chair professor will be CEIBS Executive President Pedro Nueno, a professor of Entrepreneurship and a co-founder of CEIBS. As Chair, Prof. Nueno will promote research, create advanced teaching materials, develop case studies and organize seminars and workshops focused on the field of entrepreneurship.

At the launch event, Li said he is proud to be associated with CEIBS, which he considers one of the most successful entrepreneurial projects he has witnessed in the past decade.

艾默生荣誉董事长分享持续成功之道

11月30日艾默生荣誉董事长 Charles Knight 先生携新书《艾默生管理——50年持续制胜之道》(Performance without Compromise- How Emerson Consistently Achieves Winning Results) 前来中欧出席签名赠书和演讲活动。

中欧副教务长白诗莉教授在介绍

Knight 先生时说：“在我们现在的时代，CEO 通常干不长，但是 Knight 先生居然在艾默生做了27年CEO，实在令人佩服”。在 Knight 担任 CEO 期间，艾默生的年销售额增长了16倍，达到150多亿美元；而净利润增长18倍，超过14亿美元。今天艾默生的管理流程成为了业界的标杆，成为企业、管理咨询公司和商学院研究学习的经典模式。

Knight 的整个演讲就是一次关于领导力、管理和竞争力的充满真知灼见的课程，可以应用于任何公司或行业。Knight 将艾默生的管理流程拆分成几个关键步骤，并且从各个角度讲述了核心步骤如何帮助艾默生应对重大的挑战。他还重点讲解了艾默生在成长、并购、海外发展的做法。在短短的一个小时中，Knight 向听众提供了一个全方位的视角了解他如何成功领导艾默生。

EMERSON CHAIRMAN EMERITUS SPEAKS ON “PERFORMANCE WITHOUT COMPROMISE”

As guest speaker at a November 30 CEIBS Executive



创新创造：道康宁亚洲市场部总监 Jean-Paul Mollie 与中欧 MBA 学生分享道康宁的独特创新之道。 INNOVATE! CREATE! – Dow Corning Asia Commercial Director Jean-Paul Mollie shared with CEIBS MBA students his strategies successful marketing and professional development.

Forum, Charles F. Knight, Emerson Chairman Emeritus, served up a practical “lesson” on management process to a fully packed room of MBAs.

With a CV that boasts almost three decades as Emerson CEO, Knight was able to share his real life experiences with the group. During Knight's tenure as CEO, Emerson's sales rose more than 16-fold to over US\$15 billion, while net earnings increased 18-fold to more than US\$1.4 billion. Today, the Emerson management process is benchmarked by corporations, management consultants and business schools seeking best-practice models.

During his one-hour address at the executive forum, Knight provided an overall perspective on how he successfully led the company. He gave insightful lessons on leadership, management, and competitiveness which can be applied in any company or industry. He broke down the key components of the Emerson management process in detail and showed how this core procedure enables Emerson to address and overcome major challenges, ranging from technological discontinuities to intense global competition. He also discussed the specific issues of growth, acquisitions and global expansion.

创新与创造：市场营销职业的成功之道 ——道康宁高层做客中欧 MBA 职业讲坛

道康宁亚洲市场部总监 Jean-Paul

Mollie 先生 10 月 10 日做客中欧国际工商学院，与 MBA 学生分享了他在多年的市场工作中的创新经验，以及市场经理人的成功关键。

谈及道康宁独特的双品牌战略，Jean-Paul 分别从财务、货物交付以及售后等产品价值链介绍了 10 种创新之道，以及市场战略如何应用其中。分析了创新型企业市场战略的功能和特点后，Jean-Paul 进一步分析做一个成功优秀的市场专业人员的要素。他把职业的发展归纳为四个阶段：学习阶段、应用阶段、影响他人阶段以及远见规划阶段。他还提供了简单工具帮助同学们更好地认识“自我”。

在回答同学们提到关于如何从漫长的“学习”阶段发展到“远见规划”阶段的问题时，Jean-Paul 说道康宁建立了一套创新的激励体制来帮助市场人员的个人发展。他还指出，尽管如此，个人对其职业的激情和内在动力对于职业发展更具有持久推动力。

DOW CORNING SENIOR EXECUTIVE SHARES THE POWER OF INNOVATION AND CREATIVITY

Speaking to CEIBS MBA students on October 10, Dow Corning Asia Commercial Director Jean-Paul Mollie emphasized the importance of innovation and creativity in becoming a successful marketing professional.

Sharing Dow Corning's “dual brand” marketing strategy, Mollie introduced 10 ways of being innovative – from finance to delivery to the after sales period – and stressed that marketing strategy must be applied at each stage of the product value chain. Following an overview of the functions and characteristics of a marketing strategy in innovative companies, Mollie then discussed “how to be a successful professional.” He detailed four stages of a marketing professional's career development – acquiring, applying, leveraging and visioning – then shared advice to help students find the best possible position for themselves.

In the Q&A session, Mollie shared details of Dow Corning's incentive mechanisms, but

stressed that instilling passion for the profession and cultivating self-motivation are more effective in retaining key staff than external incentives.

德国主流财经媒体访问中欧

2007 年 11 月 22 日，德国主流财经媒体代表团访问了中欧国际工商学院。代表团成员包括德国最受尊敬的六家财经媒体的高层人员：Martin Schmuck, Zweites Deutsches Fernsehen 总编辑；Franz Sommerfeld, Kölner Stadtanzeiger 总编辑；Friedrich Roeingh, Westdeutsche Zeitung 总编辑；Richard Kiessler 博士, NRZ 总编辑；Jost Springensguth, Koelnische Rundschau 总编辑；Ulrich Reitz, WAZ 总编辑。作为亚洲顶尖的商学院，中欧是这些媒体代表了解中国的重要一站。

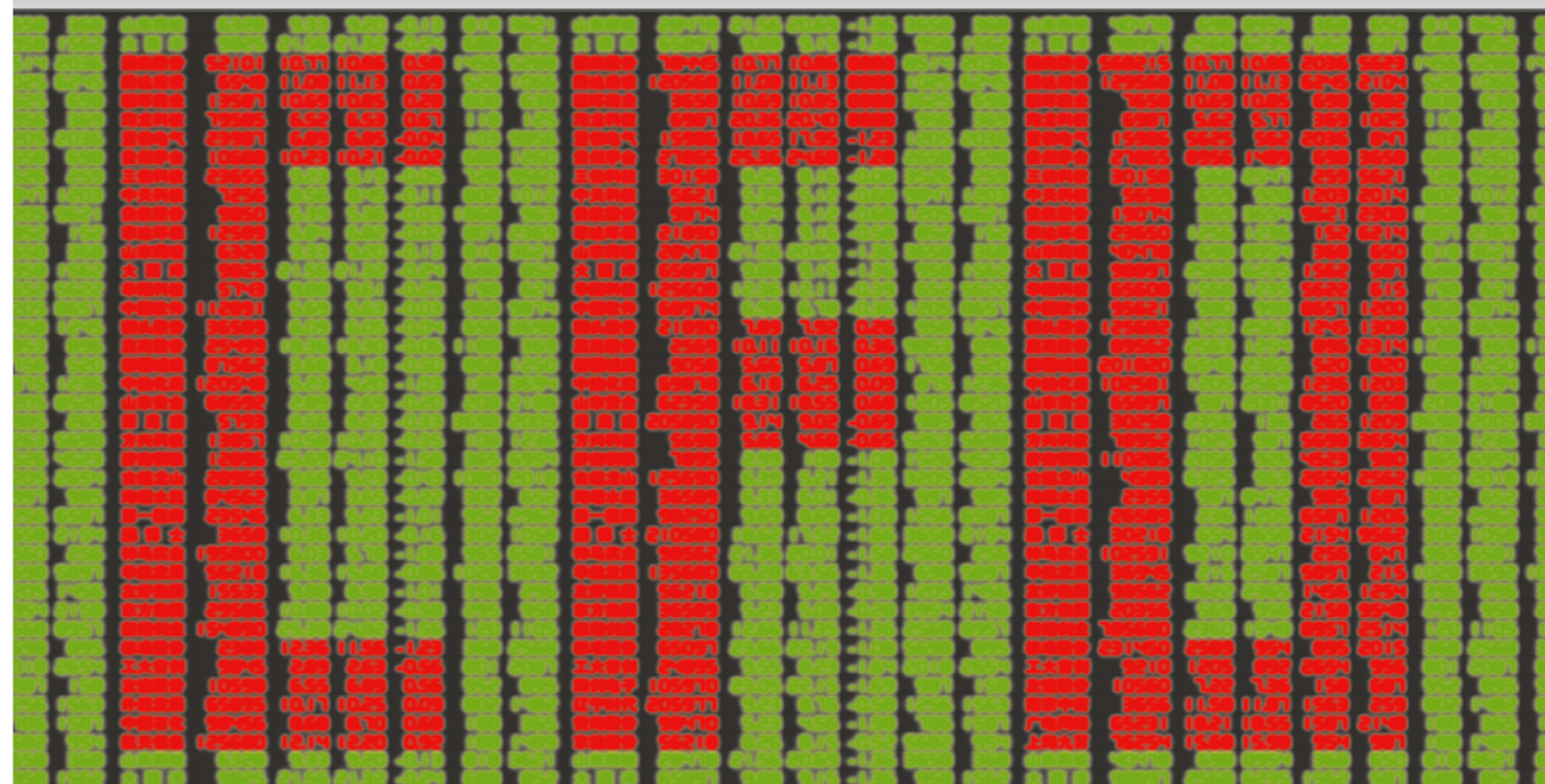
中欧国际工商学院教务长兼副院长郭理默教授带领媒体代表团参观了校园，并发表了有关中国经济的演讲。渣打银行高级经济学家王志浩 (Stephen Green) 也就中国的宏观经济问题作了演讲。

该媒体代表团由德国拜耳公司邀请，拜耳企业传媒总监 Heiner Springer 先生和高级副总裁兼媒体关系与合作事务负责人 Micheal Schade 先生等部分公司高层管理人员也参加了此次活动。

拜耳是中欧国际工商学院的长期赞助伙伴。在 2006 年，拜耳赞助了中欧的市场战略教席，该公司也是中欧医疗保健政策及管理中心的赞助伙伴。

CEIBS HOSTS TOP GERMAN BUSINESS MEDIA AT BAYER-SPONSORED CHINA BRIEFING

CEIBS hosted a delegation from Germany's best respected business media for a customized China briefing at the Shanghai campus on November 22. Editors-in-chief from six of Germany's most famous media groups attended the event: Martin Schmuck of ZDF Regional Bureau at Duesseldorf; Franz Sommerfeld of Kölner Stadtanzeiger; Friedrich Roeingh of Westdeutsche Zeitung; Dr. Richard Kiessler of NRZ; Jost Springensguth of Koelnische Rundschau; and Ulrich Reitz of WAZ.



