



2012年中欧CEO圆桌会议于4月21日假座风景秀丽的杭州西子宾馆召开。本次会议由中欧国际工商学院主办、现代联合集团承办，为曾就读于中欧的众多企业CEO们提供了一场洽谈全球经济大势、商讨未来经济发展的盛会。

学院朱晓明院长和章鹏飞校友分别致欢迎辞。朱院长对参会的近60位中欧CEO班校友以及列席的20多位嘉宾表示欢迎，并与大家分享了学院今年建设3期校园的相关信息。随着中欧稳步发展壮大，朱院长殷切希望学院与众多校友间建立更亲密的联系，因为中欧的发展离不开众多优秀校友的关心和支持，而越来越优秀的母校也会让校友们更加心生自豪。

现代联合集团董事长章鹏飞表示，这是一场“头脑风暴”，在金融危机的非常时期，邀请众多企业CEO以及重量级教授与专家们相聚，通过专家预测、企业交流与今年经济大环境走向的分析，将使浙商企业大为受益。

会议由院长助理、中欧教育发展基金会秘书长葛俊主持，中国社会科学院原常务副院长、社科院研究生院教授、商务部政策咨询委员会主任王洛林为与会来宾作了“2012宏观经济分析和预测”的主题演讲。《炎黄春秋》杂志社总编辑吴思也作了题为“血酬史观及其引发的思考”的主题演讲，从国际与中国历史的角度分析了血酬定律对于历史与经济发展的影响。名誉院长、中欧教育发展基金会理事长刘吉教授做了精彩总结，并接受了杭州网的现场采访。

On April 21, alumni gathered at the 2012 CEIBS CEO Roundtable at Xizi Hotel in Hangzhou to discuss global economic trends and share insights on future economic development. The conference was hosted by CEIBS and co-organised by Modern United.

CEIBS Executive President Prof Zhu Xiaoming and Chairman of Modern United, alumnus Zhang Pengfei, delivered welcome speeches. In addressing the nearly 60 CEIBS CEO alumni and over 20 guests, Prof Zhu gave an update on the progress of the Shanghai Campus Phase III expansion project. Zhang then addressed the crowd, describing the conference as a brainstorming session that enables CEOs, academics, and experts to exchange views on this year's macro-economic trends.

The conference was presided over by Secretary General of the CEIBS Education Foundation Ge Jun. Wang Luolin, Former Executive Vice President of the Chinese Academy of Social Sciences (CASS), Professor at the CASS Graduate School, and Director of the Policy Advisory Committee of the Ministry of Commerce, delivered a keynote speech on “2012 Macroeconomic Analysis and Forecasts”. He analysed the quarterly GDP growth trends over the past three years, as well as major economic statistics for Q1 2012. He then made a detailed forecast for the year 2012 from a macroeconomic perspective.

In the second keynote speech, “Historical Interpretation and Inspirations”, Wu Si, the Editor-in-Chief of *Yan-Huang Historical Review*, analysed economic development from both a Chinese and international perspective.

CEIBS Honorary President and Chairman of the CEIBS Education Foundation Liu Ji then delivered the closing speech. After the event, guests enjoyed a magnificent performance of “Romance of the Song Dynasty” and then went to the West Lake for sightseeing.

中欧CEO圆桌论坛成功举办 斯坦福胡佛研究所大卫·布拉迪教授 解读2012年美国总统大选

CEO Roundtable Explores US Election Issues



4月9日，“中欧国际工商学院CEO圆桌论坛”在浦东陆家嘴国际金融研究院成功举办，近30位中欧CEO校友出席了活动。

院长助理、中欧教育发展基金会秘书长葛俊首先致辞。中欧国际商务学教授、中国创新研究中心联合主任马科恩（Bruce McKern）教授主持并引导了讨论。

美国斯坦福大学胡佛研究所副所长大卫·布拉迪（David Brady）教授受邀出席，并做主题为“2012年美国总统大选：分析关键问题、预测选举结果及其对中美关系的影响”的精彩演讲。

在论坛上，CEO校友针对目前备受关注的热点问题与布拉迪教授进行了积极探讨。大家关心的问题包括：奥巴马是否可以连任美国总统，如果奥巴马连任将对中国经济产生哪些影响，奥巴马不连任、新一届总统将对中国经济带来哪些影响，美国在处理与其他国家的经济关系时是否实施政治手段以及美国与中国等亚洲国家的多边关系等，现场气氛十分热烈。

布拉迪教授同时也是美国国会决策的专家，善于通过科学的方法预测美国下届总统当选者。

The upcoming US presidential election was the main topic during a CEO Roundtable Forum at the Lujiazui International Finance Research Centre on the afternoon of April 9. Prof David Brady, Deputy Director of the Hoover Institution at Stanford University, gave a keynote speech entitled “2012 U.S. Presidential Election: Analysing Key Issues and Predicting the Election Results and Possible Impacts on Sino-U.S. Relations”.

Among the questions Prof Brady addressed: How will the outcome of the presidential election impact China's economy? Has the U.S. been using political strategy to handle economic relations with other countries? And what are the multilateral relations between the U.S. and Asian countries? Prof Brady's presentation sparked lively discussion among members of the audience. Also in attendance were CEIBS Assistant President and Secretary General of the CEIBS Foundation Ge Jun who, in his opening address, thanked the alumni present for their strong support of the Foundation. CEIBS Professor of International Business and Co-Director of CEIBS Centre on China Innovation Dr Bruce McKern moderated.





领军人物 不会停下前进的脚步

中国CEO领导力课程：领导力巅峰之旅，2012年7月15日开课(模块制)，上海/瑞士

当全世界的目光都聚焦于中国的时候，毫无疑问，未来中国企业家所面对的将是一个竞争空前激烈的市场环境。过往的掌声与欢呼无法保障明日的成功，因为我们看到了太多中国企业家今日风光无限、明日身陷囹圄的案例。这让我们不得不思考具有怎样领导力的中国企业家才能带领企业永驻高峰，在世界舞台上赢得喝彩！

课程目标

领导力是一门艺术，需要不断地研磨，不断地领悟，不断地修炼。本课程集结了全球最为权威的领导力学者，专家从不同的视角来帮助学员重塑、优化、提升领导力。这是一次重新认识自我，反思人生，铸建内力，释放压力，探寻领导原动力，充满感动，激情与泪水的学习之旅。

学员对象

本课程为公司的首席执行官、总裁、总经理专门开设。参加课程的学员需要具备8年以上的高级管理经验，并且所在公司已经取得了成功并仍在快速发展之中。

课程内容

- 模块一：从“我”到“我们”，当好教练，培养高效团队（2012年7月15日下午-18日，上海）
- 模块二：培养内在领导力（2012年9月3日-5日，上海）
- 模块三：发挥积极正向领导力，打造非凡文化，超越绩效预期（2012年10月17日-19日，上海）
- 模块四：可持续领导力，挑战极限，引领卓越（2012年12月10日-12日，瑞士）

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国内首支由商学院联合发起的创投基金——华欧创投基金成立

3月2日，由中欧国际工商学院与华光资本联合发起的华欧创投基金成立发布仪式在上海浦东香格里拉酒店成功举行。学院院长佩德罗·雷诺（Pedro Nueno）教授、副院长兼中方教务长张维炯教授、华光资本董事长张永汉先生分别致辞并签署基金设立协议。参加此次发布仪式的还有中欧管理委员会成员兼院长助理刘涌洁以及国内外知名投资界人士、企业家、中欧校友等，现场气氛热烈。

华欧创投基金是一支专注于中国早期的创业投资基金，致力于为拥有创新、激情以及高成长性的初创型企业提供天使和A轮投资及全方位的增值服务，首期为3亿元人民币。华欧将优先考虑中欧校友创办的早期企业的融资需求，提供资金与附加值。

在发布会上，雷诺院长表示，专业的商学院就应该提供充分机会帮助学生创业，将未来社会上的真实情况和竞

争环境带到学院环境中来，让学生有所体会。张维炯副院长则表示，学院期望通过这个创业基金给校友与同学提供优秀的创业平台。此外，学院今年还推出了一个针对创业者的公益培训项目，希望在商学院中营造更浓厚的创业氛围。

上海浦东金桥股份党委书记兼总裁沈荣校友也在致辞中表示，他将为华欧在上海浦东金桥设立的信息网络及移动互联网孵化基地提供多元化支持。

华欧创投在启动仪式上同时宣布，将在中欧校园内举行年度创业大赛活动——创业中欧2012，为广大身怀创业激情的中欧校友提供舞台和融资机会。据介绍，大赛将于今年9月15日举行，暂定报名截止日期是8月25日。总决赛将在中欧上海校园举行。之后，鱼跃医疗创始人兼董事长吴光明、暴风影音创始人冯鑫、方源资本创始合伙人胡勇敏与南京21世纪集团董事长许尚荣在“创业在中国”的主题论坛上分享了各自对于在中国创业的看法和心得。知名投资者代表今日资本创始人徐新、金沙江创投合伙人朱啸虎、东方港湾资产管理董事长钟兆民与复星集团总裁汪群

斌在以“投资者眼中的创业者”为主题的论坛讨论中发表深刻见解，与台下观众展开热烈互动。



CEIBS and HGI FINAVES China Establish Venture Capital Fund

CEIBS and HGI Capital Group inked an agreement to launch the HGI FINAVES China Fund on March 2. Signatories to the agreement were CEIBS President and Chengwei Ventures Chair Professor of Entrepreneurship Dr Pedro Nueno, CEIBS Vice President and Co-Dean Zhang Weijiong and Managing Partner of the HGI FINAVES China Fund Patrick Cheung.

The HGI FINAVES China Fund works closely with entrepreneurs throughout the development of their project by providing seed funding, as well as Series A investments. With



RMB300 million available in its first phase, the Fund is dedicated to backing innovative high-growth business ventures, support which fosters the future prosperity of China's economy. The early financing needs of CEIBS alumni enterprises will receive priority funding. The HGI advisory board includes more than 30 prominent CEIBS alumni and well-known entrepreneurs. They will be responsible for guiding China's new generation of entrepreneurs.

非政府组织交流会促进企业合作关系的发展

4月16日至17日，上海各家非政府组织齐聚中欧国际工商学院，参加为期两天主题为“了解公司合作伙伴”的能力建设培训暨非政府组织交流会。本次活动由腾讯公益慈善基金会主办，企业社会责任咨询公司银则企业管理咨询

有限公司、中欧国际工商学院和中国欧盟商会共同承办，旨在使非营利机构的专业人士具备必要的洞察力、战略和工具，从而有效地寻求企业合作关系，管理组织的日常运营以及提高商业模式的可扩展性。

中欧国际工商学院经济学教授芮博澜（Bala Ramasamy）主持开幕式。他希望学员们在培训过程中能够就新问题和想法开展交流，扩大知识面；同时希望此次活动能够成为非政府组织与企业开展交流的平台。

学院创业学教授、EMBA国际课程学术主任、管理学系系主任方睿哲博士（Ramakrishna Velamuri）开授第一讲。他介绍了印度非政府组织Aravind如何成功将营利性的商业模式与非政府组织独一无二的特点相结合的运营模式。雅培中国企业社会责任高级经理张晖在讲座中分析了企业对于非政府组织合作伙伴的种种期待。康菲顿思咨询和培训公司首席执行官李亚平先生从非政府组织这个视角对“4P”（产品、价格、渠道和促销）进行了分析，他认

为，非政府组织要像企业一样运营，兼顾服务与市场需求。学院高级研究员和管理学讲师陈少晦博士分析了人力资源管理与非政府组织的关系。她介绍了人力资源管理的核心理论，包括人力资源开发、开放系统与明确愿景。

最后，中欧米其林领导力和人力资源管理教席教授李秀娟在讲座中对有效领导力作了阐述，为此次系列讲座画上了圆满的句号。她认为领导与管理的根本区别在于领导者往往鼓励实施变革和创新，而管理人员更倾向于保持稳定。领导者需要能够对他人产生影响，行使五种类型的权力：权威、情感力量、专业知识、实施奖惩的权力及施加压力的权力。李秀娟教授断言，“领导者指的是过程而非个人。”她还说道，领导者一般具有以下特点：梦想/愿景远大，能够发现并利用潜力，能够倾听他人的观点而后提出自己的看法，愿意承担责任，具有较高的逆境商数，智商很高。

第二天，53家非政府组织出席在中欧国际工商学院学生活动中心举行的

非政府组织交流会，包括上海青焙坊、晨露国际、协同福利及教育基金会、牵手上海等。来自博世、康明斯、诺基亚、陶氏化学和通用电气的公司代表也出席了此次交流会。



NGO Fair Boosts Corporate Partnerships

NGOs from across Shanghai came together to participate in 'Understanding Your Corporate Partners', a two-day capacity building training and NGO fair held at CEIBS on April 16 and 17. Sponsored by Tencent Foundation and hosted in partnership with corporate social responsibility (CSR) consultancy InnoCSR, CEIBS and the European Chamber of Commerce in China, the aim of the event was to prepare non-profit professionals with the insight, strategies and tools needed to effectively seek corporate partnerships, manage day-to-day operations and enhance the scalability of business models.

Participants included CEIBS Professor of Economics Bala Ramasamy; CEIBS Professor of Entrepreneurship, Academic Director of the Global EMBA Programme, and Chair of the Department of Management Dr Ramakrishna Velamuri; CSR Senior Manager for Abbott China, Roy Zhang; Liu Qin, Director of Tencent Foundation; Li Yaping, CEO of Confidence Consulting and Training; CEIBS Senior Research Fellow and Lecturer of Management Dr Sophie Chen;

and CEIBS Prof Jean Lee, Michelin Chair Professor in Leadership and HR, Professor of Management, and Director of the CEIBS Leadership Behavioural Laboratory.

麦肯锡公司高管做客中欧第五屆MBA中国发现周课程

1月21日，麦肯锡公司资深董事华强森博士受邀来到中欧上海校园参与MBA第五年度“中国发现周”课程，围绕“中国的城市发展现状及如何改变”的话题为MBA2011级学生开展讲座。

“中国发现周”是由来自中欧教授团队与企业的中国问题专家根据各自在中国问题研究或实际操作领域所获研究成果与经验为MBA二年级学生提供的为期一周的讲座。通过涵盖各类主要话题的讲座，“发现周”将帮助学生加深理解中国经营之道，提供各种视角从中国历史、国际关系与经济发展角度了解中国问题。中欧企业赞助伙伴麦肯锡公司因其在中国研究的显著成就，也受邀为中欧学生分享研究成果。

华强森博士在其演讲中讨论了关于中国城市崛起的历史背景与发展环境，以及对于城市居民与中国乃至全球经济的影响。学生不仅获得了相关信息，也从中锻炼了商业分析思考的技能。

McKinsey&Company

McKinsey Executive Lectures at CEIBS 5th MBA China Discovery Week

Jonathan Woetzel, Director of McKinsey & Co, was among the impressive line-up of speakers who addressed CEIBS MBA 2011 students on February 21 during the school's



Fifth Annual Discovery Week. His topic: "China's Urban Present and How You Can Change It".

China Discovery Week is a series of lectures that offers second-semester MBA students access to the latest research and knowledge available from CEIBS faculty and corporate executives who have their pulse on China's business world. Discovery Week deepens students' understanding of what it is really like to do business in China, and gives them an opportunity to gain valuable perspective on the country's history, international relations and economic development. McKinsey was invited to participate during the event because it is one of CEIBS' valued corporate partners.

During his lecture, Woetzel explored the rise of urban China, scenarios for its development, and implications for urban populations, economies and the world. Students not only acquired a wealth of knowledge, but also insights that will foster a practical approach to business and analytical thinking.

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

中欧教席捐赠基金



中欧校园基金



中欧研究基金



中欧发展基金



中欧奖学金基金



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

CEIBS Chair Endowment Fund



CEIBS Campus Fund



CEIBS Research Fund



CEIBS Development Fund



CEIBS Scholarship Fund



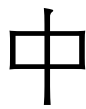
中欧校友会上海分会（嘉定）成立庆典暨 2012中欧嘉定创业论坛成功举办 Jiading Chapter Launch



樊珠秘书长代表嘉定分会筹备组向大家介绍了分会筹备情况与嘉定分会的未来工作方向，同时也希望大家积极参与分会的活动。

王庆江主任代表校友总会宣读了嘉定分会第一届理事会建议名单，并祝愿嘉定分会成为嘉定校友与学院和兄弟分会的沟通大平台。侯正宇校友代表上海分会向嘉定分会颁发了理事会成立证书，并代表上海分会祝贺嘉定分会成立。作为新任会长，费小妹校友对嘉定校友的信任表示感谢，并表示嘉定分会要为促进嘉定校友的生活、事业大发展作出积极贡献，也要为嘉定经济的发展做出贡献。兄弟分会代表南通分会黄承斌秘书长上台发表祝贺感言，并赠送“情系嘉定”题字。上海、无锡、张江、南通、台湾、重庆、北京、福建、温哥华与河南等兄弟分会也纷纷祝贺嘉定分会成立。

成立庆典之后，首场活动——2012中欧嘉定创业论坛拉开帷幕，李善友教授为大家做主题为“成功创业者的七种个性特质”的演讲分享。本次论坛还邀请了落户嘉定的校友企业代表京东商城总裁刘强东、武岳峰资本合伙人潘建岳、荟诗化妆品（上海）总裁蒋苏蕾与费小妹副区长就创业话题进行了热烈的圆桌讨论。此外，论坛期间还举行了中欧创业基地揭牌仪式和中欧校友企业落户嘉定签约仪式。16家中欧校友企业落户嘉定，当场与嘉定政府签定合作约定。



中欧校友会上海分会（嘉定）成立庆典暨2012中欧嘉定创业论坛于4月11日在上海嘉定隆重举行。中欧国际工商学院院长朱晓明教授，创业学兼职教授李善友，中欧校友会秘书长、校友关系事务部王庆江主任，中欧EMBA课程副主任赖卫东，嘉定区委常委、副区长费小妹校友，中欧校友会上海分会理事、副秘书长侯

正宇校友及各兄弟分会代表与嘉定校友企业代表京东商城总裁刘强东校友等出席了活动。来自嘉定和上海地区约200位校友与同学到场祝贺。

朱晓明院长首先代表学院管委会和校友总会对外中第43个校友分会——嘉定分会的成立表示了衷心祝贺，并向大家通报了学院近期在签约合作、校园建设与课程发展方面的情况。



the increasing number of chapters being launched as he gave an update on school activities and CEIBS' future development. Issues covered included the planned Shenzhen Campus and ongoing registration for the Part-Time Finance MBA Programme.

The chapter's list of suggested council members [see box] and draft constitution were approved with a round of applause. The chapter's first activity, the 2012 CEIBS Entrepreneurship Forum, featured Adjunct Professor of Entrepreneurship & Executive Director of the Centre for Entrepreneurship and Investment Kevin Li. His excellent keynote lecture explored "Seven Traits of Successful Entrepreneurs".

A roundtable discussion about entrepreneurship then followed with input from representatives of alumni companies: Liu Qiangdong, President of Jingdong Mall; Pan Jianyue, Partner at Wu Yuefeng Capital; Jiang Sulei, President of Herbal Whisper (Shanghai); and Fei Xiaomei, Deputy Head of Jiading District. The general consensus: the success of start-ups depends on the passion and dream of both innovators and government officials. Jiading, they said, has this vital element.

A total of 16 CEIBS alumni enterprises doing business in Jiading signed contracts with the municipal government during the opening ceremony of CEIBS Entrepreneurial Base.

The day's events could not have been possible without the strong support of Chen Qichang and his colleagues at Agricultural Bank of China Jiading Branch, Xu Feng and other support staff from Shanghai Conch Apparel and Hu Zhuping and his enterprise Shanghai Hang Kam Power Technology.

April 11 was an eventful day for CEIBS alumni in Jiading, marking the launch of the 43rd CEIBS Alumni Association Chapter, the staging of the 2012 CEIBS Entrepreneurship Forum and an opening ceremony for CEIBS Entrepreneurial Base during which more than a dozen contracts were signed.

These initiatives were all part of an

ongoing effort to establish a platform of resource sharing between CEIBS alumni in Jiading District, strengthen contact and communication between the chapter and the school, and among other chapters, as well as expand CEIBS' influence in the area.

CEIBS Executive President Prof Zhu Xiaoming headed the list of school officials who attended the launch, which attracted about 200 alumni. He noted

中欧校友会上海分会（嘉定）第一届理事会建议名单

分会职务	姓名	班级	公司职务
名誉会长	潘志纯	EMBA04SH3	原嘉定区委书记、现上海市金融工作党委书记
名誉副会长	赵奇	EMBA03SH5	原嘉定区马陆镇党委书记、现崇明县委副书记、县长
	陈志鑫	EMBA99SH2	上海汽车集团股份有限公司执行副总裁
	栾国梁	EMBA99SH2	原嘉定区委副书记、闵行区人大常委会主任
	谢秋慧	EMBA99SH2	上海出入境检验检疫局党组成员，浦江局党组书记、局长
	赵明	EMBA05SH6	原嘉定区马陆镇党委书记、现青浦区副区长
	陈其昌	EMBA11SH4	原农行嘉定马陆支行行长，现农行上海市分行党委委员、副行长
会长	费小妹	EMBA11SH2	嘉定区委常委、副区长
副会长	韦方	EMBA09BJ4	百度集团财务总监
(排名按姓氏笔画为序)	方朝阳	EMBA06SH3	精工控股集团有限公司董事长兼总裁
	刘强东	EMBA09BJ4	京东商城CEO
	朱演铭	EMBA06SH1	熙可集团（全球）有限公司执行总裁
	杨清河	EMBA11SH3	上海德立信资产管理集团CEO
	陈登坤	EMBA09BJ2	金蝶软件集团CFO
	须峰	EMBA06SH3	上海海螺服饰有限公司总经理
	钱明	EMBA04SH2	嘉宝集团董事长兼总裁、嘉定区上市企业俱乐部理事长
	崔立建	EMBA06SH5	上海置诚通信工程技术有限公司董事长、中欧校友会上海分会理事、副秘书长
	潘建岳	EMBA01BJ1	新思科技全球副总裁、亚太总裁
秘书长	樊珠	EMBA11SH2	嘉定镇街道党工委委员、办事处副主任
副秘书长	朱建新	EMBA00SH2	上海科学技术职业学院董事长
(排名按姓氏笔画为序)	吴开源	EMBA11SH2	德尔福派克电气系统有限公司中国区董事总经理
	吴成艾	EMBA09SH3	上海华太信息技术有限公司执行董事
	杨晓蓉	EMBA12SH	上海马东工业园区总经理
	张毅军	EMBA11SH2	上海亿成科技有限公司董事长、总经理
	郝飞	EMBA11SH2	联创汽车电子有限公司总经理
	赵军	EMBA11SH2	上海城建置业发展有限公司副总经理
	赵东良	EMBA07SH7	嘉定菊园新区党工委委员
	胡著平	EMBA07SH4	上海恒锦动力科技有限公司董事长
	宫惠琨	AMP9	才金资本创始合伙人
	蒋苏蕾	EMBA00SH1	荟诗化妆品上海有限公司CEO，中欧校友会温哥华分会副会长