聚焦企业价值导向，CFO 如何为公司增值？

CFO 课程 2008 年 6 月 (模块制)，上海

CFO 课程主要针对

CEO 的合作伙伴——CFO、财务总监或为企业最高决策者承担类似职责的高层财务经理而设置。课程要求学员在该领域拥有至少 8 年的中高层管理经验。同时此课程也有助于董事会成员加强财务知识，提升战略决策能力。

CFO 课程由五大核心模块组成

- 模块一：把握宏观经济环境与运筹方略
- 模块二：培养 CFO 敏锐的分析与信息沟通能力
- 模块三：实施有效的成本控制与业绩评估
- 模块四：以价值创造引领企业增长
- 模块五：加强 CFO 的卓越领导力

详情请洽：

上海：021-28905187(章小姐) 北京：010-82862890(管小姐) 深圳：0755-26935750(黄小姐) 中欧同时提供为公司量身定制的公司特设课程，详情请查询网站 www.ceibs.edu/csp



中国内地唯一获得国际工商教育权威机构 EQUIS 认证的商学院
The only school in mainland China with EQUIS accreditation

CFO 课程致力于帮助学员

- 突破传统思维模式，开拓战略视野
- 优化财务分析与规划能力
- 聚焦价值导向管理，成为企业的价值创造者
- 帮助企业在公众中，尤其在投资者与股东中建立并保持良好的信誉
- 优化配置资源，实现财务业绩最大化
- 协助设计合理的绩效评估体系，推动战略实施

“信息化时代，作为一名中国企业的 CFO，如果你想提升自己，从优秀到卓越，从中国到全球化的能力，请选择中欧 CFO 课程。”

谭丽霞
财务总监
海尔集团公司



www.ceibs.edu

After a campus tour led by CEIBS Vice President and Dean Rolf D. Cremer, the delegation attended a series of China-related presentations. Dean Cremer first spoke on the impact of the re-emergence of China as a world power. Dr. Stephen Green, senior economist at Standard Chartered Bank (China) then delivered a speech on key attributes of the Chinese economy today.

Among the Bayer officials present were Executive Vice President and Head of Communications Heiner Springer, and Senior Vice President, Head of Corporate Policy and Media Relations Michael Schade. Bayer is a long-term sponsor of CEIBS and is a Research Fund Partner. The company has sponsored the school's Bayer Chair in Strategy and Marketing Since 2006.

中欧与浙大管理学院成立国际创业研究中心

2007年11月7日，中欧国际工商学

院和浙江大学管理学院在中欧国际工商学院宣布合作成立国际创业研究中心。该中心由西班牙坎塔布利亚政府和西班牙对外贸易促进委员会提供大力支持。

随着中国本土企业和国内外中小型企业的发展，研究国内外创业和管理动态、战略和行为成为一个重要课题。这也是国际创业研究中心成立的目的。中心会组织来自国内外学术界和企业界的权威人士，开展一系列创业研讨会和案例开发。两校还将共同安排博士生参加联合研究项目，以更好服务于两校的师资培养和开发。

该中心得到了西班牙坎塔布利亚政府和西班牙对外贸易促进委员会的支持，并由一个指导委员会进行管理。该委员会成员包括中欧和浙江大学管理学院教务长，以及一个由国内外企业家代表组成的咨询委员会。

CEIBS, ZHEJIANG UNIVERSITY

SCHOOL OF MANAGEMENT LAUNCH JOINT RESEARCH CENTER FOR INTERNATIONAL ENTREPRENEURSHIP

CEIBS formally established a Research Center for International Entrepreneurship on November 7, in partnership with Zhejiang University School of Management in Hangzhou. The new center was launched with support from the Government of Cantabria (Spain) and ICEX.

The Center will conduct research for small and medium-sized enterprises in China and across the globe in order to help SMEs to better understand the challenges facing them and to develop and share successful business strategies.

The Center will focus on case development, will host a series of seminars featuring academics and practitioners from China and worldwide, and will supervise doctoral students conducting joint research projects. These efforts will train and develop faculty at both CEIBS and Zhejiang University.



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For more information on CHINA EXPATRIATE PROGRAMME at CEIBS, please visit us at www.ceibs.edu/execed/cep or contact Mr. Gordon Gao on (T) 86 21 28905185, (M) 86 13601642143, or e-mail at ggordon@ceibs.edu



The only school in mainland China with EQUIS accreditation

"This course gives, in a very efficient way, astute insights into various aspects of doing business in China."

Anders Brostrom
President, Akzo Nobel China BV Shanghai Rep. Office

"I can highly recommend China Expatriate Programme. It has given me a much better understanding of the cultural background of numerous experiences I already had made in China when I participated in the programme. In result the training has helped me to re-think and to improve my approaches of doing business in China."

Carsten Oehler
Partner, Risk Advisory Services, KPMG Huazhen

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL
www.ceibs.edu



第二届外资银行高峰论坛

中国市场的制胜之道

和讯网继2006年成功举办主题为“国际私人银行与财富管理”的首届外资银行高峰论坛之后，将联合上海市银行同业公会再次举办第二届外资银行高峰论坛。本届论坛的主题为“中国市场的制胜之道”，我们将通过中外资银行的高端对话，探讨中国银行业开放一周年后外资银行在中国所面临的结构转型与应对之策，展望中国银行业未来的新局面。

08 2月22日

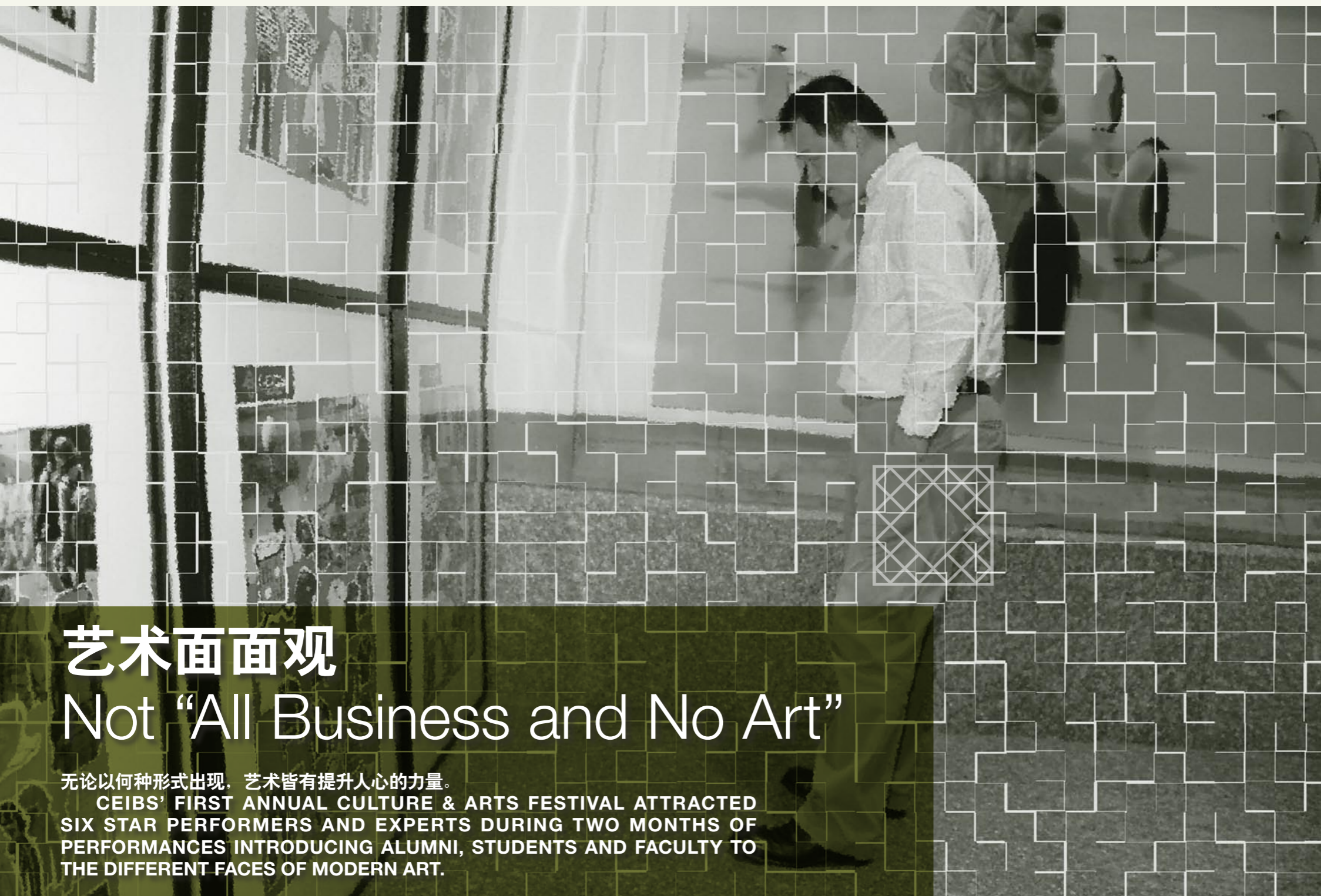
时间：2008年2月22日

地点：上海浦东香格里拉大酒店

主办单位： 

联系人：徐宁先生 / 电话：021-52895358 / 传真：021-52895828 / Email: xuning@staff.hexun.com

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艺术面面观 Not "All Business and No Art"

无论以何种形式出现，艺术皆有提升人心的力量。

CEIBS' FIRST ANNUAL CULTURE & ARTS FESTIVAL ATTRACTED SIX STAR PERFORMERS AND EXPERTS DURING TWO MONTHS OF PERFORMANCES INTRODUCING ALUMNI, STUDENTS AND FACULTY TO THE DIFFERENT FACES OF MODERN ART.

文/吴冯淑

有人说“没有艺术的人生是不完美的人生”。艺术是真情实感的表露？是平凡生活的升华？是美？是真？……什么是艺术？也许没有确切的定义。但可以肯定的是艺术都有提升心灵的效力。我们说艺术能够“洗涤心灵”，无论是天籁般纯净的人声合唱、以情感作为动力的现代舞、对人和世界进行反思的现代派画作，还是通过对人生的积累对生活进行提炼的文学作品……艺术确实让我们更美、更真、更高。

By Audrey Wu

“Life without art is imperfect”. So the saying goes. But while we all know that art makes our lives richer, fuller, and more interesting, it is often overlooked. For those of us working 70 hours a week in China's go-go business environment, who has time to take in a new painting exhibition, classical music concert, or modern dance performances?