2012年中欧校友会“两会”在安徽宏村圆满召开 Annual Alumni Association Meeting in Anhui



中欧校友会地区分会、俱乐部优秀组织工作奖评选结果

中欧校友分会获奖名单：

华东地区：南京分会、苏州分会；
华北地区：大连分会；
华南地区：福建分会；
海外地区：韩国分会

中欧校友俱乐部获奖名单：

华东地区：中欧校友戈友会、中欧校友金融与投资俱乐部、中欧校友人力资源研究会；
华北地区：中欧北京网球俱乐部、中欧环保同学会；
华南地区：中欧校友会深圳分会高尔夫俱乐部

3月23日，2012年度中欧校友分会及俱乐部工作会议在安徽黄山中坤国际大酒店隆重召开。这是中欧校友会第二次举办“两会”，继续得到了各地校友团体的支持。来自全国近70位分会和俱乐部会长及秘书长齐聚黄山脚下的宏村，学习最佳实践，分享社团管理经验，加深彼此间的感情和互动。出席本次会议的学院领导有名誉院长刘吉教授和副院长兼中方教务长张维炯教授。

张维炯教授首先致辞。他围绕课程发展、教授招聘、校园建设以及未来发展蓝图介绍了学院近期的主要动态。中欧校友会秘书长、校友关系事务部王庆江主任带领大家回顾、展望了2011年与2012年校友会的各项工作与计划。中欧网协会会长张红晨、广州分会秘书长吕曦与重庆分会秘书长邓三红作为

代表分别就兴趣类社团如何保持活力、分会如何借势区域联盟开展品牌活动和校友社团秘书长工作心得等话题进行了深入而务实的分享。

下午的会议中，校友们围绕着“校友活动中的安全事项”、“分会和俱乐部的管理细则”以及“校友年度人物评选”展开了交流和讨论，并提出一些建设性的创新方案。航海俱乐部秘书长陆乐校友还通过现场互动、组织小游戏等方法，令与会者充分意识到在遇到突发事件时掌握正确的救生方法是十分必要和重要的。校友们还在校友会秦臻的带领下亲身领略了“校友在线社区”的魅力。

傍晚六点，“两会”欢迎晚宴在宏名轩如期举行。名誉院长刘吉教授祝福校友们在今后的事业中取得更大的成功，并心存感激，回馈社会、回报母校。晚宴上，中坤集团董事长、黄怒波校友作为东道主热情欢迎各地校友。他也强调，中欧培养的应该是有梦想的企业家，绝非缺乏梦想而单纯追求盈利的商人。次日上午，校友会邀请了知名徽州文化学者余治淮先生与校友分享“徽州文化与徽商精神”，之后一行人又满怀期待地走进慕名已久的宏村，了解历史、品味文化、感受自然。

2012中欧校友会“两会”圆满落幕，参会校友纷纷表示不虚此行、收获颇丰，对未来的工作增强了信心，并热切期待明年春天再次聚首。

On March 23, CEIBS Alumni Association hosted a meeting in Anhui Province which saw about 70 presidents and secretaries-general from various chapters and clubs gathered near the breathtaking Yellow Mountain. CEIBS Honorary President Liu Ji, Vice President and Co-Dean Prof Zhang Weijiong, Deputy Chief Representative from the Shenzhen Office Brian Kong, and Assistant Director of CEIBS Education Foundation David Lee also attended.

Prof Zhang Weijiong opened the event, held in Hongcun Village, with an overview of the development of the school's curriculum as well as an update on the recruiting of new professors, campus construction and the blueprint for the school's future development. The alumni were impressed with the school's progress and many said they hoped to contribute ideas and funds towards its development.

Wang Qingjiang, Secretary-General of the CEIBS Alumni Association and Director of the Alumni Relations Department reviewed the association's accomplishments during 2011. He also announced plans for new association headquarters, adding that he hoped alumni could support and assist in the implementation of the plan. Following

his presentation, representatives from different chapters and clubs addressed the gathering. Speakers included: Zhang Hongchen, President of CEIBS Tennis Association; Lu Xi, Secretary-General of the Guangzhou Chapter; and Deng Sanhong, Secretary-General of the Chongqing Chapter. They explored ways to maintain the vibrancy of the alumni community, and how to conduct promotional activities by utilising regional alliances.

Later that afternoon, alumni exchanged ideas on chapter management and administration. The group also learned about the online alumni community, which alumnus Qin Zhen manages, and which gives alumni an easy way to stay in contact and arrange activities.

The day-long event came to a close with an elegant dinner hosted by Board Chairman of Beijing Zhongkun Investment Group Huang Nubo (EMBA 1996). In his address, he explained that, 10 years ago, the Hongcun Project had been merely a dream. CEIBS, he reflected, has long been committed to cultivating entrepreneurs with dreams, like himself.

Throughout the day, awards were presented to outstanding alumni chapters and clubs (see boxes).

OUTSTANDING CLUBS:

East China: CEIBS Alumni Gobi Association, CEIBS Alumni Finance and Investment Club, CEIBS Alumni Human Resources Research Association

North China: CEIBS Beijing Tennis Club, CEIBS Environmental Protection Alumni Association

South China: CEIBS Alumni Association Shenzhen Chapter Golf Club

OUTSTANDING REGIONAL CHAPTERS

East China: Nanjing Chapter and Suzhou Chapter

North China: Dalian Chapter

South China: Fujian Chapter

Overseas: South Korean Chapter



2012中欧教授巡回演讲合肥站暨 中欧校友合肥游学行顺利举行

2012 CEIBS Professors Speaking Tour: Hefei

3月22日，2012中欧国际工商学院教授巡回演讲合肥站隆重举行。合肥市副市长孙斌为论坛致辞，中欧经济学和金融学教授许小年就“全球和中国经济的艰难调整”这一论题发表主题演讲。出席论坛的有安徽省财政厅副厅长陈军、安徽省政府金融办副主任钱力等六十余位安徽省副厅级领导，近900位中欧校友及企业家等各界人士出席了此次论坛。

孙斌副市长在致辞中表示，合肥市委市政府希望通过此次盛会进一步增进中欧校友与合肥的交流合作，希望与会的各位领导、嘉宾对合肥的经济建设和社会发展提出宝贵意见，为合肥迈向特大型城市给予更多的支持。在孙副市长讲话后，中欧副教务长、EMBA课程主任陈杰平教授和校友会王庆江主任分别对学院EMBA课程以及中欧全球校友情况做了介绍。

在接下来的近两小时时间里，许小年教授深入剖析了中

国与国际经济的前景，与听众共同探寻中国企业的生存和发展之道。许小年教授指出，结构性失衡是导致全球金融危机的原因，而欧洲最近出现的债务危机也是西方国家结构性失衡的表现。同样，世界经济的复苏，中国经济的复苏取决于结构失衡的调整和改善。此外，许小年教授表示对中国经济的增长前景并不悲观，中国经济的增长潜力还在。“国内的需求足够支持中国经济以比较高的速度再增长十年，支撑中国经济的需求是什么？第一是城镇化，第二是服务业。”

次日，约30位校友参加了“中欧校友合肥游学行”。首站访问了被称为“安徽名片”的熔安动力机械有限公司，近距离接触了被称为“民用船舶心脏”的低速机生产线，并与其中欧校友高管团队见面，围绕中国造船业的未来发展和国际竞争力进行了热烈讨论。下午，校友团队还参观了荣事达三洋股份有限公司。





The 2012 CEIBS Professors Speaking Tour made a stop in Hefei, Anhui Province, on March 22. About 60 high-level officials from the Anhui Provincial Government, other provincial leaders and around 900 CEIBS alumni and entrepreneurs attended.

In his welcome address, Deputy Mayor of Hefei Sun Bin noted that the municipal government attached great importance to the forum and hoped it could help to further promote exchange and cooperation between CEIBS alumni and the city.

Following the Deputy Mayor's speech, CEIBS Professor of Accounting, Associate Dean, and Director of the EMBA Programme Charles Chen, and Director of the Alumni Association Wang Qingjiang, respectively gave an overview of the EMBA course offerings and news from CEIBS alumni around the world.

Professor of Economics and Finance Xu Xiaonian then gave an in-depth analysis of both Chinese and global economic prospects, focusing on the development of Chinese enterprises. He argued that structural imbalance was the cause of the global economic crisis and the recent debt crisis in Europe. The recovery of both the world economy and the Chinese economy depends upon improvement of the structural imbalance, asserted Prof Xu. In the Q&A session following the lecture, alumni and other members of the audience asked Prof Xu about housing prices, a topic which has been widely discussed lately.

At the end of the forum, the Anhui Chapter hosted a dinner for the more than 100 alumni

present at the lecture. The following day, about 30 alumni attended the CEIBS Alumni Study Tour in the city, with visits to Hefei RongAn Power Machinery where the company's senior management team spoke about the future of the shipbuilding industry in China.

CEIBS Alumni Association Anhui Chapter was established in October 2006. It now has over 180 members, including many well known Anhui residents. Hefei is also where the first EU-China Business Development Certificate Programme was offered. CEIBS Alumni Relations Department launched the Professor Speaking Tour in 2011 with the aim of building awareness of CEIBS throughout China, and to facilitate new student recruitment, strengthen the connections among different chapters, and support their work. During the tour, well-known CEIBS professors share their insights on management and economics with both alumni and professionals from the industrial, commercial and political circles in each location. Part of the tour is also spent visiting local alumni enterprises. The 2011 speaking tour attracted over 2000 senior enterprise executives, government officials and professionals from diverse industries. Over 500 alumni participated in the activities, and local media and TV stations covered many of the events. The activities were well received by alumni from the regional chapters, and the tour has played an active role in strengthening the alumni network. The 2012 CEIBS Professor Speaking Tour will also make stops in Qingdao, Hefei, Ningbo and Zhengzhou.



2011中欧名家讲坛 收官之作—— 许定波教授：中国国有 企业的治理与激励



CEIBS Expert Forum: Prof Xu Dingbo Speaks on Governance and Incentive in China's SOEs

3月3日，2011中欧名家讲坛收官之作——许定波教授关于“中国国有企业——治理与激励”的讲坛在中欧北京校园举办。180多位校友和嘉宾聆听了许定波教授的精彩讲座，气氛十分热烈。人民网财务总监、EMBA2010级赵欣校友担任了此次讲座的主持人。

讲座伊始，许教授向大家说明了把中国国有企业作为讨论对象的原因。许教授从国有企业的定义讲起，通过各种现实案例，向大家深入浅出地阐述了自己对国有企业治理与激励方面的观点。他认为，公司关注点应该放在高管层面，一旦高管问题解决好了，中层管理人员的机制也就会建立起来，然后才能解决普通员工的问题。我们要关心成本，最大的成本往往是机会成本，最大的损失是效益的损失。所以我们要从管理会计的角度上去看成本，而不要从财务会计的角度上看成本。

最后，许教授还提出，企业管理要找能管理好的优秀企业家去做，在这方面应该去行政化，这样才能顺利推动改革。而且中国第三次改革的核心重点必须是国有企业，要关注其长期的价值创造。现在绝大多数国有企业都存在激励不足的问题，要警惕民粹主义的危害，这也是新闻媒体与学术界应该关注的一点。而最重要的还需政府部门的重视，应避免损害中国整体经济的竞争力，使中国经济丧失掉现存的唯一一个增长点。

之后的提问互动环节也非常热烈，中粮集团有限公司人力资源总监、EMBA2010级王之盈代表校友向许定波教授赠送了礼品。LAMPO（蓝豹）2011年中欧名家讲坛系列至此完美收官。2012年，校友会将继续举办“中欧大讲坛”，诚邀名师为校友提供持续学习的交流平台，敬请关注。

On March 3, CEIBS Professor of Accounting & Associate Dean Xu Dingbo delivered the final lecture in the series for the 2011 CEIBS Expert Forum. The venue was the school's Beijing Campus and his topic was "Governance and Incentive in China's State-owned Enterprises".