To give CEIBS alumni easy access to some of China's finest artists and performers, the school organized a series of performances and talks from August 31 to October 20. The CEIBS EMBA First Annual Culture & Arts Festival, held at the Shanghai campus, invited artists from across a broad spectrum of genres to share their insights into the present and future of art in China, from modern dance to literature, painting to pop music.

Featured artists included the popular Taiwan-based a cappella group O-Kai Singers, internationally renowned modern dancer/choreographer Jin Xing, China Writers' Association President Tie Ning, “Godfather of Chinese Pop Music” singer/songwriter Luo Dayou, and Tunghai University Creative and Arts College Dean Ni Zaiqin.

To follow are highlights of the festival.

WORLD'S MOST BEAUTIFUL MUSIC

What instrument makes the most beautiful music in the world? Is it the piano, violin, saxophone or a full symphony orchestra? Surprisingly, the instrument known as the world's “first musical instrument” and widely considered most versatile and moving is the human voice. A capella singing (singing without musical accompaniment) can produce a richness of expression and a purity of emotion that is hard to imagine unless you hear it for yourself.

Bringing the CEIBS campus a taste of world-class a cappella, the O-Kai Singers opened the

这么多的艺术形式您可能并不都能欣赏，但请不必着急，中欧 EMBA 首届文化艺术节邀请了各艺术形式的大家前来讲解。从8月31日至10月20日，在将近两个月的时间里，台湾人声重唱合唱团 OKAI（欧开）合唱团、现代舞艺术家金星、中国作协主席铁凝、台湾东海大学文学院院长倪再沁、“国语歌坛音乐教父”罗大佑陆续走进中欧，带领中欧的师生员工们迈入艺术的殿堂，在不同的艺术形态中，感受艺术给心灵带来的冲击。

世界上最美的音乐

世界上最美的音乐是什么？是钢琴、小提琴演奏的乐声？是雄壮的交响乐，还是静谧的小夜曲？您可能猜不到，最美的音乐是无伴奏的人声合唱。人声被称为是“第一乐器”。若非亲耳所闻，其丰富的表现力和天然纯粹的感受令人难以想象。

来自宝岛台湾的欧开合唱团组建于2004年，曾屡获台湾重唱大赛冠军，以及著名的国际 A Cappella 大赛季军（2005年）等国际奖项，并频频受邀在音乐之都维也纳等地演出。国际古典大师 Dr. Günther Theuring 这样称赞欧开：“即使在维也纳的职业合唱团也很少听到像他们这样的和声”。

欧开的演唱清新、纯粹、自然，不含杂质，有如山中空气，林间清泉，是绝美的听觉享受。女高

音的演唱亮丽而富有穿透力，各声部的演唱层次分明，而又相互烘托，完美融合，和谐而又美妙。除此之外，他们还能逼真地模仿不同的乐器进行伴奏。欧开的歌曲演绎充满了律动和丰富的变幻。其歌声有一种带人脱离尘世喧嚣的力量。

8月31日，欧开合唱团在中欧演绎了20多首中外歌曲，有轻快的爵士名曲、庄严的福音歌曲、清新的台湾民谣，还有耳熟能详的流行经典等。听众在他们歌声的包围中，体会不同的真挚情感。

人人皆为舞者

“最好的舞蹈演员，应该是在28到38岁之间”，说这话的是现代舞艺术家金星。

现代舞的理念认为，舞蹈并不仅仅是关于技巧和美感。现代舞的诞生是为了挣脱古典芭蕾舞清规戒律的束缚，解放舞者的身体和思想。每个现代舞者在舞台上都应该是一个有血有肉独立的“人”，而不是舞台上的“道具”或是歌舞晚会上陪衬的“花边”。金星认为，舞者不应该按照导演和编舞机械地表现，而是应该听从自己的情感和灵魂的呼唤。对于现代舞来说，舞蹈者的生活阅历和情感成熟度决定着一个舞者对作品表现的力度。正因为如此，金星认为“人人皆为舞者”。

金星本人正如一朵越开越美的花，一瓶愈陈愈香的酒。成熟的情感与心态，令她对人物的表现拿捏得真实、细腻、感人。无论是表现恋人难舍难分的“502”，表现期待变化的女性的“红酒”，表现繁漪复杂心理的“海上探戈”，表现穿越时空的女性梦想的“中国制造游园惊梦”，金星以其独特的感悟力和创造力，充分挖掘舞蹈的表现力，展现着真实的情感与人生。她说：“与其说我是怎么搞创造，其实整个作品记录的过程就是我成熟的过程。”

对于很多人觉得现代舞抽象难懂，金星认为现代舞不是用来“懂”的，而是用来感受的。“（现代舞）就是一个态度，一个表达方式。你完全可以张开你想象的翅膀，对艺术家所呈现的东西进行感受……可能我的一个舞蹈，1000个观众有1000个想法，都是正常的”。观看现代舞，就是一场情感的交流和体会。

阅读的重与轻

在信息爆炸，暴走般快速阅读，读屏多于读书

Cultural & Arts Festival with their August 31 performance. This Taiwan-based singing troupe, formed in 2004, has won Taiwan's annual a cappella competition repeatedly since then, and collected a silver medal in the 2005 "Ward Swingle Award" in Graz, Austria. Classical conductor and tenor Günther Theuring, describes the O-Kai Singers in this way: "Their voices are so special – such talent is rarely found even in Vienna." In 2007, the group was nominated as the "International a cappella ambassador" for the Taiwan Choral Music Center.

During their breathtaking performance at CEIBS, the audience was particularly taken with the bright, penetrating vocal talents of the troupe's soprano singer, and with the group's uncanny talent for imitating musical instruments as accompaniment. During the concert, the troupe showed their full range of talent by performing more than 20 songs across a repertoire including fast-paced jazz and solemn gospel, lively Taiwanese folk songs and classical music. All those present at the concert experienced the singers' power to transport audiences away from the hassles of modern life.

EVERYONE CAN DANCE

"Modern dance is much more than the mastery of technique in order to create aesthetically pleasing expressions: Instead, this performing art allows dancers – and audiences – to wriggle free of the strict rules of classical ballet, resulting in the liberation of a dancer's body and thought."

So explained choreographer Jin Xing, a former army colonel who is now one of China's best known dance experts, at her intimate talk during the festival. Jin has been described by U.S. reviewers as being gifted with "a thrilling and sensual dance vocabulary." During her talk at CEIBS, she explained that each modern dancer should perform as an independent person – made of flesh and blood – instead of performing as merely a "prop" or "decora-



tion." She also stressed that individual dancers should not perform mechanically, under the guidance of a director, but should listen to their own emotions and follow their soul.

Jin looks for "life experience and maturity" in her dancers, in order to deliver the necessary expressiveness of modern dance. Based on this principle, Jin Xing told audiences that the best age for a dancer is between 28 and 38 years of age, and stressed that, with the principles of self expression and pure emotions in mind, "everyone can dance."

With those principles in mind, Jin showed the CEIBS audience videos of four of the best known dances of the Jinxing Dancing Troupe. The first, *502*, named after a famous super-glue sold in China, tells the story of a couple who fall deeply in love and cannot live apart; the second, *Red Wine* expresses a woman's need for variety in her life; and the third, *Sea Tango*, depicts a love triangle adapted from the famous 1930s Chinese play *Thunderstorm*. Finally, *Chinese Dream in the Park* depicts a woman protagonist who sets her emotions and creative spirit into motion. Through these works, Jin explained that choreography is an integral part of her personal and professional growth and development. "It is a kind of growth process for me, rather than a dance creation," she told CEIBS alumni and students. She concluded by urging audiences not to try to understand modern dance, but to "feel"

台湾纯人声合唱团欧开用最原初质朴的音乐形式带来了脱离尘世喧嚣的纯净享受。

A CAPELLA – Taiwan-based group O-Kai Singers did not need musical instruments to make beautiful music during the CEIBS EMBA 1st Annual Culture & Arts Festival.

金星在舞蹈作品《红酒》中表现了女性渴望变化的心理。身着红色裙装的男子象征让人熏醉的红酒。Choreographer Jin Xing, who also spoke at the festival, performs in her work *Red Wine*.



“
一个民族对于阅读的亲近程度，决定了这个民族整体素质的高低。
”

的今天，静下心来进行阅读几乎成为一种奢侈。但是在任何一个时代，阅读都不失其重量。“人们在获得大面积的信息的时候，也可能会有失重感。我觉得阅读是有重量的文化活动。在不同的时代，阅读在人的生命中表现出不同的重量”，中国作协主席铁凝说。在中欧 EMBA 文化艺术节 9 月 17 日的活动中，铁凝特别谈到了阅读的重量。

铁凝从自己的阅读经历出发，把阅读的重量分为三个方面。

“真正的光明并不是没有黑暗的时刻，只是永远不被黑暗所遮蔽罢了。真正的英雄并不是没有卑下的情操，只是从来不被卑下的情操所折服罢了”，《约翰克里斯多夫》中的一句话让 70 年代的铁凝受到了深深的震撼，在个人渺小，否定自我的时代背景下，这句话有着肯定人心的力量。在文化被限制的时代，阅读尤其给心灵带来巨大的冲击。“这样的阅读，确实带来一种重量，这种重量打击你，可是这种打击是甜蜜的，又非常的酣畅。”

第二种阅读出现在 80 年代，中国出现了群体性的阅读大潮，久受压抑的中国有如打开了一道闸门，阅读的渴望奔泻而出。铁凝说：“一个民族对于阅读的亲近程度，决定了这个民族整体素质的高低。”此

时的阅读从 70 年代的自发变成了有计划，有预期的阅读。“80 年代的阅读是光明正大的，80 年代阅读常给你的重量，不是沉闷的打击，而是有着非常嘹亮的音色。”

阅读第三方面的重量其实可以说是表现在阅读的“轻”或“无用”的方面。在经济快速发展的当代，人们往往以功利的心态对待阅读。什么是阅读之轻呢？在铁凝看来，“我所说的轻，就是没有什么立刻的功用，（但）这个阅读的无用的那面，也许才是真正意义上的阅读心境上的解放。”这样的阅读，会让人“放松和不设防”，“没有精神负担”，让人享受纯粹的阅读的愉悦。除此之外，这种放松地吸纳，能增进读者文化的积累，促进不同领域的人群之间的沟通与交流。同时，它还能增强对他人的理解和欣赏其他事物的能力。铁凝认为，这样的阅读带给人的好处“可能是更多于那种直奔主题式的阅读，它对你灵魂的影响，对世界的看法，对他人的欣赏都有潜移默化的影响。”

艺术是时代的产物

现代艺术以其抽象和极简的风格，让人难以理解。来自台湾东海大学的倪再沁教授于 10 月 19 日再度来到中欧，介绍和分析了现代艺术的发展和特征，及其与后现代艺术之间的差异，加深了听众们对现代与后现代艺术的理解。

“艺术是时代的产物，艺术可以见证时代”，倪教授指出。现代主义从肯定人的自我而来。在欧洲，艺术原先只为皇族和宗教服务，文艺复兴是人的地位提升的转折点。这一点也同样体现在了艺术的表现内容上，无论是达芬奇的平凡少妇蒙娜丽莎，还是罗丹忧郁的沉思者，无不开始表现出凡人的喜怒哀乐。文艺复兴肯定自我的乐观情绪，延续到了初期的现代艺术，无论是雷诺阿欢快的舞女，还是莫奈宁静的睡莲。但同时，现代艺术也萌发了对人性的自我批判和解剖，这可能和进入 20 世纪后的动荡和不安有关。这种焦虑既体现在梵高旋转眩目的手笔

the performances, experiencing the attitudes and expressions. “You can open your imagination completely, and feel what the artist presents,” she said. “For my dances, 1000 audience members will have 1000 different viewpoints – but that is normal”.

IMPORTANCE OF READING

Living, as we do, in the midst of a global information explosion has made reading a book – and devoting one’s full attention, heart and mind – an extravagant luxury. However, despite having become a rarity, reading remains an extremely important and effective means of gaining knowledge. These were the key points made by China Writers’ Association President Tie Ning, at her September 16 presentation to CEIBS.

In her lecture, Tie divided reading mindsets into three categories that have evolved in China due to events of recent history. First, she described “influential reading,” in which the books or works have a significant impact on the thinking of an individual or a whole society. Pointing to herself as an example, she told how the heroic story *Jean Christophe*, by famed French author Romain Rolland, taught her an important lesson as a young woman. The tale of a flawed but ultimately good and noble hero taught her to value the good in herself and others, rather than focusing on the inevitable weak points in any individual. This message strengthened her sense of self-worth, which had been diminished during the Cultural Revolution. “Such reading is weighty, it carries a force that really affects you. But it is a sweet and rewarding kind of burden,” she says.

A second kind of reading mode emerged in China in the 1980s, when the country opened its gates to the world after four decades of isolation. At the time, hunger for the written word spread throughout the nation, and reading changed from being an unpopular (and even dangerous) pastime to a welcomed activity that people could schedule into their free time. “In 1980s, reading



became open and above-board – people began to think highly of reading again rather than devaluing or discouraging it.”

Today, a third and negative type of reading has emerged. Influenced by rapid economic development, Chinese have come to over-emphasize the financial or economic value of reading.

Ideally, Tie says the goal of reading should be not to learn to make more money but to enrich yourself and “liberate your heart.” This type of reading, she says, allows people to relax and experience the pure joy of reading itself. It also inspires people to gain cultural knowledge and to improve communication between different peoples and societies. “This kind of reading can enrich your soul, develop your opinion of the world and enhance your appreciation of other people,” says Tie. Thus the humble act of “ideal” reading, can positively impact modern society.

SMART COLLECTING

Should buyers collect art as an investment? No, said Christies’ Asia Area Vice President Ye Zhengyuan, in his address to CEIBS. While Ye warned against taking a mercenary approach to purchasing art, he also supplied practical advice for art buyers in his September 14 talk.

“We shouldn’t regard art as investment.

台湾东海大学文学院院长倪再沁讲解从现代艺术到后现代艺术的艺术流变及欣赏方法。

ACADEMICS OF ART – Tunghai University Creative and Arts College Dean Ni Zaiqin briefed festival participants on modern art history.

中国作协主席铁凝认为“在任何时代，阅读都不失其重量”。
SWEET BURDEN OF BOOKS – China Writers’ Association President Tie Ning told CEIBS audience members how reading frees the heart and enriches the soul.





佳士得国际拍卖公司亚洲区副主席叶正元阐述艺术品收藏的方法与投资诀窍。

SMART ART – Christies Asia VP Ye Zhengyuan told festival participants to look for these factors when buying art: quality, ownership history, condition, rarity and current collecting trends.

中，也表现在毕加索多视角支离破碎的画面中，而蒙克嘶嘶力竭的《尖叫》则仿佛是当时代艺术家的集体呐喊。

后现代主义产生于20世纪的60世纪，是一种反理性主义和快乐主义。大工业的发展使得艺术的表现有了更多的载体和可能。蒙娜丽莎变成了玛丽莲·梦露（沃霍尔著名的《玛丽莲·梦露》拼贴画），精雕细琢的绘画被简单复制的胶片代替。

“从传统写实，现代主义到后现代，再到当代艺术，是有其文化发展的脉络可循的。所以，运用各式媒材所创作的一些当代艺术作品，背后都具有所欲探讨的文化或社会批判意涵”，倪再沁教授表示。

最近，倪教授本人正在从事一项极富意义的工作——“原作重现”。中国古书画上繁密的收藏印章和题跋令人难以一睹原画的意境。倪教授严谨考据历史并利用先进的科技将这些“非法的入侵者”一一去除，还原作品原貌，重现作者的真实意图和中国画空灵的意境。其作品将于08年5月在故宫博物馆展出，中欧校友则有机会先睹为快。部分画作已于艺术节期间在中欧学生活动中心向观众开放。

收藏你喜爱的

本届艺术节还特别邀请了佳士得国际拍卖公司亚洲区副主席叶正元，前来讲解艺术品投资。

怎样才能做出好的艺术品投资决策？艺术品投资有什么诀窍吗？叶正元的观点是“我们不应该把艺

术品作为一种投资”，他的建议是：“其实收藏和购买艺术品应该是自己喜欢才去买，而不要以投资为优先。如果你对一件艺术品有兴趣，你会想尽办法学习摸索，这会慢慢训练您的眼光，到最后你买的总会有很好的回报，这可能是金钱上的回报，但我觉得真正的回报是你在收藏过程中学到的东西和得到的乐趣，这些是无价的。”

此外，叶正元还介绍了艺术品收藏的三个渠道，向画廊购买，到拍卖公司购买，和私人交易。画廊购买的好处是没有时间限制，随时可以去参观购买。画廊的价格不公开，有时要议价。因此，在画廊购买，必须对市场有了解，才可以用合理的价格买到作品。另外，一般的画廊，不一定有能力保证画作的真伪，所以必须去老字号的画廊。在拍卖行购买，价格公开，对画作有保障，作品的选择性也很丰富，但其最大的缺点是拍卖时间固定，一般春秋两次拍卖会。私人交易，如果通过拍卖行做交易，对作品也有保证性。

那么决定一个艺术品价值的因素有哪些呢？叶正元认为有五个因素，第一是作品的品质，第二是收藏的历史，第三是作品的状况，第四是稀有性，第五是收藏的潮流。

亮丽的风景

在整个秋季的近两个月中，中欧校园浸染在一片艺术的氛围中。除了艺术家们充满魅力的声音之外，校友和学生们丰富多彩的作品也成为校园中一道亮丽的风景。

9月14日，EMBA学生作品展在中欧学生活动中心拉开了帷幕。同学们和校友们以超乎想象的热情参与了这次艺术节活动。艺术节共收到来自065班邓华、077班李占英等6位同学的15幅摄影作品，066班徐卫东同学的7幅礼品设计作品，073班黄瑞芳同学的30幅绘画作品等。同学们以自己对于艺术的理解和领悟，记录和呈现个人眼中的艺术之美，并通过艺术表现的方式与其他同学和校友进行交流。此外，同学们亦积极地参与了艺术节的组织工作，074班郗启鹏和073班黄瑞芳积极邀请嘉宾，黄瑞芳还组织了所有的画展，071班赵雨润参与了主持活动。

这场艺术的盛会共吸引了1500多人次的参与。无论是名家讲座（表演）还是学生作品，都有着打动人心力量。在近两个月的时间里，中欧的师生员工们在艺术之美的享受中审视心灵，提升自我。 **TheLINK**



被称为“国语歌坛音乐教父”的罗大佑在中欧EMBA文化艺术节上。

VETERAN OF THE MIC:
“Father of Chinese pop”
Lou Tayou was among the performers speaking at the first annual CEIBS EMBA Culture & Arts Festival.



“
We shouldn't regard art as investment.
We should collect art for love
– Ye Zhengyuan, Christies
”

We should collect art for love,” he said. “If you are interested in a particular type of art work, you will feel your way forward in educating and training yourself to recognize quality. Eventually, when you finally begin purchasing, your purchases will repay you well. But the real reward in buying art is the fun gained from the whole process.”

Ye went on to introduce three channels for collecting artwork. The first method – purchasing through an art gallery – offers the benefits of flexible time (buyers can purchase on their own time, at their own pace), while the challenge is that prices are often not publicly stated, but require negotiation. Ye warned collectors to purchase through a gallery only if they are fully familiar with the market and with current prices. He also warned newcomers to the industry that general art galleries cannot distinguish fact from fiction concerning

the artworks they sell – meaning that buyers should purchase artwork only from established and respected galleries.

Purchasing through an art auction, on the other hand, offers buyers a wide selection of artworks but only during a fixed time period in either the spring or autumn. Meanwhile, buying through private collectors, and auction agents offers the advantage of guaranteeing the value of the artwork.

How do you know if your artwork is valuable? Ye urged would-be collectors to investigate five key factors when determining artwork value: quality; history of ownership; condition of work, rarity, and current collecting trends.

BEAUTIFUL SCENE

One of the best features of the First Annual CEIBS EMBA Culture & Arts Festival was that the event spread an artistic environment onto the campus for seven weeks this fall. On September 14, CEIBS launched an exhibition of EMBA student art. Eight classmates and alumni submitted paintings, photos or other works of art for the exhibition.

The final exhibition featured 15 selected photographs by Deng Hua (EMBA 2006), Li Zhanying (EMBA 2007) and four other EMBA students, seven gift samples for CEIBS designed by Xu Weidong (EMBA 2006) and 30 paintings by Huang Ruifang (EMBA 2007).