Almost 200 alumni and distinguished guests attended. Financial Director of *People's Daily Online* Zhao Xin (EMBA 2010) moderated.

In explaining why he had chosen his topic, Prof Xu told the audience of his former roles as adviser and board member for a number of SOEs, which had provided him with a clear view of their operational problems and the challenges faced by enterprises directly under the central government's control. China, he added, has had several rounds of economic reform over the past three decades with an average GDP growth of 9.5%. Today most countries are concerned about whether the country can maintain this level of growth, especially within the context of the gloomy economies in Europe and the U.S. Prof Xu believes the driving force behind China's economic growth will be the reform of state-owned enterprises, not private firms.

Building an argument that ranged from a definition of SOEs to his own thoughts on governance and incentives, he told the audience that companies should first focus on changing the flawed methods used by senior management. After these problems have been addressed, he said, the next step should be to move on to other employees. As his lecture drew to a close, Prof Xu stressed that the third round of China's economic reform will primarily focus on the reform of SOEs for long-term value creation.

The LAMPO 2011 CEIBS Expert Forum series of lectures has been well received among alumni and students since it was launched by the CEIBS Alumni Association in 2010. The Association will host similar events this year, where well-known lecturers will create a platform for the sharing and exchange of ideas to ensure CEIBS alumni have a continuous learning experience.



中欧举办第三届中国女性领导力论坛 Alumni Speak During CEIBS' 3rd Chinese Women Leadership Forum

3月28日，第三届中国女性领导力论坛在中欧国际工商学院成功举办。论坛展示了这个充满了柔和之美与澎湃激情的女性领导者群体所面临的机遇、挑战与困惑。约200余名知名企业女性高管、著名学者以及国内外极具影响力的企业领导人云集中欧校园，一同探讨了“ShEO”的成长与困惑。

中欧副院长兼教务长约翰·奎尔奇教授在欢迎辞中首先对论坛发起者李秀娟教授表示感谢。此外，他还就家庭领导力和男性与女性之间的职责平衡发表了自己的看法。联合国妇女署中国国家项目经理朱莉·布鲁萨德（Julie Broussard）发表题为“赋权予妇女”的开幕辞，畅谈尚未开发出来的女性潜力。普莱克斯亚洲及全球电子部总裁安·罗比（Anne K. Roby）女士的开场演讲拉开了论坛序幕，她将职业生涯划分为五个阶段，并从中总结了提高领导力的四点建议。李秀娟教授也在本次论坛期间发布了她的新书《中国ShEO：“她时代”下的商界女性素描》。该书描述了ShEO时代下商界女强人所面临的机遇、挑战、困惑。

本次论坛三场主题演讲的嘉宾分别为中欧米其林领导力和人力资源管理教席教授李秀娟、玫琳凯亚太区总裁蔡庆国与青岛啤酒股份有限公司总裁金志国。李秀娟教授在题为“ShEO——感性的力量”的主题演讲中从对女性观察、研究成果及学术角度阐述了她对女性课题的想法。蔡庆国从女

性占主体的公司文化出发，用六个“必须”描述了自己眼中女强人的形象。

金志国以“刚柔并济，上善若水——‘她’经济时代的‘他’观点”为题，形象地描述了CEO眼中ShEO。

之后，福伊特造纸技术亚洲区总裁兼CEO刘明明、Leon Lowenstein基金会联席主席林·托曼（Lynn B. Thoman）及安·罗比与德勤中国税务及商务咨询领导合伙人兼战略客户及市场领导合伙人蒋颖在题为“梦想决定道路，胸怀决定成就”的圆桌讨论中讲述了各自在不同职场、不同文化背景下所拥有的相似经历。第二场圆桌讨论中，中欧管理学副教授韩践、伊力诺依董事长史晓燕、欧普照明总裁马秀慧与诺亚正行（上海）基金销售投资顾问有限公司总经理章嘉玉一起以女性创业者在得失成败之间的艰难抉择为主题，围绕创业和财富观进行了热烈讨论，而成功女性如何协调婚姻的话题更赢得了在座女性听众的喝彩。

论坛闭幕前，中欧校友会女性领导力联盟“合花会”宣告成立，由五位女性盟主和二十位中欧男性教授和校友组成。最后，中欧院长朱晓明教授致闭幕词。他表示，此次论坛有着独特的意义，今天中欧校友会女性领导力联盟的成立很有冲击力，将成为中欧女性元素提升的助推器与提升女性成长的加速器。

About 200 highly-regarded female managers, well-known scholars and influential entrepreneurs gathered to discuss the growth of their enterprises and plans for the future during CEIBS 3rd Chinese Women Leadership Forum on March 28. The venue was CEIBS Shanghai Campus.

The welcome speech was delivered by CEIBS Vice President and Dean Prof John Quelch, and Prof Jean Lee's new book *ShEO: Female Leadership in China* was unveiled during the event. The book has 13 interviews from female Chinese leaders, in which they speak candidly about the opportunities and challenges they are facing. Prof Lee is Michelin Chair Professor in Leadership and HR Professor of Management as well as Director of the CEIBS Leadership Behavioral Laboratory. The forum was her brainchild.

Among the EMBA alumni who participated were Jin Zhiguo, the President of Qingdao Beer; Zhao Pu, Founder & Chairman, Octmami; Zhao Xiaojun, Designer of the National Aquatic Centre for the 2008 Beijing Olympics; and Gao Tianle, Chairman and CEO of Tian Zheng Group. Meanwhile, female alumni included Feng Yuan, Chairwoman of ZhongZhengDa Enterprise (HK); Liu Wei, President, Giant Interactive Group; Wang Jiafen, Vice Chairwoman, Ping'an Trust; Shi Xiaoyan Chairwoman of Beijing Illinois Investment; and Ma Xiuhui General Manager of Oppl Lighting.

In his welcome address, Dean Quelch shared his opinion on the issue of leadership within families and the balance of duty between genders. He also explored the choices women have to face in finding the right balance between family and career. As a member of CEIBS Management Committee it was his hope, he added, to see female leadership issues linked to the school's development in terms of increasing the proportion of students, professors and staff that are female.

Ms Julie Broussard, Country Programme Manager for the UN Women China Office, who travelled from Beijing to attend the forum, gave an opening address about undeveloped potential in women. The title of her speech was "Empowering Women", and she made the point that there is an ongoing global objective to move swiftly to eliminate

gender discrimination within the society. She also stressed that women are integral members of the workforce and empowering them fosters their participation in the private sector.

President of Praxair Asia and Praxair Electronics, Ms Anne K Roby also gave an opening speech during which she explained how

she has successfully juggled her career with raising a family. She told the audience that during her 20 years at Praxair she got married and had three children. The successful female executive offered useful advice by describing her career in five easy-to-follow stages and outlining four key components to possess in order to improve leadership skills.

The forum also included two panel discussions during which there were witty exchanges and a debate between male and female CEOs at the event, as well as a much-anticipated session called "The Dialogue: CEO vs ShEO". Ahead of the forum's ending, CEIBS Alumni Association ShEO Leadership Network was officially launched. It is headed by five female leaders and includes twenty male professors and alumni from CEIBS. The forum was brought to a close with an address from CEIBS Executive President and Professor of Management Prof Zhu Xiaoming. He told those gathered that the founding of CEIBS Alumni Association ShEO Leadership Network was "an important event in CEIBS' history. The forum has shown that CEIBS has some great women alumni and will foster the growth of women's affairs," he added. The forum was followed by a celebration of Cheongsam Night with the ladies dressed in beautiful qipaos.



第六届中国校友私募论坛隆重开幕 Entrepreneurship Focus



由 中欧校友私募基金协会和中欧陆家嘴国际金融研究院联合主办、《中欧商业评论》和上海中橙投资管理有限公司协办、全时冠名赞助、展恒理财联合赞助的企业创投与创投资本论坛于4月12日在中欧国际工商学院隆重开幕。论坛以“非IPO退出渠道”为主题，受到了业界强烈关注。

会议由中欧校友私募基金协会任涛秘书长宣布开始，他首先介绍了中欧校友私募基金协会的发展和此次论坛的背景。之后，中欧国际工商学院名誉院长刘吉致开幕词，协会会长、IDG资本合伙人章苏阳与冠名赞助的校友企业“全时”代表丁捷分别为大会致辞。

本次活动历时三天，由论坛和研修班两大部分组成。主办方表示，此次活动希望能在全球经济面临二次探底风险、市场洗牌加速、PE投资策略与竞争格局即将面临改变之际，为国内企业把握时机，借鉴国外资本市场发展趋势提供一个经验分享和头脑风暴的机会。VC/PE基金、上市公司战略部与投资部高管、被投资企业董事长与总经理及中介机构等近300人参加了此次论坛。

主办方邀请了创新与创投领域业界精英，以国际视野、专家视角，向参与者揭示企业创新精髓与实战方法、剖析国内外私募产业趋势与运用之法，深度研讨如何打造创新、高速增长的大型企业以及如何有效运用资本杠杆倍增业绩并向全球扩张。

4月13至14日，来自跨国公司与民营商业企业的创业投资部门、国内VC和企业创投机构、银行投资部门及地方政府财政部门的创新与创投领域业界精英等共30余位学员在陆家嘴金融研究院参加了为期两天的创业投资与创投资本研修班。本次研修班旨在为企业经营管理层提供头脑风暴的互利平台，从而有助于企业制定新的成长计划。



The Entrepreneurship & Investment Forum was held at CEIBS Shanghai Campus on April 12 as part of a three-day series of events aimed at helping domestic enterprises optimise trends in the overseas capital market. Understanding these trends is useful in terms of brainstorming during a globally challenging economic period and the event was well received. About 300 people attended, including VC and PE players, senior executives from the strategy and investment departments of listed companies, as well as board chairmen and general managers of investor companies.

The event's impressive list of organisers and co-sponsors included CEIBS Alumni Privately-offered Fund Association, CEIBS Lujiazui International Finance Research Centre, *CEIBS Business Review*, Shanghai Zhongcheng Investment Management Company, G-Net and MyFP Wealth Advisory.

The welcome address was delivered by Ren Tao, Secretary-General of CEIBS Alumni PE Association, followed by the opening speech from CEIBS Honorary President Liu Ji. There were also keynote addresses by Association Chairman and IDG Capital Partner Zhang Suyang, and Ding Jie who represented the event's title sponsor alumni company G-Net.