All told, the inaugural annual EMBA Culture & Arts Festival attracted more than 1,500 participants in two months, each enjoying the opportunity to escape the rigors of business and academia to enter the world of art. **TheLINK**



母校情深：“论剑中欧”节目让 400 多名重返母校的校友感受了往日温暖的学习生活和母校的关心。

WELCOME BACK – This year's annual Alumni Reunion Day attracted 400 alumni and their families including three honored for Remarkable Achievement: Gree Electronics President Dong Mingzhu, CEO and President of China Oilfield Services Yuan Guangyu, President and GM of Daqing Oilfield Co Wang Yupu.

重大事件 EVENTS

2007 校友返校日

11 月 3 日的中欧上海校园横幅高挂、彩旗招展，来自四面八方的中欧校友们风尘仆仆重返母校，共同欢度校友返校日这个中欧大家庭团聚的日子。

座无虚席的石化厅演讲内，佩德罗·雷诺执行院长、朱晓明院长、张维炯副院长等学院领导与 400 多位校友济济一堂，共同出席了此次活动。

在主持人张维炯副院长热烈而简短的开场白之后，朱晓明院长致欢迎辞并做了重要讲话。朱院长首先祝贺新近获得重大荣誉的董明珠校友、袁光宇校友和王玉普校友，并通报了学院的最新发展状况，随后从学院发展的战略高度谈了校友会工作的思路：一是要加强校友会的领导，建议由雷诺执行院长和朱晓明院长担任校友会

会长，刘吉院长担任校友会名誉会长，郭理默副院长和张维炯副院长担任校友会副会长，整合各种资源，做好校友工作；二是对校友会工作提出了“先予后取”、“当好桥梁”和“提供深度服务、特色服务和人性化服务”这三项任务。朱院长还对广大校友提出了支持母校、回馈社会、全面发展三点要求。朱院长高屋建瓴而又饱含深情的讲话，赢得了全场热烈掌声。

接着，雷诺执行院长就校友会工作也作了精彩的发言。雷诺院长谈到：1) 要想成为中欧校友不是一件容易的事情，必须通过严格的考试和投入一定的时间；2) 成为知名商学院的校友是一种资产，校友的名字与知名的品牌紧密相接；3) 领先商学院非常看重校友网络建设，作为校友应该积极支持校友网络的建设。

随后，在热烈的掌声中，“论剑中欧”96 级校友和 06 级学友的对话节目拉开了序幕。在主持人方光校友的邀请下，6 位 96 级校友代表和 6 位 06 级学友代表走上

舞台。在《十年》音乐的伴奏下，一幅幅校友和同学在中欧学习和生活的照片展现在大家面前，引起了全场校友无限遐思。接着，在风趣幽默的主持人方光引导下，96 级校友汤期庆和 06 级学友代表沈炎分别做开场发言。两位代表的发言诙谐幽默而又观点鲜明。然后，大家就中欧的过去、现在，中欧的排名、学费、考试制度以及招生等问题进行了激烈而又充满友爱的对话。坐在台下嘉宾席的雷诺执行院长、朱院长和张副院长也加入了讨论。整个会场气氛热烈，暖意融融。

简短的茶歇之后，大家期待许久的许小年教授走上讲台。在满场的掌声中，许小年教授与大家分享了《从大国崛起到现代社会转型》的演讲。在许教授娓娓道来的演讲中，大家更进一步了解了现代社会的定义以及作为企业家的社会责任。

晚上，96 级校友举办了毕业十周年晚宴。张维炯副院长、许小年教授和近百位校友参加了活动。晚宴正式开始前，张副

院长向校友献上祝酒辞。随后，大家一同品尝了芳香醇美的红酒和色味俱佳的美食，敞开心扉、重温当年同窗情谊。

本次返校日活动内容丰富、形式活泼，为校友与学校、校友与校友间的沟通搭建了现场交流的平台，对校友会工作的进一步发展打下坚实基础，具有重大意义。

ALUMNI HONORED AT 2007 ALUMNI REUNION DAY

More than 400 CEIBS graduates and their families returned to the Shanghai campus on November 3 to attend 2007 Alumni Reunion Day.

During the event, honors for Remarkable Achievement were given by CEIBS President Zhu Xiaoming to three alumni: Dong Mingzhu (CEO Program 2006), Yuan Guangyu (EMBA 2005) and Wang Yupu (EMBA 2005). Dong, who is president of Gree Electric Appliances, was ranked 93rd on the Forbes list of 100 Most Powerful Women 2007. Yuan is CEO and President of China Oilfield Services, which has operations in 11 countries and regions outside of China. Wang is president and general manager of Daqing Oilfield Co., which became the largest base for R&D of tertiary oil recovery technology in 2006. These are just three of the well-known China business leaders on the CEIBS alumni roster.

Later during the event, CEIBS President Zhu and Executive President Pedro Nueno were jointly appointed as Alumni Association Chairmen. This move will help ensure strong relations between alumni and CEIBS.

校友分会活动

ALUMNI REGIONAL CHAPTERS ACTIVITIES

丁远教授做客南京校友分会谈“股”论“金”

11 月的古都南京已有初冬的寒意，但抵挡不了南京校友出席丁远教授投资讲座的高涨热情。11 月 10 日，100 多位南京地区的校友和同学齐聚华泰证券大楼的 29 楼会议室，大家热情欢迎中欧国际工商学



丁远教授为 100 多位南京地区的校友和同学讲解股市投资方法。STOCK TIPS – CEIBS Accounting Professor Ding Yuan shared his seven criterion for selecting a good investment and other stock market advice at a November 10 meeting of the Nanjing Alumni chapter.

院会计学教授丁远的到来，倾听了丁教授近两年对 A 股、H 股以及 S 股的研究心得与投资秘笈。

这次由南京校友分会策划主办的投资讲座，得到了南京和合肥地区众多校友和同学的热烈响应，还有部分校友邀请了所在公司的财务人员一同前来听课学习，希望借此难得的机会提升财会管理人员的管理知识水平。这场讲座由南京校友分会的秘书长王峥嵘校友主持，分会会长葛宁校友首先代表理事会衷心欢迎丁远教授的光临，感谢会员们对分会活动的长期支持。

丁远教授拥有丰富的财务经验。在演讲中，他始终强调价值投资的理念，从企业基本面出发始终是他评判 A 股和 H 股重要的基础和标准。从投资理念、选股标准到退出方法，丁教授一一具体分析，层层解剖，观点鲜明、语言幽默。值得一提的是，丁教授在这次投资讲座上，首次透露他近期对新加坡股票市场的关注，发表了研究观点和投资建议，他在大量研究分析的基础上建立了一个投资组合，并已公布在个人博客上。丁教授的讲座过后，华泰证券的资深分析师也发表了有关股票投资策略的研究报告。

校友晚宴设在华泰证券的餐厅，大家

在轻松欢快的气氛下交谈着。晚宴中发现了来自 EMBA2006 和 2007 年级的在读同学，他们表示：非常高兴在校园之外还可以找到跟中欧息息相关的另一个永远的“家”。

PROF DING YUAN SPEAKS TO CEIBS NANJING ALUMNI CHAPTER

More than 100 CEIBS alumni and guests from Nanjing and Hefei turned out to hear CEIBS Accounting Professor Yuan Ding outline his seven criteria for selecting a good investment and other insights into the stock market on November 10. Gerald Wang, secretary-general of the CEIBS Nanjing Alumni Chapter, chaired the event.

Speaking from the Hua Tai Securities Building in Nanjing, Prof Ding covered topics including investment methodology and selection criterion. In addition to discussing A and H shares, Ding expanded his lecture to cover – for the first time – the Singapore stock market. The event also included a presentation on investment strategy from a senior analyst at Hua Tai. The event, which ended with a dinner in the Hua Tai dining hall, was organized by Nanjing alumni Pan Jianqiu, Sun Hanlin and Lu Dongmei.

校友俱乐部活动

ALUMNI CLUBS ACTIVITIES

中欧校友汽车产业俱乐部：十月日本行

在中欧国际工商院校友会及校友汽车产业俱乐部的组织与汽车行业相关校友的支持下，中欧校友汽车产业俱乐部日本行于10月27日拉开了帷幕。本次活动是俱乐部策划的“探究中国民族汽车产业发展之路”系列考察的海外第二站，旨在协同核心会员考察民族汽车企业和汽车合资企业的发展模式，与企业先行者深度沟通、彼此解惑，探究中国汽车自主品牌开发与民族汽车产业发展之路。

这次的考察活动为期九天，沿路探访了日本丰田汽车公司、马自达汽车公司、五十铃汽车工厂、发那科机器人公司、电装株式会社、日本经济产业省汽车产业部、泰科集团等多个全球知名汽车企业，并有幸参加了位于日本千叶市幕张国际会展中心举行的“第40届东京车展”，促进了向国外同行业先进技术的学习和了解。

此次赴日考察首站参观了日本五十铃汽车工厂，日方领导带领大家参观了生产小型卡车的组装车间，使团队成员进一步了解了日本的现场管理内容；当日下午，考察团前往由日本经济产业省汽车产业部组织的演讲会，校友们都积极地参与到提问和交流的环节中；在日本发那科机器人公司考察期间，发那科公司八十二岁高龄的董事长亲自接待考察团并参与了座谈会的讨论，所有的成员都亲身体验了日本公司的企业文化；作为世界汽车系统零部件的顶级供应商日本电装株式会社是此次考察活动的第四站，在负责人的介绍下校友们参观了位于爱知县的电装高棚工厂，并对501工厂进行了考察，通过与公司领导会谈、实地参观的方式，扩展了双方进一步交流合作的机会；同日，校友们还走访了日本丰田汽车有限公司总部，参观了丰田工厂的具有自主研发能力的焊接、组装车间以及丰田会馆等场所，校友们对于中日合资企业管理与文化的冲突和融合有了更进一步的思考；在此次日本行活动的最后一站马自达汽车公司，校友们除了参观



中欧校友汽车产业俱乐部会员参观日本汽车公司。
JAPANESE AUTO MAKER TOUR – The CEIBS Alumni Auto Club visited Japan in October to learn how Japanese automakers have developed, and what lessons can be learned for China's domestic car industry.

了马自达汽车博物馆、马自达总装线外，还与日方企业领导就技术改进和研究进行了简短的交流和讨论。

校友们表示，此次对外考察活动，不仅起到了向国外同行学习取经的作用，更让国际同行了解了我国汽车工业和争取合作的大好机会。

这次活动为大家提供了一个充分交流的平台，通过对各家日本知名企业的实地考察交流，令会员校友实际了解了目前中国合资汽车企业的实践经验及现状，并在与企业先行者深度沟通的过程中，交汇彼此经验，对中国汽车自主品牌开发的现状以及民族汽车产业面临调整挑战时的生存境遇和发展之路做出进一步的思考和探究。

CEIBS ALUMNI AUTO CLUB VISITS JAPAN

The CEIBS Alumni Auto Club travelled to Japan during October on a mission to gain deeper understanding of how Japanese auto companies have developed, to interact with high-level industry leaders there, and to identify strategy for China's own auto brand.

With the support of the CEIBS Alumni Association, the Alumni Auto Club visited Japan from October 27 to November 4 for the second in

a series of activities aimed at tracing the development of China's domestic auto industry. The trip included attending the 40th Annual Tokyo Auto Show as well as visiting six auto giants including Toyota, Mazda, ISUZU, FANUC and DENSO.

中欧校友摄影爱好者俱乐部：国庆采风评片活动暨微距花卉摄影讲座

国庆长假，正是出游旅行的黄金时段，中欧广大的校友摄影爱好者自然也是抓紧这宝贵的7天，纷纷外出采风。11月4日晚上，中欧校友摄影爱好者俱乐部组织了一次精彩的国庆采风评片会，会长邓辉为即将到来的秋季花卉摄影请到了资深摄影师贺珏老师，为大家讲解微距摄影的技法。

通过展示微距摄影所能表现出的独特效果和细节捕捉，贺老师为大家展示了一片让人惊叹的摄影天地，无论是从运用移轴镜头，还是运用后期的软件加工，贺老师用现场演示的方式，展现了微距摄影的强大能力。大家谈兴正浓，拓展到了更多摄影意识的问题，从技巧、构图到意识，贺老师和听众们进行了激烈的讨论和沟通。在随后的评片会上，会员们展示了自己在国庆期间采风所带来的世界各国的美丽景色和人物风情，其中不乏构图精妙和创意叫绝之作，竞争十分激烈，最后，邓辉会长的一张圣托里尼的风情以11票高票当选评



中欧校友摄影爱好者俱乐部野外采风。
EXPERT FOCUS – The CEIBS Alumni Photography Club invited senior photographer He Jue to judge their photo contest on November 4, then share his trade secrets.

片会的最佳作品。在最后的讲解会上，贺老师赞赏了大家捕捉画面的精彩创意和构图思维，也指出了拍摄上的一些问题，并希望会员们在即将到来秋季花卉摄影活动中更上一层楼。

大约30名会员参加了本次评片会和摄影讲座，应EMBA办公室之邀请，中欧校友摄影爱好者俱乐部会员们会在未来的几周内，自发为学校拍摄一组工作和生活的精彩照片。

ALUMNI PHOTOGRAPHY CLUB HOSTS PHOTOGRAPHER HE JUE

Senior photography expert He Jue shared his artistic knowledge with the CEIBS Alumni Photography Club on November 4, then served as a judge for the club's photo competition. Club members had submitted photos taken during the 2007 October Holiday. Club chairman Deng Hui took First Place in the contest with his photograph capturing the essence of the charming Greek island of Santorini.

In his talk to 30-some club members, He shared techniques for successful photography, bringing his presentation to life with sample camera shots. After the photo competition, He praised club members for their technique and innovation

and also gave professional suggestions for future photo shoots.

This winter, the CEIBS Alumni Club members will be turning their lenses toward the CEIBS Shanghai campus. The EMBA office has invited the Club to take shots of daily life at school.

2007 中欧网球公开赛纪实

2007年末的中欧网球公开赛汇聚了近30名在校学生和校友网球爱好者角逐男

单、男双和混双三个项目的比赛，其中不乏球龄10年以上的老手。11月25日上午9点，男单第一轮选手准时到场，拉开了本次公开赛的序幕。

本次公开赛制定了严格而紧凑的赛程，25日全天为男子单打循环赛，15名选手被分成4组进行内部循环，前两名出线，进入12月1日的淘汰制男单决赛。每场比赛时间为30分钟，到结束时间时，根据局分来决出胜负。本次活动中，MBA学生和校友网球爱好者各占其半，在25号当天进行了激烈的对抗。MBA学生，尤其是外籍学生，在体力和发球力度上占优势，但显然校友网球好手在稳定性和经验上更胜一筹，双方各有胜负，8名晋级男单决赛的选手在12月1日的决赛当天各显神通，最后MBA 07的Marius Bluszcz险胜校友俱乐部的沈江，取得了冠军，同天四对男单选手和三对混双选手捉对厮杀，最后校友网球俱乐部的沈江、陈凯搭档赢得了男子双打的冠军，胡永禄、吴竹青搭档获得了混合双打的冠军。

中欧校友网球俱乐部是应校友中广大网球爱好者的强烈要求而成立的。它的宗旨是以球会友、强身健体、开拓交流、享受生活。俱乐部不定期组织比赛和交流活动，希望08年有更多网球爱好者能够加入俱乐部，在繁茂的工作之余进行健康而轻松的交流。

中欧网球公开赛中好手如云。
ON-COURT DRAMA – 30 students and alumni competed in the CEIBS 2007 Tennis Open.





中信证券董事总经理德地立人与校友金融与投资（上海）俱乐部成员分享其对于日本和中国股市的看法。

NIKKEI EXPLAINED – CITIC Securities Managing Director Ted Tokuchi shared insights into the Japanese Stock Market with the CEIBS Alumni Finance and Investment Club on December 7.

CEIBS 2007 TENNIS OPEN

The CEIBS 2007 Tennis Open attracted 30 students and alumni in a fierce competition in the men's singles, men's doubles and mixed doubles matches. The tournament kicked off with the men's singles matches on November 25. MBA 2007 student Marius Blusczyk took first place from a field of 15, while alumni Shen Jiang was runner-up. Shen also featured in the men's doubles, taking the trophy with his partner Chen Kai. The alumni club's Hu Yonglu and Wu Zhuqing won the mixed doubles match.

Founded in March 2004, the CEIBS Alumni Tennis Club is one of the school's earliest sport clubs. The club welcomes new members.

校友金融与投资（上海）俱乐部：系列投资理财讲座——“从日本股市泡沫看中国股市前景”

12月7日晚，校友金融与投资（上海）俱乐部在上海校园迎来了一位在日本和中国证券市场浸润多年的证券专家——德地立人先生。

与经济学教授朱天博士以及部分校友作简短而热烈的现场沟通之后，德地先生在石化厅与130多名俱乐部会员分享了其对于日本和中国股市的看法。

德地先生首先从日本二十多年前的股

市泡沫谈起。他谈到：日本当时的流动性过剩、金融自由化、上市公司为筹资发行大量证券、银行的推动以及日经225股指期货的出台是形成日本股市泡沫的主要原因。同时，由于当时的日本政府只看CPI/GDP增长、应变能力差以及当时执行的外汇政策等多种原因的政府失策，导致日本的股市暴跌引发房市暴跌，并引发最终在日本混合性经济危机。

关于中国股市，德地先生认为：2004年前中国股市是投资性股市，2005年是中国股市的转折年（股权分置改革），2006年是投资性股市元年，2007年是大发展的一年，2008年，中国股市将进入调整阶段。

在日本证券市场从业多年，目前在中国知名证券公司担任高管的德地先生对二十年前的日本和现在的中国也进行了对比。他说，两国的汇率制度与环境不同，当时的日元从120元兑换1美元升值到240元1美元，而现在中国的人民币对美元的汇率相对稳定。德地先生对中国政府对于汇率的管理能力表示钦佩。同时，他还认为当时的日本已经进入经济发展的成熟区，而目前的中国还正处在高度成长期。因此，排除他担心的因素，例如海外经济环境影响（次级按揭贷款等）以及可能会进一步提高的利率、存款准备金率等，德

地先生对中国的股市表示乐观。他认为：2010年的中国的经济总量GDP将达到30万亿元（人民币），如人民币汇率升值每年5-10%，有望超越日本，成为世界第二大中国股市的总市值将在40-45万亿元（人民币），总市值与GDP的比在1.3-1.5之间中国上证指数将达到8000-10000点。

最后，金融俱乐部的学术顾问丁远教授代表俱乐部感谢德地先生的到来，并从股市实际操作的角度与众多会员分享了他关于德地先生讲座的想法。

LESSONS FROM THE JAPANESE STOCK MARKET

CITIC Securities Managing Director Ted Tokuchi, shared his perspective on the Japanese and Chinese stock markets to an audience of about 130 members of the CEIBS Alumni Finance and Investment Club on December 7. Tracing financial trends back two decades ago, Tokuchi explained the main causes of Japan's stock market bubble of the 1980s: excess liquidity and a faulty foreign exchange strategy. Turning to the Chinese stock market, Tokuchi traced its progress over the last few years: from its "revolution" in 2005, to the dawn of a new age in 2006, to the boom of 2007. He predicted that 2008 will be a year of adjustment for the market.

Comparing the Japanese yen with the Chinese RMB, and examining China's exchange rate management capacity, Tokuchi expressed optimism about the future of China's stock market.

校友人力资源研究会：“高潜力员工发展方法”讲座

作为人力资源管理研究会2007年的压轴活动，研究会邀请美国百特医疗有限公司亚太总部Talent Management Director冯文军女士于12月10日在海沃氏上海创新中心与研究会会员以及校友近30人一起分享“高潜力员工发展的一些最新方法”。

冯女士对世界目前主流的发掘个人更高潜力的方法作了深入浅出的介绍和概括。针对中国企业人力资源发展的目标和趋势，

人才培养成长的需求和特点，冯女士具体阐述了高潜力员工的发展模型、行动学习（Action learning）和高管辅导（Executive coaching）三种主要方法。同时，她也与大家探讨了如何使行动学习的方法真正成为促进知识和技能转化为工作实践、服务于工作需要的有效途径，如何使高管辅导方法成为一个行之有效的帮助个人和职业成长的有力工具，通过高潜力员工发展的新方法最终实现对个人的最大潜力的发展和挖掘，获得企业和员工的双赢。

CEIBS ALUMNI (HRM) RESEARCH ASSOCIATION DISCUSSES MANAGING HIGH POTENTIAL EMPLOYEES

Members of CEIBS Alumni (HRM) Research Association received valuable insight into how to help good employees become even better during a December 10 address on "Development Methods for High Potential Employees." Feng Wen-jun, Talent Management Director of Baxter Asia Pacific Co., delivered the address at the Haworth Shanghai Creativity Center.