The forum also featured a panel discussion during which well-known entrepreneurship and investment experts shared their experience on creative entrepreneurship and investment, M&A and mainstream

withdrawal mechanisms for the capital market. Participants included: Dr Martin Haemmig, Leiden University Senior Advisor on Venture Capital for SPRIE at Stanford University; Dr Max von Zedtwitz, Director, Founder and Professor of the GLORAD Research Centre for Global R&D Management; James Mawson, Founder of Global Corporate Venturing; Chen Youzhong, Founder and Managing Partner of iD TechVentures and former Director of Acer Group; Kevin Li, Founder of Ku6.com and Executive Director of CEIBS Entrepreneurship and Investment Centre, among others.

Then between April 13 and 14, major figures from the fields of entrepreneurship and investment were invited to speak about the practical side of entrepreneurship, within a global context. They explored development trends and applications of the PE industry both at home and abroad, and also had in-depth discussions on how to create an innovative and fast-growing large enterprise, how to effectively leverage capital in order to boost company performance and how to promote global expansion of a business.

Also during those two days, more than 30 participants gathered for seminars at the CEIBS Lujiazui International Finance Research Centre. They represented transnational companies, private commercial enterprises, domestic VC and corporate venture institutions, investment departments within the banking industry, and municipal governments' financial departments.

中欧戈友论坛“价值创造与企业家精神”成功举办 CEIBS Gobi Association Forum



中欧戈友论坛于3月18日在中欧上海校园成功举办，中欧国际工商学院副教务长许定波教授与大家分享了“价值创造与企业家精神”。玄奘之路戈壁挑战赛创办人曲向东先生以及中国人民大学、华南理工大学、上海交通大学、长江商学院和复旦大学的戈友代表们应邀出席了活动。约120名中欧戈友、校友参加了活动。中欧戈友会陆江宁理事长主持了活动。

中欧副教务长、中欧戈五、戈六代表团团长许定波教授与大家分享了主题为“价值创造与企业家精神”精彩讲座。他指出，一个优秀的企业家需要四种重要的素养：品格、能力、经验、担当，而企业家精神的核心就在于勇于创新。谈及创业家心理时，许教授为大家介绍了熊彼特学说，一个典型的创业者并不会为财富所驱动，他不会满足于现状，他不但有占领的欲望与战胜的冲动，还要有胆识并且勇于冒险。同时，智慧也是不可缺少的一部分，智慧创造价值和财富，而这也是一种戈壁精神。许教授认为，创新是推动经济的真正的动力，企业家是未被承认的英雄。

About 120 association members and their peers turned out for CEIBS Gobi Association Forum at the school's Shanghai Campus on March 18. Association President Lu Jiangning moderated. Associate Dean Professor Xu Dingbo, Gobi Challenge founder Qu Xiangdong, and representatives from the Gobi Associations of Renmin University, South China University of Technology, Shanghai Jiao Tong University, Cheung Kong Graduate School of Business and Fudan University all attended the forum as well.

During the event Prof Xu Dingbo, who led CEIBS' Gobi 5 and Gobi 6 teams, gave a stirring lecture entitled "Value Creation and Entrepreneurial Spirit". Entrepreneurs, he said, need to have four qualities: character, capability, experience and responsibility. At the core of the entrepreneurial spirit is innovation, which is itself at the core of economic development, said Prof Xu, adding that China's future economic success will rely on innovation. He also asserted that true entrepreneurs are not driven by the pursuit of wealth, but rather by a desire for adventure and a spirit of creativity and fearlessness.

The CEIBS Gobi Association was founded by school alumni in 2011 as an organising platform that prepares alumni to participate in the annual competition. The association has established the competition's selection criteria, and preliminary and final selections are held all over China.

The CEIBS Gobi Representative Team has participated in the past 5 Gobi Challenges, and it has won 3 times. The CEIBS Gobi Association helps to unite CEIBS alumni and promote the school's visibility.



总商道之要 经商业之理

总经理课程(AMP)，2012年4月 / 7月 / 11月，模块制，上海、北京、深圳

总经理课程不仅有最核心的管理模块和最顶尖的教授，更有创新的学习模式和精心设计的学习流程，使学员能成功地将书本上、课堂上的概念与自身实践经验相结合，反躬而思，超越旧的思维框架，最终实现学以致用。

招生对象

实际、实践、实战是本课程的特点，我们招生对象为高速成长的成功企业的总裁、总经理和集团公司事业部的总经理，以及极具潜质的高层管理人员，他们应拥有八年以上的管理实践经验。

六大核心模块

- 宏观经济和管理学导论
- 领导力与变革管理
- 高效谈判
- 管理会计
- 决策者的市场管理
- 战略管理

四大创新学习模式

- 温故知新：教授将引导学员进行反思和互相学习，充分暴露个人的偏见和盲点。
- 学而时习：要求学员运用学习日志，回顾当天学到的、思考过的、有重要心得的要点。
- 以人为镜：学员自由组成两人小组，到彼此工作岗位上去作为为期两天的访问，把访问经历写成报告，主人也写一份报告作为回应。
- 知行合一：完成一篇反思论文，把各模块的内容与公司的实际相联系。

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一位MBA 的读书札记

关于自己：《追梦中欧——亚洲第一MBA校园生活实录》的编者和主要作者之一。业余爱好舞文弄墨，行万里路，读闲书，打篮球。本科毕业于上海交通大学高分子材料专业，与各种聚合物打了十几年的交道。在拜耳公司的这些年，看到了多项新物质、新技术的商业化，不胜欣喜！科技应当以人为本，创造更美好的生活。全球化要求更宽广的视野，刚接手全球性工作时不太适应，跳不出“中国市场”的框框，毕竟中国人还没有太多机会从全球业务的角度出发思考问题。过了半年才逐渐调整到：“身在上海，放眼世界”。

文 / 童强 (MBA 2004)

本

人喜读闲书，但没什么章法，更无计划，且看得又慢，一目十行的功夫向来与我无缘。读书的功能无外乎：1，打发时间，特别是无聊的

等候时间；2，满足好奇心，对某件事情产生了兴趣，想要探寻根底；3，听说了某些流行的书，想要对其观点一探究竟；4，若真对生活、工作有些帮助，或者说得玄点儿，来点人生感悟，则善莫大焉！

把这些年看过的书简单总结一下。

《你所应该读懂的100幅世界名画》

名字滥俗，内容不错，当个画册看看很过瘾。再由此可掌握些许文化、艺术、历史知识，以至于将来参观博物馆、美术馆时不至于象个呆瓜。幼习国画，对中国美术史略知一二。六年前闲逛巴黎，参观了卢浮宫、奥赛美术馆，对西方艺术也产生了兴趣，这本书可作一个提纲挈领的系统梳理。

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Reading Notes of an MBA Alumnus

■ By Tony Tong (MBA 2004)

I like reading books at my leisure, without any schedule or plan. Being a slow reader, I can't finish a book in a coffee break by simply grasping its main points. Here's a summary of some of the books I've read over the years. Hopefully this will help you decide what to read next.

100 Famous Paintings You Are Supposed to Understand

This is a superb collection of art and the clichéd name doesn't do the contents justice. This book provided me with a considerable amount of knowledge about culture, art and history, so that I won't appear ignorant when visiting museums or galleries. I studied Chinese painting in my childhood and know a thing or two

about Chinese art history. When I toured Paris six years ago, I visited the Louvre and the Musée d'Orsay and developed an interest in Western art. This book is a beautifully-presented and well-organised synopsis.

West Wind: The Beauty of the West over 3,000 Years

After reading 100 Famous Paintings, I tried to learn something about aesthetics, a completely unfamiliar topic at the time. I have to admit that I read this book only to see what there is to know, to identify the gaps in my knowledge. It offers a new perspective on Western history.

The Protestant Ethic and the Spirit of Capitalism

This Max Weber magnum opus is highly recommended by CEIBS' well-respected Prof Xu Xiaonian. I find it a little too deep for me, and I don't quite understand all its religious connotations. Weber (who reminds me of another German philosopher Karl Marx) discusses the interaction between Protestant ethics and the spirit of capitalism by researching how Protestant culture has influenced social life since the Reformation, and enabled Protestant regions to develop ahead of traditional Catholic areas.

Arguments of Chinese Philosophers Before the Qin Dynasty

This book is centred on Confucianism and explains the arguments between this main school



《西风破：三千年西方之美》

原来从未接触过所谓美学，由于前一本书的原因想去窥探一二，只是图个新鲜。这本书其实是从另一个角度解读西方历史，幸而保有小时候读《世界五千年》的底子，再加上上述《100幅世界名画》，看此书也不累。不求甚解，翻过而已。

《新教伦理与资本主义精神》

马克斯·韦伯的扛鼎之作，许小年教授倾力推荐。艰深晦涩，不太好懂，也不太理解那些宗教文化背景。此马克斯（也是德国人）以研究宗教改革后新教文化如何影响社会生活，使新教地区的发展水平逐渐领先于传统天主教地区为起点，阐述了新教伦理与资本主义精神的相辅相成。我也有类似的思考，譬如留学西班牙时总想探究一下，为何500年前如此强大的海上霸主会逐渐沉沦，最终为英国取代？宗教伦理影响了人的行为，使社会朝不同方向发展。许小年教授在讲座里总结了些许微言大义：社会演进是心物二元的，单纯的唯心或唯物都无法全面揭示社会发展的动力和本质。人类追求吃饱穿暖、车子房子是唯物，是社会发展的动力；但影响

人心的力量，譬如宗教也决不可小觑，它同样可以成为社会演进的动力。由此及彼，中国人的思想两千年来被帝王之术和专制儒教统治，到了晚清终于发展至穷途末路，中国社会也被其带入苦难深重的岁月。谁能否认宗教对社会巨大而深远的影响力呢？我们从小受到的教育似乎都是：唯物好，唯心不好。但是且慢，问一句：为什么？如易中天教授所言：“唯物如何，唯心又如何？”

《先秦诸子百家争鸣》

顺着逻辑顺序买了易中天的这本书来看，本书其实是《百家讲坛》的文字整理。第一次知道易中天还是在《品三国》时期，当时刚从商学院毕业，租住在陆家嘴附近的一幢老式单元楼里。偶然在临睡前看到了《百家讲坛》，从此《品三国》就成为每天的夜宵。读本书基本也都是在睡前，所以经常伴随着我入眠。全书以儒家为主线，系统阐述了儒墨、儒道与儒法之争，自然也为“墨”、“道”、“法”大致画了相。彼时人可以畅所欲言，与同时期的希腊文明竟如此相似！想起了文艺复兴三杰之一的拉斐尔的旷世杰作《雅典学院》，拉斐尔将古希腊不同时期、不同地域、不同学派的学者聚集到一起：

柏拉图、亚里士多德、毕达哥拉斯、苏格拉底、亚历山大、欧几里得、托勒……《雅典学院》代表了理性精神的回归，中国也应该有这样一位画家，将诸子都置于一幅画里：孔子循循善诱，一副老教师模样；孟子仗剑而行，义薄云天；荀子总是若有所思；墨子则直接照着电影《墨攻》里面刘德华的扮相来画；老子骑了头驴，紫气东来，乘风而去；庄子腰上捆着个葫芦，在海上仰泳，似睡非睡，轻吟浅唱；韩非坐着轮椅，典型的孤独而愤怒青年；商鞅一手托着金条，一手高举皮鞭，法令严明地执行其胡萝卜加大棒的政策。历史让两种文明在少年时期如此相似，成年以后却如此不同。或者说古希腊罗马文明还没成年就已殇逝，取而代之的是千年黑暗的中世纪，但是也孕育了后来的文艺复兴和思想启蒙。中华文明经过一代代的诠释、篡改，已经面目全非，老气横秋。窃以为：中国应有一次自己的文艺复兴与启蒙运动，重拾先秦诸子理性客观地追求真理的精神！学诸子，不可死读书。套用《吕氏春秋》名句：“不法先诸子之道，而法先诸子所以为道！”

《蓝海战略》

初看绝对是本好书——避免红海中

Author Profile

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Self-introduction:

I am proud to be the compiler and co-author of *Chasing Dreams at CEIBS – Campus Life in Asia's Leading Business School*. In my spare time I like to write, read, travel and play basketball.