Feng provided a detailed introduction to the key methods of fostering individual employee's potential, such as through active learning and executive coaching. Feng also discussed popular training methods used in China and the Asia Pacific region for employees with high potential.

“金蝶日”暨2007中国企业管理高峰论坛之“管理课堂”活动

中欧校友的知名企业——金蝶国际软件集团公司联手母校于2007年11月30-12月1日，在上海成功举办了“2007中国企业管理高峰论坛”，共吸引了约1500位中国商业领袖、主要行业及领先企业的领导人出席。在30日的高峰论坛上，中欧国际工商学院院长朱晓明教授、徐少春校友（EMBA02）、金蝶国际软件集团主席兼首席架构师和张学武校友（EMBA99）先后发表了致词和精彩演讲，共同审视了



约1500位中国商业领袖、主要行业及领先企业的领导人出席了“金蝶日”，共同审视中国管理现状，探讨中国管理模式。

ENTERPRISE MANAGEMENT – The 2007 Chinese Enterprise Management Forum hosted at CEIBS by Kingdee International Software Group attracted 1,500 business leaders for two days of expert discussions on current management issues in China.

中国管理现状，探讨中国管理模式。

12月1日上午，作为高峰论坛的延续部分，金蝶公司在中欧上海校园又成功举办“金蝶日暨高峰论坛之管理公开课”活动。期间中欧飞利浦人力资源管理教授杨国安教授为金蝶的400多位高端客户讲授了一堂“战略人力资源管理”课。在近3个小时的学习过程中，听众始终保持专注而高涨的学习热情，对杨教授互动式的教学方式、幽默风趣的语言、丰富详实的讲义都给予了很高的评价。大家表示：借着参加此次高峰论坛的机会，能有幸一睹顶顶大名的中欧的“芳容”，又亲身体验了中欧优秀教授的一堂课，实在太幸运了。

金蝶的企业文化一直强调工作与家庭平衡和谐的重要性。因此在这次活动中专门安排了一场别开生面的名为“提升孩子的潜能”的讲座，得到了与会者异常热烈的反响。主讲人是来自美国的桑妮·麦克法兰博士，她的演讲充满激情，有时为了配合讲到的内容她会载歌载舞起来，她所传达的信息和观点牢牢地吸引住听众的感官和身心。桑妮博士拥有30多年从事幼儿和青少年教育培训的经验。

支持校友取得更大的成功是中欧国际工商学院及其校友会一贯的宗旨，衷心期待越来越多的优秀的校友企业支持母校、携手母校共同发展。

KINGDEE HOSTS CHINESE ENTERPRISE MANAGEMENT FORUM AT CEIBS

Kingdee International Software Group Co., in collaboration CEIBS, successfully organized the 2007 Chinese Enterprise Management Forum on November 30. More than 1,500 business leaders from China's main industries and leading companies attended the two-day forum.

Featured speakers included CEIBS President Zhu Xiaoming, Kingdee Founder and Board Chairman Xu Shaochun (EMBA02), and Board Chairman of China Travel Service (Hong Kong) Zhang Xuewu (EMBA99). Each VIP speaker addressed an aspect of the important role that the Chinese management model will play internationally.

The second day of the forum consisted of two management discussion groups including one during which CEIBS Professor of HR Management Arthur Yeung delivered an in-depth analysis of strategic human resource management. The second, entitled "Improve the Potential of Children," highlighted Kingdee's corporate culture which emphasizes the importance of balancing career and family. The speaker was renowned educator Dr. Sonnie McFarland who has more than 30 years experience in the field of education.

MBA1997

张华君 JULIE ZHANG

After nine years at PWC Consulting/IBM Business Consulting, I recently joined Allianz China Life Insurance Co.. as Assistant VP for Business Development. As part of the management team for this internal consulting department, which is responsible for process/system improvements, I will travel a lot less. I am based in Shanghai's Lujiazui area and I look forward to having a chat, or going to lunch, with fellow classmates who are in the area.

林奕

我于2007年9月1日就任上海沪东集装箱码头有限公司总经理，这是一家由上海国际港务集团股份有限公司和APM TERMINALS 投资的合资企业。自从98年从中欧毕业，9年来进出上海无数次，多为公务出差，只是一个匆匆过客。此次重返上海，感觉真是不一样。

MBA1998

侯云福

我现在是大庆油田有限责任公司印尼公司经理，油田公司市场部副主任。毕业后为大庆油田在海外建立了两个驻外公司，并任其中之一印尼公司总经理。读万卷书行万里路是我一直的目标，并一直在实践着。看世界各个角落的风景，结识不同种族的人，并为中国的石油能源战略安全尽自己微薄的力量。欢迎到大庆、印尼做客。

MBA1999

程锦胜 CHENG JINSHENG BONO

在消费电子行业7年，我经历了种种变化：从工厂到全球研发中心再到业务中心，从自有品牌到代工和全面外包。这是段很辛苦但也很难忘的日子。今年7月，我加入远东铝质工程集团。远东是世界领先的建筑幕墙专业分包商，总部在香港，目前在做的一个重要项目是迪

拜之塔 (Burj Dubai), 818 米, 世界第一高度。远东全面承担所有外立面的设计、工程、采购、生产和安装，我们作为中国人，感到非常自豪。我目前担任远东集团新加坡公司的董事，负责在新加坡的全面业务。

In July 2007, after seven years in consumer electronics, I stepped into a new field – construction. In consumer electronics, I had worked from factory to development center to business unit, from branded to OEM/ODM. It was hard work, but I'll never forget those days. My current employer – Far East Aluminium Works Group (FEA), is a leading Hong Kong-based, global subcontractor for façade engineering. I am Director of FEA Singapore Pte. Ltd., with overall responsibility for business and operations in Singapore. Right now, one of our most important ongoing projects is the Burj Dubai Tower which, at 818m is already the tallest building worldwide – and growing. I'm very proud, as a Chinese, that we are playing a role in the design and construction of this 'global peak'.

黎洋 SAMUEL LI

我现在是新成立的私募基金挚信资本的合伙人，我们基金一共管理了超过4亿美元的资产，专注于投资中国的高增长民营企业，并帮助他们实现更高的价值。

I am now a partner at a newly established fund, Trust Bridge Partners, which manages a US\$400 million portfolio of assets. We are dedicated to investing in high growth private companies in China and to helping them maximize their returns.

MBA2000

陈凯 CHEN KAI

目前是金元比联基金管理公司 CMO，主管产品设计，市场营销，销售团队和客户服务。在人人高喊“你不理财，财不理你”的泡沫年代，我和我的团队致力于为中国投资人提供各种保本和结构化的资产配置工具。对于投资，我们倡导锁定风险下的冒险主义。中欧大家庭的温馨氛围，校友会的努力功不可没！衷心感谢你们！业余

时间我是中欧校友网球社的重要成员，希望有机会和大家切磋交流。

For tennis fans, you have to know me, because I am SOMEBODY in the Alumni Tennis Club. I'd like to share my experiences – both in tennis and investments – with you all. It seems that today we are facing an economic bubble, whether we like it or not. But while everyone is trying to get the highest imaginable returns, KBC-GOLDSTATE Fund Management Co., Ltd, where I am the CMO, provides another option. Our philosophy is: "before we speculate, risks have to be locked in at a certain level!" P.S. I'd also like to say thanks to the Alumni Relationship Office for all its hard work on our behalf.

MBA2000

何畏 WILLIAM HE

Dear Classmates: I want to let you all know I am now happily working as Managing Consultant (focusing on strategy and change) at IBM Global Business Services in Shanghai. My contact details are:

Office Tel: 86 21 6326 2288 Ext. 6343, Mobile: 139 180 66996, Email: hewei@cn.ibm.com

MBA2003

王枫 WARREN WANG



李芊和我的爱子今年10月8日出生了。李芊也是 MBA2003 的校友，我们是同学。另外我刚刚换了工作，加入了纽约证券交易所上市公司华奥物种 (代码: GRO) 担任

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共享丰盛

绿色环保不仅体现在宝钢汽车板生产环境管理的各个方面，当汽车制造商对车身减重及耐腐蚀性提出更高要求时，宝钢汽车板将产品的科技含量大幅提升，我们在高强度及镀锌板的研发上不断突破，生产比例不断扩大。这一切旨在成为汽车制造商的业绩伙伴。

科技同步 / 精益求精 / 速度同步 / 绿色同步

财务总监。

I'm a daddy! And I would like everyone to know that my son was born on October 8, 2007. His mother, Lisa Li, is my CEIBS MBA classmate. I also have good news professionally: I just joined a New York listed company, Agria Corp. (NYSE: GRO), as financial controller.

MBA2004

赵欣 CYNTHIA ZHAO



我于 2007 年 11 月离开了工作两年的中金公司，加入了惠誉信用评级有限公司，负责中国区的业务发展。惠誉评级是一家领先于全球资信市场并致力于提供及时、准确和前瞻性评级意见的信用评级公司，业务涉及所有固定收益市场。欢迎与各位校友关于中国或海外债务融资，企业及债券评级等方面的信息广泛交流。

以下是我的联系方式：

办公室电话 010-8567 9898-118;

Email:Cynthia.zhao@fitchratings.com。

照片中是我和我十个月大的女儿。

Last month I left China International Capital Corp. after working there for two years. I am now with Fitch Ratings China as Associate Director of Business Development in charge of Fitch's China business, including corporate rating, bank rating, bond and derivative rating.

Fitch Ratings is a leading global rating agency committed to providing the world's credit markets with independent credit opinions, research and

data. Please feel free to give me a call if you or your friends have any questions regarding debt financing, capital generation or rating issues. I may be reached at work: 010 8567 9898-118 or by email:cynthia.zhao@fitchratings.com.

On a personal note, take a peek at the photo I took with my cute 10-month old daughter.

MBA2005

薛云 PAUL SHEH

我在 2007 年 12 月搬回到上海，现任职于德尔福的电子与安全部门，在其销售和市场营销团队里担任亚太地区的商业策划和销售经理。我希望和我的同学常联系并更积极参与所有在上海的活动。

Hello everyone. I just moved back to Shanghai in December 2007. I am working for Dephi Electronics and Safety Division in WaiGaoQiao Free Trade Zone. I am part of the Sales and Marketing team, working as the Asia Pacific Business Planning and Sales Operations Manager. I hope to get back in touch with my classmates and get more involved with all the activities here in Shanghai.