After graduating from Shanghai Jiaotong University with a degree in high molecular polymers, I have worked with various types of polymers for over a decade. During my years at Bayer, I've seen the commercialisation of a lot of new materials and new technologies. I believe that science should serve human needs, and be used to ensure a better life for us all.

of Chinese philosophy and the other schools – Mohism, Taoism and Legalism – thus also providing effective exploration of the latter three. Written several hundred years before the 3rd century BC, the philosophies discussed correspond roughly with those of ancient Greek civilisation. The Chinese and Greek civilisations were so alike in their infancy, yet they took such drastically different paths in later stages. I humbly propose that Greek civilisation ended before reaching maturity and was replaced by a dark age lasting a thousand years, until the Western world was blessed with the Renaissance and the Enlightenment. Chinese civilisation, unfortunately, was severely removed from its original self and accumulated too much historical dust through multiple reinterpretations and distortions. China needs its own Renaissance and Enlightenment, so that it can return to the roots of its culture: the ancient philosophers who pursued truth with reason and objectivity. However learning from the ancient

philosophers doesn't mean blindly following their teachings. As it says in the *Spring and Autumn Annals*, "Don't follow the Tao of the previous sages, but follow what the previous sages take as the Tao."

Blue Sea Strategy

Avoid the fierce competition in the red sea and explore the opportunities in the blue sea – that initially seems like a wonderful idea. Yet after a few years of working I began to see how difficult and risky it would be to explore the blue sea. The concept of "blue sea" itself actually depends on the characteristics of a specific industry. In an emerging industry it is easier to find the blue sea since younger companies benefit from fewer burdens, a quicker decision-making process, and less friction in internal enforcement. That has been the trend in the IT industry for the past few years. Steve Jobs was a master explorer of the blue sea. After his return to Apple, he miraculously revived the

venerable company and helped it ascend to the top of the industry by marketing music players, touch-pad computers and smart phones (blue sea) instead of the old business of laptop computers (red sea). For some traditional industries, however, it is rather hard to discover the "blue sea" portion of their markets, as they are already well-explored. When you think you find your blue sea, you may still miss that "one of a kind" opportunity (or even worse, lose your existing foothold) if you rush in without much preparation or fail to effectively allocate resources.

Steve Jobs (Biography)

Who has not heard of Steve Jobs, a legend whose life was more fascinating than a novel? This biography does not heap flattery on the father of Apple, but sometimes criticises (and even satirises) Jobs on his less desirable traits; yet Jobs himself approved its publication. Perhaps Jobs did "think different", as throughout his life he tried to be an



的激烈搏杀，到广大的蓝海开拓新市场。但是几年后再看，尤其是结合了工作经历，才体会到进军蓝海意味着多少困难、挑战和风险。另外，所谓蓝海，与行业自身的特点有关系。在新兴行业中，找到蓝海较为容易，企业没有过于沉重的历史负担，进军蓝海的决策过程相对较快，执行的内部阻力也会小一些。这在过去若干年IT行业的发展过程中体现得较为明显。乔布斯绝对是经营蓝海的高手，回到苹果之后，他让这家公司起死回生、蒸蒸日上，最终站上行业之巅的不是个人电脑这一红海，而是电子音乐播放器、平板电脑和智能手机这些跨界蓝海。苹果的优势在于总能引领潮流，在海水逐渐变红之前发现新的蓝海。然而，对于一些较为传统的行业，业态已经相当成熟，发现蓝海实属不易，即使看到一片蓝色，贸然进入后如果不能量力而行，或不能有效分配资源，则存在“捡了芝麻，丢了西瓜”的风险。BP公司在一些年前宣称大力发展非油气及可再生能源，这本是造福社会的好事，也是公司未来发展的蓝海，但作为一家以油气勘探、开发、炼制为主业的企业，它还是应该将主要精力和资源用在这些业务上。在这一行业中，对安全的关注和投入是决不能妥协的。然而BP恰恰在这些驾

轻就熟的红海领域翻了船：墨西哥湾漏油事故差点赔得它倾家荡产（包括几十年来苦心经营的品牌价值），对地球环境的深远伤害也决不仅仅是多建几个风能电场、太阳能电站等蓝海行为就能弥补的。总之，“蓝海战略”看起来光鲜，用起来要小心。企业不可不探索蓝海，但一定要思考所处行业和自身情况，简单地按图索骥、照方抓药是不行的。

《活着就为改变世界：史蒂夫·乔布斯传》

接下来说说乔布斯吧。他的一生充满了传奇，比小说更吸引人。本书并不仅是歌功颂德，作者相当程度地批判了传记主人的某些做法，文字中间或有揶揄甚至是挖苦，但也得到传主的首肯得到了出版。也许乔的思想果然大异于常人，窃以为乔一生都在追求做一个标新立异、天赋异禀的人。也许在他眼里，最让人不能接受的评价是“平庸”，而不是别的诸如“吝啬”以及对他人创意的“巧取豪夺”。瑕不掩瑜，毋庸置疑的是，乔布斯是这个时代最伟大的商业奇才之一。他建立的伟大公司创造出了足以改变世界的产品。虽然乔可能更希望人们把他当成一名技术天才，一名出色的电脑设计



outstanding and unconventional person; perhaps for him “mediocrity” was a more unacceptable comment on his life than “stinginess” or “plagiarism”. It could be Jobs’ wish that people view him as a technological genius or an exceptional computer designer, but as it turns out, he was not that exceptional in terms of inventions. His talent was in his keen observation of clients’ needs and accurate prediction of future trends. Everyone has his or her role. Jobs’ role was at the top, presiding over the people below, as he is one of the few who lived to change the world!

Way of Living

This is the life philosophy of Inamori Kazuo, Japan’s only living “god of business”, who founded two of the world’s Top 500 enterprises. In his twilight years, he was entrusted with the management of the almost bankrupt JAL and successfully brought the old company back to life. In the book, Inamori Kazuo doesn’t say a lot about specific business cases and management, but instead shares a retrospective of his life from a philosophical point of view. [TheLINK](#)



When you think you find your blue sea,
you may still miss that “one of a kind”
opportunity.





中国人绝不缺少创业精神。谁说穷人不能创业？他们有脱贫的渴望，能够看到许多企业看不到或者不屑看到的市场机遇，他们缺的只是本钱。



师，然而造物弄人，在技术发明上他确实没有出众之处。他的专长是对客户需求的敏锐把握和对未来准确的洞见。每个人都有自己的舞台，乔的舞台在凌绝顶上，而不是半山腰里，因为他属于那种少数能够改变世界的人！在读完本书之后和写作本文之前，乔布斯因罹患癌症溘然长逝，天妒英才！深切哀悼！

《活法》

稻盛和夫的人生哲学。稻盛是唯一仍健在的日本“经营之神”，一生创办了两家世界500强企业，晚年受托入主濒临破产的日本航空，挽狂澜于既倒。稻盛不屑在自己的书里过多谈论具体的经营管理，而是上升到哲学高度来看其一生的经历。我特别喜欢他对二战深刻反省的态度以及他出家为僧的经历。特摘录一段如下：“谈及日本是否应该向中国谢罪，我认为应该谢罪。但我话音刚落，在座的大学教师们都露出了惊讶的神色。他们的理由是：一个国家向另一个国家谢罪是不可思议的……然而，日本侵略了他国，践踏了别国的领土，这既然是历史事实，就应该道歉谢罪。我现在仍然坚持这个观点。向受伤害的对方道歉谢罪——这是作为人应该有的正义感，应该超越所谓的常识和道理。这是一个在谈论国家利益和体面之

前的问题，是必须遵循的理所当然的规范。”稻盛的文章短小精悍、浅显易懂，其微言大义恰在朴实无华中。顶着极大压力发表了上述言论，他是一个正直的人！同时获得了商业上的巨大成功。

《穷人银行家》

孟加拉国虽然贫穷，但人民的精神财富却未必贫乏，至少他们有自己的诺贝尔奖得主。中国几千年的专制使得官与民都陷入窠臼式的思维模式中。如何帮助老百姓脱贫？几十年来没有形成一套行之有效的方法和机制。然而如何救穷呢？关键在于激发起穷困民众创造财富、改善生活的希望，并且给予他们适当的支持以实现这些愿望。这种支持不能是无偿的，不然又陷入了“救穷如救急”的怪圈。信贷就是最有力的支持。谁说穷人不能创业？他们有脱贫的渴望，能够看到许多企业看不到或者不屑看到的市场机遇，他们缺的只是本钱。中国人绝不缺少创业精神，且不论江浙、广东一带多如牛毛的私营企业。就是那些头脑活络又肯学一技之长的小业主、个体户也是创业典范。

比如我家所在的北京大院里有片开了二十年的“老大理发店”，后来

为了注册换了名字，但人们依然叫他“老大”。老大是江苏徐州人，当年和弟弟一起来北京闯世界，开了家小理发馆，因为技术高超、服务周到、价格便宜，逐渐在大院里站稳了脚跟。如今老大已经五十开外，儿子也子承父业，儿媳更是将家族事业发扬光大——增设了女子美容项目，孙辈也已经活蹦乱跳。如果当初老大不是抱着破釜沉舟的勇气离开故土到北京闯荡，并且幸运地创了自己的业，又哪来今天的生活？可以想象当年创业时的举步维艰——筹集本钱、租下门面、打点各路关系、采买各种设备。因此如果能有小额信贷的支持，一定会有更多的人有机会开创自己的事业，脱离贫困，社会也将更加和谐安定。此等好事在中国却遇到了体制上的困难，似乎无法逾越。国有大银行根本不屑这种小生意，私人又不能经营银行，而民间有融资的需求，既然从银行贷款不到款，就必然走向地下。由于完全失去了监管，私人借贷风险陡增。解决这一问题，必须建立公开透明的制度。帮助穷人创业，关键是创业者要能够从合法的渠道方便融资。这渠道可以是官办的，也必须可以是民营的，一切皆由市场竞争决定优胜劣汰。中国太需要“穷人的银行家”群体了！

TheLINK

变革创新、持续成长 参会者邀请函

2012年6月14日 中欧国际工商学院 上海石化演讲厅 主办单位：中欧国际工商学院 承办单位：中欧组织能力建设学习联盟 (OCLA)

论坛主题

企业持续成功=战略×组织能力。组织能力是中国企业家最需要持续提高的企业管理能力之一。

中欧国际工商学院 (CEIBS) 将于2012年6月14日在上海盛大举办“2012 (第三届) 中国企业组织管理高峰论坛”。“中国企业组织管理高峰论坛”是中国唯一以组织管理为主题的企业峰会。

该论坛由中欧组织能力建设学习联盟 (OCLA) 承办。此次论坛的主题聚焦于企业的“变革创新、持续成长”，即企业如何通过变革创新，突破在经营理念、战略方向和组织能力方面的瓶颈，赢得持续成功。近三百名企业家将聚集一堂参与盛会。