Email: twinpaul@yahoo.com

EMBA1995

陆晓明

现任欧莱雅中国区副总裁，管理重要事业发展部门。人生需要不断学习，校园是人生重要的学习场所。中欧这样的好学校是能够影响人的一生的。

EMBA1999

唐成建

中欧毕业三年后我担任了上海石化股份有限公司副总经理，分管人力资源，现已年过半百且有孙子了。中欧的教育改变了我后半生的思维方式和生活方式，让我懂得了自我管理是最重要的管理，理解他人的能力是最要紧的能力，使我在复杂而艰难的企业改革和发展的同时能保持旺盛的精力和良好的心态。我已推荐了好多位年轻

的同事和好友就读中欧 EMBA 和 MBA，让我的受益在他们那里也得到体验。

EMBA2000

周晔

青山在，人未老，周晔同学续写老兵新传，于 2006 年创立汇付天下，建立高端支付、大众理财综合平台，关注新兴互联网交易，更注重传统行业的电子商务(如基金和航空)。

EMBA2001

陈鸿

我现在恒生电子股份有限公司，任董事。我正在学习 golf，希望和校友联系，一起学球，提高技术。联系电话：13905811865。地址：杭州市江南大道 3588 号，恒生大厦 8 楼。邮编：310035。Email:chenhong@hundsun.com

张琳 LINDA ZHANG



现就职于大北欧通讯设备贸易(上海)有限公司，任亚太区呼叫中心业务总经理以及中国和东南亚南部 B2B 业务总经理，公司销售所有 Jabra 品牌产品。喜欢中欧那种母校的亲切感，更喜欢看到同学和校友在享受生活方面的最新动态。本人愿与主张“健康+快乐+逍遥”的校友和朋友保持联络。

I am working at GN Communications (Shanghai) Co. as Regional Managing Director of Contact

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每一个细小环节的表现，都会对汽车性能的发挥产生影响。钢板品质同样源自对细节的专注，宝钢汽车板坚持为客户提供优质的产品，以6σ来规范我们的工艺和质量控制，这种精益求精的精神同样贯穿于产品研发、生产、物流和服务等各个环节，旨在成为汽车制造商的业绩伙伴。

Center BU in APAC and B2B Business of China and SEA. I would like to share with friends and former classmates my interesting experiences at work and exciting events from my life in general. You may contact me at my email address: linda.zhang@jabra.com, or msn:lindahzhang@hotmail, or check out my blog: linda.ccmw.net

万钧

现就职于长沙中联重工科技发展股份有限公司(深圳 000157, 中联重科), 担任总裁助理兼任融资租赁事业部总经理。手机: 13321180900, 个人永久邮件地址: wanjun_business@yahoo.com.cn, 工作邮件地址: wanjun@zoomlion.com。

中联重科全资拥有的北京中联新兴建设机械租赁有限公司是由商务部和国家税务总局批准的内资融资租赁企业, 属于非银行金融机构, 注册资金 17000 万, 依托中联重科开展融资租赁业务。2007 年 5 月开始运营, 至今管理资产已达约 5 亿, 计划至 2012 年管理的资产将达 150 亿。本公司正在寻求国际合作伙伴作为战略投资者进入, 投资者要求具有全球资本募集能力, 特别是在 ABS、公司债券等金融工具应用上经验丰富。

EMBA2002

朱敏骏

上海交大昂立股份有限公司副董事长、总裁; 工作地点宜山路 700 号, 联系方式: 13601969826, 54277808

EMBA2003

向宇澄 ALEX XIANG

在柯达公司工作了十二年之后, 我决定寻求新的挑战。最近, 我加入了国际物流巨头 TNT 公司, 负责中港台地区国际快递业务。希望和各位校友在新的领域中建立更多的合作关系。可以通过我的邮箱: xiangyucheng@hotmail.com 或 alex.xiang@tnt.com 与我联络。

After 12 years at Kodak, I decided to pursue new career challenges. So I recently joined TNT, an

international logistics company, where I am in charge of international express business covering the Greater China Region. I hope that I will be able to build relationships with other CEIBS alumni in this brand new area.

毛旭峰 LAURENT COUVREUR

自 2004 年供职于海富产业投资基金管理公司, 该公司是中国比利时直接股权投资基金的管理人, 专注于投资拟在中国国内上市的企业, 俗称 PE。

非常欣慰地向母校的老师和同学通报, 经过三年的耕耘, 我们管理的基金在今年终于开花结果了, 有辰州矿业(002155)、云海金属(002182)和金风科技在深圳证券交易所上市。希望在私募股权投资和管理领域和大家有所合作。Mobil:13901742441; Email:mxh@hffund.com.cn

From Laurent Couvreur - I have worked with Chemetall, a French company, for nearly 16 years. During that time, I moved from Shanghai to Singapore in November 2004, and completed my CEIBS EMBA in 2005. At Chemetall, I'm in charge of pricing policy in the Asia Pacific for all new technologies and involved in all new projects in the region.

I was recently contacted by a CEIBS graduate who moved to Singapore and look forward to more contact with other alumni. I may be reached at Tel: + (65) 68 85 79 07; e-mail: laurent.couvreur@chemetall.com.

李晓文 STEVEN LEE

毕业两年了, 时间过得很快。毕业后我由



物流管理改做销售管理, 现任诺基亚西门子通信技术有限公司大中国西部地区销售运营总监。目前最喜欢的活动是高尔夫和摄影。中欧象一个大家庭, 将我们由世界各地联系在一起, 每当我收到来自中欧的信息或受邀参加校友会活动, 都感到分外亲切。让我们珍惜中欧的经历和校友的资源, 将中欧特有的文化氛围发得更远。我的手机 +86 13801991733, 邮箱 steven.lee@nsn.com

The last two years, since I graduated from CEIBS, have just flown by. After graduation, I changed my job from logistics management to sales operation, and I am now Sales Director of Nokia Siemens Network for the Western area of Greater China. I still find time for golfing and photography. CEIBS is like a big family, which connects us all over the world. It warms my heart whenever I receive school updates or am invited to join activities organized by the Alumni Association. We should always cherish our experiences at CEIBS, make the most of relationships with former classmates, and spread the word about CEIBS' special culture.

My mobile number is +86 13801991733, email: steven.lee@nsn.com

孙连峰

最近工作变动情况如下: 辞去原单位职务: 大红鹰集团上海博大投资发展有限公司副总经理; 现就职: 浙江祥源投资集团有限责任公司财务总监(CFO)。联系电话: 0551-7119286, 7119287; 手机号码: 13866660856; 办公地点: 安徽省合肥市濉溪路 310 号 6 楼。

孙洪梅

我已转换工作到北京中关村科学城建设股份有限公司工作, 我的电话变化为 13911858093。

EMBA2005

杨佳璘

我目前在卡特彼勒(中国)融资租赁有限公司工作。两年在中欧的学习让我开拓了视野, 静心思考了很多问题, 也认识了很多好朋友, 真是受益非浅。

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科技同步 / 精益同步 / 速度同步 / 绿色同步

李华轮 HUALUN LI

我现任上海朱雀投资发展中心(有限合伙)执行事务合伙人。朱雀投资是上海首家有限合伙企业;业务范围包括证券投资、实业投资、投资管理和投资咨询等。朱雀投资坚持价值投资,倡导“长线人生、长线投资、快乐工作”的投资理念,努力通过精细研究、确定投资、敏感勤进的工作方法营造投资与生活的自由天地。欢迎各位校友与我联系,分享您的投资理念和投资心得。

电子邮件 (e-mail): xsuhl@vip.163.com

公司网址 (website): www.rosefinch.cn

I am currently managing partner of Shanghai Rosefinch Investment & Development Center (Partnership) Ltd. Rosefinch Investment is the first limited partnership enterprise in Shanghai, as well as an investment management company which provides wealth management, private equity investment and advisory services.

Please keep in touch if you would like to share your investment ideology with me.

王胜旗 WANG SHENG QI

我中欧毕业后变化比较大,从传统物流回到金融,目前是深圳市财富摩根创业投资管理有限公司的副总裁,主要从事股权投资业务(PE)。本人经历了金融—实业—金融的洗礼,感觉股权投资是我最擅长和喜好的,更能发挥本人的能量。有投资需求的同学可以找我聊聊,或许我会成为您的朋友兼股东。联系方式:电话:深圳 0755-82718159, 13802238027;电子邮箱: wangsq0715@vip.163.com

After graduating from CEIBS, I changed my career from traditional logistics to finance. Now as a vice president at Shenzhen Fortune-Morgan Venture Capital Investment Management Co. I am mainly engaged in private equity investment. My experience on the job has made me realize that I am good at equity investment, which is also my favorite job.

I look forward to professional discussions as well as building friendships if you contact me at:

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DIMP2000**陈震天**

现任 GEMALTO 公司大中国区市场副总裁,从事智能卡行业。与中欧校友相处是我最快乐的事,智慧的闪光人格的魅力无处不在。我崇尚平衡的生活,照片是在马尔代夫,蔚蓝的海面下是一个生机盎然的世界!衷心希望同学们在事业成功的同时拥有健康快乐的幸福人生。(我喜欢太极拳,欢迎有兴趣的同学与我联系)

I am Sky from DIMP2000 Beijing class. Currently I am VP of Marketing for Greater China at Gemalto Co., which is in the smart card business. It would be my greatest pleasure to get in touch with former CEIBS classmates who I've found to be talented and charming. I, myself, prefer a

balanced life – one that offers time for both work and play. For example, the attached photo is from Maldives, where I discovered a vivid world under the blue sea! I also like Taiji Boxing, and those with similar interests are welcome to contact me. I sincerely wish all my CEIBS classmates a healthy and happy life, in addition to a successful career!

DIMP2001**何家云 JOHNNY HE**

完成中欧学业后,继续留在德国梅塞尔中国公司工作,从事工业气体领域的服务;2004年前在梅塞尔云南公司工作,2004年后转移到梅塞尔湖南公司工作,先后从事工业气体领域安全与质量,物流配送等部门的管理工作,积累了不少实用的管理实践,受益颇丰。校友若来湖南,我这个在湖南工作的云南人很乐意陪同体验湖南的人文和山川。最新电话: 13875259058; (0732) 8537823

DIHMP2005**田晓峰**

我是大连医科大学附属第二医院副院长田晓峰,中欧课程对我工作促进很大。照片是2007年9月访问美国西雅图瑞典医疗中心签订协议时的照片,前华人州长骆家辉先生到场表示祝贺。

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