论坛嘉宾



迈克尔·塔什曼 (Michael Tushman) 教授
哈佛大学目前最高端、最具号召力的教授，动态竞争力专家迈克尔·塔什曼 (Michael Tushman) 教授将在大会进行主题演讲。迈克尔·塔什曼教授在技术变革，行政领导和组织适应领域享有国际盛誉。他出版了众多书籍，并在专业期刊上发表相关著作。他全面参与哈佛大学的MBA课程和博士课程，并长期担任哈佛高级经理人培训旗舰课程 (Advanced Management Program) 主任。他同时活跃在世界各地的企业高管教育课程，并担任众多500强企业的咨询顾问和CEO教练。

全程主持与点评



杨国安教授
国际公认人力资源管理领域的权威，现为中欧国际工商学院飞利浦人力资源管理教授、组织能力建设学习联盟会长。中欧最高荣誉—中欧名师奖获得者。曾担任宏基集团首席人力资源官，目前为多家公司的独立董事和高级顾问。著有《组织能力的杨三角》、《组织能力的突破》等书籍。

企业界嘉宾

大会特邀多名优秀企业领袖主题演讲，倾情分享企业成功经验。演讲嘉宾与迈克尔·塔什曼教授还将进行一场集体高峰对话，并与会者进行互动交流。

论坛议程

6月14日 星期四

08:30-09:00	签到
09:10-12:30	主题演讲：变革创新、持续成长 迈克尔·塔什曼 哈佛大学教授
13:45-15:00	知名企业领袖主题演讲 (3位)
15:20-16:45	企业领袖集体高峰对话
16:45-17:00	会议总结

中欧国际工商学院上海石化演讲厅
中国上海市浦东新区红枫路699号

参会信息

费用	RMB4800/人 (5月15日前可享9折优惠)
报名截止日期	5月31日

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参会者邀请函

中欧MBA08级同学捐助云南省 牟定县桃源小学纪实

CEIBS MBA08 Charity Initiative at
Yunnan Mouding Taoyuan Elementary
School

文/李慧 (MBA 2008)





■ By Ella Li (MBA 2008)

April 2010 marked the official graduation of my CEIBS class, MBA 2008. After 18 months of full-time studying, my classmates and I resumed our lives in the “real world”. Thanks to Weibo, many of us were able to stay in touch and regularly share updates.

In 2011, the Guo Mei Mei Red Cross Scandal came out, and the photos of the lavish lifestyle of a young girl purportedly employed by Red Cross China put many Chinese off charitable donations. At that time, news about deprived children in rural areas was also spreading online. Despite the atmosphere of suspicion towards charities, those of us who had kept in touch had still been pondering the idea of helping the needy, particularly those who lacked

the basics such as food and education. We are not billionaires but we believed we could help.

In September 2011, fellow MBA 08 classmate William Guo had the idea of initiating a one-to-one assistance programme at a school located in a remote area. The idea was to form a relatively small organisation with around twenty MBA 08 graduates. After several rounds of discussion, we decided to accept voluntary donations. Without going through a third party or agency, we could ensure that every cent would go directly to the school, and we would regularly disclose financial details. The programme would be a long-term commitment, we decided, and we planned to increase the number of participants and donors once we gained more experience. With these guidelines

established, we started looking for the beneficiary.

While working in Kunming, I came across an elementary school in a rural area of Yunnan that was in desperate need of books, stationery and other items, and so we selected it as the first beneficiary of our programme. Our goal was to set up a reading room, and provide stationery, sports supplies, and clothing to the students.

Each of us shared the responsibilities – collecting donations, selecting and purchasing books and stationery, managing the reading room project, and sourcing furniture. The entire preparation process was efficient and transparent. In the end, we raised more than RMB30,000 – all from MBA 08. We decided that if we had remaining funds we would



2010年4月MBA毕业后，大家各自都回到了往日的工作生活，但不少同学还在微博上保持着相互关注。2011年“郭美美事件”与关于许多贫困地区孩子们吃不饱饭、没有书读的消息在网络上广泛传播着，同学们都希望可以为贫困地区的孩子们做些什么。

2011年9月，在醵铭德同学的号召下，同学们决定举行“MBA08贫困山区学校对口帮助”活动，初步参与者为在微博上较为活跃的20余位同学。大家决定采取自愿捐款、直接向捐助对象实行捐助的方式，由财务专人负责账目的定期公开，还制定了活动章程，并开始积极寻找对口学校。同学们希望将这个活动长期举行下去，在积累一定经验后逐步扩大参与范围。

去年10月，在云南昆明工作的我找到了一所本地小学，亲自考察了当地情况并与同学们讨论之后，大家一致同意将该小学——桃源小学作为我们的第一个捐助对象，主要任务是为学校建立一间图书阅览室，同时提供文具、体育用品、衣物等物品的捐

助。

确定目标后，同学们积极行动起来，共募集善款三万多元，全部来自MBA08的同学，本次活动剩余经费会留至下次活动再支出。12月初，捐赠物品陆续到位。由我负责统一收集后，与小学商定了捐赠日期及相关安排。

捐赠实况

桃源小学位于云南省楚雄州牟定县安定乡桃源村，地处大山环抱之中，四周风景如桃源般秀美，却非常贫穷。全校共有7个班级，约150名学生，7位老师，覆盖周围十多个自然村落，住得最远者距离学校约四公里。学校只有一栋两层的教学楼，由政府2004年统一建造，也是村里唯一一座两层建筑，但教室内桌椅都非常破旧。小小的操场地面仍然是泥土的，也没有院墙。孩子们的教材由政府免费发放，除此之外没有任何课外书籍。由于学校并非寄宿制，因此无法提供午餐，一些家在四公里之外的孩子需要每天中午往返八公里山路吃

饭，非常艰苦。

12月27日一早，我与同事以及两位昆明当地的媒体记者朋友就开车出发了，还带着装了满满一车的捐赠品。中午11点多进入桃源村后还有四、五公里的土路，坑坑洼洼非常难走，但远远地就听到锣鼓声与孩子们的欢呼声。老师们组织了所有同学在小学门口夹道欢迎我们的到来，三位美丽的女教师还穿戴了彝族传统民族服饰，表示最隆重的欢迎。孩子们也为了下午的联欢活动大都穿上了比较整洁的衣服，精气神十足。

这次的捐赠品共有六百多本图书，五大箱文具（150份）与体育用品以及五、六箱捐赠的衣物。在此之前，已有同学与学校老师联络好，为他们在邮局订阅了多份全年的期刊杂志，其中有五份由学校老师根据实际需要自行挑选，这也将有助于老师与同学们了解更多的实时信息。

装书的箱子被直接搬进了阅览室，它原本是校长办公与居住的房间，因为位置合适，专门腾作了阅览室。崭新的四个大书架与足够25人使用的桌椅也已经摆好。原本我们计划



use them in the next initiative. For this donation, we also asked the teachers to select and make year-long subscriptions to several educational journals, and we hoped these would provide teachers and students with more information on current issues.

By the end of 2011, most of the supplies and materials had arrived in Kunming and were waiting to be transported to the school.

The beneficiary

Located in Taoyuan Village, Chuxiong Prefecture, Yunnan, Taoyuan Elementary School is surrounded by mountains, with beautiful scenery and a breathtaking landscape. Resources are extremely scarce, however. There are seven grades with seven teachers, and a total of 150 students. The school serves over ten villages in the surrounding areas, and the farthest village is about 4km away. The school is housed in a

two-storey building (the only one in the entire village) that was built by the government in 2004. Our research showed that the desks and chairs were barely usable. The playground was not properly paved, and the school was just a stand-alone building without an enclosing wall. Students' study materials were provided by the government at no cost, but there were no supplemental materials. Since it is not a boarding school, meals are not provided, so those who lived 4km away had to walk 8km for lunch. It was definitely not an easy situation.

On the morning of December 27, I started the journey to the school with some colleagues, two local journalists, and a van full of books and supplies. Travelling through the winding, secondary roads, the 240km trip from Kunming took about 4 hours.

When our team finally arrived, we were greeted by the sound of music and children's laughter. A welcome ceremony also awaited us, with the

teachers wearing traditional Yi style outfits, and the children all in their best clothes.

After a short introduction, the teachers gathered a group of older students to help unload the van, and within minutes the job was done. During this first donation round, we gave over 600 books, 150 packs of stationeries, sports supplies, and 6 boxes of clothing.

The books were put in the reading room. When our group arrived, four large bookshelves, plus desks and chairs to serve 25 students at a time had already been set up. Originally the plan was to source the furniture from IKEA in Shanghai, but because of transportation costs, we decided to go with local carpenters – which saved around RMB2000.

As the children opened the boxes, passing the brand new books to each other and putting them on the shelves, we could see the happiness in their eyes. Some of them could not wait to

**募集善款：
三万多元**

**捐赠品：
五大箱文具
(150份)与体育
用品**

**捐赠品：
六百多本
图书**

**捐赠品：
五、六箱
捐赠衣物**

从上海宜家购置家具，考虑到运输成本，决定还是由学校在当地找工匠制作，节省了两千元左右的费用。

崭新的书籍在一双双小手中传递，再整齐地摆进书架。

孩子们难掩看到这些书籍时惊讶与喜爱的眼神，有的已经迫不及待坐下翻看起来。老师们连连道谢，“连我们当老师的都没有见过这么多书，别说孩子们了，我们一定好好把这些书利用起来”。

午饭时间，学校专门请来村民给我们准备午餐，村里辈分最高的老人与乡中心小学的书记也来了。身穿彝族服饰的女教师们唱起了传统的祝酒歌，欢迎并感谢我们这些来自远方的朋友。我们既感动又不安，怕太过麻烦他们，老师们却说，“我们这里很少有外面来的客人，可以这样招待你们，我们也很高兴！”

午休之后，孩子们又忙碌起来。老师们前一天带他们上山去采松针，现在松针铺满了大半个操场，他们按班级整齐地席地而坐，等待活动开始。温暖的冬日里，大家坐在干净的松针上，被太阳晒得暖洋洋的。

下午两点，捐赠活动正式开始。校长和中心小学书记发表讲话，告诉孩子们这次捐赠活动的情况与意义，希望孩子们懂得感恩。我代表中欧MBA08

同学发言，介绍了中欧与发起这次捐赠的缘故，“之所以捐书给你们，是因为我们明白知识就是力量，知识改变命运！希望你们通过广泛阅读培养自己的兴趣爱好，为以后的成长打好基础”。之后，一名五年级的女同学代表学生讲话，朴实的语言里承载了太多的感谢，让我们感动不已。

接着，我们向每一名学生派发文具。所有的文具都已用漂亮的文件袋分装好，里面有文具盒、笔与小计算器等，好看又实用，也便于现场派发。孩子们按照班级排队领取，不挑不捡，非常有秩序。每个拿到文具的孩子都会带着腼腆与开心说一声“谢谢”。

合影留念后，“庆元旦新年感恩大联欢”活动拉开帷幕。歌曲、舞蹈、小品等十多个节目让几乎每个孩子都有机会参与，学前班一名只有四岁的男孩由大一点的孩子带着跳起了舞。一直在大城市生活的我们，看到他们如此认真的简单与快乐，也忍不住参与其中，忘记了所有烦恼。

欣赏文艺表演的同时，我们将收集来的衣物分发给孩子们。由于尺寸并不齐全，只能根据实际情况分配，不能保证每个孩子都拿到，但没有任何一个孩子表现出攀比或争抢的情况。同行的记者朋友忍不住说：“虽

然穷苦，但孩子们勤劳懂事，还懂得互相照顾，这都是学校老师们教育的功劳。为人师表，不容易！”

联欢在下午四点结束，考虑到行车安全，我们也必须离开了。孩子们再次列队欢送，老师拉着我们的手依依惜别。

心得与体会

捐赠活动的成功给每位参与者都带来了无以伦比的成就与自豪感。孩子与老师的质朴也给我们带来很多的感动。一个小小的行动就可以给他们带来如此多的快乐和帮助，而我们同学之间也由此加强了联络、增进了感情，大家一致同意要将这个活动继续下去。

如果桃源小学明年在阅览书目与数量上有进一步需要，我们将继续捐助。如果捐款到位，我们希望帮助他们把操场也平整一下。桃源小学的操场并不大，有一个较为破旧的篮球筐，但泥土地上布满坑洼，打篮球经常容易扭到脚。遇到下雨天时，地面会更加泥泞不堪。我们希望能用水泥加固，费用应该在两万元以内。

与此同时，大家还在积极寻找其他的捐助对象，并欢迎更多的同学参与进来。 **TheLINK**



start flipping through the books, and the teachers kept thanking us. They told us they had never seen so many books before, and that they would definitely make good use of them.

When we finished arranging the reading room, people from the village came to prepare lunch for us. The village elders of the highest rank, as well as the Secretary of the main elementary school came to meet us. Seeing all these preparations, we felt that perhaps we had inconvenienced them. The teachers, however, explained that they do not usually have guests from outside, and they wanted to have a proper celebration to mark the occasion.

In the afternoon, the donation ceremony started. The Principal and Secretary made speeches informing

the students about the donation and emphasising the importance of being thankful. I spoke about CEIBS, and explained what we hoped to accomplish. “We’re giving you books because we believe knowledge is power and that you can change your life with knowledge. We hope you can develop your interests through reading and build a good foundation for your future,” I said. Afterwards, a grade 5 student delivered a speech on behalf of all the students – a simple speech, filled with thankfulness, that moved us all.

Then we started handing out the sets of stationery to students. These gift packs had been prepared by some MBA 08 classmates in Shanghai. Each pack had a stationery box with pens and a calculator. The students all lined

up by class and received their packs with happiness and a bit of timidity.

Once the gift packs had been handed out, we took a group picture, and the “New Year Celebration Party” began. The students had prepared over 10 performances including songs, dances, skits, etc. For those of us who have been living in big cities, experiencing these simple acts of happiness and gratitude was truly humbling.

While enjoying the performance, we began to distribute the clothing to the children.

What we gained

Although we were the ones to give, this event has brought us so much more satisfaction than we could have imagined. Though this was a relatively small initiative, we were still able to help and to share happiness with others. We also strengthened the bonds among MBA 08 alumni. It was all worth the effort, and we have decided to continue working on similar activities.

If Taoyuan Elementary School needs more books in the future, we will donate more. We are also considering paving the school’s playground. It is a mid-sized area with an old basketball stand. Because the playground has not been properly paved, students sometimes fall on the uneven ground while playing. We would like to help fix this, and the budget should be less than RMB20,000.

We are also in the process of searching for other beneficiaries, as well as volunteers. You are welcome to join us! **TheLINK**

全球采风之“伊朗印象”

GLOBAL SHOTS: IMPRESSIONS OF IRAN



▲ 《飘逸的黑斗篷》

摄影：汪峰EMBA98SH2

说明：伊朗伊斯法罕著名的33孔大桥下，不时有黑斗篷随风飘过，更凸显大桥的端庄古朴。

“Flying Black Capes”

Photographer: Wang Feng (EMBA 1999 8SH2)

Under the famous Si-o-se-pol with 33 arches in Isfahan, Iran, the black capes flying in the wind add to the serenity of the old bridge.

专栏组稿人：中欧校友摄影俱乐部理事高斐校友（EMBA99SH2）

Column Organiser: Gao Fei (EMBA 1999, Shanghai Class 2) Director of CEIBS Alumni Photography Club



◀ 《波斯美女》

摄影：汪峰EMBA98SH2

说明：伊朗妇女一般都回避照相，但如今也已有一些伊朗妇女向我们的镜头展开了笑脸。

“Persian Beauty”

Photographer: Wang Feng (EMBA 1998 SH2)

Iranian women usually avoid cameras. Fortunately, today some women in this Islamic country are willing to unveil their happy smiles for us.



《真主的召唤》

摄影：
吴叔平 EMBA03SH4

说明：
这一幕发生在临时搭建的
晚祈祷帐篷里。

“The Call of Allah”

Photographer: Wu Shuping (EMBA 2003 SH4)

This scene took place in a tent temporarily set up for night prayer.





《男子汉》

摄影：吴叔平 EMBA03SH4

说明：同行的“摄友”几乎同时连拍了这幸福的一家仁的各种表情。惟在此照中，小男孩跃起身招呼这群异国“摄客”。三十年后，这小男孩很可能是伊朗社会的“人物”……

“The Man of the House”

Photographer: Wu Shuping (EMBA 2003 SH4)

All three photographers in our team took continuous shots of the happy faces of the family of three. It is only in this photo that the boy appeared bold enough to greet the group of foreign visitors. He might be somebody important in Iran after 30 years have passed — who knows?



《礼》

摄影：吴叔平 EMBA03SH4

说明：两位老人对街相向而行，哈首招呼而后行面礼……那份真诚、安详、平和，描绘出平常时期的伊朗社会风土人情。

“Salutation”

Photographer: Wu Shuping (EMBA 2003 SH4)

Two senior citizens nod their acknowledgement and perform a formal salutation as they walk by each other on the street. The scene of faithfulness and peacefulness represents the Iranian society with all its subtle changes.

▼ 《闲暇时光》

摄影：黄琳江（EMBA98SH2汪峰校友太太）

说明：建于600年前的赫居古桥，是横跨在扎因达鲁河上最具代表性的双层结构砖石孔古桥，上层行人，下层流水，但在炎热的枯水季节，人们在下层桥洞下可纳凉休息。

“Leisure”

Photographer: Huang Linjiang, wife of Wang Feng (EMBA 1998 SH2)

Khaju Bridge, built 600 years ago, is the most representative double-level brick-and-stone bridge on Zayandeh River. Usually the upper level is used for transportation and the lower level for water flow. In hot dry seasons, however, people rest and enjoy the cool air in the arches of the lower level.



中欧年度基金提升学院竞争力 Annual Fund Essential to CEIBS' Competitiveness



捐赠方式

银行转帐

户名：上海中欧国际工商学院教育发展基金会
帐号：211582039210001
开户行：招商银行上海分行南西支行，
上海市南京西路100号，200003

邮政汇款

收款方：中欧国际工商学院教育发展基金会
地址：上海市浦东新区红枫路699号，201206

How to invest in the CEIBS brand

Bank Transfer

BNF's name: Shanghai CEIBS Education Foundation
A/C No.: 211582039210001
Bank's name and address: China Merchants Bank, Shanghai Nanxi Branch,
100 West Nanjing Rd., Shanghai, 200003

Postal Remittance

Name: Shanghai CEIBS Education Foundation
Address: 699 Hongfeng Rd., Pudong, Shanghai, 201206

中欧 教育发展基金会日前启动了2012年度基金，这项基金为中欧校友提供了回报母校的渠道，以此确保中欧拥有跻身全球顶级商学院行列的竞争力。

目标：争取中欧50%的校友向母校捐赠。

中欧院长佩德罗·雷诺（Pedro Nueno）教授指出，一些世界知名商学院如哈佛商学院都得到其校友的大力资助，他因此号召中欧校友积极支持该基金。“世界知名商学院的校友以财力资助母校，以此彰显与母校的终身联系。”他说，“我们希望在这里共同努力，发扬光大一种全世界最好的商学院与校友间的关系，确保中欧位居全球顶级商学院之列！”

中欧希望得到100笔人民币10万元以上的捐赠，提供这些捐助的校友将成为“中欧世纪俱乐部”成员，并受邀一年一度的盛大晚宴。此外，中欧还希望得到25笔人民币100万元以上和5笔人民币1000万元以上的大额捐赠，这些慷慨捐赠的校友将成为“中欧千禧俱乐部”成员，并每年受邀一系列高端会议活动，与世界级贵宾对话交流。

“如果我们能够达到这些目标，那么，筹得的款项一定

能更有力地推动中欧在世界一流商学院之林更进一步。行动起来吧，请您慷慨解囊追加对中欧品牌的投入！”中欧副院长兼教务长约翰·奎尔奇（John Quelch）教授在致辞中说，“除了上述大额捐赠以外，我们也欢迎小额捐赠。数额大小并不重要，我们欢迎并珍视您对母校的情谊！”

所有的个人捐赠都将在年度捐赠报告中刊登致谢，并在线公开；对于要求匿名捐赠的校友，学院亦保证不公开其身份。

中欧教育发展基金会秘书长、院长助理葛俊先生说，“中欧校友的捐助对学院吸引并留住世界顶尖教授、投资尖端研究、开发卓越的创新方案、招收最有才华的学员并根据他们的需求提供帮助、打造世界一流的设施并确保可预见的新财政支持来源都非常重要。通过支持年度校友基金，我们的毕业生们可以由此帮助学院实现这些目标。根本而言，中欧的成功与校友的成功是相辅相成、交相辉映的！”

欢迎您通过在线支付、银行转账、邮政汇款等途径向母校捐赠，也欢迎您亲自前来母校捐赠。（详情请见左页）

CEIBS Foundation recently launched the 2012 Annual Fund, providing alumni with an opportunity to give back to their alma mater and help boost CEIBS' competitiveness among the world's top b-schools.

The goal: to secure investments from 50% of the school's alumni this year.

Pointing to the strong support that leading b-schools such as Harvard receive from their alumni, CEIBS President Pedro Nueno is urging the school's alumni to throw their support behind the fund. "Alumni honour their life-long relationship with leading business schools by supporting them financially," he says. "It is my hope that we can all work together to secure CEIBS' place among global b-schools with the best school-alumni relationships!"

CEIBS is seeking 100 major investments over RMB100,000. These alumni will become members of the CEIBS Century Club and be invited to an annual black tie dinner in their honour. CEIBS is also seeking 25 major investments over RMB1,000,000 and 5 more over RMB10,000,000. These alumni will become members of the CEIBS Millennium Club and have access to a series of exclusive events each year with world class, distinguished speakers.

"If we reach our targets, the funds we raise will enable

CEIBS to take its rightful place among the top ten business schools in the world. What we are asking from our alumni is a further investment in the CEIBS brand," says CEIBS Dean John Quelch. "In addition to the major investments mentioned above, we also welcome smaller contributions. It's not about how much you give; it's about your commitment to your alma mater."

All investments by individuals will be recognized in an annual Investors Report which will be posted online for all to see. However the identities of individuals who wish to remain anonymous will be kept confidential.

"We need alumni investment in the CEIBS brand so that we can attract and retain top faculty, fund cutting-edge research, develop outstanding and innovative programmes, recruit the most talented students and provide them with assistance as needed, provide world class facilities and secure a predictable new source of financial support," says Secretary General of the CEIBS Foundation Ge Jun. "By supporting the Annual Alumni Fund, our graduates will provide the resources needed to achieve these goals. CEIBS' success is inextricably linked to our alumni's success!"

Investments can be made online, by bank transfer, postal remittance or during a campus visit. (More details at left.)



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